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THE CHILDREN'S TRUST JOINT
HUMAN RESOURCES/EXECUTIVE COMMITTEE MEETING

The Children's Trust Joint Human Resources/Executive
Committee Meeting was held on Thursday, April 5, 2018,
commencing at 11:01 a.m., at 3150 S.W. 3rd Avenue,
Conference Room A, Miami, Florida 33129. The meeting
was called to order by Mark Trowbridge, Chair, and
Laurie Nuell, Chair.

Executive Committee

- Laurie W. Nuell, Chair
- Lileana de Moya, Vice Chair
- Kenneth C. Hoffman, Treasurer
- Karen Weller, Secretary
- Marissa Leichter, Gubernatorial Appointee

Human Resources Committee

- Mark Trowbridge, Chair
- Alvin Gainey, Vice Chair
- Dr. Miguel Balsera, Gubernatorial Appointee
- Steve Hope, At-Large Board Member
- Mindy Grimes-Festge, United Teachers of Dade

STAFF:

- Imran Ali
- Joanna Revelo
- Muriel Jeanty, Clerk of the Board

1 PROCEEDINGS

2 (Recording of the meeting began at 11:01
3 a.m.)

4 MR. TROWBRIDGE: This is a joint meeting
5 between the Executive Committee and the HR Committee of
6 the Children's Trust. And Laurie Nuell and I are going
7 to be sharing the same duties today and welcoming all of
8 you.

9 But I thought, this is the first time we've
10 had a joint meeting between these two committees, at
11 least since I've been involved, and I thought we'd have
12 everybody quickly re-introduce themselves.

13 We also have some of our staff here as well
14 that support this process, especially on the HR side.
15 So, Mindy, we'll start with you.

16 MS. GRIMES-FESTGE: Mindy Grimes-Festge.
17 I'm representing the United Teachers of Dade.

18 MR. HOPE: Steve Hope, at-large Board
19 member.

20 MS. WELLER: Karen Weller, the Department of
21 Health.

22 MR. TROWBRIDGE: And our new treasurer.

23 MS. WELLER: No, I'm the secretary.

24 MR. TROWBRIDGE: Oh, secretary, sorry. Ken,
25 right on cue. Please introduce yourself.

1 MR. HOFFMAN: Ken Hoffman.

2 MS. LEICHTER: Treasurer, not secretary.

3 MR. TROWBRIDGE: Treasurer. Not everything
4 goes according to plan. Mark Trowbridge. I represent
5 the Coalition of Chambers of Commerce and I'm chairing
6 the HR Committee this year.

7 MS. NUELL: Laurie Nuell, chair.

8 MS. JEANTY: Muriel Jeanty, Clerk of the
9 Board of the Children's Trust.

10 MR. TROWBRIDGE: She keeps everybody in
11 line.

12 MR. GAINEY: I'm Alvin Gainey. I'm
13 representing Miami-Dade County PTA and I'm the co-chair
14 of the HR Committee.

15 MR. ALI: Imran Ali, Children's Trust staff.

16 MS. REVELO: Joanna Revelo, human resources
17 manager of the Children's Trust.

18 MS. LEICHTER: Marissa Leichter,
19 gubernatorial appointee. I work at Florida Foster Care
20 Review and I'm on the Executive Committee.

21 MR. TROWBRIDGE: And I want to say a special
22 "thank you" to Joanna as well because she has been
23 working with the HR Committee for quite a while now and
24 has been helping kind of shepherd the evaluation
25 process, which is one of the things that we're going to

1 be talking about today.

2 So, Muriel, do we have any public comments?

3 MS. JEANTY: No comments.

4 MR. TROWBRIDGE: No public comments. All
5 right. Thank you very much. Laurie, is there anything
6 you would like to offer before we kind of move into
7 discussion items?

8 MS. NUELLE: No. Well, actually, this is
9 probably for you to say, but we can obviously review all
10 of this. But then hopefully, we can have some
11 conversation on setting goals and also continuing to
12 evaluate our evaluation tools.

13 MR. TROWBRIDGE: Okay. So, there are really
14 two significant items under discussion items that we're
15 going to bring forward. But certainly, if anybody from
16 the Executive Committee or the HR Committee would like
17 to add anything, please feel free to do that as well.

18 What you have before you, and I want to
19 thank, I think, Joanna, you helped compile this for us,
20 so thank you very much for doing that.

21 (Lily De Moya entered the meeting room.)

22 MR. TROWBRIDGE: Hello, Lily.

23 MS. DE MOYA: Hello.

24 MR. TROWBRIDGE: Welcome.

25 MS. DE MOYA: Good morning, everyone.

1 MR. TROWBRIDGE: What you have before you is
2 a compilation document. And so across the top line, if
3 you look at the smaller sheet, I think you were
4 provided, actually, a copy of Jim's self-evaluation,
5 which is what the HR Committee had set out for Jim last
6 year when Marissa was chair, to work on the actual
7 evaluation document and tool but also ask the CEO to
8 work with us by doing a self-evaluation.

9 And then what you have beneath that are the
10 input from members of the committee. And so maybe just
11 take a moment to sort of look through that. I think you
12 know what's always very important are kind of the
13 anecdotal and open-ended comments because, obviously,
14 there's a weighted instrument based on a number of
15 criteria, whether it's the communications, leadership,
16 judgment, Board relations and interaction, sort of an
17 outward-facing community relations, amongst other items.

18 And then those are weighted, as you see,
19 based on the scores that are in the parentheses. And I
20 think if you look at the larger document, it's just more
21 in-depth.

22 MS. REVELO: Yes. And the larger document,
23 you know, you'll see that the very first page, those are
24 all of -- most of Jim's comments for each of the
25 factors, each of the areas where he self-placed in those

1 areas.

2 You'll see, as you begin to read the
3 teeny-tiny font, in each of the self, at the very
4 bottom, it begins to cut off a little bit. I have the
5 actual evaluation if anybody really wants to know, you
6 know, the remainder of those comments. Muriel and I
7 worked very hard yesterday trying to squeeze it in and
8 re-format everything and it just became a very big
9 challenge for us to do.

10 But like I said, I have the actual
11 evaluation that he's done. I think you all received
12 that as well. His comments were in each of those areas.

13 And then as you flip through the larger
14 placemat, if you will, document, that has everybody's
15 comments who provided comments in each of those areas.
16 And then we were just, you know, sensitive to the
17 members' identities, so you'll see that they've been
18 secretly coded.

19 MR. HOFFMAN: Joanna, just a question on the
20 chart. So, when I look at the average score at the
21 bottom for a certain question or certain area, is that a
22 four-point scale?

23 MS. REVELO: Yes.

24 MR. HOFFMAN: Okay. So the overall is a
25 four-point scale?

1 MS. REVELO: Correct. And in the overall
2 column, that's the overall weighted rating. And then,
3 yes, on the very bottom, it's the four-point scale, 4,
4 3, 2, 1.

5 MR. TROWBRIDGE: Terrific. Thank you for
6 clarifying that. So, you know, one of the things, after
7 Laurie's comments, that I think is part of our process
8 today is to not only look at the evaluation tool and the
9 general feedback but also looking at potential goals for
10 the future.

11 And so I think in some ways, if you look at
12 the scoring, if there are areas that maybe fall into a
13 lower rating, maybe an area to look at in terms of
14 goal-setting.

15 But I think as you look across that, there's
16 nothing below "very good" and most of it is in the
17 "outstanding" category, and a 3.7 score out of a 4-point
18 scale, I think, is very strong. It's actually a higher
19 rating than Jim's self-rating. Marissa?

20 MS. LEICHTER: Maybe Laurie or -- I don't
21 know. I meant to add it to my e-mail when I was sending
22 it back to you and Muriel and then I just didn't kind of
23 add it.

24 Why didn't Jim recommend -- I was, like, am
25 I losing my mind? Because I saw that the goals for next

1 year were the goals for this year. And I was, like, did
2 he forget? Because I know, Laurie, you had had a
3 meeting with him last year when I was the chair of this
4 Board and you were going to have a separate meeting with
5 him to talk about his goals for next year.

6 And like you just said, Mark, are we here to
7 bring goals for next year? But was he supposed to kind
8 of give us a little bit of -- because his goals for next
9 year are exactly these goals. I meant to ask you.

10 MS. NUELLE: Right.

11 MR. TROWBRIDGE: Good question.

12 MS. NUELLE: I think -- I think the answer,
13 the honest answer is -- because, of course, I did
14 remember that discussion and that we said -- so, a
15 little history for people that are new on this
16 committee.

17 Before Jim, our CEO's didn't even have a
18 contract. So, they did have an evaluation because that
19 was required but it was done very differently. So, last
20 year was the really the first -- I think it was last
21 year -- yes, last year was the first year that we really
22 started to formalize -- well, A) he has a contract; and
23 B) formalized the process of the evaluation.

24 And then it became -- it didn't become -- it
25 was in the by-laws that the HR Committee conducts the

1 evaluation. It wasn't really done that way, either.

2 So, we're still tweaking it, essentially.

3 So, one of the things was -- the comment
4 last year was, when you come back, you know, at the end
5 of this year, we should have the goals for next year.
6 And I think, to be honest, we did have the conversation,
7 and I think, honestly, it just kind of fell through the
8 cracks.

9 Like, we, you know, tried, you know, we
10 talked about it, we talked about his goals, I did
11 everything that I was supposed to do, which was, I had a
12 mid-year meeting with him about his job and, you know,
13 the goals and all of that and then an end-of-the-year.

14 So, anyway, I don't think that the goals
15 that were on there that he set for next year were
16 intended to necessarily be for next year. We tweaked
17 them and I think there's things that we don't --

18 MR. TROWBRIDGE: And some of them are
19 longer-term, though. They don't necessarily get
20 accomplished in a year.

21 MS. NUELLE: Right, or we probably should
22 look at things that are more --

23 MR. ALI: I think, you know, a lot of the
24 goals -- I work closely with him, you know. These are
25 long-term, you know. He's continued to work on it. He

1 hasn't really fully achieved them, so I think it would
2 behoove us to probably just leave some of them in place
3 until they're accomplished. So that would be my
4 recommendation.

5 I mean, if there's any that Laurie wants to
6 tweak with him, that's fine. But I think the ones that
7 he established last year with her is something that we
8 want to continue working towards.

9 MS. NUELLE: I mean, we can look at them.
10 But I think I'd like to see maybe a measurable goal.

11 MS. LEICHTER: I'm just a little confused.
12 Are we even saying not to change them?

13 MR. TROWBRIDGE: I don't think we're at that
14 part yet, so I think this is a clarification --

15 MS. LEICHTER: I think he's met -- I think
16 he's met these goals in a lot of ways, so they kind of
17 need to be refreshed.

18 MR. HOPE: Question. Goals are normally
19 tied to your strategic intent, so that is --

20 MS. LEICHTER: Right, measurable.

21 MR. HOPE: -- what is supposed to drive, I
22 guess, the goals for the CEO. A lot of these
23 categories, however, are standard objectives for most
24 CEO's on an ongoing basis.

25 So, there might be a need to add any

1 specific goals that ties to the organization's strategy
2 that a CEO drives. So, I don't know if we've identified
3 what those are that are in alignment with the
4 organization's strategy.

5 MR. TROWBRIDGE: Do you think we should also
6 look at that in terms of the major areas of review?
7 Because you're right, I think that when you look at
8 communication and fiscal responsibility, I think those
9 are very typically areas of review for a CEO or a
10 C-level executive.

11 MR. HOPE: Right.

12 MR. TROWBRIDGE: So we could do that, you
13 know, longer term to help tweak the instrument.

14 MR. HOPE: Right. So, it might be something
15 for another forum. But I guess as you plan specific
16 goals that are not consistent with these standard goals
17 for a CEO, you might be able to really add some
18 additional goals that are more specific in nature as it
19 relates to the organization's strategy.

20 MS. NUELLE: And I think that the first year,
21 since we sort of re-created the instrument that Jim was
22 here, there were some specific things that were more --
23 what do you call it -- like, you know, all-encompassing,
24 like, get out in the community.

25 That was a big thing for our new CEO is that

1 we wanted to, you know, increase our visibility. And I
2 don't know what the other ones were, but those kinds of
3 things that aren't, I mean, you could say they're
4 measurable if you wanted to say, like, you went 100
5 times and we wanted you to go 80 times.

6 But otherwise -- but I think, after two
7 years, we're at a point where I think we can -- should
8 be able to have something specific that --

9 MR. TROWBRIDGE: And I think some of them
10 could be longer term, because some of these --

11 MS. NUELLE: Sure, yes.

12 MR. TROWBRIDGE: -- are things to address
13 and measure immediately. You have to understand that,
14 you know, when we did this at the end of the first year,
15 we were kind of working with someone, you know, who had
16 a million things to try to accomplish in that first
17 year. And so that's all we've got, a learning curve
18 year.

19 But I do think if you look at, like, goal
20 #3 --

21 MS. NUELLE: Where are the goals?

22 MR. TROWBRIDGE: They're on the very back of
23 the instrument. But, like, you know, the measurability
24 is, you know, two collaboration projects --

25 MS. NUELLE: Are they on here somewhere? Do

1 we not have them in front of us?

2 MS. LEICHTER: They're on the old --

3 MR. TROWBRIDGE: They're on the instrument.

4 MS. LEICHTER: Yeah, I have Jim's
5 self-evaluation.

6 MR. TROWBRIDGE: Yeah, but I agree with
7 Marissa. I do think some of them are probably already
8 either in an accomplishment stage or there certainly has
9 been significant progress towards them.

10 But I also think that maybe this is another
11 area where Jim could come back to us after he meets with
12 you, Laurie, and offer them.

13 MS. LEICHTER: I mean, Jim answered them.
14 He told us what he's done.

15 MR. TROWBRIDGE: Yeah, I think he was
16 measuring them.

17 MS. NUELL: Right.

18 MS. LEICHTER: Yeah, I mean, that's why I
19 was saying, okay, he's accomplished these, so what are
20 his new ones. And I remember we did talk last year
21 about maybe making them a little bit more quantitative,
22 more measurable.

23 But, I mean, I don't have a problem with
24 these. I just think we need new ones now.

25 MR. HOPE: So, for example, under fiscal

1 responsibilities, something we've talked about, bringing
2 down the fund balance, that can be one of the goals
3 fiscally to reduce the fund balance by "X" percent over
4 "X" period of time. So, that way, it can be measured
5 when the next evaluation comes up.

6 MS. NUELLE: That's the exact one that I was
7 thinking, too.

8 MR. HOFFMAN: Although, again, there's so
9 many other factors in doing that, including your
10 participation as a Board member and a committee member
11 to facilitate that and come up with a plan.

12 So, I think that -- I think it's an
13 important goal but I don't think these are also
14 necessarily more measurable than -- we couldn't look at
15 Jim in three years and say, the fund balance is still
16 too high, it's your fault and you didn't achieve that
17 goal. You achieve the goal that you created a proper
18 plan to do and helped you fill out the plan and endorse
19 it. So, you know, maybe it's not as measurable a goal
20 as much as changing the goal a little bit to focus on
21 something like that.

22 MR. HOPE: And that was just an example to
23 kind of create the forum for the discussion. So I don't
24 think it's something that we might necessarily need to
25 have done today, but it's definitely something as you

1 revise the goals for the new period that you're going to
2 take into consideration.

3 MR. ALI: And I think we want to take into
4 consideration that he really wants to focus on next year
5 is awareness of the Trust, because he feels that even
6 though there's a lot of people who know about the Trust,
7 a lot of people don't know what the Trust does.

8 MS. NUELLE: We can bring him in for this. I
9 told him, when we talked about goals, that, you know, he
10 could come in. So, we could do that, you know, because
11 this should be collaborative, I think.

12 MR. TROWBRIDGE: But that really relates to
13 goal #2, so maybe that needs to be kind of carried
14 forward, maybe tweaked a bit.

15 MR. ALI: Tweaked a little bit.

16 MS. DE MOYA: So, I just wanted to ask
17 something. Some of these goals, like somebody else was
18 saying, are more long-term. So couldn't we just ask him
19 to -- so, goal #1, maintain deep connections to the
20 business community. So, like, what's the long-term and
21 what's the one-year goal, like, divide it, like, tier-1,
22 tier-2.

23 MR. TROWBRIDGE: Short-term, long-term.

24 MS. DE MOYA: Short-term, long-term. I
25 mean, I think that would give us a more overall picture

1 of what his goals are overall for the Trust, not just
2 for one year.

3 MS. NUELLE: It's not that they're long-term.
4 They're ongoing. I think that's what -- you know,
5 something's not long-term, you know. Like, if we had
6 said two years ago to revamp the IT, you know, you're
7 not going to do that in three months. So, I think a lot
8 of these are more ongoing.

9 MS. DE MOYA: Right. You could have a
10 short-term goal for a year and then a long-term goal,
11 you know. And the collaboration partnership, for
12 example, where he talked about increasing that. Well,
13 we could also say, okay, tell us what partnerships and
14 what collaborations you're looking for in the next year
15 and which ones are you looking for overall in the
16 long-term.

17 It doesn't mean that we're going to hold him
18 to, okay, you only did three instead of four, or you
19 switched it because the opportunity came up and you were
20 thinking about approaching them a year from now but then
21 they approached you this year so you switched it out.
22 You're not going to micro-manage the goals but we have
23 an idea of where he's going.

24 MS. NUELLE: I actually think funder
25 collaboration and partnerships are two completely

1 different things, because if they fall into the same
2 thing, like, I'm looking, Connect Miami, that's a
3 partnership but it's not a funder collaboration and they
4 mean completely different things.

5 So, I think I would -- I'd like to see more
6 funder collaboration and more money put in there. And
7 that's another thing. Certain goals might require more
8 funding which gets to the point of whoever about the
9 strategic planning, because sometimes it's the strategic
10 plan but there are funding requirements to meet
11 something.

12 (Dr. Balsera entered the meeting room.)

13 MS. DE MOYA: But, like, goal #4, with the
14 technology, he put that, you know, "launch phase 1 of
15 the digital footprint." Well, I would like to know what
16 phase 2 is and phase 3 and how many phases are there,
17 you know.

18 MS. NUELLE: You could say, this year, I did
19 phase 3 out of 4 or something.

20 MS. DE MOYA: Yeah, so, how many phases are
21 there and how much are you going to accomplish next year
22 and how much do you plan on accomplishing two years from
23 now.

24 MR. TROWBRIDGE: So, before we take a much
25 deeper dive into the goals portion of the conversation,

1 any other feedback related to the actual review and sort
2 of the categories and anything that pops off the page?
3 I mean, if you look at just the raw weighted totals, you
4 know, there really is nothing by category that falls
5 below a 3.4 and most are in the 3.8, 3.9 range, which is
6 how you end up with a 3.74 overall, which is --

7 MS. DE MOYA: And I just want to comment,
8 like, I think I commented this last year, also, you
9 know, that 3.4 on planning and organization, I think
10 that that's the one that is the hardest for us, as Board
11 members, to score.

12 And that might be why it's the lowest.
13 Because when you read it, I mean, I read it over and
14 over and I was, like --

15 MR. TROWBRIDGE: Hard to really evaluate.

16 MS. DE MOYA: -- all I can determine is,
17 things seem -- people seem to be getting along. Things
18 are working, right? But I don't really know, because
19 we're on the outside, so how can I determine his
20 planning and organization other than the outcome, which
21 is there's progress and things are working. So, that's
22 a really hard one as a Board member.

23 MR. HOFFMAN: That's one of the categories
24 where Jim did not rate himself as highly as we did,
25 which surprised me only because I tend to believe from

1 seeing -- and maybe it's a contrast to the old regime --
2 but I tend to believe that Jim has gotten the staff more
3 organized and more project-oriented than in the past.

4 And again, I think maybe that's maybe his
5 own rating or reflection of the fact that there needs to
6 be more work done there or maybe he feels that's one of
7 the things he has to work on.

8 MR. TROWBRIDGE: Yeah, and you can read that
9 in his own comments. Those are on the page of the
10 placemat. And a lot of it, I think, is, you know, where
11 we are in the IT upgrade, with the Way Forward program.

12 MR. HOPE: Question. So, some organizations
13 tend to have, like, a 360 review in which, for
14 example --

15 MS. DE MOYA: I'm sorry, a what?

16 MR. HOPE: A 360 review. So, for example,
17 an employee gets an opportunity to provide an
18 evaluation. Funders, grantees will get an opportunity
19 to provide an evaluation because some of these
20 questions, because we're not involved on a day-to-day
21 basis, becomes difficult.

22 So, that kind of gives a more rounded
23 evaluation. Do you see that as something that might be
24 helpful in the future?

25 MS. LEICHTER: That came up last year.

1 MR. TROWBRIDGE: Yes. Perhaps you can
2 enlighten us on that.

3 MS. REVELO: We did talk about it. The
4 Trust has never gone that way. There's no reason not
5 to. I think the comments that have been put forward
6 would provide the Board with a rounder view of the CEO,
7 because I think somewhere either in the documents or in
8 a previous discussion, you know, the CEO -- the
9 stakeholders that he's accountable to is the Board, are
10 the employees, are the providers and so to get that
11 fuller assessment.

12 MS. DE MOYA: I think that would be great,
13 especially, like, senior staff.

14 MR. ALI: Well, I can tell you that he has
15 developed a tool for the 360 as one of the objectives of
16 the staff. He hasn't said when he was going to have
17 them do it but he has it ready.

18 MR. HOPE: Survey Monkey is a good platform
19 for that. That way, you could establish the questions
20 and kind of have people anonymously --

21 MS. LEICHTER: That's the point I was going
22 to hit on and I was actually just going to ask Imran
23 that. But I think you're bringing up a good point. I
24 was going to ask Imran, how candid do you think the
25 staff would really be if the HR Committee was willing to

1 meet with them, you know, in little groups, like, a
2 study group, you know, focus group.

3 MS. NUELLE: I think it should be anonymous.

4 MS. LEICHTER: So that's what I'm saying,
5 because in my mind, I pictured, you know, them having to
6 come in and being -- you know, chatting with, you know,
7 Mark and his committee. But I think Survey Monkey, you
8 know, you might not be able to entertain dialogue but
9 people are guaranteed their anonymity, which I think is
10 scary for some employees.

11 MS. NUELLE: Yeah, I think it's tricky. I
12 mean, I don't see doing it with, like, the providers in
13 the community. Then you're really opening it up to,
14 like, three million people in Dade County.

15 But staff is different. Plus, you know,
16 people are upset about this or that. But, yes, I forgot
17 to do consensus and team-building. So Joanna wrote me
18 and she's, like, you didn't answer that.

19 And she didn't want to leave it blank. So,
20 I went back and I looked at it and, of course, I was,
21 like, what do I know about that. And I interact with
22 Jim more than anybody.

23 But it's, like, I don't know, like, it's
24 what it looks like and what he tells me and what I --
25 and I said, I don't think this organization and that

1 team could accomplish as much as they have accomplished
2 in the last two years if they weren't working well
3 together and listening. Part of it is listening to
4 ideas.

5 I don't think you could accomplish so much,
6 but how are we supposed to evaluate how he works with
7 the team? So, I think that that would be executive
8 teams is probably valuable.

9 MR. HOPE: So, I guess, at some later
10 duration, would it be helpful for the committee to maybe
11 come up with a framework as to how we can gather
12 relevant information to help us make, I guess, a better
13 decision when it comes to evaluating?

14 It may not be something for this exercise
15 today but I think, as we go forward, as we sort of
16 conceptualize what that would look like, maybe we could
17 come up with a better framework that, you know, is fair
18 to him and it also gives us the information to, you
19 know, do a better evaluation.

20 MR. TROWBRIDGE: No, and that could very
21 much be part of the goal-setting structure for next year
22 is, you know, now moving into your third year with the
23 Trust, make this a part of your goals in terms of that
24 360 evaluation.

25 And I'm sure we're getting a lot of feedback

1 from providers as well. They may not be directly
2 related only to Jim but it certainly relates to the
3 leadership and the outcomes of the organization.

4 MR. HOPE: And that would help in the
5 communication section because one of the roles of the
6 CEO is to communicate with community stakeholders. And
7 we understand what that communication with us looks
8 like.

9 But in terms of a broader framework of that
10 role and responsibility to the community which funds us,
11 I think that's something that we necessarily need to
12 take a look at.

13 MR. TROWBRIDGE: Okay. That's great
14 feedback. Anything else on the instrument?

15 MS. NUELLE: I have -- well, not necessarily
16 on the instrument, but I just was thinking, if there's
17 anything from this group that you would want me to
18 communicate with Jim in terms of whatever, I think, you
19 know, especially, I mean, I think, strengths, and this
20 shows, I mean, it's very strong, but any weakness or
21 concern, if there is anything that, you know, you want
22 me to share with him.

23 MS. DE MOYA: Well, he's going to see this,
24 right?

25 MS. NUELLE: Yeah, but I just --

1 MR. TROWBRIDGE: It's a public document at
2 this point. I know you've coded the individual
3 evaluators --

4 MS. NUELLE: Yeah, but, I mean, just in terms
5 of the discussion, I mean, obviously, I'm going to read
6 everything, too. But I just, you know, if there's
7 anything that you would want me to communicate that, you
8 know, isn't nuanced in the evaluation.

9 MS. WELLER: I just have a question. I'm
10 sorry. The planning and organization, I agree, is
11 difficult because, you know, we're not interacting. But
12 I'm sure -- is there a mechanism that if staff is having
13 problems that they are able to bring that to the Board?

14 I mean, I'm assuming that that's not been a
15 problem. Because I tell you, when we look at outside,
16 we're well-organized. Everybody seems to be working
17 together and as you mentioned, things are looking good
18 and he couldn't have made as much progress if the team
19 was not working together.

20 However, if there was a problem -- and I'm
21 not saying there is -- but if there was, is there a way
22 for that to be reached to the Board?

23 MS. NUELLE: You know, I don't know if that's
24 good or bad Board best practices. Our Board -- you
25 know, we only interact really with the CEO. That's our

1 responsibility. I mean, we interact with staff related
2 to our committees, so, I'm not sure that that's
3 appropriate.

4 MS. WELLER: Is there a mechanism within the
5 staff?

6 MS. GRIMES-FESTGE: That would be Joanna
7 that would answer. There's a process that they would
8 follow.

9 MS. WELLER: That they would follow if
10 there's a problem at the staff level, that if there was
11 really a problem, that it would come to us. Otherwise,
12 we're going to assume that everything is --

13 MS. REVELO: Correct. And that was a
14 conversation that Laurie and I had the other day, is
15 that, you know, part of my responsibility would be to
16 share that information with her, as the chair, so that
17 the Board doesn't get blindsided by something that is
18 happening internally.

19 But, yes, the mechanism would be to have
20 that discussion either from another member of the
21 executive team and certainly from human resources.

22 MS. WELLER: Okay. So there is a mechanism?

23 MS. REVELO: Yes.

24 MS. DE MOYA: And I was president of a Board
25 for four years, and the mechanism was that the executive

1 director was who we hired. If they could not resolve
2 the problem with a staff member, they would come -- the
3 staff member then had the prerogative to ask for a
4 meeting with the president.

5 It was very difficult, because you're
6 sitting here with an executive director that you feel is
7 doing a good job, as far as you can tell, and then every
8 staff member who doesn't agree with the executive
9 director wanted to -- you know, wanted a meeting with
10 the president of the Board.

11 And that's the way it was set up in the
12 by-laws and we had to do it. But it was a very
13 difficult situation to be put in. And I think that it's
14 much better to have that resolved with senior staff.

15 MS. WELLER: I totally agree. But we're
16 looking at trying to decide if everything is going okay
17 with this particular section. As long as there's
18 mechanisms and everything is well within -- then that's
19 okay.

20 MR. HOPE: Question. Seeing that we're a
21 quasi-governmental agency, is there guidance in terms of
22 how similar entities or is it stipulated in the by-laws
23 how that is supposed to work?

24 MR. ALI: I don't think it's stipulated. I
25 mean, I've worked in government, state and companies and

1 this organization. There's nothing that's stipulated.

2 I mean, people always have the prerogative to write
3 something to the Board chair if they're concerned.

4 I mean, only the other day, I know that Jim
5 sits on the ELC Board and staff was upset about
6 something going on, so they wrote to the Board chair.
7 So, I mean, everyone has that right, you know.

8 And I know that human beings, if they're
9 really upset, trust me, they will come looking for all
10 of you, you know, just like the providers do, you know.

11 MS. NUELLE: Yeah, I think it's something
12 more -- what we were talking about is something more
13 egregious, you know, not like, you know, pushing someone
14 to, you know, be more something, you know.

15 MR. TROWBRIDGE: Miguel?

16 DR. BALSERA: Based on what I'm hearing,
17 what might work for our purposes along the lines of
18 serving, is the school system does school profiles,
19 climate surveys, really, I should say, where you
20 basically randomly select different stakeholders.

21 In this case, it would be staff, it would be
22 providers, and then there's different questions posed to
23 them that we can review as a broader discussion when we
24 have this.

25 So, it's more of a climate survey and we

1 actually -- we'll give the surveys out to students,
2 again, randomly selected. We don't give it out to every
3 kid's parents, teachers.

4 So, I think, I mean, I use that information
5 internally. I know the region will look at it when they
6 evaluate administrators as well. And I think that may
7 serve us well to do something like that and it answers a
8 lot of the questions I'm hearing here.

9 MS. NUELLE: Right, targeted questions and
10 random --

11 DR. BALSERA: Yeah, I think I can provide a
12 sample of what the survey looks like to you, Laurie, so
13 you can see it. And then maybe we can come up with our
14 own based on, you know, the kind of things we want
15 responded to.

16 MS. GRIMES-FESTGE: Right. So even when
17 staff is chosen for these, they have a number that they
18 enter that does not -- it's not connected to them. It's
19 all anonymous. So even though they've been chosen,
20 they're still anonymous as they complete the survey.

21 MR. ALI: I'll give you an example. About
22 four years ago, we contract with a placed called "CEP."
23 I don't know what it stands for. But they did a survey
24 both to providers and staff about the strengths and
25 weaknesses.

1 When Jim started, that was the first thing I
2 shared with him because it had just come out. So he
3 looked at that and then started strategically planning
4 where he needed to concentrate on, so that helped him.

5 MR. TROWBRIDGE: That's great because we'll
6 have something that's not even a couple years old.

7 MS. NUELLE: Maybe we could look at that,
8 like, what the questions were. What is it called,
9 "CEP?"

10 MR. ALI: CEP. It stands for "Center" for
11 something.

12 MR. TROWBRIDGE: Okay. Other input, other
13 thoughts? This may be another opportunity to coalesce
14 and go around. So, I think most people probably feel
15 that they've had a chance to kind of look at the
16 comments, and we can give Laurie some direction to move
17 forward and look at her role as the CEO's contract
18 which, I think, at this point, really is an extension.

19 MS. NUELLE: Okay. Do you want me to move
20 into that?

21 MR. TROWBRIDGE: Please.

22 MS. NUELLE: Hold on. I have something for
23 you -- a document for you. So, I've been meeting with
24 Jim -- here, I'll pass this around -- and this was my
25 proposal to him and he has agreed to it.

1 And now I'm just, you know, sharing it with
2 you all. So, the way his contract was written is -- and
3 we can just add proposed revisions to it. Like I said,
4 he never had -- no one ever had a contract here at the
5 Children's Trust.

6 So, these were the material changes.
7 Obviously, this isn't the full contract, but I just
8 wanted -- I thought it was just easier, and this is
9 actually what I presented to him as well.

10 So, I want to extend a contract for three
11 years. He had a two-year contract. And the way his
12 contract reads now is that it was a two-year contract
13 that automatically renewed for an additional one-year
14 term if nothing changed.

15 So, I thought it was in the best interest of
16 the Children's Trust to have a three-year -- you know,
17 extend the contract for three years. I would like to
18 give him an increase, a 10 percent increase to his
19 current salary.

20 After two years, he's gotten excellent --
21 you know, excellent reviews, and I think the Board feels
22 like he's really doing a good job, so I thought that was
23 appropriate at that time.

24 With his benefit package, he's in the FRS
25 system, and a change would be to increase his paid

1 annual leave to 25 days.

2 MS. LEICHTER: From what?

3 MS. NUELLE: Twenty, so it's an increase of
4 five days. We want to increase his business expense to
5 \$7,500.00. It currently was \$6,500.00, which it works
6 out to \$288.00 bi-weekly. So, as you know, he's out a
7 lot, so we thought, you know, it would be appropriate to
8 increase it to \$7,500.00.

9 MS. LEICHTER: Has he told you he needs
10 more?

11 MS. NUELLE: Actually, what he told me was
12 that he doesn't actually keep track of it. Because I
13 asked him that, and since he gets that as part of his
14 paycheck, he gets that and a car allowance. And he
15 doesn't really keep track of it. He definitely spends
16 more than \$144.00 or \$42.00 a week. He spends more than
17 that.

18 MS. DE MOYA: What's his expense now?

19 MR. TROWBRIDGE: Meals.

20 MS. DE MOYA: No, no.

21 MS. NUELLE: This is an increase of \$1,000.00
22 over the course -- for the whole year. Yes, so it's an
23 increase of \$1,000.00. So it wasn't actually something
24 that he asked for, but we know that he wasn't -- that
25 he's, you know, not -- he was not using it, I mean, he

1 was spending more than what he got. And this is really
2 used for lunches and dinners, not if he goes to an event
3 and that kind of thing. And he does a lot of
4 breakfasts, lunches and dinners.

5 And his severance -- so currently, his
6 severance was 16 weeks. So, it's highlighted in yellow,
7 I mean, in blue, you know, "Upon separation, Mr. Haj
8 will be entitled to severance payment equivalent to 16
9 weeks of his current salary if this occurs within the
10 first three years of employment -- if it occurs within
11 the first three years of employment and one month for
12 each year thereafter to a maximum of seven years."

13 MR. TROWBRIDGE: Seven months.

14 MS. NUELLE: No, you said "seven years."

15 MR. TROWBRIDGE: Okay, one month.

16 MS. LEICHTER: Wait, I need to plot this
17 out. Hold on.

18 MS. NUELLE: Right, it would increase one
19 month --

20 MR. HOFFMAN: Seven years.

21 MS. NUELLE: -- per year up to seven years.

22 MR. TROWBRIDGE: So it caps there.

23 MS. NUELLE: Right, it caps there, one month
24 per year.

25 MS. DE MOYA: After the first three years?

1 MS. NUELL: After the first three years.

2 So, these were the --

3 MS. LEICHTER: So then after he's here for
4 seven years, he doesn't get a severance?

5 MS. NUELL: He wouldn't get more. If he
6 stayed for 10 years --

7 MR. TROWBRIDGE: It would still be seven.

8 MR. HOFFMAN: If he stayed for 10 years, it
9 would be 16 weeks plus seven more months -- seven more
10 months pay.

11 MS. NUELL: Not seven more months.

12 MR. HOFFMAN: Could we go back to salary,
13 please?

14 MS. DE MOYA: So the 16 would go to 20?

15 MS. NUELL: No. On the fourth year, it
16 would go to 20.

17 MS. LEICHTER: I'm confused. Maybe it's my
18 math deficit.

19 MR. TROWBRIDGE: It is confusing.

20 MS. NUELL: He gets 16 weeks severance.

21 That's what the Executive Committee did.

22 MS. LEICHTER: If he was to quit tomorrow?

23 MS. NUELL: Right.

24 MR. TROWBRIDGE: Termination.

25 MS. NUELL: With cause.

1 MR. HOFFMAN: Without cause.

2 MR. TROWBRIDGE: Without cause.

3 MS. NUELLE: Right, without cause. Sixteen
4 weeks for year one, year two, year three. Year four, it
5 would increase one month, so let's just call it four
6 weeks.

7 MS. LEICHTER: So 20 weeks?

8 MS. NUELLE: Right. And then year five, four
9 more, year six, year seven, and then that's it.

10 MR. TROWBRIDGE: It would max out at 32.

11 MR. HOPE: What does that say, it says, up
12 to seven years or 28 weeks maximum?

13 MS. LEICHTER: That's what I think -- it's
14 32 weeks.

15 MR. HOPE: 32?

16 MS. LEICHTER: Yeah, that's what Mark just
17 said.

18 MR. TROWBRIDGE: Yeah, and then 32 whether
19 he's here for 10 years, 20 years. It's capped. It's a
20 cap. Does everyone understand before Ken does his
21 question? Okay. So he still has one more year based on
22 this contract. The extension, he'd be capped -- he'd be
23 at 16. Ken?

24 MR. HOFFMAN: So the 10 percent increase is
25 starting April of this year, this first year. When are

1 the normal staff salary increases?

2 MS. REVELO: Usually in the new fiscal year,
3 so it's sometime in October.

4 MR. HOFFMAN: So my question again is, it's
5 this sort of overlapping time period. Is Jim going to
6 get another salary increase for this first year or --

7 MS. NUELLE: Well, we can structure it that
8 he doesn't. The way it was done when we signed his
9 contract was, he is entitled to the same thing that
10 other Trust employees get but there's a range.

11 And I think probably the way that was
12 written was the way the County, which has a cost of
13 living raise, has a merit raise, so it varies between, I
14 think, three and six percent.

15 The way his contract was written before, if
16 he didn't -- I thought he did it on his own but I was
17 mistaken. He didn't get the merit raise until the
18 second year, so he didn't get a raise the first year.
19 So I think that's probably an answer to that because
20 there's an overlap.

21 MR. HOFFMAN: But again, we're in April.
22 And at the end of the fiscal year, staff will get
23 whatever is approved as a raise, and then that should be
24 effective for him for the following year to April.

25 MS. NUELLE: Yeah, that's 2019.

1 MR. TROWBRIDGE: And is your 10 percent
2 effective just for this year and to be discussed each
3 year by this committee, or it's each year in the
4 contract for three years, it's 10 percent each year?

5 MS. NUELL: No. I think 10 percent now and
6 then would be -- could be revisited. Well, it could be
7 revisited any time but probably after the next contract.

8 MR. TROWBRIDGE: Right, but I think that
9 answers the second part of Ken's question because his
10 anniversary is how he's being compensated. It's not
11 happening in the first month of the new fiscal year.

12 MR. HOFFMAN: So if there's a two percent
13 increase in October for the staff, then he'll get two
14 percent starting next April?

15 MS. NUELL: Right.

16 MR. HOFFMAN: That's what Joanna is
17 clarifying.

18 MS. NUELL: I think that's reasonable.

19 MS. DE MOYA: We're talking about 10 percent
20 now and then in April of next year, he gets the same
21 amount that staff gets, right? And right now, the
22 average for staff is three to six percent, right?

23 MR. ALI: Yeah.

24 MS. DE MOYA: And so why are you going to 10
25 percent?

1 MS. NUELLE: I felt like after two years of
2 him being very successful, that I think he deserved a
3 bump in his salary. And also, looking at -- there's
4 nothing comparable to the Children's Trust. But there
5 are competitive jobs. And so, you know, looking at
6 that -- somewhere, I have that. It's still -- he's
7 still under -- so I have, like, the comparisons --

8 MS. DE MOYA: We had some comparisons when
9 we first --

10 MS. NUELLE: We did. So, for instance, Early
11 Learning Coalition, the executive director's salary is
12 \$250,000.00. The United Way, which went down, but the
13 base salary is \$339,000.00. And the Miami Foundation is
14 \$250,000.00. And the Superintendent is around
15 \$350,000.00.

16 MR. HOFFMAN: So what was Jim's?

17 MS. NUELLE: Jim's was \$197,000.00. It's
18 actually a little bit higher because he got the one
19 merit raise. So in thinking about that --

20 MR. TROWBRIDGE: He got the COLA.

21 MS. NUELLE: His second year -- it's not
22 COLA. It's a merit raise.

23 MS. LEICHTER: I think last time --

24 MS. NUELLE: His second year, he did. The
25 first year, he did not. So he hasn't -- he hasn't had

1 that two times. He's had it once.

2 MS. DE MOYA: And what was the percentage?

3 MS. NUELLE: I think what they did -- I think
4 it was --

5 MR. ALI: 4.4.

6 MS. NUELLE: 4.4, which was the median of
7 what staff got.

8 MS. LEICHTER: I think last time we also had
9 the CEO's salary of the Broward Council which is --

10 MS. NUELLE: I called them but they never
11 answered me. The thing is, the Board chair is also the
12 Mayor. And his staff did call me back -- his staff did
13 call me back but they never actually -- I actually
14 reached out --

15 MS. REVELO: Isn't that public info?

16 MS. NUELLE: I mean, I guess it's public
17 info. I did -- I reached out to the CSC's for Broward
18 and Palm Beach and I didn't get an answer. I mean, I
19 talked to both of them. But the person sent me so much
20 information except for the salary. I was, like, I just
21 wanted the salary.

22 And I'll be honest with you, I got a little
23 nervous. When Carvalho -- I got very nervous when
24 Carvalho left for 24 hours. You know, Jim was going to
25 be sought after for the superintendent job. I don't

1 know if he wanted it. I was, like, just tell me now.

2 But it really highlighted it to me, too, I
3 mean, you always know that those kinds of things are
4 possible. But it was, like, really probable, I mean,
5 or -- there's not such a term as "possibly probable"
6 but --

7 MR. TROWBRIDGE: Highly probable.

8 MS. NUELLE: Highly probable. You know, he
9 definitely was -- he was definitely being --

10 MS. DE MOYA: You're nodding your head.

11 MR. TROWBRIDGE: And have you discussed
12 this -- you discussed with Jim as well?

13 MS. NUELLE: I did. And I actually -- I did,
14 I mean, I did quite -- I talked to as many people as I
15 could to just get an idea. So even with this bump, his
16 salary is still under all of those. And I think, since
17 he's done a good job, and we really want to keep him.

18 MR. TROWBRIDGE: I think, just by body
19 language, I think folks are very supportive of
20 everything on here, and I think it's good that we've
21 drilled down kind of on each area.

22 Is there anything else, from a competitive
23 standpoint, that goes even beyond salary that we should
24 be looking at, to your point of retention? Other
25 things, things you've seen, best practices that are

1 appropriate? Because sometimes it's more than just the
2 salary. Sometimes it's other --

3 MS. LEICHTER: Fame and notoriety.

4 MR. TROWBRIDGE: Benefits -- well, that's
5 what I bank on. That's what I live on in the Chamber
6 world. But there could be other things. I mean, I
7 still think that's a rather modest business expense when
8 you really look at it.

9 But I do think he should keep better records
10 just for his own -- for his own, under the new tax
11 reform rules, the deductibility change.

12 MS. NUELLE: And I will tell you, you know,
13 it's one of these awkward things being a
14 quasi-government thing. You can't really -- you're
15 really not supposed to pick up someone's bill.

16 So, you know, like, so we go to Tallahassee
17 and it's, like, everyone pays for themselves. I'm,
18 like, this is really ridiculous, let me just buy lunch,
19 okay? We're in lunch in Tallahassee or dinner, so he's,
20 like, let's just leave it separate to make it clear.

21 MR. TROWBRIDGE: You know, I think it's just
22 showing our -- showing our appreciation and recognition
23 of, you know, performance. You see that in the
24 evaluation but also making it clear that our long-term
25 goal is retention.

1 So it isn't, sometimes again, just salary
2 and benefits. There may be other things. So maybe just
3 another, hey, the Board is comfortable with this or the
4 committees are comfortable with this, but they did ask,
5 is there anything else. It may not be this time around
6 but maybe it's, you know, next time around.

7 MS. NUELLE: I mean, I don't think he has
8 anything. Well, if you really want to know the truth,
9 the things that we negotiated --

10 MS. DE MOYA: We hope you're telling us the
11 truth. We thought that was clear.

12 MS. NUELLE: But this is negotiation, you
13 know. Honestly, he wanted 30 days of annual leave and I
14 felt like that seemed like a lot, so I, you know, went
15 to 25, so that was one -- that was one thing.

16 And he doesn't even take the time off.
17 Finally, I was, like, you don't even take the 20 days.

18 MR. TROWBRIDGE: But we do pay out sick and
19 vacation, which most places don't do that. They pay
20 vacation.

21 DR. BALSERA: Vacation is capped, isn't it?
22 Employees' vacation is capped at 60. So anything above
23 60, if you don't use it, you lose it.

24 MS. NUELLE: Right. So, he actually --
25 that's one thing he asked for was the 30 days. And he

1 kind of alluded -- mentioned but, you know, I just --
2 I'm so unprofessional sometimes -- about increasing car
3 allowance. And I just kind of --

4 MR. TROWBRIDGE: Yeah, I mean, I'll be
5 candid with you, based on what's on here, I still think
6 that's the only item that may be a little bit low
7 compared to --

8 MS. DE MOYA: I do, too. I think it's low.
9 And obviously, if he kept records, it would make
10 everybody more comfortable in being able to say, okay --

11 MR. HOFFMAN: Without records, it's just
12 whatever mindset --

13 MR. TROWBRIDGE: Yeah, I know what I do and
14 what the Board approves for me.

15 MS. NUELLE: If he gets six thousand and he
16 spends 20, he gets -- we're talking over each, everyone,
17 sorry.

18 MS. LEICHTER: Does \$7,500.00 include the
19 car?

20 MR. TROWBRIDGE: Yes.

21 MS. NUELLE: No.

22 MS. LEICHTER: She didn't put the car in
23 here. I remember that when we were creating his
24 package, it was separate.

25 MS. NUELLE: He gets, I believe, \$250.00 --

1 MR. ALI: He gets \$6,000.00 a year.

2 MS. NUELL: Oh, \$6,000.00 a year for car
3 allowance.

4 MR. TROWBRIDGE: Would you ever consider
5 doing -- again, I thought those were together so my
6 apologies. But would you ever consider it as a business
7 expense which would be reimbursable up to?

8 MS. LEICHTER: That's what I was thinking.

9 MR. TROWBRIDGE: Because this becomes -- to
10 me, this is taxable income.

11 MR. HOFFMAN: It's hard to deduct that.

12 MS. GRIMES-FESTGE: And if it's a
13 reimbursement, it's not.

14 MR. TROWBRIDGE: Right. You might just want
15 to ask him that because the tax reform law has addressed
16 this issue of what you can reimburse. And now meals
17 that are reimbursed must be out of town. It used to be
18 with a receipt and a meeting purpose but --

19 MR. HOFFMAN: He doesn't get any reduction.

20 MR. TROWBRIDGE: No, it's added to the
21 salary. So you might just want to say, does it make
22 sense that we're going to cap it but it's still in the
23 paycheck.

24 MS. REVELO: I don't think it's separate on
25 his pay. It's included --

1 MR. TROWBRIDGE: It's just itemized
2 differently but it's taxable income, so you're not
3 really getting \$7,500.00.

4 MR. HOFFMAN: The only thing I would say,
5 Mark, is that I think that with all these quirks in the
6 rules and we're talking about not paying for food and
7 stuff like that, I think, is one of the reasons we
8 probably should keep it in his pay.

9 MR. TROWBRIDGE: It could be. But I'm just
10 saying that if it's allowable, I think people in this
11 room are amenable to the idea of it being reimbursable
12 up to a number.

13 MS. NUELLE: Yeah, but if it's only out of
14 town, that would --

15 MR. TROWBRIDGE: No, no, no, that's how you
16 can then claim it on your taxes. That has nothing to do
17 here. But I'm saying, if you go -- for me, if you go
18 over and above that number that I have, then I have to
19 deduct it --

20 MS. NUELLE: I'll let him -- he can select if
21 he --

22 MS. DE MOYA: That's a lot of paperwork.

23 MR. TROWBRIDGE: But it may be another
24 thing, too, that if that number then jumps into FRS, it
25 just bumps your numbers, so that could be why they're

1 doing it.

2 MR. HOPE: Because keep in mind, the
3 \$7,500.00 he's getting really, I think, pays FICA and
4 federal withholding. He's not really getting \$7,500.00.
5 So, you know, it might be something to give him an
6 option to consider. The agreement works out maybe
7 significantly -- well, I wouldn't say "significantly"
8 but less than what is reflected here.

9 MS. DE MOYA: I just want to -- I just
10 figured out the car allowance and it comes out to
11 \$115.00 a week. That's very low, because compared to
12 other industries, I know what the car allowance is.

13 And even for a quality control inspector on
14 a job that's going out to, you know, check and see if
15 the road passed the density, they're getting \$150.00 a
16 week car allowance, so that's low.

17 MS. LEICHTER: But I think that Jim -- but I
18 don't think the mission was to cover his full car
19 expense, so I don't think we should feel --

20 MR. TROWBRIDGE: No, no, no, it wouldn't.
21 It wouldn't cover even the gas or insurance.

22 MS. LEICHTER: And I think if we're paying
23 two-something a month -- you said it's two-something a
24 month he gets for the car?

25 MS. DE MOYA: No, no, no, it's coming out to

1 \$115.00. I just did it, and that's low.

2 MS. LEICHTER: Okay, then, that's a little
3 low. I thought if it was --

4 MR. TROWBRIDGE: Per week or per pay period?

5 MS. LEICHTER: Oh, per week?

6 MS. DE MOYA: Per week.

7 MS. LEICHTER: Oh, one-something per week?

8 Oh, no, then I think that's perfectly fine because
9 that's, like, four-something a month. That's fine for a
10 car payment. I mean, I know what I pay for my car a
11 month and, like, I mean, like I said, I don't think it's
12 our responsibility to fully cover his car payment.

13 MR. TROWBRIDGE: I think the real
14 question -- I think the real question here is not the
15 amount. It was how it's paid out.

16 MS. NUELLE: And also the retention.

17 MS. DE MOYA: I think it's fine. But you're
18 also comparing insurance, gas, you know.

19 MR. TROWBRIDGE: Other thoughts for Laurie?
20 She's going to go in and have the final --

21 MS. NUELLE: And I don't know what these
22 other people get for -- these other executives -- I
23 don't know what the other executives --

24 MR. TROWBRIDGE: Right. But if we're doing
25 a comparative, we might want to ask two other questions,

1 like, what other benefits.

2 MS. DE MOYA: You mentioned that he asked
3 about increasing car allowance.

4 MS. NUELLE: He did, yeah, he mentioned it,
5 that we didn't come to terms with that. I mean, we --

6 MR. TROWBRIDGE: But that may be that other
7 retention question. So what is the amount now, Joanna?

8 MS. REVELO: I believe it's \$6,600.00 a
9 year.

10 MS. NUELLE: Sixty six or six thousand?

11 MS. REVELO: I think it's either sixty six
12 or sixty five and then the other one --

13 MS. DE MOYA: I just did it. I just figured
14 it out. Sixty five is \$115.00 a week.

15 MR. TROWBRIDGE: So what if we agree to also
16 up that to \$7,500.00 so that they match each other?

17 MS. NUELLE: A hundred and fifteen times 52.

18 MR. TROWBRIDGE: So you're talking about the
19 equivalent of \$50.00.

20 MS. DE MOYA: It's sixty five hundred
21 divided by --

22 MS. NUELLE: No, if you said that works out
23 to \$115.00 and if you think -- if you recommend
24 \$150.00 --

25 MS. GRIMES-FESTGE: Seventy eight hundred.

1 MS. NUELLE: -- if you recommended \$150.00 by
2 week, it's seventy eight hundred.

3 MR. TROWBRIDGE: But all we were addressing
4 in this renegotiation was really the business expenses,
5 which went from sixty five to seventy five.

6 MS. NUELLE: We increased it a thousand.

7 MR. TROWBRIDGE: Would we be willing to do
8 that -- offer that without his request on the car
9 allowance? Would anybody have an issue with that? We,
10 as a committee, met and thought we should do something
11 additional.

12 MR. GAINEY: Because you haggled him down on
13 the number of days off, right?

14 MS. NUELLE: I did. He really wanted 30.

15 MR. TROWBRIDGE: All right. But we came up
16 with something else. We raised the car allowance and if
17 we mirror that, we raised that a thousand.

18 MS. NUELLE: I mean, I don't know how you all
19 feel, like, with 30 days or 20 days.

20 MR. TROWBRIDGE: No, I think a five-day
21 increase is very satisfactory.

22 MS. NUELLE: But, you know, obviously, I am
23 open and he was, too. He agreed to -- he was very
24 friendly.

25 MR. TROWBRIDGE: So would you be willing to

1 accept that as sort of a friendly amendment, that we'd
2 like you to add upping the car allowance \$1,000.00?

3 MS. NUELLE: I'm sure he's not going to say
4 "no." If you want to know the truth --

5 MR. TROWBRIDGE: Yes, we want to know the
6 truth, Laurie.

7 MS. LEICHTER: We want to know the truth.

8 MS. NUELLE: There's a clause -- you know,
9 there's a clause that, you know, any contract could be
10 terminated after 30 days notice, I think. I really want
11 to take that out because I agree with you. He should be
12 stuck here.

13 MR. TROWBRIDGE: Yeah, but we're an at-will
14 employment.

15 MR. HOFFMAN: He can't do indentured
16 servitude.

17 MS. NUELLE: So I tried.

18 MR. TROWBRIDGE: When is your meeting going
19 to be with him?

20 MS. NUELLE: Now. I'm going to --

21 MR. TROWBRIDGE: So right after this
22 meeting?

23 MS. NUELLE: Yes.

24 MS. DE MOYA: Are we bringing him in for
25 anything?

1 MS. NUELLE: Yes, we want to bring him in,
2 not to talk about any goals.

3 MR. ALI: I just wanted to make sure this
4 committee, what you're authorizing, Laurie, to do now is
5 make changes to the present contract, you know, and have
6 a new contract with a three-year --

7 MR. TROWBRIDGE: Yes, I think everybody
8 understands it's a new contract. Do you want to -- I'm
9 sorry, Steve, one second -- do you want a motion to that
10 effect, that we authorize you to --

11 MS. NUELLE: I don't know --

12 MR. TROWBRIDGE: -- negotiate in good faith
13 based on what we have discussed here today?

14 MR. HOFFMAN: Yes.

15 MR. TROWBRIDGE: We have a motion. Is there
16 a second?

17 MR. GAINEY: Second.

18 MR. TROWBRIDGE: Any discussion?

19 (NO VERBAL RESPONSE.)

20 MR. TROWBRIDGE: All in favor?

21 (WHEREUPON, the Board members all responded
22 with "aye".)

23 MR. TROWBRIDGE: Any opposed?

24 (NO VERBAL RESPONSE.)

25 MR. TROWBRIDGE: Okay. You have your

1 authorization. Mr. Hope?

2 MR. HOPE: I have another meeting. Is there
3 any other votes that are required?

4 MS. LEICHTER: Exactly. I was just going to
5 say, I have to depart.

6 MR. TROWBRIDGE: Yeah, so I was going -- to
7 the goals question, would you mind if we asked you also
8 to ask him to work on that a bit and send that back to
9 us and then we can weigh them, depict Lily's comments
10 and the other comments, that we want them maybe broken
11 down a little more short-term and long-term or ongoing.

12 MS. NUELLE: And then maybe the HR
13 committee can meet.

14 MR. TROWBRIDGE: We can come back together.
15 We have some other things that we're addressing which
16 are the by-laws, but we're waiting for the by-laws
17 committee to meet.

18 MS. NUELLE: Yes, that's not going to be for
19 a while.

20 MS. LEICHTER: I'm sorry. I didn't -- I
21 know you just did kind of like --

22 MR. TROWBRIDGE: A recap.

23 MS. LEICHTER: -- like, an all type of
24 motion. But does that mean we're adopting our group
25 average of the 3.74?

1 MR. TROWBRIDGE: I did not relate that to
2 the evaluation, only to authorizing her to negotiate the
3 contract.

4 MS. LEICHTER: So do we need to do a new --
5 do we need to do another motion to adopt that as our
6 evaluation?

7 MR. TROWBRIDGE: I would maybe more make a
8 motion to accept the evaluation as presented and move
9 forward with that and have it put into -- put into
10 Jim's, you know, permanent personnel file.

11 (Off the record.)

12 MR. TROWBRIDGE: That's why we're meeting
13 jointly with the Executive Committee and the HR
14 Committee, because that authority, we understand, is
15 vested with us.

16 MS. NUELL: That's why I asked for the
17 authority.

18 MR. TROWBRIDGE: As long as we did it in
19 this format and had this input.

20 MS. LEICHTER: Then I don't think we need a
21 motion.

22 MR. TROWBRIDGE: No, but I do think that I
23 would like to make sure that as part of the next agenda,
24 that you can get a report from the HR Committee and
25 you'll piggyback on that with wherever we are with the

1 contract, so that at least it's broken out that the HR
2 Committee did as the Board empowered us to do. You
3 could give a very short report. And I can give some
4 highlights from this and thank Joanna for her diligence.

5 MR. HOPE: Are there going to be any
6 recommendations for the next meeting to take into
7 consideration, for example, sample surveys in terms of
8 how we're going to structure the evaluations in the
9 future?

10 MR. TROWBRIDGE: I think I'd like to have
11 that included hopefully in the goals and that way, we
12 can address it that way if it's okay with you. And
13 maybe between now and then, or that's a short
14 turnaround?

15 MS. NUELL: Well, it's not really, because
16 it probably won't be -- the by-laws committee is not
17 actually going to meet until May.

18 MR. TROWBRIDGE: So in terms of the goals,
19 we'll have maybe a handle on that that will come back.

20 MS. NUELL: Yes.

21 MR. TROWBRIDGE: All right. Any other
22 input?

23 MS. DE MOYA: I do. For the next meeting, I
24 would like to request that the Program Services
25 Committee does not have to come back twice in one day.

1 MR. TROWBRIDGE: I will second that.

2 There's a Finance Committee -- we got done at 9:45.

3 MS. NUELLE: Yeah, our meeting finished at
4 9:30.

5 MR. TROWBRIDGE: Taken under advisement.
6 Any other input? I want to thank both the HR Committee
7 members. I want to thank our joint folks that got
8 together from the Executive Committee. I thank Muriel
9 for organizing it. I want to thank Ken for his short
10 Finance meeting. Is there a motion to adjourn?

11 MR. GAINEY: So moved.

12 MS. LEICHTER: Second.

13 MR. TROWBRIDGE: Without objection, we will
14 stand adjourned.

15 (Whereupon, at 12:02 p.m., the meeting was
16 adjourned.)

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REPORTER'S CERTIFICATE

STATE OF FLORIDA:

COUNTY OF MIAMI-DADE:

I, Fernando Subirats, Court Reporter and Notary Public in and for the State of Florida at Large, do hereby certify that I was authorized to and did report the proceedings in the above-styled cause; that the foregoing pages, numbered from 1 to 55, inclusive, constitute a true and complete record of my notes.

I further certify that I am not a relative, employee, attorney or counsel of any of the parties, nor am I a relative or employee of any of the parties' attorney or counsel connected with the action, nor financially interested in the action.

Dated this 18th day of April, 2018.



Fernando Subirats
Court Reporter

	45:3,4 47:16	360 19:13,16 20:15 22:24	accomplishme nt 13:8	41:1 43:5
#	1	4	accountable 20:9	agency 26:21
#1 15:19			achieve 14:16, 17	ago 16:6 28:22
#2 15:13	1 7:4 17:14	4 7:3 17:19	achieved 10:1	agree 13:6 24:10 26:8,15 47:15 49:11
#3 12:20	10 30:18 33:6,8 34:19,24 36:1, 4,5,19,24	4-point 7:17	across 5:2 7:15	agreed 29:25 48:23
#4 17:13	100 12:4	4.4 38:5,6	actual 5:6 6:5, 10 18:1	agreement 45:6
\$	16 32:6,8 33:9, 14,20 34:23	5	actually 4:8 5:4 7:18 16:24 20:22 28:1 30:9 31:11,12, 23 37:18 38:13 39:13 41:24	ALI 9:23 15:3, 15 20:14 26:24 28:21 29:10 36:23 38:5 43:1 50:3
\$1,000.00 31:21,23 49:2		52 47:17	add 4:17 7:21, 23 10:25 11:17 30:3 49:2	alignment 11:3
\$115.00 45:11 46:1 47:14,23	2	6	added 43:20	all 4:4,9 5:24 6:11 9:13 12:17 18:16 27:9 28:19 30:2 39:16 44:5 48:3,15, 18 50:20,21
\$144.00 31:16	2 7:4 17:16	60 41:22,23	additional 11:18 30:13 48:11	all- encompassing 11:23
\$150.00 45:15 47:24 48:1	20 33:14,16 34:7,19 41:17 42:16 48:19	8	address 12:12	allowable 44:10
\$197,000.00 37:17	2019 35:25	80 12:5	addressed 43:15	allowance 31:14 42:3 43:3 45:10,12, 16 47:3 48:9, 16 49:2
\$250,000.00 37:12,14	24 38:24	A	addressing 48:3	alluded 42:1
\$250.00 42:25	25 31:1 41:15	able 11:17 12:8 21:8 24:13 42:10	administrators 28:6	along 18:17 27:17
\$288.00 31:6	28 34:12	above 41:22 44:18	after 7:6 12:6 13:11 30:20 32:25 33:1,3 36:7 37:1 38:25 49:10,21	already 13:7
\$339,000.00 37:13	3	accept 49:1	again 14:8 19:4 28:2 35:4,21	
\$350,000.00 37:15	3 7:4 17:16,19	accomplish 12:16 17:21 22:1,5		
\$42.00 31:16	3.4 18:5,9	accomplished 9:20 10:3 13:19 22:1		
\$50.00 47:19	3.7 7:17	accomplishing 17:22		
\$6,000.00 43:1, 2	3.74 18:6			
\$6,500.00 31:5	3.8 18:5			
\$6,600.00 47:8	3.9 18:5			
\$7,500.00 31:5, 8 42:18 44:3	30 41:13,25 48:14,19 49:10			
	32 34:10,14,15, 18			

also 4:11 5:7 7:9 11:5 13:10 14:13 16:13 18:8 22:18 37:3 38:8,11 40:24 46:16,18 47:15	anything 4:5, 17 18:2 23:14, 17,21 24:7 39:22 41:5,8, 22 49:25	authorize 50:10	8:24	bit 6:4 8:8 13:21 14:20 15:14,15 37:18 42:6
Although 14:8	anyway 9:14	authorizing 50:4	become 8:24	blank 21:19
always 5:12 27:2 39:3	apologies 43:6	automatically 30:13	becomes 19:21 43:9	blindsided 25:17
amenable 44:11	appreciation 40:22	average 6:20 36:22	before 4:6,18 5:1 8:17 17:24 34:20 35:15	blue 32:7
amendment 49:1	approached 16:21	awareness 15:5	begin 6:2	Board 5:16 8:4 14:10 18:10,22 20:6,9 24:13, 22,24 25:17,24 26:10 27:3,5,6 30:21 38:11 41:3 42:14 50:21
amongst 5:17	approaching 16:20	awkward 40:13	begins 6:4	body 39:18
amount 36:21 46:15 47:7	appropriate 25:3 30:23 31:7 40:1	aye 50:22	behoove 10:2	both 28:24 38:19
anecdotal 5:13	approved 35:23	<hr/> B <hr/>	being 21:6 36:10 37:2 39:9 40:13 42:10 44:11	bottom 6:4,21 7:3
anniversary 36:10	approves 42:14	back 7:22 9:4 12:22 13:11 21:20 33:12 38:12,13	beings 27:8	breakfasts 32:4
annual 31:1 41:13	April 34:25 35:21,24 36:14,20	bad 24:24	believe 18:25 19:2 42:25 47:8	bring 4:15 8:7 15:8 24:13 50:1
anonymity 21:9	area 6:21 7:13 13:11 39:21	balance 14:2,3, 15	below 7:16 18:5	bringing 14:1 20:23 49:24
anonymous 21:3 28:19,20	areas 5:25 6:1, 12,15 7:12 11:6,9	Balsera 17:12 27:16 28:11 41:21	beneath 5:9	broader 23:9 27:23
anonymously 20:20	around 29:14, 24 37:14 41:5, 6	bank 40:5	benefit 30:24	Broward 38:9, 17
another 11:15 13:10 17:7 25:20 29:13 35:6 41:3 44:23	assessment 20:11	base 37:13	benefits 40:4 41:2 47:1	bump 37:3 39:15
answers 28:7 36:9	assume 25:12	based 5:14,19 27:16 28:14 34:21 42:5 50:13	best 24:24 30:15 39:25	bumps 44:25
anybody 4:15 6:5 21:22 48:9	assuming 24:14	basically 27:20	better 22:12, 17,19 26:14 40:9	business 15:20 31:4 40:7 43:6 48:4
	at-will 49:13	basis 10:24 19:21	between 35:13	
		Beach 38:18	beyond 39:23	
		became 6:8	bi-weekly 31:6	
			big 6:8 11:25	
			bill 40:15	

buy 40:18	cause 33:25 34:1,2,3	chosen 28:17, 19	coming 45:25	46:18
by-laws 8:25 26:12,22	Center 29:10	claim 44:16	comment 9:3 18:7	comparisons 37:7,8
<hr/>	CEO 5:7 10:22 11:2,9,17,25 20:6,8 23:6 24:25	clarification 10:14	commented 18:8	compensated 36:10
C	CEO's 8:17 10:24 29:17 38:9	clarifying 7:6 36:17	comments 4:2, 3,4 5:13,24 6:6,12,15 7:7 19:9 20:5 29:16	competitive 37:5 39:22
C-LEVEL 11:10	CEP 28:22 29:9,10	clear 40:20,24 41:11	committee 4:16 5:5,10 8:16,25 14:10 20:25 21:7 22:10 33:21 36:3 48:10 50:4	compilation 5:2
call 11:23 34:5 38:12,13	certain 6:21 17:7	climate 27:19, 25	committees 25:2 41:4	compile 4:19
called 28:22 29:8 38:10	certainly 4:15 13:8 23:2 25:21	closely 9:24	communicate 23:6,18 24:7	complete 28:20
came 16:19 19:25 48:15	chair 5:6 8:3 25:16 27:3,6 38:11	coalesce 29:13	communications 5:15	completely 16:25 17:4
can't 40:14 49:15	challenge 6:9	Coalition 37:11	community 5:17 11:24 15:20 21:13 23:6,10	concentrate 29:4
candid 20:24 42:5	Chamber 40:5	coded 6:18 24:2	companies 26:25	conceptualize 22:16
cap 34:20 43:22	chance 29:15	COLA 37:20,22	comparable 37:4	concern 23:21
capped 34:19, 22 41:21,22	change 10:12 30:25 40:11	collaboration 12:24 16:11,25 17:3,6	comparative 46:25	concerned 27:3
caps 32:22,23	changed 30:14	collaborations 16:14	compared 42:7 45:11	conducts 8:25
car 31:14 42:2, 19,22 43:2 45:10,12,16, 18,24 46:10,12 47:3 48:8,16 49:2	changes 30:6 50:5	collaborative 15:11	comparing	confused 10:11 33:17
carried 15:13	changing 14:20	column 7:2		confusing 33:19
Carvalho 38:23,24	chart 6:20	come 9:4 13:11 14:11 15:10 21:6 22:11,17 25:11 26:2 27:9 28:13 29:2 47:5		Connect 17:2
case 27:21	chatting 21:6	comes 14:5 22:13 45:10		connected 28:18
categories 10:23 18:2,23	check 45:14	comfortable 41:3,4 42:10		connections 15:19
category 7:17 18:4	Children's 30:5,16 37:4			consensus 21:17
				consider 43:4, 6 45:6

consideration 15:2,4	criteria 5:15	deep 15:19	27:23 50:18	eight 47:25 48:2
consistent 11:16	CSC's 38:17	deeper 17:25	dive 17:25	either 9:1 13:8 20:7 25:20 47:11
continue 10:8	current 30:19 32:9	deficit 33:18	divide 15:21	ELC 27:5
continued 9:25	currently 31:5 32:5	definitely 14:25 31:15 39:9	divided 47:21	employee 19:17
continuing 4:11	curve 12:17	density 45:15	document 5:2, 7,20,22 6:14 24:1 29:23	employees 20:10 21:10 35:10
contract 8:18, 22 28:22 29:17 30:2,4,7,10,11, 12,17 34:22 35:9,15 36:4,7 49:9 50:5,6,8	cut 6:4	deserved 37:2	documents 20:7	Employees' 41:22
contrast 19:1	D	determine 18:16,19	done 6:11 8:19 9:1 13:14 14:25 19:6 35:8 39:17	employment 32:10,11 49:14
control 45:13	Dade 21:14	developed 20:15	down 14:2 37:12 39:21 48:12	end 9:4 12:14 18:6 35:22
conversation 4:11 9:6 17:25 25:14	day 25:14 27:4	dialogue 21:8	drilled 39:21	end-of-the-year 9:13
copy 5:4	day-to-day 19:20	different 17:1,4 21:15 27:20,22	drive 10:21	endorse 14:18
Correct 7:1 25:13	days 31:1,4 41:13,17,25 48:13,19 49:10	differently 8:19 44:2	drives 11:2	enlighten 20:2
cost 35:12	De 4:21,23,25 15:16,24 16:9 17:13,20 18:7, 16 19:15 20:12 23:23 25:24 31:18,20 32:25 33:14 36:19,24 37:8 38:2 39:10 41:10 42:8 44:22 45:9,25 46:6, 17 47:2,13,20 49:24	difficult 19:21 24:11 26:5,13	duration 22:10	enter 28:18
Council 38:9	decide 26:16	digital 17:15	E	entered 4:21 17:12
County 21:14 35:12	decision 22:13	dinner 40:19	e-mail 7:21	entertain 21:8
couple 29:6	deduct 43:11 44:19	dinners 32:2,4	each 5:24,25 6:3,12,15 32:12 36:2,3,4 39:21 42:16 47:16	entities 26:22
course 8:13 21:20 31:22	deductibility 40:11	direction 29:16	effective 35:24 36:2	entitled 32:8 35:9
cover 45:18,21 46:12	deductibility 40:11	direction 29:16	Early 37:10	equivalent 32:8 47:19
cracks 9:8	deductibility 40:11	directly 23:1	easier 30:8	especially 20:13 23:19
create 14:23	deductibility 40:11	director 26:1,6, 9	effect 50:10	essentially 9:2
created 14:17	deductibility 40:11	director's 37:11	effective 35:24 36:2	establish 20:19
creating 42:23	deductibility 40:11	discussed 36:2 39:11,12 50:13	egregious 27:13	
		discussion 4:7,14 8:14 14:23 20:8 24:5 25:20		

established 10:7	14:22 16:12 19:14,16 28:21	favor 50:20	flip 6:13	friendly 48:24 49:1
evaluate 4:12 18:15 22:6 28:6	excellent 30:20,21	federal 45:4	focus 14:20 15:4 21:2	front 13:1
evaluating 22:13	except 38:20	feedback 7:9 18:1 22:25 23:14	folks 39:19	FRS 30:24 44:24
evaluation 4:12 5:7 6:5,11 7:8 8:18,23 9:1 14:5 19:18,19, 23 22:19,24 24:8 40:24	executive 4:16 11:10 22:7 25:21,25 26:6, 8 33:21 37:11	feel 4:17 26:6 29:14 45:19 48:19	follow 25:8,9	full 30:7 45:18
evaluators 24:3	executives 46:22,23	feels 15:5 19:6 30:21	following 35:24	fuller 20:11
even 8:17 10:12 15:5 28:16,19 29:6 39:15,23 41:16,17 45:13,21	exercise 22:14	fell 9:7	font 6:3	fully 10:1 46:12
event 32:2	expense 31:4, 18 40:7 43:7 45:19	felt 37:1 41:14	food 44:6	fund 14:2,3,15
every 26:7 28:2	extend 30:10, 17	FICA 45:3	footprint 17:15	funder 16:24 17:3,6
everybody 24:16 42:10 50:7	extension 29:18 34:22	fifteen 47:17	forget 8:2	Funders 19:18
everybody's 6:14	<hr/> F <hr/>	figured 45:10 47:13	forgot 21:16	funding 17:8, 10
everyone 4:25 27:7 34:20 40:17 42:16	facilitate 14:11	fill 14:18	formalize 8:22	funds 23:10
everything 6:8 9:11 24:6 25:12 26:16,18 39:20	fact 19:5	final 46:20	formalized 8:23	future 7:10 19:24
exact 14:6	factors 5:25 14:9	Finally 41:17	forum 11:15 14:23	<hr/> G <hr/>
exactly 8:9	fair 22:17	fine 10:6 46:8, 9,17	forward 4:15 15:14 19:11 20:5 22:15 29:17	GAINEY 48:12 50:17
example 13:25	faith 50:12	first 5:23 8:20, 21 11:20 12:14,16 29:1 32:10,11,25 33:1 34:25 35:6,18 36:11 37:9,25	Foundation 37:13	gas 45:21 46:18
	fall 7:12 17:1	fiscal 11:8 13:25 35:2,22 36:11	four 16:18 25:25 28:22 34:4,5,8	gather 22:11
	falls 18:4	fiscally 14:3	four-point 6:22,25 7:3	general 7:9
	Fame 40:3	five 31:4 34:8 47:12,14,20 48:5	four-something 46:9	getting 18:17 22:25 44:3 45:3,4,15
	far 26:7	five-day 48:20	fourth 33:15	give 8:8 15:25 28:1,2,21 29:16 30:18 45:5
	fault 14:16		framework 22:11,17 23:9	gives 19:22 22:18
			free 4:17	

goal 10:10 12:19 14:13, 17,19,20 15:13,19,21 16:10 17:13 40:25	guaranteed 21:9	hey 41:3	24:20	16:12 42:2 47:3
goal-setting 7:14 22:21	guess 10:22 11:15 22:9,12 38:16	high 14:16	HR 4:16 5:5 8:25 20:25	indentured 49:15
goals 4:11 7:9, 25 8:1,5,7,8,9 9:5,10,13,14, 24 10:16,18,22 11:1,16,18 12:21 14:2 15:1,9,17 16:1, 22 17:7,25 22:23 50:2	guidance 26:21	higher 7:18 37:18	human 25:21 27:8	individual 24:2
goes 32:2 39:23	H	highlighted 32:6 39:2	hundred 47:17, 20,25 48:2	industries 45:12
gone 20:4	haggled 48:12	highly 18:24 39:7,8	I	info 38:15,17
good 4:25 7:16 8:11 20:18,23 24:17,24 26:7 30:22 39:17,20 50:12	Haj 32:7	himself 18:24	idea 16:23 39:15 44:11	information 22:12,18 25:16 28:4 38:20
gotten 19:2 30:20	happening 25:18 36:11	hired 26:1	ideas 22:4	input 5:10 29:12
government 26:25	hard 6:7 18:15, 22 43:11	history 8:15	identified 11:2	inspector 45:13
grantees 19:18	hardest 18:10	hit 20:22	identities 6:17	instance 37:10
great 20:12 23:13 29:5	having 21:5 24:12	HOFFMAN 6:19,24 14:8 18:23 32:20 33:8,12 34:1, 24 35:4,21 36:12,16 37:16 42:11 43:11,19 44:4 49:15 50:14	immediately 12:13	instead 16:18
GRIMES- FESTGE 25:6 28:16 43:12 47:25	he'll 36:13	hold 16:17 29:22 32:17	important 5:12 14:13	instrument 5:14 11:13,21 12:23 13:3 23:14,16
group 21:2 23:17	head 39:10	hold 16:17 29:22 32:17	Imran 20:22,24	insurance 45:21 46:18
groups 21:1	hearing 27:16 28:8	honest 8:13 9:6 38:22	in-depth 5:21	intended 9:16
	help 11:13 22:12 23:4	honestly 9:7 41:13	include 42:18	intent 10:19
	helped 4:19 14:18 29:4	hope 10:18,21 11:11,14 13:25 14:22 19:12,16 20:18 22:9 23:4 26:20 34:11,15 41:10 45:2	included 43:25	interact 21:21 24:25 25:1
	here 8:6 11:22 12:25 26:6 28:8 29:24 30:4 33:3 34:19 39:20 42:5,23 44:17 45:8 46:14 49:12 50:13	hopefully 4:10	including 14:9	interacting 24:11
		hours 38:24	income 43:10 44:2	interaction 5:16
		however 10:23	increase 12:1 30:18,25 31:3, 4,8,21,23 32:18 34:5,24 35:6 36:13 48:21	interest 30:15
			increased 48:6	internally 25:18 28:5
			increases 35:1	into 4:6 7:12 15:2,3 17:1,25
			increasing	

22:22 29:20 44:24	39:17 40:9 44:8 45:2	5:15 23:3	line 5:2	45:11,16 46:1, 3
involved 19:20	Ken 34:20,23	learning 12:17 37:11	lines 27:17	lower 7:13
issue 43:16 48:9	Ken's 36:9	leave 10:2 21:19 31:1 40:20 41:13	listening 22:3	lowest 18:12
item 42:6	kept 42:9	left 38:24	little 6:4 8:8,15 10:11 13:21 14:20 15:15 21:1 37:18 38:22 42:6 46:2	lunch 40:18,19
itemized 44:1	kid's 28:3	LEICHTER	live 40:5	lunches 32:2,4
items 4:7,14 5:17	kind 4:6 5:12 7:22 8:7 9:7 10:16 12:15 14:23 15:13 19:22 20:20 28:14 29:15 32:3 39:21 42:1,3	7:20 10:11,15, 20 13:2,4,13, 18 19:25 20:21 21:4 31:2,9 32:16 33:3,17, 22 34:7,13,16 37:23 38:8 40:3 42:18,22 43:8 45:17,22 46:2,5,7 49:7	living 35:13	<hr/> M <hr/>
<hr/> J <hr/>	kinds 12:2 39:3	less 45:8	long 26:17	made 24:18
JEANTY 4:3	<hr/> L <hr/>	let 40:18 44:20	long-term 9:25 15:18,20,23,24 16:3,5,10,16 40:24	maintain 15:19
Jim 5:5 7:24 8:17 11:21 13:11,13 14:15 18:24 19:2 21:22 23:2,18 27:4 29:1,24 35:5 38:24 39:12 45:17	language 39:19	level 25:10	longer 11:13 12:10	major 11:6
Jim's 5:4,24 7:19 13:4 37:16,17	larger 5:20,22 6:13	like 4:6,16 6:10 7:24 8:1,6 9:9 10:10 11:23,24 12:4,19,23 14:21 15:17, 20,21 16:5 17:2,5,13,15 18:8,14 19:13 20:13 21:1,12, 14,18,21,23,24 22:16 23:8 27:10,13 28:7, 12 29:8 30:3, 17,22 37:1,7 38:20 39:1,4 40:16,17,18,20 41:14,17 44:7 46:9,11 47:1 48:19 49:2	longer-term 9:19	make 22:12,23 40:20 42:9 43:21 50:3,5
Joanna 4:19 6:19 21:17 25:6 36:16 47:7	last 5:5 8:3,19, 20,21 9:4 10:7 13:20 18:8 19:25 22:2 37:23 38:8	lily 4:21,22	longer 11:13 12:10	making 13:21 40:24
job 9:12 26:7 30:22 38:25 39:17 45:14	later 22:9		looked 21:20 29:3	many 14:9 17:16,20 39:14
jobs 37:5	launch 17:14		looking 7:9 16:14,15 17:2 24:17 26:16 27:9 37:3,5 39:24	Marissa 5:6 7:19 13:7
judgment 5:16	Laurie 4:5 7:20 8:2 10:5 13:12 25:14 28:12 29:16 46:19 49:6 50:4		looks 21:24 23:7 28:12	Mark 8:6 21:7 34:16 44:5
jumps 44:24	Laurie's 7:7		lose 41:23	match 47:16
<hr/> K <hr/>	law 43:15		losing 7:25	material 30:6
keep 31:12,15	leadership		lot 9:23 10:16, 22 15:6,7 16:7 19:10 22:25 28:8 31:7 32:3 41:14 44:22	math 33:18
			low 42:6,8	max 34:10
				maximum 32:12 34:12
				may 22:14 23:1 28:6 29:13 41:2,5 42:6 44:23 47:6
				maybe 5:10 7:12,13,20

10:10 13:10,21 14:19 15:13,14 19:1,4,6 22:10, 16 28:13 29:7 33:17 41:2,6 45:6 Mayor 38:12 meals 31:19 43:16 mean 10:5,9 12:3 13:13,18, 23 15:25 16:17 17:4 18:3,13 21:12 23:19,20 24:4,5,14 25:1 26:25 27:2,4,7 28:4 31:25 32:7 38:16,18 39:3,4,14 40:6 41:7 42:4 46:10,11 47:5 48:18 meant 7:21 8:9 measurability 12:23 measurable 10:10,20 12:4 13:22 14:14,19 measure 12:13 measured 14:4 measuring 13:16 mechanism 24:12 25:4,19, 22,25 mechanisms 26:18 median 38:6 meet 17:10	21:1 meeting 4:21 8:3,4 9:12 17:12 26:4,9 29:23 43:18 49:18,22 meets 13:11 member 14:10 18:22 25:20 26:2,3,8 members 5:10 18:11 50:21 members' 6:17 mentioned 24:17 42:1 47:2,4 merit 35:13,17 37:19,22 met 10:15,16 48:10 Miami 17:2 37:13 micro-manage 16:22 mid-year 9:12 might 10:25 11:14,17 14:24 17:7 18:12 19:23 21:8 27:17 43:14,21 45:5 46:25 Miguel 27:15 million 12:16 21:14 mind 7:25 21:5 45:2 mindset 42:12	mirror 48:17 mission 45:18 mistaken 35:17 modest 40:7 moment 5:11 money 17:6 Monkey 20:18 21:7 month 32:11, 15,19,23 34:5 36:11 45:23,24 46:9,11 months 16:7 32:13 33:9,10, 11 more 5:20 9:22 11:18,22 13:21,22 14:14 15:18,25 16:8 17:5,6,7 19:2, 3,6,22 21:22 27:12,14,25 31:10,16 32:1 33:5,9,11 34:9, 21 40:1 42:10 morning 4:25 most 5:24 7:16 10:23 18:5 29:14 41:19 motion 50:9,15 move 4:6 29:16,19 moving 22:22 Moya 4:21,23, 25 15:16,24 16:9 17:13,20 18:7,16 19:15	20:12 23:23 25:24 31:18,20 32:25 33:14 36:19,24 37:8 38:2 39:10 41:10 42:8 44:22 45:9,25 46:6,17 47:2, 13,20 49:24 much 4:5,20 14:20 17:21, 22,24 22:1,5, 21 24:18 26:14 38:19 Muriel 4:2 6:6 7:22 must 43:17 <hr/> N <hr/> nature 11:18 necessarily 9:16,19 14:14, 24 23:11,15 need 10:17,25 13:24 14:24 23:11 32:16 needed 29:4 needs 15:13 19:5 31:9 negotiate 50:12 negotiated 41:9 negotiation 41:12 nervous 38:23 never 20:4	30:4 38:10,13 new 8:15 11:25 13:20,24 15:1 35:2 36:11 40:10 50:6,8 next 7:25 8:5,7, 8 9:5,15,16 14:5 15:4 16:14 17:21 22:21 36:7,14, 20 41:6 nodding 39:10 normal 35:1 normally 10:18 nothing 7:16 18:4 27:1 30:14 37:4 44:16 notice 49:10 notoriety 40:3 nuanced 24:8 NUELL 4:8 8:10,12 9:21 10:9 11:20 12:11,21,25 13:17 14:6 15:8 16:3,24 17:18 21:3,11 23:15,25 24:4, 23 27:11 28:9 29:7,19,22 31:3,11,21 32:14,18,21,23 33:1,5,11,15, 20,23,25 34:3, 8 35:7,25 36:5, 15,18 37:1,10, 17,21,24 38:3, 6,10,16 39:8, 13 40:12 41:7,
--	--	---	--	---

12,24 42:15, 21,25 43:2 44:13,20 46:16,21 47:4, 10,17,22 48:1, 6,14,18,22 49:3,8,17,20, 23 50:1,11	47:12 50:9 one-something 46:7 one-year 15:21 30:13 ones 10:6 12:2 13:20,24 16:15 ongoing 10:24 16:4,8 only 7:8 16:18 18:25 23:2 24:25 27:4 42:6 44:4,13 open 48:23 open-ended 5:13 opening 21:13 opportunity 16:19 19:17,18 29:13 opposed 50:23 option 45:6 organization 18:9,20 21:25 23:3 24:10 27:1 organization's 11:1,4,19 organizations 19:12 organized 19:3 otherwise 12:6 25:11 outcome 18:20 outcomes 23:3	outside 18:19 24:15 outstanding 7:17 outward-facing 5:17 over 14:3 18:13,14 31:22 42:16 44:18 overall 6:24 7:1,2 15:25 16:1,15 18:6 overlap 35:20 overlapping 35:5 own 19:5,9 28:14 35:16 40:10	particular 26:17 partnership 16:11 17:3 partnerships 16:13,25 pass 29:24 passed 45:15 past 19:3 pay 33:10 41:18,19 43:25 44:8 46:4,10 paycheck 31:14 43:23 paying 44:6 45:22 payment 32:8 46:10,12 pays 40:17 45:3 people 8:15 15:6,7 18:17 20:20 21:9,14, 16 27:2 29:14 39:14 44:10 46:22 percent 14:3 30:18 34:24 35:14 36:1,4,5, 12,14,19,22,25 percentage 38:2 perfectly 46:8 performance 40:23 Perhaps 20:1	period 14:4 15:1 35:5 46:4 person 38:19 phase 17:14, 16,19 phases 17:16, 20 pick 40:15 picture 15:25 pictured 21:5 place 10:2 placed 28:22 placemat 6:14 19:10 places 41:19 plan 11:15 14:11,18 17:10,22 planning 17:9 18:9,20 24:10 29:3 platform 20:18 plot 32:16 plus 21:15 33:9 point 12:7 17:8 20:21,23 24:2 29:18 39:24 pops 18:2 portion 17:25 posed 27:22 possible 39:4 possibly 39:5 potential 7:9
number 5:14 28:17 44:12, 18,24 48:13 numbers 44:25				
O				
objectives 10:23 20:15 obviously 4:9 5:13 24:5 30:7 42:9 48:22 occurs 32:9,10 October 35:3 36:13 off 6:4 18:2 41:16 48:13 offer 4:6 13:12 48:8 old 13:2 19:1 29:6 once 38:1 one 7:6 9:3 14:2,6 16:2 18:10,22,23 19:6 20:15 23:5 30:4 32:11,15,18,23 34:4,5,21 37:18 40:13 41:15,25 44:7				
		P		
		package 30:24 42:24 paid 30:25 46:15 Palm 38:18 paperwork 44:22 parentheses 5:19 parents 28:3 part 7:7 10:14 22:3,21,23 25:15 31:13 36:9 participation 14:10		

practices 24:24 39:25	provided 5:4 6:15	quit 33:22	29:18 30:22 31:15 32:1	reimburse 43:16
prerogative 26:3 27:2	providers 20:10 21:12 23:1 27:10,22 28:24	quite 39:14	39:2,4,17 40:8, 14,15,18 41:8 44:3 45:3,4 48:4,14 49:10	reimbursed 43:17
present 50:5	public 4:2,4 24:1 38:15,16	<hr/> R <hr/>	reason 20:4	reimbursement 43:13
presented 30:9	purpose 43:18	raise 35:13,17, 18,23 37:19,22	reasonable 36:18	related 18:1 23:2 25:1
president 25:24 26:4,10	purposes 27:17	raised 48:16, 17	reasons 44:7	relates 11:19 15:12 23:2
previous 20:8	pushing 27:13	random 28:10	receipt 43:18	relations 5:16, 17
probable 39:4, 5,7,8	put 17:6,14 20:5 26:13 42:22	randomly 27:20 28:2	received 6:11	relevant 22:12
probably 4:9 9:21 10:2 13:7 22:8 29:14 35:11,19 36:7 44:8	<hr/> Q <hr/>	range 18:5 35:10	recognition 40:22	remainder 6:6
problem 13:23 24:15,20 25:10,11 26:2	quality 45:13	rate 18:24	recommend 7:24 47:23	remember 8:14 13:20 42:23
problems 24:13	quantitative 13:21	rather 40:7	recommendati on 10:4	renegotiation 48:4
process 7:7 8:23 25:7	quasi- government 40:14	rating 7:2,13, 19 19:5	recommended 48:1	renewed 30:13
profiles 27:18	quasi- governmental 26:21	raw 18:3	records 40:9 42:9,11	request 48:8
program 19:11	question 6:19, 21 8:11 10:18 19:12 24:9 26:20 34:21 35:4 36:9 46:14 47:7	re-created 11:21	reduce 14:3	require 17:7
progress 13:9 18:21 24:18	questions 19:20 20:19 27:22 28:8,9 29:8 46:25	re-format 6:8	reduction 43:19	required 8:19
project- oriented 19:3	quirks 44:5	reached 24:22 38:14,17	reflected 45:8	requirements 17:10
projects 12:24		read 6:2 18:13 19:8 24:5	reflection 19:5	resolve 26:1
proper 14:17		reads 30:12	reform 40:11 43:15	resolved 26:14
proposal 29:25		ready 20:17	refreshed 10:17	resources 25:21
proposed 30:3		real 46:13,14	regime 19:1	responded 28:15 50:21
provide 19:17, 19 20:6 28:11		really 4:13 6:5 8:20,21 9:1 10:1 11:17 15:4,12 18:4, 15,18,22 20:25 21:13 24:25 25:11 27:9,19	region 28:5	RESPONSE 50:19,24
			reimbursable 43:7 44:11	responsibilities 14:1

responsibility 11:8 23:10 25:1,15 46:12	14 16:6 20:16 21:25 30:3 32:14 34:17 45:23 46:11 47:22	50:9,16,17	setting 4:11	sitting 26:6
retention 39:24 40:25 46:16 47:7	salary 30:19 32:9 33:12 35:1,6 37:3,11, 13 38:9,20,21 39:16,23 40:2 41:1 43:21	secretly 6:18	seven 32:12, 13,14,20,21 33:4,7,9,11 34:9,12	situation 26:13
revamp 16:6	same 17:1 35:9 36:20	section 23:5 26:17	seventy 47:25 48:2,5	six 34:9 35:14 36:22 42:15 47:10,11
REVELO 5:22 6:23 7:1 20:3 25:13,23 35:2 38:15 43:24 47:8,11	sample 28:12	seem 18:17	severance 32:5,6,8 33:4, 20	Sixteen 34:3
review 4:9 11:6,9 18:1 19:13,16 27:23	satisfactory 48:21	seemed 41:14	share 23:22 25:16	sixty 47:10,11, 12,14,20 48:5
reviews 30:21	saw 7:25	seen 39:25	shared 29:2	smaller 5:3
revise 15:1	say 4:9 12:3,4 14:15 16:13 17:18 27:19 34:11 42:10 43:21 44:4 45:7 49:3	select 27:20 44:20	sharing 30:1	somebody 15:17
revisions 30:3	saying 10:12 13:19 15:18 21:4 24:21 44:10,17	selected 28:2	sheet 5:3	someone 12:15 27:13
revisited 36:6, 7	says 34:11	self-evaluation 5:4,8 13:5	short-term 15:23,24 16:10	someone's 40:15
ridiculous 40:18	scale 6:22,25 7:3,18	self-placed 5:25	should 9:5,21 11:5 12:7 15:11 21:3 27:19 35:23 39:23 40:9 44:8 45:19 48:10 49:11	something 10:7 11:14 12:8 14:1,21, 24,25 15:17 17:11,19 19:23 22:14 23:11 25:17 27:3,6, 11,12,14 28:7 29:6,11,22 31:23 45:5 48:10,16
road 45:15	scary 21:10	self-rating 7:19	showing 40:22	something's 16:5
role 23:10 29:17	school 27:18	sending 7:21	shows 23:20	sometime 35:3
roles 23:5	score 6:20 7:17 18:11	senior 20:13 26:14	sick 41:18	sometimes 17:9 40:1,2 41:1 42:2
room 4:21 17:12 44:11	scores 5:19	sense 43:22	signed 35:8	somewhere 12:25 20:7 37:6
rounded 19:22	scoring 7:12	sensitive 6:16	significant 4:14 13:9	sorry 19:15 24:10 42:17 50:9
rounder 20:6	second 35:18 36:9 37:21,24	sent 38:19	significantly 45:7	
rules 40:11 44:6		separate 8:4 40:20 42:24 43:24	similar 26:22	
<hr/> S <hr/>		separation 32:7	since 11:21 31:13 39:16	
said 6:10 8:6,		serve 28:7	sits 27:5	
		serving 27:18		
		servitude 49:16		
		set 5:5 9:15 26:11		

sort 5:11,16 11:21 18:1 22:15 35:5 49:1	still 9:2 14:15 28:20 33:7 34:21 37:6,7 39:16 40:7 42:5 43:22	survey 20:18 21:7 27:25 28:12,20,23	teams 22:8	17,22 11:22 12:3,12,16 17:1,4 18:17, 21 19:7 24:17 28:14 39:3,25 40:6,13 41:2,9
sought 38:25	stipulated 26:22,24 27:1	surveys 27:19 28:1	technology 17:14	
specific 11:1, 15,18,22 12:8	strategic 10:19 17:9	switched 16:19,21	teeny-tiny 6:3	telling 41:10
spending 32:1	strategically 29:3	system 27:18 30:25	tells 21:24	tend 18:25 19:2,13
spends 31:15, 16 42:16	strategy 11:1, 4,19	<hr/> T <hr/>	term 11:13 12:10 30:14 39:5	third 22:22
squeeze 6:7	strengths 23:19 28:24	take 5:11 15:2, 3 17:24 23:12 41:16,17 49:11	terminated 49:10	thinking 14:7 16:20 23:16 37:19 43:8
staff 19:2 20:13,16,25 21:15 24:12 25:1,5,10 26:2, 3,8,14 27:5,21 28:17,24 35:1, 22 36:13,21,22 38:7,12	strong 7:18 23:20	talk 8:5 13:20 20:3 50:2	Termination 33:24	third 22:22
stage 13:8	structure 22:21 35:7	talked 9:10 14:1 15:9 16:12 38:19 39:14	terms 7:13 11:6 22:23 23:9,18 24:4 26:21 47:5	thought 30:8, 15,22 31:7 35:16 41:11 43:5 46:3 48:10
stakeholders 20:9 23:6 27:20	stuck 49:12	talking 4:1 27:12 36:19 42:16 44:6 47:18	Terrific 7:5	thoughts 29:13 46:19
standard 10:23 11:16	students 28:1	Tallahassee 40:16,19	than 7:19 14:14 18:20 19:3 21:22 31:16 32:1 40:1 45:8	thousand 42:15 47:10 48:6,17
standpoint 39:23	study 21:2	targeted 28:9	their 21:9	three 14:15 16:7,18 21:14 30:10,17 32:10,11,25 33:1 34:4 35:14 36:4,22
stands 28:23 29:10	stuff 44:7	tax 40:10 43:15	themselves 40:17	three-year 30:16 50:6
started 8:22 29:1,3	successful 37:2	taxable 43:10 44:2	thereafter 32:12	through 5:11 6:13 9:7
starting 34:25 36:14	such 39:5	taxes 44:16	thing 11:25 17:2,7 29:1 32:3 35:9 38:11 40:14 41:15,25 44:4, 24	tied 10:19
state 26:25	superintendent 37:14 38:25	teachers 28:3	things 7:6 9:3,	tier-1 15:21
stayed 33:6,8	supportive 39:19	team 22:1,7 24:18 25:21		tier-2 15:22
Steve 50:9	supposed 8:7 9:11 10:21 22:6 26:23 40:15	team-building 21:17		ties 11:1
	surprised 18:25			time 14:4 30:23 35:5 36:7 37:23 38:8 41:5,6,16

times 12:5 38:1 47:17	24 34:2,10,18 36:1,8 37:20 39:7,11,18 40:4,21 41:18 42:4,13,20 43:4,9,14,20 44:1,9,15,23 45:20 46:4,13, 19,24 47:6,15, 18 48:3,7,15, 20,25 49:5,13, 18,21 50:7,12, 15,18,20,23,25	typically 11:9	view 20:6	33:9,20 34:4,6, 7,12,14
today 4:1 7:8 14:25 22:15 50:13		<hr/> U <hr/>	visibility 12:1	weighted 5:14, 18 7:2 18:3
together 22:3 24:17,19 43:5		under 4:14 13:25 37:7 39:16 40:10	<hr/> W <hr/>	Welcome 4:24
told 13:14 15:9 31:9,11		understand 12:13 23:7 34:20	Wait 32:16	well-organized 24:16
tomorrow 33:22		understands 50:8	want 4:18 10:8 15:3 18:7 21:19 23:17,21 24:7 28:14 29:19 30:10 31:4 39:17 41:8 43:14,21 45:9 46:25 49:4,5,7,10 50:1,8,9	WELLER 24:9 25:4,9,22 26:15
tool 5:7 7:8 20:15	trust 15:5,6,7 16:1 20:4 22:23 27:9 30:5,16 35:10 37:4	United 37:12	wanted 12:1,4, 5 15:16 26:9 30:8 38:21 39:1 41:13 48:14 50:3	went 12:4 21:20 37:12 41:14 48:5
tools 4:12		unprofessional 42:2	wants 6:5 10:5 15:4	whatever 23:18 35:23 42:12
top 5:2		until 10:3 35:17	way 9:1 14:4 19:11 20:4,19 24:21 26:11 30:2,11 35:8, 11,12,15 37:12	WHEREUPON 50:21
totally 26:15	truth 41:8,11 49:4,6,7	upgrade 19:11	ways 7:11 10:16	whether 5:15 34:18
totals 18:3	try 12:16	upping 49:2	weakness 23:20	whoever 17:8
towards 10:8 13:9	trying 6:7 26:16	upset 21:16 27:5,9	weaknesses 28:25	whole 31:22
town 43:17 44:14	tweak 10:6 11:13	use 28:4 41:23	week 31:16 45:11,16 46:4, 5,6,7 47:14 48:2	will 6:14 19:18 27:9 28:5 32:8 35:22 40:12
track 31:12,15	tweaked 9:16 15:14,15	used 32:2 43:17	weeks 32:6,9	willing 20:25 48:7,25
tricky 21:11	tweaking 9:2	using 31:25		withholding 45:4
tried 9:9 49:17	Twenty 31:3	Usually 35:2		within 25:4 26:18 32:9,10
TROWBRIDGE 4:4,13,22,24 5:1 7:5 8:11 9:18 10:13 11:5,12 12:9, 12,22 13:3,6, 15 15:12,23 17:24 18:15 19:8 20:1 22:20 23:13 24:1 27:15 29:5,12,21 31:19 32:13, 15,22 33:7,19,	two 4:14 12:6, 24 16:6,25 17:22 22:2 30:20 34:4 36:12,13 37:1 38:1 46:25	<hr/> V <hr/>		without 34:1,2, 3 42:11 48:8
	two-something 45:23	vacation 41:19,20,21,22		work 5:6,8 9:24,25 19:6,7 26:23 27:17
	two-year 30:11,12	valuable 22:8 varies 35:13 VERBAL 50:19,24		

worked 6:7 26:25	33:1,4,6,8 34:12,19 36:4 37:1	
working 10:8 12:15 18:18,21 22:2 24:16,19	yellow 32:6	
works 22:6 31:5 45:6 47:22	yesterday 6:7	
world 40:6	yet 10:14	
write 27:2		
written 30:2 35:12,15		
wrote 21:17 27:6		
<hr/> Y <hr/>		
year 5:6 8:1,3, 5,7,9,20,21 9:4,5,15,16,20 10:7 11:20 12:14,17,18 13:20 15:4 16:2,10,14,20, 21 17:18,21 18:8 19:25 22:21,22 31:22 32:12,21,24 33:15 34:4,8,9, 21,25 35:2,6, 18,22,24 36:2, 3,4,11,20 37:21,24,25 43:1,2 47:9		
years 12:7 14:15 16:6 17:22 22:2 25:25 28:22 29:6 30:11,17, 20 32:10,11, 12,14,20,21,25		