



## **Board of Directors Meeting**

**July 8, 2019**

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

THE CHILDREN'S TRUST  
BOARD OF DIRECTORS MEETING

The Children's Trust Board of Directors Meeting was held on July 8, 2019, commencing at 4:00 p.m., at 3250 Southwest 3rd Avenue, United Way, Ryder Conference Room, Miami, Florida 33129. The meeting was called to order by Kenneth Hoffman, Chair.

- COMMITTEE MEMBERS:
- Kenneth C. Hoffman, Chair
  - Mark A. Trowbridge, Vice-Chair
  - Steve Hope, Treasurer
  - Dr. Magaly Abrahante
  - Laura Adams
  - Dr. Daniel Bagner
  - Mary Donworth
  - Rev. Richard P. Dunn
  - Dr. Antonia Eyssallenne
  - Gilda Ferradaz
  - Lourdes Gimenez
  - Nicole Gomez
  - Mindy Grimes-Festge
  - Senator Anitere Flores

1 COMMITTEE MEMBERS (cont'd):

2 Nelson Hincapie

3 Pamela Hollingsworth

4 Maurice Kemp

5 Tiombe-Bisa Kendrick-Dunn

6 Dr. Nancy Lawther

7 Marissa Leichter

8 Frank Manning

9 Ho. Orlando Prescott

10 Javier Reyes

11 Hon. Isaac Salver

12 Shanika Graves

13 Dale Clarke

14

15 STAFF:

16 Aundray Adams

17 Bevone Ritchie

18 Cravel Holmes

19 Danielle Barreras

20 Felix Becerra

21 Imran Ali

22 James Haj

23 Joanna Revelo

24 Jorge Gonzalez

25 Juana Leon

1 Staff (continued):  
2 Juliette Fabien  
3 Kathleen Dexter  
4 Lisanne Gage  
5 Lori Hanson  
6 Maria-Paula Garcia  
7 Muriel Jeanty  
8 Rachel Spector  
9 Sabine Dulcio  
10 Samuel McKinnon  
11 Sebastian del Marmol  
12 Sheryl S. Borg  
13 Stephanie Sylvestre  
14 Susan Marian  
15 Vivianne Bohorques  
16 Wendy Duncombe  
17 William Kirtland  
18 Ximena Nunez  
19 Willmeisha Hall  
20  
21 Guests:  
22 Audrey Aradanas  
23 Annie Lord  
24 Demetria Henderson  
25 Dr. Dennis Rod

## 1 PROCEEDINGS

2 (Recording of the meeting began at 4:00 p.m.)

3 MR. CHAIR: A couple of announcements and remarks  
4 before we get started. First of all, I want to  
5 congratulate Steve Hope who is now the CFO at Kristi  
6 House. Steve was hoping he was going to go on an  
7 extended vacation to the Bahamas, but that didn't work  
8 out.

9 I wanted to report that on June 20th, several of  
10 us went to the Children's of Inmates site visit down  
11 at, I guess it was Homestead Prison Facility. We went  
12 to the women's side of it. I was one of the people  
13 that went. For me it was one of the most humbling  
14 experiences I've seen. We're trying to do good things  
15 for people who don't have the ability themselves to  
16 make that kind of connection. We had a chance to  
17 spend some time talking to the inmates before the kids  
18 went, and some of those mothers hadn't seen their kids  
19 in two years, five years. One case, maybe a couple of  
20 months. But this group was doing really good work not  
21 just bringing people into the prisons, but also having  
22 activities for kids of all ages so that the kids could  
23 bond with their parents. It was really, as I said, a  
24 humbling experience.

25 I don't know if you have anything else to say

1 about that, Jim, but it was really remarkable.

2 MR. HAJ: I concur. Exactly what you said. This  
3 is my second visit. I went to Central Florida, to the  
4 men's side, probably about two years ago. And it  
5 really is humbling. You come out and you realize that  
6 if we really want to break the cycle, that we really  
7 need to start reaching down to these children of  
8 inmates. Start wrapping our arms around them and give  
9 them the support they need because they don't often  
10 get it.

11 MR. HOFFMAN: I want announce that the Government  
12 Technology magazine is going to be issuing the  
13 Children's Trust a Technology Innovation Operations  
14 Award. It's an award for efficiencies recognized  
15 through Trust Central, which those of you who have  
16 been around for a while no its been an IT effort over  
17 the last, I think, three or four years. and that's  
18 helped us move, we've seen several presentations, but  
19 that's helped us move from paper to online for both  
20 solicitations, contracting and programming metrics.  
21 So congratulations to the technology group.

22 During the last week of June, Trust staff along  
23 with Fiorella from Early Learning Coalition was  
24 presented at the Build QRIS National Conference. The  
25 session titled, "Using a Two Generational Approach:

1 How Did Miami Design an Equitable Improvement System,"  
2 got very good reviews and a stimulating session. And  
3 a Two Generational approach is one of the things that,  
4 at least at the last strategic planning session, we  
5 were talking about a lot and we may talk about it a  
6 little bit more in the future.

7 So congratulations to the Trust staff and Early  
8 Learning Coalition for that.

9 In addition, our Program Chair, Pam  
10 Hollingsworth, presented Picking up the Pieces:  
11 Preparing, Restoring and Supporting Marginalized  
12 Communities Before and After Disaster Strikes.

13 And we'll be recognizing, in the middle of the  
14 meeting, Dr. Antonia Eyssallenne, who is, I think many  
15 of you know, is moving to New York for a job. So we  
16 will do that in a few minutes.

17 So we'll start the formal business of the  
18 meeting. Any public comments?

19 MS. JEANTY: No public comments.

20 MR. HOFFMAN: No, okay. I'll turn it over to  
21 Karen for the approval of minutes.

22 She's not here, okay.

23 If you turn to your tab 2 of the minutes of the  
24 Board of Directors meeting, I'm sure everybody's had  
25 an opportunity to review them since we've been sitting

1 here.

2 Do I have a motion for approval of minutes?

3 MR. SALVER: So moved, Salver.

4 MS. DONWORTH: Second, Donworth.

5 MR. HOFFMAN: All those in favor?

6 (WHEREUPON, the committee members all responded  
7 with "aye.")

8 MR. HOFFMAN: Any opposed?

9 (NO VERBAL RESPONSE)

10 MR. HOFFMAN: Motion carries.

11 So we'll move onto the appreciation.

12 MR. HAJ: Mr. Chair, thank you. We would like to  
13 thank Toni for being here for the last couple of  
14 years. She came on board at a critical time. We  
15 needed someone to come and also provide the health  
16 expertise. And we had an amazing selection in Toni.  
17 Not only did you have your crazy work schedule, but  
18 then she had a baby during the process. But she has  
19 been a huge asset to the Trust and she will be  
20 relocating to the northeast.

21 Toni, we will miss you. Thank you for your years  
22 of service. Thank you for your service in your job,  
23 and also what you've contributed to the Trust in the  
24 last couple of years. Will you come up and receive  
25 your award.

1 MS. EYSSALLENNE: I just want to say thank you  
2 for the opportunity to participate. You guys are  
3 doing an amazing, amazing work. I love being a part  
4 of this organization and seeing the Trust is involved  
5 with. I learned so much about the community. And the  
6 whole idea of putting the community and children first  
7 is just very dear to my heart. I'm grateful to have  
8 been a part of this. Thank you.

9 MR. HOFFMAN: Okay, so turn it over to Steve  
10 Hope, Mr. Hoffman of the Finance and Operations  
11 Committee, for the committee report.

12 MR. HOPE: Thank you, Mr. Chair.

13 Good afternoon, everyone. Last week, Tuesday,  
14 the Finance Committee met to look at the agenda for  
15 the month of July. And one of the key discussions  
16 that took place last week was the discussion as it  
17 relates to the millage rate. Coming out of that  
18 discussion was a recommendation that we bring to the  
19 board two rates for discussion. So prior to handing  
20 it over to the CEO, I just want to provide some  
21 background information.

22 So in arriving at the millage rate  
23 recommendation, two key factors we'll take into  
24 consideration. And of those was the ever increasing  
25 needs of the community, and the second was the

1 agencies fiscal responsibility to the tax payers  
2 mandate. So there are two important factors that  
3 we'll be presenting for consideration. And those are  
4 ensuring that the millage rate recommended is the  
5 lowest possible rate necessary to maintain the  
6 operations of the agency. And the second is to  
7 maintain the fund balance or operating reserve, best  
8 practice recommended, which is that of two months,  
9 which is approximately \$30 million.

10 So for today's consideration, the Board will be  
11 provided with two millage rates: The current millage  
12 rate of 0.4415 and an additional recommended rate of  
13 0.4680. The recommended increase is .0265 for a  
14 thousand dollars of property value. It is estimated  
15 that with this increase, tax payers, on average, will  
16 experience an increase of approximately \$43 to \$46  
17 using the median rate of household value.

18 So just some background information, from 2010 to  
19 2016, The Children's Trust adopted millage rate of  
20 .5000. In subsequent years, 2017/2018, the rollback  
21 rates were .4673 and 0.4415 respectively. Now  
22 effective October 1, 2018, this Board voted to inject  
23 an additional \$28.5 million into the community. And  
24 over a five-year period, that total approximated \$142  
25 million. Again, keep in mind this was approved by the

1 Board. I'm sure some of the fellow Board members can  
2 provide additional historical background when we open  
3 for discussion. So total budget for the fiscal period  
4 2019/2020, is \$153 million.

5 So there are two scenarios that will be presented  
6 to you. The first one is if we retain the rate, the  
7 current millage rate of 0.4415, the following is the  
8 outcome. On the assumption that all programmatic  
9 expenditures budgeted for is expended, that is \$153  
10 million, the agency will end the fiscal year with a  
11 fund balance of \$11.7 million. Approximately \$19  
12 million short of the recommended two months reserve.  
13 However, historically, we have had approximately seven  
14 percent of the budgeted amount not dispersed at the  
15 end of the fiscal period. As a result, that will lead  
16 to \$12 million being added back to the fund reserve,  
17 taking it to \$23.7 million. Still leaving a shortfall  
18 of \$6 million if we are going to maintain a two months  
19 reserve. So that is if we keep the 0.4415, we will be  
20 left with a \$6 million below the recommended two  
21 months operating reserve.

22 Scenario two is that if we go to the recommended,  
23 the second recommended rate of 0.4680, again, on the  
24 assumption that all of the programmatic expenditures  
25 that is budgeted for in the sum of \$153 million, if

1 all of those funds are dispersed, we will end the  
2 fiscal year with a fund balance of \$19.5 million.  
3 Approximately \$11.5 million below the recommended  
4 reserve. If we take the seven percent into  
5 consideration, that will leave an additional \$12  
6 million and it will take the operating reserve to  
7 \$31.6 million, within the range of the two months of  
8 recommended reserves. So those are the two scenarios.  
9 Keep in mind that at the end of the day this  
10 discussion is going to be sent to the revenue and  
11 expenditures. Do we want to retain the two months  
12 operating reserve, which is best practice, while at  
13 the same time keeping our commitment to inject  
14 additional funds into the community. If the answer to  
15 that is yes, then obviously the increase millage rate  
16 would be recommended.

17 So in closing, I understand that my fellow Board  
18 members have expressed their concerns as it relates to  
19 the tax increase of approximately \$43 to \$47. While  
20 some may see this as a tax increase, as a taxpayer in  
21 Miami-Dade County and also a member of this Board, I  
22 see this increase simply as an investment of the  
23 future of our kids in the community.

24 I will turn this over to our CEO, and then have  
25 the floor open so that Board members can make their

1 contribution.

2 Thank you, Mr. Chair.

3 MR. HAJ: Steve, thank you.

4 Board members, on your tab, on the third tab on  
5 the iPad is a budget presentation. The second sheet,  
6 it says 2019/2020 Proposed Budget Highlights, I just  
7 want to take you through this. Much of this is what  
8 Steve stated. Effective 10/1/18, the Trust  
9 contributed \$28.5 million. And what this was, this  
10 was going into our five year solicitation. We're  
11 currently on year two of our five year solicitation.  
12 So, since 2010, as Steve stated, we were funding at a  
13 half mill rate. Our fund balance was getting rather  
14 high. So part of this strategy is a two-fold  
15 strategy: One, to put out additional revenue, which we  
16 did through this five-year cycle. We added \$28.5  
17 million, with a combined five years, \$142 million.  
18 And at the same time, what was stated about taking our  
19 foot off the accelerator, reduced went to the rollback  
20 rate for two years. We're going into the third year.  
21 So it was a two-fold approach. Go back to the  
22 rollback rate to reduce the level, the income coming  
23 in, as well as the increase in additional  
24 expenditures. So again, this is the second year of  
25 our five year commitment to the cycle.

1           If you look at the TRIM millage rate, the Miami-  
2 Dade property appraiser reported an assessed tax role  
3 of, let me see if I get this right because I normally  
4 don't throw out these types of numbers,  
5 \$310,905,785,149. So if the Board adopts the proposed  
6 of .4680, this will result in a tax increase.  
7 Actually both of the things that are in front of you  
8 today are a tax increase. Total TRIM revenues will be  
9 \$138 million. If the Board adopts a proposed millage  
10 rate of .4415, it'll generate \$130 million. So  
11 there's an \$8 million difference there.

12           Both of these, the proposed millage rates will  
13 add the lower tax revenues that will continue to rely  
14 on its fund balance to support program services. So I  
15 want to go back to what I said earlier. We increase  
16 the amount of revenue and we reduced it, we went to  
17 the rollback rate. However, we are funding,  
18 currently, at above the half millage rate. We're  
19 using fund balances to supplement it. So it's going  
20 over the half millage rate. And then the efficient  
21 administrative cost, which we control, we're very  
22 proud of. For the fourth consecutive fiscal year, the  
23 Trust will budget a net decrease of management  
24 expense. The total management expense decrease over  
25 four years is approximately \$822,000. And the

1 2019/2020 budget was a five year management expense of  
2 6.29 percent, which is an all-time low for the Trust.

3 And then in Trust history this is the lowest  
4 management expense ratio and the largest budget  
5 investment in program history. We're funding much  
6 more with fewer people and less expenses. And a lot  
7 of it is with how our IT went forward, and how we're  
8 getting more efficient on our IT side of the house.

9 Mr. Chair, I'd like to turn it over to you.

10 MR. HOFFMAN: I think also, I asked -- it's a lot  
11 of numbers and I think they don't mean much out of  
12 context. There is the budget summary in the  
13 presentation that Jim just pointed out. And on the  
14 next page of the budget summary is the difference  
15 between, on a budget basis, between the two different  
16 rates. I think that's important, but I also asked the  
17 staff to put something else together. It's a little  
18 bit hard to see the distance, but it's also on your  
19 iPad. Just to, again, show what I think illustrates  
20 what Steve was talking about, where we've been and  
21 where I think we were going and are going. So it  
22 actually brought this back 10 years to 2009 because  
23 that's what we report in our (inaudible) as well. And  
24 just for those who can't see the numbers and don't  
25 have an iPad, the top line number is budgeted

1 expenditures and the bottom line number is -- I'm  
2 sorry, actual expenditures, not budget. And the  
3 bottom line number is ending fund balance. And the  
4 rule I think we've been shooting for is the same if we  
5 look at it either from a budget basis or an actual  
6 basis. But in actual numbers, what you see is that in  
7 2009 we spent the same amount of money we were  
8 spending in 2018.

9 In the interim years we've actually spent a lot  
10 less money. We maintained a millage rate the entire  
11 time of .5. So we were voting for tax increases as a  
12 Board. Some of us weren't here for 10 years or nine  
13 years, I'm sorry, eight years, where we weren't  
14 spending any extra money. So that did result in the  
15 purple line, which was the ending fund balance  
16 building up.

17 Two years ago the entire Finance Committee  
18 started looking at two things, one was what was a  
19 sustainable funding level. And as Jim says, and those  
20 who have been here a couple years remember, we did put  
21 on the street another \$25 million over what we were  
22 spending in 2016. We did that to address two things:  
23 One is the fund balance, which at that point in time,  
24 at the very bottom of the chart, again, those of you  
25 who can't see that far, in 2017, our fund balance, the

1 actual dollars was 61 percent at the end of the year  
2 of what we were spending. So we had a huge amount of  
3 money in real dollars, not the budgeting dollars that  
4 we weren't spending. So we took a two-pronged  
5 strategy. We decided that we needed to draw that  
6 down, which we could do through spending, as Jim said,  
7 or lowering the rate, but we did both. We tried to  
8 drive it down over a couple of years, but to prepare  
9 for the next funding cycle, which is where we are now.  
10 We're in the second year of the current funding cycle.  
11 Again, for those who have an iPad, that's the last  
12 five years that are kind of shaded.

13 In those five years we're looking at spending  
14 \$151 million. We did start to reduce the millage rate  
15 in 2018 and according to plan. And fund balance has  
16 been coming down ever since. When we started to look  
17 at the plan, we anticipated the fund balance for \$150  
18 million would be \$20 million. And that's what it, I  
19 don't want to say should be, but that would be the  
20 target amount for the original plan.

21 But having looked at the current funding  
22 solicitation, listened to the will of the Board at the  
23 last strategic planning session and the will of the  
24 Board from that plan, we started -- we are looking at  
25 what's the opportunity if we, again, get the fund

1 balance to the right number to -- for the Trust to be  
2 letting out additional funds sometime in the future.  
3 So the far right, which is, I think, just a what could  
4 be, not what will be, shows that at that time, based  
5 on the county projections, not our own projections of  
6 where property taxes would be, we could be at a half a  
7 mill, spending \$183,000. So put another \$25 million  
8 into the street for the next five year funding cycle.  
9 At that level, we would need approximately \$30 million  
10 in a fund balance.

11 So, the question is, do we wait until later on in  
12 the cycle, or do we start to at least taper off from  
13 where we are bringing down the fund balance in  
14 anticipation of that. So that's part of the question.  
15 The next chart, which again, is in your iPad, shows  
16 the effect of the reduction plan. The revised fund  
17 balance projection, we were in the first year,  
18 '17/'18, we lowered the millage rate to .4673. Our  
19 ending balance was \$69,000,676.

20 Last year our rate was .4415 and we brought the  
21 fund balance down to \$43.3 million. Our idea is that  
22 we can, in either case, we need to be either at the,  
23 call it 20 plus or minus million dollar line based on  
24 our current spending. Or ultimately, if we want to  
25 plan, then plan conservatively for where the Trust is

1 going to start to build up fund balance or leave the  
2 fund balance where it where it is. So we have a  
3 choice, and I think either one this year is a valid  
4 choice to take. Either the rollback rate or take the  
5 rate that, again, some of us, the Finance Committee,  
6 believe is consistent with the original plan. And  
7 also the plan to ultimately put more money into the  
8 community when we have the opportunity to on the next  
9 solicitation.

10 I think all of these are all just forecasts and  
11 projections. So having -- in the original plan, we  
12 were mindful of the fact that, as I think Steve said,  
13 there is inefficiencies between what we try and spend,  
14 what we budget for, and what we spend. Some of those  
15 inefficiencies historically have been in the time it  
16 took to contract. Today I think that gaps been closed  
17 a little bit, it still exists. But also  
18 inefficiencies in our providers actually spending the  
19 authorized money, filling up slots and the like. And  
20 again, we're working with staff hard to close that  
21 gap.

22 I think my only view, and again, the purpose for  
23 I think having this exercise and this discussion at  
24 the Finance Committee is that we keep sort of coming  
25 down at a moderate pace. Because if we close that gap

1 on efficiencies, then I think we end up below, easily  
2 below the fund balance that we would like to have,  
3 even on a conservative basis based on the current  
4 spending.

5 In either case, if we go back two years, what  
6 came before this Board was a graph that looked a  
7 little bit like this. And it showed over a five year  
8 period that we would be lowering the rate from the  
9 half millage, which would -- collecting too much  
10 money. But we would be raising the rate again over a  
11 four or five year period, and it wouldn't be a -- it  
12 would be a tax increase, it would not be the rollback  
13 rate.

14 And with that, I know we -- again, we had a  
15 robust discussion, which is why we came to the Board  
16 with the alternative. I'll turn it over to any  
17 questions or comments.

18 MR. SALVER: One of the things that I see that  
19 are absent from any of these displays and PowerPoints  
20 is the rollback rate. Because you, and so far, Steve,  
21 you and Ken have discussed two rates. The 4415,  
22 .4415, which is not the rollback rate. That is not  
23 the rollback rate. That is the same rate as we  
24 approved for this fiscal year. And the other rate  
25 which is .4680 is the rate that staff is recommending

1 based on the strategic plan or whatever. I think it's  
2 unfair to the Board at large to not see these same  
3 graphs and these same budgets cast using the actual  
4 rollback rate, which is the rate that is prescribed in  
5 government, in order to put you where you were the  
6 prior year.

7 MR. HOFFMAN: Can I address that, Isaac?

8 MR. SALVER: Can I finish, please? I think its -  
9 - let me step back for a second and say that I didn't  
10 support coming to the Board with these two rates. As  
11 a matter of fact, during the committee meeting, I  
12 encouraged the Finance Committee to do one of two  
13 things: adopt a rate that you want to present to the  
14 Board or decline to have an opinion on the rate if you  
15 want to let the whole Board decide.

16 I, for one, my personal opinion is that we should  
17 go with the rollback rate. As the longest sitting  
18 member of this Board, I believe that the Trust was  
19 setup, approved by the voters of Dade County to spend  
20 \$100 million, \$110 million a year on programming. And  
21 one of the biggest selling points that we gave to the  
22 voters of Dade County twice, was the that this is only  
23 going to cost you less than one hundred bucks a  
24 month. And for one hundred bucks a month for  
25 homeowners, they can give -- very, very, without a

1 guilty conscious, give money to the Trust and we can  
2 spend well into the hundred million dollar range. The  
3 whole notion of looking back at what we did to reduce  
4 our \$70 million reserve and to use that as a benchmark  
5 as budgeting going forward, I think is -- is not fair.  
6 I don't think it's fair to the taxpayers of Dade  
7 County. And I don't think its correct.

8       And again, I know that we've discussed our  
9 reserves and what the levels of reserves should be. I  
10 was one of the biggest spokespersons to reduce our  
11 reserve because complaints we had in the past years  
12 was that we're hoarding money. In order to get the  
13 reserves down, we spent extra money. Again, as an  
14 accountant, I personally feel that the recommended  
15 reserve level of two month's worth of operating costs  
16 really shouldn't even apply to an organization like  
17 this, because we're not a government. We're a  
18 governmental extension of the county government, but  
19 we're not a government. We have no infrastructure.  
20 Whatever we spend is either general administrative  
21 costs or programming. We've cut programming in the  
22 past. And I believe even if we go to the real  
23 rollback rate, which is somewhere -- you guys have  
24 that rollback rate in front of you, Steve?

25       MR. HOPE: No, but I --

1 MR. SALVER: Even if we go to -- I just want to  
2 know that information.

3 What is the rollback rate, Bill? Because I think  
4 the Board members need to know what the rollback rate  
5 is.

6 MR. HOFFMAN: Isaac, before he answers that, let  
7 me answer part of your earlier question. And then  
8 Bill can tell us the revenue of what that would be.

9 The chart that's in front of you shows that,  
10 again, the Board adopted, quite some time ago, a  
11 philosophy that we said we should keep two months of  
12 cash, expenditures of cash. And again, we might  
13 disagree philosophically whether we're a government  
14 agency or whether that's appropriate or not. I happen  
15 to think it's appropriate for two reasons, although we  
16 get most of our revenue at the beginning of each year,  
17 stuff happens. And we might not get it as quickly as  
18 we do if tax collections for some reason don't happen  
19 as they have. Historically, we have most of our  
20 revenue in three or four months. If that doesn't  
21 happen, I think we need a cushion.

22 Also, the Trust, historically, has used a cushion  
23 for emergencies, community events that have required  
24 or prompted the Board to put more money out. But let  
25 me answer the question differently. On the chart, the

1 purple line --

2 MR. HOFFMAN: Wait, wait. Excuse me, Isaac --

3 MR. SALVER: Before you go on --

4 MR. HOFFMAN: Isaac.

5 MR. SALVER: I mean, I asked a question --

6 MR. HOFFMAN: I'm answering the question.

7 MR. SALVER: Can I get the amount of the rollback  
8 rate?

9 MR. HOFFMAN: Isaac. Isaac, let me just  
10 illustrate why we didn't come with a rollback rate  
11 even in that discussion. Because if we believe that  
12 two months of current revenue is the appropriate  
13 amount, the .4415, last year's rate, brings us exactly  
14 to the line where we have two months of revenue. If  
15 we go to a rollback rate, we were going to be below.  
16 Bill can give you, and again, I don't know the answer,  
17 but Bill can give us what the rollback rate is.

18 MR. KIRTLAND: Right. As we presented at the  
19 Finance and Operations Committee meeting a week ago,  
20 we did a comparative against the rollback rate, which  
21 was 4195. That's the equivalent of the revenue that  
22 we yielded in our current operating budget year,  
23 fiscal year '18/'19, which was estimated at around  
24 \$122.6 million. So that's 4195.

25 MR. HOFFMAN: And that would result in how much

1 less revenue?

2 MR. SALVER: I think around \$8 million.

3 MR. HOFFMAN: \$8 million less revenue, so again,  
4 it's not -- I do appreciate, Isaac, that we have  
5 different -- and some of the Board members also might  
6 have different philosophies on whether we should be  
7 maintaining that much as a cash reserve. But that is  
8 what the Board has adopted. We can certainly open  
9 that up for discussion. All the numbers are clearly  
10 open up for discussion. This is the Board and we get  
11 to make the decisions.

12 MR. SALVER: But it doesn't seem like we're even  
13 giving the Board the option of the rollback rate  
14 because none of the literature that we have in front  
15 of us even says the rollback rate. We didn't give --  
16 the committee did not give a recommendation to the  
17 Board, you know, objectively really. It was incumbent  
18 on the Finance Committee to disclose what the rollback  
19 rate is and what the budget would look like with a  
20 rollback rate. I didn't think when we put this item  
21 on the agenda. I didn't think we would completely not  
22 mention the rollback rate.

23 MR. HOFFMAN: Go ahead, Steve.

24 MR. HOPE: So, if you recall, Isaac, at the last  
25 Board meeting, the reason why these two millage rates

1 are presented, a motion was presented and it was voted  
2 upon that said we would present two rates to the  
3 Board. While you may have disagreed, the majority of  
4 the Finance Committee made that decision. So based  
5 upon that, there was no need to have a third rate  
6 presented because that was the motion that was  
7 presented and voted upon by the Finance Committee. So  
8 hence the reason we have these two rates today.

9 Secondly, you make reference to increasing  
10 expenditure. This was voted on by the Board in  
11 October, that we would increase revenue by \$28 million  
12 over a five year period. Again, this was approved by  
13 the Board. While we may have one or two members who  
14 disagree, the general consensus was that we would  
15 inject an additional \$28 million into the community.  
16 So, at the end of the day, this is a demographic  
17 process. While we may disagree, the majority vote  
18 goes. And hence the reason you have two items, two  
19 millage rate presented to the Board today, based upon  
20 the Finance Committee recommendation.

21 MR. SALVER: And just to finish my comments, it  
22 really should be a Board decision. And I think that  
23 in order to make the decision, the Board really needs  
24 to be informed because any rate apart from the  
25 rollback rate will be announced and published as a tax

1 increase.

2 MR. HOFFMAN: That's correct. And, Isaac, again,  
3 we did talk about the rollback rate and we had a -- we  
4 didn't come with it because the reason that I just  
5 mentioned, that it would have, by necessity, driven us  
6 below the line where our current spending level would  
7 not have that reserve, whether we agree or not that  
8 its adequate. But we did as a committee try several  
9 different votes, tried several different formulations.  
10 Nobody wanted to agree on a higher rate, nobody wanted  
11 to agree on the lower rate, the current rate. Nobody  
12 was agreeable to recommend the rollback rate. So this  
13 is the resolution that the committee decided, and I  
14 think this is what we have before us now. And you're  
15 certainly, again, welcome to speak more on it, but  
16 let's have some other participants.

17 Nelson.

18 MR. HINCAPIE: Thanks. I just want to make a  
19 comment. I know you mentioned that the Board was  
20 created to spend money on children. From my point of  
21 view, working directly with victims of human  
22 trafficking, with young people who are victims of  
23 foster care, with people who have nothing, in terms of  
24 family connections, I didn't vote for this to spend  
25 money, Isaac. I voted for this to impact and

1 transform lives. I have been on this Board for quite  
2 a while, and I see that we're exactly doing that;  
3 impacting and transforming lives. For the first time  
4 since I've been involved, and again, this is directly  
5 on the lines, I've rescued girls from trap houses,  
6 okay. For the first time since I've been in child  
7 welfare, I'm optimistic about the future. And The  
8 Children's Trust has a lot to do with that optimism.  
9 So I'm not here voting to spend money. I'm voting  
10 here to impact lives and transform lives.

11 MR. HOFFMAN: I'd like to make a comment. So  
12 we're not -- we've said the plan is that we should  
13 maximize what we could spend in the next funding  
14 cycle. This is by no means a fixed plan. Because  
15 obviously we need to revisit our priorities over the  
16 next few years. And as we've said, the budget may  
17 turn out to be that we're spending more money because  
18 of efficiencies or tax revenues are not as expected.

19 MS. LAWTHER: I was not on the Board at that  
20 point when the Trust was founded, I was the parent of  
21 a child in school. And, to me, the promise that was  
22 made at that point was the promise to help and care  
23 for children who were not as fortunate as my own. I  
24 think when, in 2008, The Children's Trust came up for  
25 renewal, and that renewal was passed with greater than

1 80 percent approval. I think that people gave a vote  
2 of confidence that the Trust was fulfilling that  
3 particular promise. People are very willing to raise  
4 their tax rates, if indeed they see credible evidence  
5 that there will be help for children who need it. The  
6 last annual report that was presented shows that there  
7 is progress in a number of areas the Children's Trust  
8 addresses. Moreover, just this past November, voters,  
9 by more than 70 percent, and I was involved in the  
10 advocacy of this particular issue but voted to raise  
11 their own taxes on Proposition 362.

12 There is support, I believe, within the community  
13 for a revenue increase, for a millage increase,  
14 provided that the services offered respond to the  
15 needs of the community and the few organizations  
16 providing these services are indeed credible. I think  
17 we have a track record to merit the confidence of the  
18 public in this respect. And therefore, when it comes  
19 to taking, for example, at the devastating conclusions  
20 of the ALICE report, where 59 percent of the  
21 population of this county has troubles. They are  
22 either in poverty or are having troubles making ends  
23 meet at the end of the month. There is definitely, in  
24 this community, that even with all of our efforts, we  
25 have not yet reached. The Children's Trust has

1 expanded its area of impact, has added additional  
2 organizations that are community-based. I think we  
3 have earned the trust of the public to go forward.

4 MR. HOFFMAN: Any other --

5 MS. DONWORTH: I second, third and fourth all of  
6 that comment. I think one of the really beautiful  
7 things about The Children's Trust is that it's not  
8 just about funding services, which is critically  
9 important, but it's all the other things that the  
10 Trust is able to do because they have those kinds of  
11 resources. I think that the approach is fiscally  
12 responsible to draw down that reserve, while  
13 maintaining the reserve. And I think that it would be  
14 the right thing to do, to go with the .44680 millage  
15 rate. I think that makes a lot of sense. I don't  
16 know what we would want to cut. And I agree with you.  
17 This is Miami. Things happen in Miami and we have to  
18 make sure we have a reserve.

19 MS. HOLLINGSWORTH: Mr. Chair.

20 MR. HOFFMAN: Yes.

21 MS. HOLLINGSWORTH: I just want to take a moment  
22 and echo the sentiments of the directors that spoke  
23 before me. It's no secret that I'm not a numbers  
24 person, but rather an educator and programs person.  
25 But we know the work that we're doing is important to

1 the community. I've had an opportunity to serve on  
2 this Board for about three years now and I've watched  
3 the progress, and I've watched the impact that we've  
4 been able to make. And I, too, am in favor of either  
5 keeping the millage rate the same or moving up. I  
6 think -- I personally am prepared to have my name  
7 attached to having voted for what becomes a tax  
8 increase. Thank you.

9 MR. HOFFMAN: Yes.

10 MS. GRIMES-FESTGE: Good afternoon, everyone. I  
11 wholeheartedly agree with what Nancy said earlier. As  
12 a teacher in this community, as somebody who has  
13 worked with early childhood education and knows the  
14 importance of making sure that are, especially are  
15 zero to five year old's, are ready for school, have  
16 resources available to them throughout this community.  
17 And knowing that our population is growing, it's not  
18 lessening, its growing. And so the idea of not having  
19 enough funding is something that I am not ready to  
20 agree to. I think we need to have as much as possible  
21 to be able to do as much as possible. So just wanted  
22 to say that.

23 MR. HOFFMAN: Anybody else would like to make a  
24 comment?

25 MR. TROWBRIDGE: William, can you just help with

1 two things for me, just because, again, I think we  
2 talk about three different things here. We're talking  
3 about a proposed rate, the current rate, something  
4 called rollback rate. But in terms of the two rates  
5 that are discussed here, what is the delta difference,  
6 the anticipated per average household between the  
7 current rate of .4415 and the potential rate of .4680?

8 MR. KIRTLAND: I believe approximately, when we  
9 ran that calculation based upon the median of  
10 homestead exemption household, it was in the range of  
11 \$2.57. I'm actually going to have to look to Jim to  
12 confirm because we were both discussing this early.

13 MR. HAJ: Yeah, market is about \$2.50. That's an  
14 annual.

15 MR. TROWBRIDGE: Per thousand dollar's worth of -  
16 -

17 MR. HAJ: No.

18 MR. TROWBRIDGE: Just \$2.50?

19 MR. HAJ: Overall.

20 MR. KIRTLAND: That's the incremental increase in  
21 either applying the lower rate versus the higher rate  
22 and the effect of the taxpayer.

23 MR. TROWBRIDGE: I think what I'm sensing is just  
24 the idea of what the word tax increase means versus  
25 what the actual effect of a tax increase is. So I

1 think everybody is kind of dancing a little bit around  
2 that, but I think for those of us sitting at the  
3 table, those that are watching and those that are in  
4 the audience, what does that really mean? Because at  
5 the end of the day, I know in the business community,  
6 we look in the till at the end of the day. I think  
7 most of our folks look in their wallet and look in  
8 their bank accounts. So what does that really mean at  
9 the end of the day? So that's helpful. And I think  
10 when we finally decide on what the rate will be, we  
11 need to talk with one voice with that and be able to  
12 be comfortable and confident that we can explain our  
13 decision and what that ultimately means. Thank you.

14 MR. DUNN: Board member, Richard Dunn. It has  
15 been my experience -- first of all, I believe it will  
16 be fair to say, perhaps for those of us who are not  
17 numbers persons, such as myself, that we have, I know  
18 we tabled this issue already, that we have a little  
19 bit more time to study it. However, I am very much  
20 inclined to support because I do know historically  
21 speaking from my own personal experiences serving on  
22 the City of Miami Commission, whenever a budget was  
23 due, we usually freak out when you hear the word tax  
24 increase. But normally what happens when you start  
25 cutting that budget to make the tax increase -- no tax

1 increase, it usually affects those who need the goods  
2 and services the most. And that's been my experience.  
3 And often times, my historical approach to it has  
4 always been what is it going to cost us, what are we  
5 going to gain. And I believe that was your question.  
6 What is the overall net gain of this. And if it means  
7 that we can continue as a Children's Trust to provide  
8 the goods and services that are necessary for growing  
9 metropolis, such as Miami-Dade County, then I'm all  
10 for it. Even today I have been running back and  
11 forth, like I'm sure all of us have, all the way to  
12 Homestead this morning, dealing with the issue with  
13 the census task force. And those are important issues  
14 that will effect families. And if it affects  
15 families, guess what, it's going to affect children.  
16 You can't separate the two.

17 So I'm inclined if it's just a matter of six in  
18 one hand and half a dozen, you know, when your budgets  
19 tight, nobody likes to give anything when its tight.  
20 But when you look at what we're going to get or what  
21 we could potentially lose, you have to weigh it. so  
22 I'm inclined to do whatever we need to do. I'm in  
23 support of the staff recommendation.

24 MR. HOFFMAN: I want to reiterate that we're not  
25 in the position where we're going to cut anything out

1 of the budget right now. This is more of a planning  
2 exercise. We had a ten year track record, almost ten  
3 year track record from 2010 to 2017, so a seven year  
4 track record of taxing at a much higher rate than we  
5 were spending and building up a reserve. Again, we've  
6 responsibly brought the reserve down, but at the same  
7 time, plan to increase funding both this cycle and  
8 then hopefully in the next cycle if it all turns out.  
9 Appreciate it.

10 MS. FERRADAZ: I have a question. On the five  
11 year assumed millage rate, how are those calculated?  
12 The assumed millage rate.

13 MR. HOFFMAN: Well, again, in the case of the  
14 green line, which was the -- I'll call it the plan,  
15 that was talked about at a prior Board meeting as well  
16 for the program, that's determined to what rate would  
17 be required to maintain and grow this reserve into the  
18 next funding cycle. The assumed millage rates in the  
19 purple are actually showing that if we fell below or  
20 into the line on the current year and ended up with  
21 \$23 million, we would have to tax at half a mill in  
22 2021. We'd still be below, I'll call it the desired  
23 fund balance. We would tax, again, at other rates in  
24 between to get back up to where ideally we want to be  
25 as a fund balance.

1 MS. FERRADAZ: But that's based on an estimate of  
2 what the base is going to be?

3 MR. HOFFMAN: All of the revenues are based on  
4 the forecast that we have for the county property --  
5 appraised property, appraisers property tax values.  
6 One of the other things that we implemented, or Bill  
7 implemented, I would say, starting two years ago, is  
8 starting to rely not only on the Trust, looking at  
9 history and deciding what the future property tax  
10 revenue -- looking at what the county's own forecast  
11 is, both long-term and short-term. And certainly on a  
12 short term basis, which I think, Bill, is maybe three  
13 to four years, they've been pretty close. On a long-  
14 term basis, if they'll extend out 10 years, I wouldn't  
15 count on it because I think property tax values go  
16 down a couple of years after 2008. So I think we're -  
17 - again, it's not fact, its --

18 MS. FERRADAZ: So it's based on the county's  
19 projection?

20 MR. HOFFMAN: -- the purpose of projection, but  
21 the purpose is, I think we're looking at that as a  
22 benchmark for guidance. It's the best we can offer.

23 MR. KIRTLAND: Right, and maybe just to add to  
24 that, when we generated this projection initially,  
25 even before receiving our June and July initial

1 assessment and final assessment from the county, they  
2 were pretty close to what they had -- from what their  
3 budgeting office had provided back to us some months  
4 ago. So we found ourselves in a very accurate  
5 position, even after receiving notification from  
6 county appraiser offices of what we would be receiving  
7 as far as our tax role basis would be.

8 MR. HOFFMAN: If you back test their rates a  
9 couple of years, again, its fairly close. Half a  
10 percent here, there.

11 Any other discussion?

12 MS. GIMENEZ: Lourdes Gimenez. I listened to all  
13 the comments. I'm not a finance person, I'm not an  
14 accountant, I'm an educator. And in looking at what I  
15 see as numbers and seeing what we represent here,  
16 which is Children's Trust and services to our children  
17 and families that are in the most need, I agree with  
18 comments that were being said. And when we were just  
19 told its \$2.57 difference, when you're looking at  
20 children's lives and the needs of a lot of these  
21 children, I look at them straight in their face and I  
22 saw a lot of The Children's Trust involved. For  
23 example, the Boys and Girls Club, which helped a lot  
24 of my children at the Grove, when I was principal at  
25 the Grove. And to me there's no cost that can be

1 measured in terms of what we're doing for the children  
2 and for the families of the children because we're  
3 hitting with both. We're not just focusing on the  
4 children, obviously by helping the families, our  
5 children are being helped.

6       So I am going to be supporting this tax -- I  
7 don't like to call it an increase because I see it  
8 more as an investment in children. When I voted for  
9 this years ago, and I was at the meetings when it all  
10 started with David Lawrence, I was already an  
11 educator, and I was very much for the children. I  
12 didn't care what it was that we were voting for as far  
13 as money that we were going to increase because that  
14 is the future of our community. It's not just a  
15 cliché, it's the truth.

16       Those children that we are hitting right now,  
17 that we are servicing, are going to be the ones that  
18 are going to be the future leaders, the future  
19 doctors, the future everything of our community. So  
20 this is not an idle community, you know that. We have  
21 a lot of people coming to our county and to our cities  
22 and we have to be prepared. So having that two month  
23 pull back just for emergencies, I think is a really  
24 prudent thing for us to be doing.

25       And our second chart, which is, to me, is as

1 important but not as important as the children and the  
2 services we give, which is being sure that we are  
3 overseeing things are being done financially correct.  
4 And I see that, when you see the cost of  
5 administrative costs that they've done here in the  
6 last couple of years, its impressive. It's not that  
7 they're padding more to administration or doing  
8 anything. I think the money is being used in the  
9 right places, and I really believe that the services  
10 that are being provided to the children are not only  
11 very necessary, but I think that we're getting a good  
12 return on our investment. Thank you.

13 MR. HOFFMAN: Anybody else like to comment?

14 Steve, I don't know if it's appropriate to take  
15 the motion for one or the other.

16 MR. HOPE: So I'd like to propose a motion to  
17 accept the millage rate of 0.4680.

18 MR. DUNN: Dunn.

19 MR. HOPE: Dunn is first.

20 MR. PRESCOTT: I second.

21 MR. HOFFMAN: Any further discussion?

22 (NO VERBAL RESPONSE)

23 MR. HOPE: Any recusals?

24 MR. HOFFMAN: Isaac, you look like --

25 MR. SALVER: Yeah, I just wanted -- I am a

1 finance person. I can't -- it's difficult for me to  
2 put on any other hat but a finance person. I listened  
3 to Nelson, I listened to you all around the room, and  
4 believe me, even as a finance person, I agree with  
5 every word that was said here regarding the girls that  
6 you rescue, regarding education, it certainly, you  
7 know, community-wide we're already in mind to make  
8 sure that our children are -- well, let me rephrase  
9 that. That programs that we provide are available to  
10 all our children, especially the neediest children in  
11 our community. So please don't think for a minute  
12 that I don't feel exactly the way that each and every  
13 one of you do about our children and helping our  
14 population.

15 As a finance person, as someone in government,  
16 I've always envisioned the growth of the Trust to be  
17 organic. As the tax base grows, so grows our budget.  
18 We changed that when we wanted to buy down the fund  
19 balance. We did it, great. And even though the  
20 comments that I made, I encourage us not to increase  
21 the taxes unless we have to. There have been years  
22 where we had to and I've supported it. I don't think  
23 this is one of the years where we really have to, but  
24 because of everything that was said, I will be voting  
25 in favor of the recommendation of .4680.

1 MR. HOFFMAN: Thank you, Isaac.

2 Any other comments?

3 MR. DUNN: I just need to say much love and  
4 respect. I get it. Because, no, it's a balance. And  
5 I think that's the beauty of the composition of this  
6 Board when you bring people from all walks of life.  
7 But at the end of the day, it's about the children.  
8 And if I could get just a little biblical for a  
9 minute, I am a pastor. Jesus said they are the  
10 greatest in the kingdom of heaven. There's nothing  
11 more valuable than we can do than try to ensure our  
12 investment in the lives of children. And my father  
13 used to say, in closing, "It's better to have and not  
14 need, than to need and not have." And when I became  
15 an adult, I've been on both sides of the ledge, and  
16 I'll tell you it's better to have and not need, than  
17 to need and not have.

18 MR. HOFFMAN: Thank you.

19 MR. HOPE: Any more discussion?

20 (NO VERBAL RESPONSE)

21 MR. HOPE: All in favor?

22 (WHEREUPON, the committee members all responded  
23 with "aye.")

24 MR. HOPE: All opposed?

25 (NO VERBAL RESPONSE)

1 MR. HOPE: Motion passes.

2 MR. KIRTLAND: Steve, if I may, may I clarify the  
3 language of the motion? Do we need to approve both  
4 the proposed millage rate and the total expenditures  
5 of the budget and not just the millage rate? Is that  
6 a requirement of the motion today?

7 MR. HOPE: I'm told I'm going to need a second  
8 motion for the budget. Okay, motion to approve the  
9 preliminary budget for the fiscal period 2019/2020.  
10 Total expected active expenditure of \$153,047,102.

11 MR. DUNN: So moved, Richard Dunn.

12 MR. KIRTLAND: I think we need to clarify the  
13 amount. The proposed budgeted expenditures will be  
14 in the amount of \$165,126,541.

15 MR. HOPE: So, 165 --

16 MR. KIRTLAND: Total amount of \$165,126,541.

17 MR. HOFFMAN: I'm sorry, I'm looking at one of  
18 the reports I printed from home. I apologize.

19 165,126 --

20 MR. KIRTLAND: 541.

21 MR. HOPE: -- 541. My apologies. Okay, so here  
22 we go again. Motion to approve the preliminary  
23 budget for the fiscal period 2019/2020 in the amount  
24 of \$165,126,541?

25 MR. DUNN: So moved, Richard Dunn.

1 MS. DONWORTH: Second, Donworth.

2 MR. HOPE: All in favor?

3 (WHEREUPON, the committee members all responded  
4 with "aye.")

5 MR. HOPE: All opposed?

6 (NO VERBAL RESPONSE)

7 MR. HOPE: Thank you very much.

8 MS. KENDRICK-DUNN: I have a question. I had a  
9 question about the budget. I didn't hear the  
10 discussion part, but I don't know if I can ask it  
11 now.

12 MR. HOPE: I apologize.

13 THE COURT: We'll allow it, go ahead.

14 MS. KENDRICK-DUNN: I just wanted -- I see that  
15 there is, for the 2019/2020 budget expenditure, that  
16 there is an increase in non-operating expenses by  
17 seven-and-a-half percent. So I just wanted to know a  
18 little bit more about the increase for the non-  
19 operating expenses, what that's going to be going  
20 towards, or what we think it's going to be going  
21 towards? That's it.

22 MR. HAJ: Tiombe, thank you for the question.  
23 Bill will respond. These are factors that we do not  
24 control. Bill, do you want to speak to those  
25 factors?

1 MR. KIRTLAND: Right. Thank you, Jim.  
2 Partially, right, as we have our obligations to our  
3 funding areas in the amount of our commitments to our  
4 primary funding areas. Our commitments to the  
5 community redevelopment areas also change, and as we  
6 bring in additional revenues, as we plan on doing by  
7 adopting this rate of 4680, then our commitment to  
8 those regions increases. So, part of the funds will  
9 need to be err marked and allocated to put into the  
10 CRA, the community redevelopment areas, as well as  
11 the fee that we owe back to the property appraisers  
12 or the property tax collector's office. So it's not  
13 our administrative operating cost, but our  
14 obligations to our external obligations as a result  
15 of collecting, you know, ad valorem taxes and  
16 distributing it to these areas.

17 MS. KENDRICK-DUNN: Thank you. And one more  
18 question. And the decrease in the innovation fund,  
19 why did we decrease innovation?

20 MS. HAJ: Tiombe, the innovation fund, we put  
21 out a solicitation. What we received and what we  
22 funded was less than what we budgeted for. So we're  
23 just adjusting that and also moving the \$150,000 to  
24 the IT budget. To support our IT efforts. But it  
25 was net worth taking away from the innovation. When

1 we comparably solicited, we did not have enough  
2 funds. I don't know what the exact dollar amount,  
3 close to 800, \$900,000. So it was under what we  
4 budgeted for.

5 MS. KENDRICK-DUNN: Thank you.

6 MR. HOFFMAN: Okay, thank you, Steve.

7 MR. SALVER: Before you go on, I think it's  
8 important for everybody to understand that this was a  
9 recommendation from the Finance Committee. Now the  
10 Board has approved the attentive millage rate and the  
11 budget. At the TRIM hearings, which are in  
12 September, I mean, we could change it, you could  
13 investigate the budget further, there's more  
14 questions to be asked. And one of the things that's  
15 interesting about this process is that the millage  
16 rate that we approved today, we can always go lower,  
17 we cannot go higher, so.

18 MR. HOFFMAN: Thank you, Isaac. Actually,  
19 Steve, you're not off the hook just yet.

20 MR. HOPE: Resolution 2019-91: Authorization for  
21 a procurement waiver from a formal competitive  
22 solicitation to expend monies to be paid to the Miami  
23 Herald Publishing Company for The Children's Trust's  
24 truth in millage rate (TRIM), board vacancies and  
25 advertisements related to funding announcements,

1 activities, initiatives, events and programs, in  
2 addition to the 2020 Silver Knight and Spelling Bee  
3 sponsorships, in a total amount not to exceed  
4 \$75,000.00 for a term of 12 months, commencing  
5 October 1, 2019, and ending September 30, 2020. Can  
6 I get a motion to move?

7 MR. SALVER: So moved, Salver.

8 MR. HOPE: Can I get a second, please?

9 MR. TROWBRIDGE: Second, Trowbridge.

10 MR. HOPE: Any recusals?

11 (NO VERBAL RESPONSE)

12 MR. HOPE: Discussions?

13 MR. DUNN: Discussions. I want to rate --  
14 Richard Dunn. I understand about the Silver Knights  
15 portion of it with Miami Herald. Are there any  
16 efforts to reach any of the other publications that  
17 reach other segments of our community, i.e., the  
18 Miami Times or South Florida Times? That's my  
19 question.

20 MR. HAJ: In response, yes, sir. We are -- this  
21 was a \$100,000 contract, historically. We reduced it  
22 by \$25,000 for much of what you were talking about,  
23 to reach other publications to get it out in other  
24 community newspapers.

25 MR. DUNN: Okay, okay.

1 MR. HOPE: Any further discussion?

2 (NO VERBAL RESPONSE)

3 MR. HOPE: All in favor?

4 (WHEREUPON, the committee members all responded  
5 with "aye.")

6 MR. HOPE: All opposed?

7 (NO VERBAL RESPONSE)

8 MR. HOPE: Resolution passes.

9 Resolution 2019-92: Authorization to expend up  
10 to \$50,000.00 for community engagement support  
11 services in the Haitian community with Hermantin  
12 Consulting LLC, for a term of 12 months, commencing  
13 October 1, 2019, and ending September 30, 2020.

14 Can I get this moved, please?

15 MS. DONWORTH: So moved, Donworth.

16 MR. HOPE: Can I get a second?

17 MS. GRIMES-FESTGE: Second, Grimes-Festge.

18 MR. HOPE: Any recusals?

19 (NO VERBAL RESPONSE)

20 MR. HOPE: Discussion?

21 (NO VERBAL RESPONSE)

22 MR. HOPE: All in favor?

23 (WHEREUPON, the committee members all responded  
24 with "aye.")

25 MR. HOPE: All opposed?

1 (NO VERBAL RESPONSE)

2 MR. HOPE: Resolution passes.

3 Resolution 2019-93: Authorization to negotiate  
4 and execute a contract amendment with Variety  
5 Children's Hospital d/b/a Nicklaus Children's  
6 Hospital to provide comprehensive school-based health  
7 services to West Miami Middle School, in a total  
8 amount not to exceed \$71,800.00 for a term of 12  
9 months, commencing July 1, 2019, and ending June 30,  
10 2020, in a new total amount not to exceed  
11 \$1,466,800.00.

12 Can I have this moved, please?

13 MS. HOLLINGSWORTH: So moved, Hollingsworth.

14 MR. DUNN: Second, Dunn.

15 MR. HOPE: Any recusals?

16 (NO VERBAL RESPONSE)

17 MR. HOPE: Discussion?

18 MS. KENDRICK-DUNN: I have a question, do I need  
19 to recuse? No? Thank you.

20 MR. HOPE: All in favor?

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

23 MR. HOPE: All opposed?

24 (NO VERBAL RESPONSE)

25 MR. HOPE: Resolution passes.

1 MR. HOFFMAN: Okay, thank you, Steve.

2 I turn it over to Pamela Hollingsworth for the  
3 Program Services and Childhood Health Committee  
4 Report.

5 MS. HOLLINGSWORTH: Thank you, Mr. Chair. Board  
6 members, the Programs Services and Childhood Health  
7 Committee is bringing one resolution before you  
8 today. This resolution was deferred in our last  
9 meeting.

10 Resolution 2019-84: Authorization to negotiate  
11 and execute a funder collaboration contract renewal  
12 with Miami Homes For All, Inc., to support  
13 partnerships to end youth homelessness in Miami-Dade  
14 County, in an amount not to exceed \$100,000.00 for a  
15 term of 12 months, commencing October 1, 2019, and  
16 ending September 30, 2020.

17 May I have a motion, please?

18 MS. DONWORTH: So moved, Donworth.

19 MR. HOPE: Second, Steve Hope.

20 MS. HOLLINGSWORTH: Are there any recusals?

21 MR. HAJ: There are a lot of recusals. Should I  
22 read off the list?

23 THE COURT REPORTER: Can we just go over who  
24 moved the motion?

25 MS. GRAVES: We're going to do that over.

1 THE COURT REPORTER: I have, Donworth.

2 MS. GRAVES: Yeah.

3 THE COURT REPORTER: We're going to do it over?

4 MS. GRAVES: So, Ms. Donworth, can you withdraw  
5 your motion?

6 MS. DONWORTH: I move to withdraw.

7 MS. GRAVES: You withdraw. So we'll need  
8 someone else to move it. And I'll just read from the  
9 list of recusals before the motion is made. Judge  
10 Prescott, Ms. Ferradaz, Ms. Hollingsworth, Mr.  
11 Manning, Ms. Leichter, Dr. Bagner, Mr. Kemp, Ms.  
12 Kendrick-Dunn, Dr. Abrahante, Ms. Donworth, and Dr.  
13 Eyssallenne. And the reason that there's so many  
14 recusals on this is that Homi has a number of  
15 committees, and one of the policy and procedures  
16 provides that the members of the steering committee,  
17 as well as the other committee members should use  
18 their experience, their expertise, their influence to  
19 do certain things for the Co. Homi. And based on the  
20 Children's Trust conflict of interest policy, to  
21 avoid the appearance of impropriety, we didn't want  
22 there to be any concerns about a Trust Board member  
23 who also may have a colleague or also be on the Homi  
24 committee to be considered using their influence on  
25 the Trust to steer anything to Homi. So this is just

1 a very conservative approach to this item.

2 MS. HOLLINGSWORTH: Do I need to yield the mic  
3 since I presented the resolution?

4 MS. GRAVES: Yes, Mr. Chair, can you just ask  
5 for a motion?

6 MR. HOFFMAN: Hold on a second, I think there's

7 --

8 MR. PRESCOTT: Judge Prescott, I'm just asking  
9 for clarification for my position.

10 MS. GRAVES: You're the judicial, the 11th  
11 judicial circuit is a member on the Homi committee.

12 MR. PRESCOTT: Okay.

13 MS. GRIMES-FESTGE: I will move it, Grimes-  
14 Festge.

15 MR. TROWBRIDGE: Second, Trowbridge.

16 MR. SALVER: I have a question. Who is -- Mark,  
17 are you taking over for Pam?

18 MR. TROWBRIDGE: No, I think Mr. Hoffmanman's  
19 doing it.

20 MR. SALVER: Mr. Chair, do we have quorum to  
21 vote on the findings?

22 MR. HOFFMAN: I don't believe we need a quorum  
23 to vote once we have a quorum for the meeting.

24 MS. GRAVES: Yeah, pursuant to your bylaws, you  
25 have any action on any proposals that require an

1 affirmative vote of a majority of the members  
2 present, except for some exclusions which this  
3 doesn't apply for. You just need a quorum for the  
4 actual meeting.

5 MR. HOFFMAN: Can we show a raise of hands of  
6 how many people can vote on this?

7 Okay, I think we have enough for a discussion  
8 amongst ourselves, so. Does anybody have any  
9 comments or questions on the motion?

10 (NO VERBAL RESPONSE)

11 MR. HOFFMAN: Any other recusals?

12 (NO VERBAL RESPONSE)

13 MR. HOFFMAN: No. All those in favor?

14 (WHEREUPON, the committee members all responded  
15 with "aye.")

16 MR. HOFFMAN: Any opposed?

17 (NO VERBAL RESPONSE)

18 MR. HOFFMAN: Thank you, motion carries. Before  
19 I turn it over to the CEO report, I just wanted to,  
20 it is on Jim's report, but I just wanted to point out  
21 that the Board retreat is coming up on August 29th.  
22 I do think this is an opportunity, I know some of you  
23 cannot attend, I do think this is an opportunity  
24 where the Board can help us weigh in on what we're  
25 spending and where we're spending, but also to help

1 again lay the found and plan for the future. Set our  
2 priorities not just for the coming year, but to give  
3 feedback to staff and hear our fellow board members  
4 talk about where the community needs are, where we  
5 can serve them. So for those of you who have not  
6 already RSVP'd, I just encourage everybody to attend.

7 MR. HAJ: Mr. Chair, thank you. The Children's  
8 Trust, we have teamed up with the Marlins. We're  
9 going to have the Children's Trust day at the Marlins  
10 stadium on August 8th. The Early Childhood Research  
11 Demonstration Project, which many of you had great  
12 benefit from last year, is scheduled for August 20th.  
13 Family Expo, September 7th. And the TRIM dates,  
14 which were tentative earlier are now set. They are,  
15 these have not changed, but now they are set,  
16 September 9th and September 16th are the two days for  
17 TRIM and attendance is absolutely critical. The  
18 Amendment Report is on page 17 and 18. And following  
19 that is CEO Report on contracts under \$25,0000.00.

20 As you know, we've been doing field trips, we  
21 went to Children of Inmates. We have two more field  
22 trips, which we should have the dates and times sent  
23 out to you this week. One will be to His House  
24 Children's Home on the north end of town and Centro  
25 Mater. And again, we should have it by Friday. I

1 don't know if it's July, August. Is it July, August?  
2 We will email you the dates and we hope that you can  
3 attend. You know, it's nice to be here at the Board  
4 meetings, but it's also great to go see the work in  
5 action and see firsthand what's going on. And again,  
6 board attendance has been great, going into the TRIM  
7 is essential. More people are reaching out that  
8 these two dates, put them on your calendar, we need  
9 full board configuration. Thank you, Mr. Chair.

10 MR. HOFFMAN: Okay, thank you. Motion to  
11 adjourn?

12 MR. TROWBRIDGE: I have one quick question.

13 MR. HOFFMAN: Yes?

14 MR. TROWBRIDGE: Bagner, can you give us an  
15 update on just the timeline for the at large seats  
16 that we're currently soliciting for? I think that's  
17 the next big item up for discussion.

18 MR. BAGNER: Yes, thank you for asking. So, we  
19 are scheduled to meet. We're in the process of  
20 getting a date for the third in two weeks. The week  
21 of the 22nd is when we're going to meet as a  
22 committee and review applications, and then we will  
23 come back to the board with our recommendations.

24 MR. TROWBRIDGE: And the deadline for that is?

25 MR. BAGNER: The deadline for that July 19th.

1 MR. TROWBRIDGE: Thank you very much.

2 MR. HOFFMAN: And just since that started with a  
3 quick question, just for all board members, are  
4 applications still open?

5 MR. BAGNER: Yes.

6 MR. HOFFMAN: The application timeframe is still  
7 open for at large applicants. We have two positions  
8 open. And again, if there's anybody, if any board  
9 member feels would be a good addition to the Board,  
10 now would be the time to encourage them to  
11 participate.

12 MR. HAJ: Mr. Chair, we emailed the link to all  
13 the Board Members several weeks ago, but they could  
14 also go directly to our web page. It's on the ticker  
15 or the slider.

16 MR. HOFFMAN: Were you going to make that motion  
17 to adjourn?

18 MR. TROWBRIDGE: Yeah, I got excited because I  
19 heard the word slider.

20 MR. HOFFMAN: We're adjourned.

21 (Whereupon, at 5:20 p.m., the meeting was  
22 adjourned.)

23

24

25

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

CERTIFICATE OF REPORTER

STATE OF FLORIDA

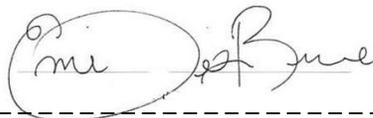
COUNTY OF MIAMI-DADE

I, EMILIE BRAVE, court reporter and Notary Public do hereby certify that the foregoing proceedings were taken before me at the time and place therein designated, and that the foregoing pages numbered 1 through 55 are a true and correct record of the aforesaid proceedings.

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

Under penalties of perjury, I declare that I have read the foregoing certificate and that the facts stated herein are true.

Dated this 22nd day of July 2019.



-----  
EMILIE BRAVE

|                       |                      |                       |                |                  |
|-----------------------|----------------------|-----------------------|----------------|------------------|
|                       | 11:4,9,25            | <b>\$310,905,785,</b> | 19             | <b>2008</b>      |
| <b>\$</b>             |                      | <b>149</b>            | <b>0.4680</b>  | 28:24 36:16      |
| <b>\$1,466,800.00</b> | <b>\$153,047,102</b> | 14:5                  | 10:13 11:23    | <b>2009</b>      |
| 48:11                 | 42:10                | <b>\$43</b>           | 39:17          | 15:22 16:7       |
| <b>\$100</b>          | <b>\$165,126,541</b> | 10:16 12:19           | <b>0265</b>    | <b>2010</b>      |
| 21:20                 | 42:14,16,24          | <b>\$43.3</b>         | 10:13          | 10:18 13:12      |
| <b>\$100,000</b>      | <b>\$183,000</b>     | 18:21                 |                | 35:3             |
| 46:21                 | 18:7                 | <b>\$46</b>           | <b>1</b>       | <b>2016</b>      |
| <b>\$100,000.00</b>   | <b>\$19</b>          | 10:16                 | <b>1</b>       | 10:19 16:22      |
| 49:14                 | 11:11                | <b>\$47</b>           | 10:22 46:5     | <b>2017</b>      |
| <b>\$11.5</b>         | <b>\$19.5</b>        | 12:19                 | 47:13 48:9     | 16:25 35:3       |
| 12:3                  | 12:2                 | <b>\$50,000.00</b>    | 49:15          | <b>2017/2018</b> |
| <b>\$11.7</b>         | <b>\$2.50</b>        | 47:10                 | <b>10</b>      | 10:20            |
| 11:11                 | 32:13,18             | <b>\$6</b>            | 15:22 16:12    | <b>2018</b>      |
| <b>\$110</b>          | <b>\$2.57</b>        | 11:18,20              | 36:14          | 10:22 16:8       |
| 21:20                 | 32:11 37:19          | <b>\$69,000,676</b>   | <b>10/1/18</b> | 17:15            |
| <b>\$12</b>           | <b>\$20</b>          | 18:19                 | 13:8           | <b>2019</b>      |
| 11:16 12:5            | 17:18                | <b>\$70</b>           | <b>12</b>      | 46:5 47:13       |
| <b>\$122.6</b>        | <b>\$23</b>          | 22:4                  | 46:4 47:12     | 48:9 49:15       |
| 24:24                 | 35:21                | <b>\$71,800.00</b>    | 48:8 49:15     | <b>2019-84</b>   |
| <b>\$130</b>          | <b>\$23.7</b>        | 48:8                  | <b>165</b>     | 49:10            |
| 14:10                 | 11:17                | <b>\$75,000.00</b>    | 42:15          | <b>2019-91</b>   |
| <b>\$138</b>          | <b>\$25</b>          | 46:4                  | <b>165,126</b> | 45:20            |
| 14:9                  | 16:21 18:7           | <b>\$8</b>            | 42:19          | <b>2019-92</b>   |
| <b>\$142</b>          | <b>\$25,000</b>      | 14:11 25:2,3          | <b>17/18</b>   | 47:9             |
| 10:24 13:17           | 46:22                | <b>\$822,000</b>      | 18:18          | <b>2019-93</b>   |
| <b>\$150</b>          | <b>\$28</b>          | 14:25                 | <b>18/19</b>   | 48:3             |
| 17:17                 | 26:11,15             | <b>\$900,000</b>      | 24:23          | <b>2019/2020</b> |
| <b>\$150,000</b>      | <b>\$28.5</b>        | 45:3                  | <b>2</b>       | 11:4 13:6 15:1   |
| 44:23                 | 10:23 13:9,16        | <b>0</b>              |                | 42:9,23 43:15    |
| <b>\$151</b>          | <b>\$30</b>          |                       | <b>2</b>       | <b>2020</b>      |
| 17:14                 | 10:9 18:9            | <b>0.4415</b>         | 7:23           | 46:2,5 47:13     |
| <b>\$153</b>          | <b>\$31.6</b>        | 10:12,21 11:7,        | <b>20</b>      | 48:10 49:16      |
|                       | 12:7                 |                       | 18:23          | <b>2021</b>      |

|                |                    |                       |                       |                     |
|----------------|--------------------|-----------------------|-----------------------|---------------------|
| 35:22          | 29:20              | 37:4                  | 39:5 44:13            | 27:12               |
| <hr/>          | <hr/>              | <b>active</b>         | <b>adopt</b>          | <b>ahead</b>        |
| <b>3</b>       | <b>6</b>           | 42:10                 | 21:13                 | 25:23 43:13         |
| <hr/>          | <hr/>              | <b>activities</b>     | <b>adopted</b>        | <b>ALICE</b>        |
| <b>30</b>      | <b>6.29</b>        | 46:1                  | 10:19 23:10           | 29:20               |
| 46:5 47:13     | 15:2               | <b>actual</b>         | 25:8                  | <b>all-time</b>     |
| 48:9 49:16     | <b>61</b>          | 16:2,5,6 17:1         | <b>adopting</b>       | 15:2                |
| <b>362</b>     | 17:1               | 21:3 32:25            | 44:7                  | <b>allocated</b>    |
| 29:11          | <hr/>              | <b>ad</b>             | <b>adopts</b>         | 44:9                |
| <hr/>          | <b>7</b>           | 44:15                 | 14:5,9                | <b>alternative</b>  |
| <b>4</b>       | <hr/>              | <b>add</b>            | <b>adult</b>          | 20:16               |
| <hr/>          | <b>70</b>          | 14:13 36:23           | 41:15                 | <b>amazing</b>      |
| <b>4195</b>    | 29:9               | <b>added</b>          | <b>advertisements</b> | 8:16 9:3            |
| 24:21,24       | <hr/>              | 11:16 13:16           | 45:25                 | <b>amendment</b>    |
| <b>4415</b>    | <b>8</b>           | 30:1                  | <b>advocacy</b>       | 48:4                |
| 14:10 18:20    | <hr/>              | <b>addition</b>       | 29:10                 | <b>amount</b>       |
| 20:21,22 24:13 | <b>80</b>          | 7:9 46:2              | <b>affect</b>         | 11:14 14:16         |
| 32:7           | 29:1               | <b>additional</b>     | 34:15                 | 16:7 17:2,20        |
| <b>44680</b>   | <b>800</b>         | 10:12,23 11:2         | <b>affects</b>        | 24:7,13 42:13,      |
| 30:14          | 45:3               | 12:5,14 13:15,        | 34:1,14               | 14,16,23 44:3       |
| <b>4673</b>    | <hr/>              | 23 18:2 26:15         | <b>afternoon</b>      | 45:2 46:3 48:8,     |
| 10:21 18:18    | <b>A</b>           | 30:1 44:6             | 9:13 31:10            | 10 49:14            |
| <b>4680</b>    | <hr/>              | <b>address</b>        | <b>agencies</b>       | <b>announced</b>    |
| 14:6 20:25     | <b>Abrahante</b>   | 16:22 21:7            | 10:1                  | 26:25               |
| 32:7 40:25     | 50:12              | <b>addresses</b>      | <b>agency</b>         | <b>announcement</b> |
| 44:7           | <b>absent</b>      | 29:8                  | 10:6 11:10            | <b>s</b>            |
| <hr/>          | 20:19              | <b>adequate</b>       | 23:14                 | 45:25               |
| <b>5</b>       | <b>accelerator</b> | 27:8                  | <b>agenda</b>         | <b>annual</b>       |
| <hr/>          | 13:19              | <b>adjusting</b>      | 9:14 25:21            | 29:6 32:14          |
| <b>5</b>       | <b>accept</b>      | 44:23                 | <b>agree</b>          | <b>answering</b>    |
| 16:11          | 39:17              | <b>administration</b> | 27:7,10,11            | 24:6                |
| <b>5000</b>    | <b>accountant</b>  | 39:7                  | 30:16 31:11,20        | <b>answers</b>      |
| 10:20          | 22:14 37:14        | <b>administrative</b> | 37:17 40:4            | 23:6                |
| <b>541</b>     | <b>accounts</b>    | 14:21 22:20           | <b>agreeable</b>      | <b>anticipated</b>  |
| 42:20,21       | 33:8               |                       |                       |                     |
| <b>59</b>      | <b>accurate</b>    |                       |                       |                     |

|   |  |   |   |  |
|---|--|---|---|--|
| 17:17 32:6  | <b>approximated</b><br>10:24   | 19:19   | <b>balances</b><br>14:19  | 19:17 20:7<br>33:1,19 43:18  |
| <b>anticipation</b><br>18:14                              | <b>approximately</b><br>10:9,16 11:11,<br>13 12:3,19<br>14:25 18:9<br>32:8 | <b>average</b><br>10:15 32:6  | <b>bank</b><br>33:8   | <b>board</b><br>7:24 8:14 9:19<br>10:10,22 11:1<br>12:17,21,25<br>13:4 14:5,9<br>16:12 17:22,24<br>20:6,15 21:2,<br>10,14,15,18<br>23:4,10,24<br>25:5,8,10,13,<br>17,25 26:3,10,<br>13,19,22,23<br>27:19 28:1,19<br>31:2 33:14<br>35:15 41:6<br>45:10,24 49:5<br>50:22 |
| <b>Antonia</b><br>7:14                                    | <b>area</b><br>30:1  | <b>avoid</b><br>50:21   | <b>base</b><br>36:2 40:17   |  |
| <b>apologies</b><br>42:21                                 | <b>areas</b><br>29:7 44:3,4,5,<br>10,16                                    | <b>award</b><br>8:25  | <b>based</b><br>18:4,23 20:3<br>21:1 26:4,19<br>32:9 36:1,3,18<br>50:19 |  |
| <b>apologize</b><br>42:18 43:12                           |  | <b>aye</b><br>8:7 41:23 43:4<br>47:5,24 48:22   | <b>basis</b><br>15:15 16:5,6<br>20:3 36:12,14<br>37:7                   |  |
| <b>appearance</b><br>50:21                                |  | <hr/> <b>B</b> <hr/>  | <b>beautiful</b><br>30:6  |  |
| <b>apply</b><br>22:16                                     | <b>arriving</b><br>9:22  | <b>baby</b><br>8:18   | <b>beauty</b><br>41:5   | <b>bottom</b><br>16:1,3,24   |
| <b>applying</b><br>32:21                                  | <b>assessed</b><br>14:2  | <b>back</b><br>11:16 13:21<br>14:15 15:22<br>20:5 21:9 22:3<br>34:10 35:24<br>37:3,8 38:23<br>44:11   | <b>Bee</b><br>46:2  | <b>Boys</b><br>37:23   |
| <b>appraised</b><br>36:5                                  | <b>assessment</b><br>37:1  | <b>background</b><br>9:21 10:18<br>11:2   | <b>beginning</b><br>23:16   | <b>bring</b><br>9:18 41:6 44:6   |
| <b>appraiser</b><br>14:2 37:6                             | <b>asset</b><br>8:19   | <b>Bagner</b><br>50:11  | <b>benchmark</b><br>22:4 36:22  | <b>bringing</b><br>18:13 49:7  |
| <b>appraisers</b><br>36:5 44:11                           | <b>assumed</b><br>35:11,12,18  | <b>balance</b><br>10:7 11:11<br>12:2 13:13<br>14:14 16:3,15,<br>23,25 17:15,17<br>18:1,10,13,17,<br>19,21 19:1,2<br>20:2 35:23,25<br>40:19 41:4 | <b>biblical</b><br>41:8   | <b>brings</b><br>24:13   |
| <b>appreciation</b><br>8:11                               | <b>assumption</b><br>11:8,24   |   | <b>biggest</b><br>21:21 22:10   | <b>brought</b><br>15:22 18:20<br>35:6  |
| <b>approach</b><br>7:3 13:21<br>30:11 34:3                | <b>attached</b><br>31:7  |   | <b>Bill</b><br>23:3,8 24:16,<br>17 36:6,12<br>43:23,24                  | <b>bucks</b><br>21:23,24   |
| <b>approval</b><br>7:21 8:2 29:1                          | <b>attentive</b><br>45:10  |   | <b>bit</b><br>7:6 15:18   | <b>budget</b><br>11:3 13:5,6<br>14:23 15:1,4,  |
| <b>approve</b><br>42:3,8,22                               | <b>audience</b><br>33:4  |   |   |  |
| <b>approved</b><br>10:25 20:24<br>21:19 26:12<br>45:10,16 | <b>Authorization</b><br>45:20 47:9<br>48:3 49:10                           |   |   |  |
|   | <b>authorized</b>  |   |   |  |

|  |  |   |  |  |
|--|--|---|--|--|
| 12,14,15 16:2,<br>5 19:14 24:22<br>25:19 28:16<br>33:22,25 35:1<br>40:17 42:5,8,9,<br>23 43:9,15<br>44:24 45:11,13   | <b>care</b><br>27:23 28:22<br>38:12<br><b>carries</b><br>8:10<br><b>case</b><br>18:22 20:5<br>35:13<br><b>cash</b><br>23:12 25:7<br><b>cast</b><br>21:3<br><b>census</b><br>34:13<br><b>CEO</b><br>9:20 12:24<br><b>Chair</b><br>7:9 8:12 9:12<br>13:2 15:9<br>30:19 49:5<br><b>change</b><br>44:5 45:12<br><b>changed</b><br>40:18<br><b>chart</b><br>16:24 18:15<br>23:9,25 38:25<br><b>child</b><br>28:6,21<br><b>childhood</b><br>31:13 49:3,6<br><b>children</b><br>9:6 27:20<br>28:23 29:5<br>34:15 37:16, | 21,24 38:1,2,4,<br>5,8,11,16 39:1,<br>10 40:8,10,13<br>41:7,12<br><b>Children's</b><br>48:5<br><b>children's</b><br>10:19 28:8,24<br>29:7,25 30:7<br>34:7 37:16,20,<br>22 45:23 48:5<br>50:20<br><b>choice</b><br>19:3,4<br><b>cities</b><br>38:21<br><b>City</b><br>33:22<br><b>clarify</b><br>42:2,12<br><b>cliché</b><br>38:15<br><b>close</b><br>19:20,25 36:13<br>37:2,9 45:3<br><b>closed</b><br>19:16<br><b>closing</b><br>12:17 41:13<br><b>Club</b><br>37:23<br><b>Coalition</b><br>7:8<br><b>collaboration</b><br>49:11 | <b>colleague</b><br>50:23<br><b>collecting</b><br>20:9 44:15<br><b>collections</b><br>23:18<br><b>collector's</b><br>44:12<br><b>combined</b><br>13:17<br><b>comfortable</b><br>33:12<br><b>commencing</b><br>46:4 47:12<br>48:9 49:15<br><b>comment</b><br>27:19 28:11<br>30:6 31:24<br>39:13<br><b>comments</b><br>7:18,19 20:17<br>26:21 37:13,18<br>40:20 41:2<br><b>Commission</b><br>33:22<br><b>commitment</b><br>12:13 13:25<br>44:7<br><b>commitments</b><br>44:3,4<br><b>committee</b><br>8:6 9:11,14<br>16:17 19:5,24<br>21:11,12 24:19<br>25:16,18 26:4, | 7,20 27:8,13<br>41:22 43:3<br>45:9 47:4,23<br>48:21 49:3,7<br>50:16,17,24<br><b>committees</b><br>50:15<br><b>Communities</b><br>7:12<br><b>community</b><br>9:5,6,25 10:23<br>12:14,23 19:8<br>23:23 26:15<br>29:12,15,24<br>31:1,12,16<br>33:5 38:14,19,<br>20 40:11 44:5,<br>10 46:17,24<br>47:10,11<br><b>community-</b><br><b>based</b><br>30:2<br><b>community-</b><br><b>wide</b><br>40:7<br><b>Company</b><br>45:23<br><b>comparably</b><br>45:1<br><b>comparative</b><br>24:20<br><b>competitive</b><br>45:21<br><b>complaints</b><br>22:11 |
| <b>budgeted</b><br>11:9,14,25<br>15:25 42:13<br>44:22 45:4<br><b>budgeting</b><br>17:3 22:5 37:3<br><b>budgets</b><br>21:3 34:18<br><b>build</b><br>19:1<br><b>building</b><br>16:16 35:5<br><b>business</b><br>7:17 33:5<br><b>buy</b><br>40:18 | <b>C</b>   |   |  |  |

|                                |  |  |   |   |
|--------------------------------|--|--|---|---|
| <b>completely</b><br>25:21     | <b>consideration</b><br>9:24 10:3,10<br>12:5           | 21:19,22 22:7,<br>18 29:21 34:9<br>36:4 37:1,6<br>38:21 49:14                              | 34:25   | 33:13   |
| <b>composition</b><br>41:5     | <b>considered</b><br>50:24                             | <b>county's</b><br>36:10,18  | <b>cutting</b><br>33:25   | <b>decisions</b><br>25:11   |
| <b>comprehensive</b><br>48:6   | <b>consistent</b><br>19:6                              | <b>couple</b><br>8:13,24 16:20<br>17:8 36:16<br>37:9 39:6                                  | <b>cycle</b><br>13:16,25 17:9,<br>10 18:8,12<br>28:14 35:7,8,<br>18 | <b>decline</b><br>21:14   |
| <b>concerns</b><br>12:18 50:22 | <b>Consulting</b><br>47:12                             |  | <hr/> <b>D</b> <hr/>  | <b>decrease</b><br>14:23,24<br>44:18,19                                   |
| <b>conclusions</b><br>29:19    | <b>context</b><br>15:12                                | <b>COURT</b><br>43:13 49:23<br>50:1,3  | <b>d/b/a</b><br>48:5  | <b>deferred</b><br>49:8   |
| <b>confidence</b><br>29:2,17   | <b>continue</b><br>14:13 34:7                          | <b>CRA</b><br>44:10  | <b>Dade</b><br>14:2 21:19,22<br>22:6                                | <b>delta</b><br>32:5  |
| <b>confident</b><br>33:12      | <b>contract</b><br>19:16 46:21<br>48:4 49:11           | <b>crazy</b><br>8:17   | <b>dancing</b><br>33:1  | <b>demographic</b><br>26:16   |
| <b>confirm</b><br>32:12        | <b>contributed</b><br>8:23 13:9                        | <b>created</b><br>27:20  | <b>David</b><br>38:10   | <b>Design</b><br>7:1  |
| <b>conflict</b><br>50:20       | <b>contribution</b><br>13:1                            | <b>credible</b><br>29:4,16   | <b>day</b><br>12:9 26:16<br>33:5,6,9 41:7                           | <b>desired</b><br>35:22   |
| <b>congratulations</b><br>7:7  | <b>control</b><br>14:21 43:24                          | <b>critical</b><br>8:14  | <b>dealing</b><br>34:12   | <b>determined</b><br>35:16  |
| <b>connections</b><br>27:24    | <b>correct</b><br>22:7 27:2 39:3                       | <b>critically</b><br>30:8  | <b>dear</b><br>9:7  | <b>devastating</b><br>29:19   |
| <b>conscious</b><br>22:1       | <b>cost</b><br>14:21 21:23<br>34:4 37:25<br>39:4 44:13 | <b>current</b><br>10:11 11:7<br>17:10,21 18:24<br>20:3 24:12,22<br>27:6,11 32:3,7<br>35:20 | <b>decide</b><br>21:15 33:10  | <b>didn't</b><br>21:9 24:10<br>25:15,20,21<br>27:4,24 38:12<br>43:9 50:21 |
| <b>consecutive</b><br>14:22    | <b>costs</b><br>22:15,21 39:5                          | <b>cushion</b><br>23:21,22   | <b>decided</b><br>17:5 27:13  | <b>difference</b><br>14:11 15:14<br>32:5 37:19                            |
| <b>consensus</b><br>26:14      | <b>count</b><br>36:15                                  | <b>cut</b><br>22:21 30:16  | <b>deciding</b><br>36:9   | <b>differently</b><br>23:25   |
| <b>conservative</b><br>20:3    | <b>county</b><br>12:21 18:5                            |  | <b>decision</b><br>26:4,22,23                                       | <b>difficult</b><br>40:1  |

|  |   |  |  |  |
|--|---|--|--|--|
| <b>directly</b><br>27:21 28:4  | <b>doctors</b><br>38:19   | 41:3 42:11,25<br>46:13,14,25<br>48:14    | <b>emergencies</b><br>23:23 38:23  | <b>err</b><br>44:9                     |
| <b>directors</b><br>7:24 30:22   | <b>doesn't</b><br>23:20 25:12   |  | <b>encourage</b><br>40:20  | <b>estimate</b><br>36:1                |
| <b>disagree</b><br>23:13 26:14,17  | <b>dollar</b><br>18:23 22:2<br>45:2   | <hr/> <b>E</b> <hr/>                     | <b>encouraged</b><br>21:12   | <b>estimated</b><br>10:14 24:23        |
| <b>disagreed</b><br>26:3   | <b>dollars</b><br>10:14 17:1,3  | <b>earlier</b><br>14:15 23:7<br>31:11    | <b>end</b><br>11:10,15 12:1,<br>9 17:1 20:1<br>26:16 29:23<br>33:5,6,9 41:7<br>49:13 | <b>events</b><br>23:23 46:1            |
| <b>Disaster</b><br>7:12  | <b>dollar's</b><br>32:15  | <b>early</b><br>7:7 31:13<br>32:12       |  | <b>everybody's</b><br>7:24             |
| <b>disclose</b><br>25:18   | <b>Donworth</b><br>8:4 30:5 43:1<br>47:15 49:18<br>50:1,4,6,12  | <b>earned</b><br>30:3                    | <b>ended</b><br>35:20  | <b>evidence</b><br>29:4                |
| <b>discussed</b><br>20:21 22:8<br>32:5   | <b>don't</b><br>14:4 15:11,24<br>17:19 22:6,7<br>23:18 24:16<br>30:15 38:7<br>39:14 40:11,<br>12,22 43:10<br>45:2 | <b>easily</b><br>20:1                    | <b>ending</b><br>16:3,15 18:19<br>46:5 47:13<br>48:9 49:16                           | <b>exact</b><br>45:2                   |
| <b>discussing</b><br>32:12   | <b>dozen</b><br>34:18   | <b>echo</b><br>30:22                     | <b>ends</b><br>29:22   | <b>exceed</b><br>46:3 48:8,10<br>49:14 |
| <b>discussion</b><br>9:16,18,19<br>11:3 12:10<br>19:23 20:15<br>24:11 25:9,10<br>37:11 39:21<br>41:19 43:10<br>47:1,20 48:17 | <b>draw</b><br>17:5 30:12   | <b>education</b><br>31:13 40:6           | <b>engagement</b><br>47:10   | <b>Excuse</b><br>24:2                  |
| <b>discussions</b><br>9:15 46:12,13  | <b>drive</b><br>17:8  | <b>educator</b><br>30:24 37:14<br>38:11  | <b>ensure</b><br>41:11   | <b>execute</b><br>48:4 49:11           |
| <b>dispersed</b><br>11:14 12:1   | <b>driven</b><br>27:5   | <b>effect</b><br>18:16 32:22,25<br>34:14 | <b>ensuring</b><br>10:4  | <b>exemption</b><br>32:10              |
| <b>displays</b><br>20:19   | <b>due</b><br>33:23   | <b>effective</b><br>10:22 13:8           | <b>entire</b><br>16:10,17  | <b>exercise</b><br>19:23 35:2          |
| <b>distance</b><br>15:18   | <b>Dunn</b><br>33:14 39:18,19   | <b>efficiencies</b><br>20:1 28:18        | <b>envisioned</b><br>40:16   | <b>exists</b><br>19:17                 |
| <b>distributing</b><br>44:16   |   | <b>efficient</b><br>14:20 15:8           | <b>Equitable</b><br>7:1  | <b>expanded</b><br>30:1                |
|  |   | <b>efforts</b><br>29:24 44:24<br>46:16   | <b>equivalent</b><br>24:21   | <b>expected</b><br>28:18 42:10         |
|  |   |  |  | <b>expend</b><br>45:22 47:9            |

|   |   |  |                             |  |
|---|---|--|-----------------------------|--|
| <b>expended</b><br>11:9   | <hr/> <b>F</b> <hr/>  | 35:10 36:1,18<br>50:10   | 46:18                       | 23:9 25:14   |
| <b>expenditure</b><br>26:10 42:10<br>43:15                            | <b>face</b><br>37:21  | <b>fewer</b><br>15:6   | <b>focusing</b><br>38:3     | <b>fulfilling</b><br>29:2  |
| <b>expenditures</b><br>11:9,24 12:11<br>13:24 16:1,2<br>23:12 42:4,13 | <b>fact</b><br>19:12 21:11<br>36:17                           | <b>filling</b><br>19:19  | <b>folks</b><br>33:7        | <b>fund</b><br>10:7 11:11,16<br>12:2 13:13<br>14:14,19 16:3,<br>15,23,25<br>17:15,17,25<br>18:10,13,16,21<br>19:1,2 20:2<br>35:23,25 40:18<br>44:18,20 |
| <b>expense</b><br>14:24 15:1,4  | <b>factors</b><br>9:23 10:2<br>43:23,25                       | <b>final</b><br>37:1   | <b>force</b><br>34:13       | <b>funded</b><br>44:22   |
| <b>expenses</b><br>15:6 43:16,19                                      | <b>fair</b><br>22:5,6 33:16                                   | <b>finally</b><br>33:10  | <b>forecast</b><br>36:4,10  | <b>funder</b><br>49:11   |
| <b>experience</b><br>10:16 33:15<br>34:2 50:18                        | <b>fairly</b><br>37:9   | <b>finance</b><br>9:10,14 16:17<br>19:5,24 21:12<br>24:19 25:18<br>26:4,7,20<br>37:13 40:1,2,4,<br>15 45:9 | <b>forecasts</b><br>19:10   | <b>funding</b><br>13:12 14:17<br>15:5 16:19<br>17:9,10,21<br>18:8 28:13<br>30:8 31:19<br>35:7,18 44:3,4<br>45:25                                       |
| <b>experiences</b><br>33:21   | <b>families</b><br>34:14,15 37:17<br>38:2,4                   | <b>financially</b><br>39:3   | <b>formal</b><br>7:17 45:21 | <b>formulations</b><br>27:9  |
| <b>expertise</b><br>8:16 50:18  | <b>family</b><br>27:24  | <b>finish</b><br>21:8 26:21  | <b>fortunate</b><br>28:23   | <b>forward</b><br>15:7 22:5 30:3   |
| <b>explain</b><br>33:12   | <b>father</b><br>41:12  | <b>fiscal</b><br>10:1 11:3,10,<br>15 12:2 14:22<br>20:24 24:23<br>42:9,23                                  | <b>foster</b><br>27:23      | <b>found</b><br>37:4   |
| <b>expressed</b><br>12:18   | <b>favor</b><br>8:5 31:4 40:25<br>41:21 43:2<br>47:3,22 48:20 | <b>fiscally</b><br>30:11   | <b>founded</b><br>28:20     | <b>funds</b><br>12:1,14 18:2<br>44:8 45:2  |
| <b>extend</b><br>36:14  | <b>fee</b><br>44:11   | <b>five-year</b><br>10:24 13:16  | <b>fourth</b><br>14:22 30:5 | <b>future</b><br>7:6 12:23 18:2<br>28:7 36:9<br>38:14,18,19  |
| <b>extension</b><br>22:18   | <b>feel</b><br>22:14 40:12                                    | <b>fixed</b><br>28:14  | <b>freak</b><br>33:23       | <hr/> <b>G</b> <hr/>   |
| <b>external</b><br>44:14  | <b>fell</b><br>35:19  | <b>floor</b><br>12:25  | <b>front</b><br>14:7 22:24  | <b>gain</b><br>34:5,6  |
| <b>extra</b><br>16:14 22:13   | <b>fellow</b><br>11:1 12:17                                   | <b>Florida</b>   |                             |  |
| <b>Eyssallenne</b><br>7:14 9:1 50:13                                  | <b>Ferradaz</b>   |  |                             |  |

|   |                                     |   |   |  |
|---|-------------------------------------|---|---|--|
| <b>gap</b><br>19:21,25  | <b>governmental</b><br>22:18        | 36:22   | 33:23 43:9  | <b>hitting</b><br>38:3,16  |
| <b>gaps</b><br>19:16  | <b>graph</b><br>20:6                | <b>guilty</b><br>22:1   | <b>hearings</b><br>45:11                                      | <b>hoarding</b><br>22:12   |
| <b>gave</b><br>21:21 29:1                                       | <b>graphs</b><br>21:3               | <b>guys</b><br>9:2 22:23  | <b>heart</b><br>9:7   | <b>Hoffman</b><br>7:20 8:5,8,10<br>9:9,10 15:10<br>21:7 23:6 24:2,<br>4,6,9,25 25:3,<br>23 27:2 28:11<br>30:4,20 31:9,<br>23 34:24 35:13<br>36:3,20 37:8<br>39:13,21,24<br>41:1,18 42:17<br>45:6,18 49:1 |
| <b>general</b><br>22:20 26:14                                   | <b>grateful</b><br>9:7              | <hr/> <b>H</b> <hr/>  | <b>heaven</b><br>41:10  |  |
| <b>generate</b><br>14:10  | <b>GRAVES</b><br>49:25 50:2,4,7     | <b>Haitian</b><br>47:11   | <b>helped</b><br>37:23 38:5                                   |  |
| <b>generated</b><br>36:24                                       | <b>great</b><br>40:19               | <b>HAIJ</b><br>8:12 13:3<br>32:13,17,19<br>43:22 44:20<br>46:20 49:21 | <b>helpful</b><br>33:9  |  |
| <b>Generational</b><br>7:3                                      | <b>greater</b><br>28:25             | <b>half</b><br>13:13 14:18,20<br>18:6 20:9<br>34:18 35:21<br>37:9     | <b>helping</b><br>38:4 40:13                                  |  |
| <b>Gimenez</b><br>37:12   | <b>greatest</b><br>41:10            | <b>hand</b><br>34:18  | <b>Herald</b><br>45:23 46:15                                  | <b>Hollingsworth</b><br>7:10 30:19,21<br>48:13 49:2,5,<br>20 50:10   |
| <b>girls</b><br>28:5 37:23<br>40:5                              | <b>green</b><br>35:14               | <b>handing</b><br>9:19  | <b>Hermantin</b><br>47:11                                     |  |
| <b>give</b><br>21:25 22:1<br>24:16,17<br>25:15,16 34:19<br>39:2 | <b>Grimes-festge</b><br>31:10 47:17 | <b>happen</b><br>23:14,18,21<br>30:17                                 | <b>high</b><br>13:14  | <b>home</b><br>42:18   |
| <b>giving</b><br>25:13  | <b>Grove</b><br>37:24,25            | <b>hard</b><br>15:18 19:20  | <b>higher</b><br>27:10 32:21<br>35:4 45:17                    | <b>homelessness</b><br>49:13   |
| <b>good</b><br>7:2 9:13 31:10<br>39:11                          | <b>grow</b><br>35:17                | <b>hat</b><br>40:2  | <b>Highlights</b><br>13:6                                     | <b>homeowners</b><br>21:25   |
| <b>goods</b><br>34:1,8  | <b>growing</b><br>31:17,18 34:8     | <b>health</b><br>8:15 48:6 49:3,<br>6                                 | <b>HINCAPIE</b><br>27:18                                      | <b>Homes</b><br>49:12  |
| <b>government</b><br>21:5 22:17,18,<br>19 23:13 40:15           | <b>grows</b><br>40:17               | <b>hear</b>   | <b>historical</b><br>11:2 34:3                                | <b>homestead</b><br>32:10 34:12  |
|   | <b>growth</b><br>40:16              |   | <b>historically</b><br>11:13 19:15<br>23:19,22 33:20<br>46:21 | <b>Homi</b><br>50:14,19,23,25  |
|   | <b>guess</b><br>34:15               |   | <b>history</b><br>15:3,5 36:9                                 | <b>hook</b><br>45:19   |
|   | <b>guidance</b>                     |   |   | <b>Hope</b><br>9:10,12 22:25   |

|   |  |  |   |   |
|---|--|--|---|---|
| 25:24 39:16,<br>19,23 41:19,<br>21,24 42:1,7,<br>15,21 43:2,5,7,<br>12 45:20 46:8,<br>10,12 47:1,3,6,<br>8,16,18,20,22,<br>25 48:2,15,17,<br>20,23,25 49:19 | <b>illustrate</b><br>24:10<br><b>illustrates</b><br>15:19<br><b>impact</b><br>27:25 28:10<br>30:1 31:3<br><b>impacting</b><br>28:3<br><b>implemented</b><br>36:6,7<br><b>importance</b><br>31:14<br><b>important</b><br>10:2 15:16<br>30:9,25 34:13<br>39:1 45:8<br><b>impressive</b><br>39:6<br><b>impropriety</b><br>50:21<br><b>Improvement</b><br>7:1<br><b>inaudible</b><br>15:23<br><b>inclined</b><br>33:20 34:17,22<br><b>income</b><br>13:22<br><b>increase</b><br>10:13,15,16<br>12:15,19,20,22<br>13:23 14:6,8,<br>15 20:12 26:11<br>27:1 29:13 | 31:8 32:20,24,<br>25 33:24,25<br>34:1 35:7 38:7,<br>13 40:20<br>43:16,18<br><b>increases</b><br>16:11 44:8<br><b>increasing</b><br>9:24 26:9<br><b>incremental</b><br>32:20<br><b>incumbent</b><br>25:17<br><b>inefficiencies</b><br>19:13,15,18<br><b>influence</b><br>50:18,24<br><b>information</b><br>9:21 10:18<br>23:2<br><b>informed</b><br>26:24<br><b>infrastructure</b><br>22:19<br><b>initial</b><br>36:25<br><b>initially</b><br>36:24<br><b>initiatives</b><br>46:1<br><b>inject</b><br>10:22 12:13<br>26:15<br><b>innovation</b> | 44:18,19,20,25<br><b>interest</b><br>50:20<br><b>interesting</b><br>45:15<br><b>interim</b><br>16:9<br><b>investigate</b><br>45:13<br><b>investment</b><br>12:22 15:5<br>38:8 39:12<br>41:12<br><b>involved</b><br>9:4 28:4 29:9<br>37:22<br><b>ipad</b><br>13:5 15:19,25<br>17:11 18:15<br><b>Isaac</b><br>21:7 23:6 24:2,<br>4,9 25:4,24<br>27:2,25 39:24<br>41:1 45:18<br><b>issue</b><br>29:10 33:18<br>34:12<br><b>issues</b><br>34:13<br><b>item</b><br>25:20<br><b>items</b><br>26:18<br><b>it'll</b><br>14:10 | <b>it's</b><br>14:19 15:10,<br>17,18 21:1<br>22:6 23:15<br>25:4 30:7,9,23<br>31:17 34:15,17<br>36:17,18,22<br>38:14,15 39:6,<br>14 40:1 41:4,7,<br>13,16 43:20<br>44:12 45:7<br><b>I'd</b><br>15:9 28:11<br>39:16<br><b>I'll</b><br>7:20 20:16<br>35:14,22 41:16<br>50:8<br><b>I'm</b><br>7:24 9:7 11:1<br>16:1,13 24:6<br>28:7,9 30:23<br>32:11,23 34:9,<br>11,17,22<br>37:13,14 42:7,<br>17<br><b>I've</b><br>28:4,5,6 31:1,<br>2,3 40:16,22<br>41:15 |
| <b>Hospital</b><br>48:5,6   |  |  |   |   |
| <b>house</b><br>15:8  |  |  |   |   |
| <b>household</b><br>10:17 32:6,10   |  |  |   |   |
| <b>houses</b><br>28:5   |  |  |   |   |
| <b>huge</b><br>8:19 17:2  |  |  |   |   |
| <b>human</b><br>27:21   |  |  |   |   |
| <b>hundred</b><br>21:23,24 22:2   |  |  |   |   |
| <hr/> <b>I</b> <hr/>  |  |  |   |   |
| <b>i.e.</b><br>46:17  |  |  |   |   |
| <b>idea</b><br>9:6 18:21<br>31:18 32:24   |  |  |   |   |
| <b>ideally</b><br>35:24   |  |  |   |   |
| <b>idle</b><br>38:20  |  |  |   |   |
|   |  |  |   | <hr/> <b>J</b> <hr/>  |
|   |  |  |   | <b>JEANTY</b><br>7:19   |
|   |  |  |   | <b>Jesus</b><br>41:9  |
|   |  |  |   | <b>Jim</b>  |

|  |  |   |  |   |
|--|--|---|--|---|
| 15:13 16:19<br>17:6 32:11<br>44:1                            | <b>kingdom</b><br>41:10  | 12:5 19:1   | <b>lives</b><br>28:1,3,10<br>37:20 41:12                                       | <b>lowest</b><br>10:5 15:3  |
| <b>job</b><br>7:15 8:22                                      | <b>KIRTLAND</b><br>24:18 32:8,20<br>36:23 42:2,12,<br>16,20 44:1 | <b>leaving</b><br>11:17                           | <b>LLC</b><br>47:12  | <hr/> <b>M</b> <hr/>  |
| <b>Judge</b><br>50:9   | <b>Knight</b><br>46:2  | <b>ledge</b><br>41:15                             | <b>long-</b><br>36:13  | <b>made</b><br>26:4 28:22<br>40:20 50:9   |
| <b>July</b><br>9:15 36:25<br>48:9                            | <b>Knights</b><br>46:14  | <b>left</b><br>11:20                              | <b>long-term</b><br>36:11  | <b>maintain</b><br>10:5,7 11:18<br>35:17  |
| <b>June</b><br>36:25 48:9                                    | <b>knowing</b><br>31:17  | <b>Leichter</b><br>50:11                          | <b>longest</b><br>21:17  | <b>maintained</b><br>16:10  |
| <hr/> <b>K</b> <hr/>   | <hr/> <b>L</b> <hr/>   | <b>lessening</b><br>31:18                         | <b>looked</b><br>17:21 20:6  | <b>maintaining</b><br>25:7 30:13  |
| <b>Karen</b><br>7:21   | <b>language</b><br>42:3  | <b>letting</b><br>18:2                            | <b>lose</b><br>34:21   | <b>majority</b><br>26:3,17  |
| <b>keeping</b><br>12:13 31:5                                 | <b>large</b><br>21:2   | <b>let's</b><br>27:16                             | <b>lot</b><br>7:5 15:6,10<br>16:9 28:8<br>30:15 37:20,<br>22,23 38:21<br>49:21 | <b>make</b><br>12:25 25:11<br>26:9,23 27:18<br>28:11 30:18<br>31:4,23 33:25<br>40:7 |
| <b>Kemp</b><br>50:11   | <b>largest</b><br>15:4   | <b>level</b><br>13:22 16:19<br>18:9 22:15<br>27:6 | <b>Lourdes</b><br>37:12  | <b>making</b><br>29:22 31:14  |
| <b>Ken</b><br>20:21  | <b>Lawrence</b><br>38:10   | <b>levels</b><br>22:9                             | <b>love</b><br>9:3 41:3  | <b>management</b><br>14:23,24 15:1,<br>4  |
| <b>Kendrick-dunn</b><br>43:8,14 44:17<br>45:5 48:18<br>50:12 | <b>LAWTHER</b><br>28:19  | <b>life</b><br>41:6                               | <b>low</b><br>15:2   | <b>mandate</b><br>10:2  |
| <b>key</b><br>9:15,23  | <b>lead</b><br>11:15   | <b>likes</b><br>34:19                             | <b>lower</b><br>14:13 27:11<br>32:21 45:16                                     | <b>Manning</b><br>50:11   |
| <b>kids</b><br>12:23   | <b>leaders</b><br>38:18  | <b>lines</b><br>28:5                              | <b>lowered</b><br>18:18  | <b>Marginalized</b>   |
| <b>kind</b><br>17:12 33:1                                    | <b>learned</b><br>9:5  | <b>list</b><br>49:22 50:9                         | <b>lowering</b><br>17:7 20:8   |   |
| <b>kinds</b><br>30:10  | <b>Learning</b><br>7:8   | <b>listened</b><br>17:22 37:12<br>40:2,3          |  |   |
|  | <b>leave</b>   | <b>literature</b><br>25:14                        |  |   |

|   |   |  |   |   |
|---|---|--|---|---|
| 7:11  | <b>mention</b><br>25:22   | 45:10,15,24  | 45:22   | <b>necessity</b><br>27:5                            |
| <b>marked</b><br>44:9   | <b>mentioned</b><br>27:5,19   | <b>million</b><br>10:9,23,25<br>11:4,10,11,12,<br>16,17,18,20,25<br>12:2,3,6,7<br>13:9,17 14:9,<br>10,11 16:21<br>17:14,18 18:7,<br>9,21,23 21:20<br>22:2,4 24:24<br>25:2,3 26:11,<br>15 35:21 | <b>month</b><br>9:15 21:24<br>29:23 38:22   | <b>needed</b><br>8:15 17:5                          |
| <b>market</b><br>32:13  | <b>merit</b><br>29:17   |  | <b>months</b><br>10:8 11:12,18,<br>21 12:7,11<br>23:11,20<br>24:12,14 37:3<br>46:4 47:12<br>48:9 49:15      | <b>neediest</b><br>40:10                            |
| <b>matter</b><br>21:11 34:17  | <b>met</b><br>9:14  |  | <b>month's</b><br>22:15   | <b>negotiate</b><br>48:3 49:10                      |
| <b>maximize</b><br>28:13  | <b>metropolis</b><br>34:9   |  | <b>morning</b><br>34:12   | <b>Nelson</b><br>27:17 40:3                         |
| <b>means</b><br>28:14 32:24<br>33:13 34:6   | <b>Miami</b><br>7:1 30:17<br>33:22 45:22<br>46:15,18 48:7<br>49:12  | <b>mind</b><br>10:25 12:9<br>40:7  | <b>motion</b><br>8:2,10 26:1,6<br>39:15,16 42:1,<br>3,6,8,22 46:6<br>49:17,24 50:5,<br>9                    | <b>net</b><br>14:23 34:6<br>44:25                   |
| <b>measured</b><br>38:1   | <b>Miami-</b><br>14:1   | <b>mindful</b><br>19:12  | <b>move</b><br>8:11 46:6 50:6,<br>8   | <b>newspapers</b><br>46:24                          |
| <b>median</b><br>10:17 32:9   | <b>Miami-dade</b><br>12:21 34:9<br>49:13  | <b>minus</b><br>18:23  | <b>moved</b><br>8:3 42:11,25<br>46:7 47:14,15<br>48:12,13<br>49:18,24                                       | <b>Nicklaus</b><br>48:5                             |
| <b>meet</b><br>29:23  | <b>middle</b><br>7:13 48:7  | <b>minute</b><br>40:11 41:9  | <b>moving</b><br>7:15 31:5<br>44:23   | <b>non-</b><br>43:18                                |
| <b>meeting</b><br>7:14,18,24<br>21:11 24:19<br>25:25 35:15<br>49:9  | <b>mill</b><br>13:13 18:7<br>35:21  | <b>minutes</b><br>7:16,21,23 8:2   | <b>moderate</b><br>19:25  | <b>non-operating</b><br>43:16                       |
| <b>meetings</b><br>38:9   | <b>millage</b><br>9:17,22 10:4,<br>11,19 11:7<br>12:15 14:1,9,<br>12,18,20 16:10<br>17:14 18:18<br>20:9 25:25<br>26:19 29:13<br>30:14 31:5<br>35:11,12,18<br>39:17 42:4,5 | <b>moment</b><br>30:21   | <b>money</b><br>16:7,10,14<br>17:3 19:7,19<br>20:10 22:1,12,<br>13 23:24<br>27:20,25 28:9,<br>17 38:13 39:8 | <b>northeast</b><br>8:20                            |
| <b>member</b><br>12:21 21:18<br>33:14 50:22   |   | <b>money</b><br>16:7,10,14<br>17:3 19:7,19<br>20:10 22:1,12,<br>13 23:24<br>27:20,25 28:9,<br>17 38:13 39:8  | <b>moderation</b><br>19:25  | <b>notification</b><br>37:5                         |
| <b>members</b><br>8:6 11:1 12:18,<br>25 13:4 23:4<br>25:5 26:13<br>41:22 43:3<br>47:4,23 48:21<br>49:6 50:16,17 |   | <b>monies</b>  | <b>move</b><br>8:11 46:6 50:6,<br>8   | <b>notion</b><br>22:3                               |
|   |   |  | <b>moving</b><br>7:15 31:5<br>44:23   | <b>November</b><br>29:8                             |
|   |   |  | <b>N</b>  | <b>number</b><br>15:25 16:1,3<br>18:1 29:7<br>50:14 |
|   |   |  | <b>Nancy</b><br>31:11   | <b>numbers</b>                                      |

|  |  |   |   |  |
|--|--|---|---|--|
| 14:4 15:11,24<br>16:6 25:9<br>30:23 33:17<br>37:15   | <b>opinion</b><br>21:14,16<br><b>opportunity</b><br>7:25 9:2 17:25<br>19:8 31:1<br><b>opposed</b><br>8:8 41:24 43:5<br>47:6,25 48:23<br><b>optimism</b><br>28:8<br><b>optimistic</b><br>28:7<br><b>option</b><br>25:13<br><b>order</b><br>21:5 22:12<br>26:23<br><b>organic</b><br>40:17<br><b>organization</b><br>9:4 22:16<br><b>organizations</b><br>29:15 30:2<br><b>original</b><br>17:20 19:6,11<br><b>outcome</b><br>11:8<br><b>overseeing</b><br>39:3<br><b>owe</b><br>44:11 | 19:25<br><b>padding</b><br>39:7<br><b>paid</b><br>45:22<br><b>Pam</b><br>7:9<br><b>Pamela</b><br>49:2<br><b>parent</b><br>28:20<br><b>part</b><br>9:3,8 13:14<br>18:14 23:7<br>43:10 44:8<br><b>Partially</b><br>44:2<br><b>participants</b><br>27:16<br><b>participate</b><br>9:2<br><b>partnerships</b><br>49:13<br><b>passed</b><br>28:25<br><b>passes</b><br>42:1 47:8 48:2,<br>25<br><b>past</b><br>22:11,22 29:8<br><b>pastor</b><br>41:9<br><b>payers</b><br>10:1,15 | <b>people</b><br>15:6 27:22,23<br>29:1,3 38:21<br>41:6<br><b>percent</b><br>11:14 12:4<br>15:2 17:1 29:1,<br>9,20 37:10<br>43:17<br><b>period</b><br>10:24 11:3,15<br>20:8,11 26:12<br>42:9,23<br><b>person</b><br>30:24 37:13<br>40:1,2,4,15<br><b>personal</b><br>21:16 33:21<br><b>personally</b><br>22:14 31:6<br><b>persons</b><br>33:17<br><b>philosophically</b><br>23:13<br><b>philosophies</b><br>25:6<br><b>philosophy</b><br>23:11<br><b>Picking</b><br>7:10<br><b>Pieces</b><br>7:10<br><b>place</b><br>9:16<br><b>places</b> | 39:9<br><b>plan</b><br>17:15,17,20,24<br>18:16,25 19:6,<br>7,11 21:1<br>28:12,14 35:7,<br>14 44:6<br><b>planning</b><br>7:4 17:23 35:1<br><b>point</b><br>16:23 27:20<br>28:20,22<br><b>pointed</b><br>15:13<br><b>points</b><br>21:21<br><b>policy</b><br>50:15,20<br><b>population</b><br>29:21 31:17<br>40:14<br><b>portion</b><br>46:15<br><b>position</b><br>34:25 37:5<br><b>potential</b><br>32:7<br><b>potentially</b><br>34:21<br><b>poverty</b><br>29:22<br><b>Powerpoints</b><br>20:19<br><b>practice</b> |
| <hr/> <b>O</b> <hr/>   | <hr/> <b>P</b> <hr/>   |   |   |  |
| <b>objectively</b><br>25:17<br><b>obligations</b><br>44:2,14<br><b>October</b><br>10:22 26:11<br>46:5 47:13<br>49:15<br><b>offer</b><br>36:22<br><b>offered</b><br>29:14<br><b>office</b><br>37:3 44:12<br><b>offices</b><br>37:6<br><b>old's</b><br>31:15<br><b>open</b><br>11:2 12:25<br>25:8,10<br><b>operating</b><br>10:7 11:21<br>12:6,12 22:15<br>24:22 43:19<br>44:13<br><b>operations</b><br>9:10 10:6<br>24:19 |  |   |   |  |

|   |  |  |   |   |
|---|--|--|---|---|
| 10:8 12:12  | <b>priorities</b><br>28:15                                     | <b>propose</b><br>39:16                            | 35:19   | <b>rate</b><br>9:17,22 10:4,5,<br>12,17,19 11:6,<br>7,23 12:15<br>13:13,20,22<br>14:1,10,17,18,<br>20 16:10 17:7,<br>14 18:18,20<br>19:4,5 20:8,10,<br>13,20,22,23,<br>24,25 21:4,13,<br>14,17 22:23,24<br>23:3,4 24:8,10,<br>13,15,17,20<br>25:13,15,19,<br>20,22 26:5,19,<br>24,25 27:3,10,<br>11,12 30:15<br>31:5 32:3,4,7,<br>21 33:10 35:4,<br>11,12,16 39:17<br>42:4,5 44:7<br>45:10,16,24<br>46:13 |
| <b>preliminary</b><br>42:9,22                               | <b>procedures</b><br>50:15                                     | <b>proposed</b><br>13:6 14:5,9,12<br>32:3 42:4,13  | <b>purpose</b><br>19:22 36:20,21  |   |
| <b>prepare</b><br>17:8                                      | <b>process</b><br>8:18 26:17<br>45:15                          | <b>Proposition</b><br>29:11                        | <b>put</b><br>13:15 15:17<br>16:20 18:7<br>19:7 21:5<br>23:24 25:20<br>40:2 44:9,20             |   |
| <b>prepared</b><br>31:6 38:22                               | <b>procurement</b><br>45:21                                    | <b>proud</b><br>14:22                              | <b>putting</b><br>9:6   |   |
| <b>Preparing</b><br>7:11                                    | <b>program</b><br>7:9 14:14 15:5<br>35:16 49:3                 | <b>provide</b><br>8:15 9:20 11:2<br>34:7 40:9 48:6 | <hr/> <b>Q</b> <hr/>  |   |
| <b>Prescott</b><br>39:20 50:10                              | <b>programmatic</b><br>11:8,24                                 | <b>provided</b><br>10:11 29:14<br>37:3 39:10       | <b>question</b><br>18:11,14 23:7,<br>25 24:5,6 34:5<br>35:10 43:8,9,<br>22 44:18 46:19<br>48:18 |   |
| <b>prescribed</b><br>21:4                                   | <b>programming</b><br>21:20 22:21                              | <b>providers</b><br>19:18                          | <b>questions</b><br>20:17 45:14   |   |
| <b>present</b><br>21:13 26:2                                | <b>programs</b><br>30:24 40:9<br>46:1 49:6                     | <b>providing</b><br>29:16                          | <b>quickly</b><br>23:17   | <b>rates</b><br>9:19 10:11,21<br>14:12 15:16<br>20:21 21:10<br>25:25 26:2,8<br>29:4 32:4<br>35:18,23 37:8   |
| <b>presentation</b><br>13:5 15:13                           | <b>progress</b><br>29:7 31:3                                   | <b>prudent</b><br>38:24                            | <hr/> <b>R</b> <hr/>  |   |
| <b>presented</b><br>7:10 11:5<br>24:18 26:1,6,7,<br>19 29:6 | <b>projection</b><br>18:17 36:19,<br>20,24                     | <b>public</b><br>7:18,19 29:18<br>30:3             | <b>raise</b><br>29:3,10   | <b>ratio</b><br>15:4  |
| <b>presenting</b><br>10:3                                   | <b>projections</b><br>18:5 19:11                               | <b>publications</b><br>46:16,23                    | <b>raising</b><br>20:10   | <b>reach</b><br>46:16,17,23   |
| <b>pretty</b><br>36:13 37:2                                 | <b>promise</b><br>28:21,22 29:3                                | <b>published</b><br>26:25                          | <b>ran</b><br>32:9  | <b>reached</b><br>29:25   |
| <b>primary</b><br>44:4                                      | <b>prompted</b><br>23:24                                       | <b>Publishing</b><br>45:23                         | <b>range</b><br>12:7 22:2<br>32:10  | <b>read</b><br>49:22 50:8   |
| <b>principal</b><br>37:24                                   | <b>property</b><br>10:14 14:2<br>18:6 36:4,5,9,<br>15 44:11,12 | <b>pull</b><br>38:23                               |   |   |
| <b>printed</b><br>42:18                                     |  | <b>purple</b><br>16:15 24:1                        |   |   |
| <b>prior</b><br>9:19 21:6<br>35:15                          |  |  |   |   |

|  |   |   |   |  |
|--|---|---|---|--|
| <b>ready</b><br>31:15,19   | 29:17 35:2,3,4  | <b>renewal</b><br>28:25 49:11   | 25 49:7,8,10  | 20 24:12,14,21<br>25:1,3 26:11<br>29:13 36:10  |
| <b>real</b><br>17:3 22:22  | <b>recusals</b><br>39:23 46:10<br>47:18 48:15<br>49:20,21 50:9,<br>14 | <b>rephrase</b><br>40:8   | <b>resources</b><br>30:11 31:16   | <b>revenues</b><br>14:8,13 28:18<br>36:3 44:6  |
| <b>reason</b><br>23:18 25:25<br>26:8,18 27:4<br>50:13                      | <b>recuse</b><br>48:19  | <b>report</b><br>9:11 15:23<br>29:6,20 49:4   | <b>respect</b><br>29:18 41:4  | <b>review</b><br>7:25  |
| <b>reasons</b><br>23:15  | <b>redevelopment</b><br>44:5,10                                       | <b>reported</b><br>14:2   | <b>respond</b><br>29:14 43:23   | <b>reviews</b><br>7:2  |
| <b>recall</b><br>25:24   | <b>reduce</b><br>13:22 17:14<br>22:3,10                               | <b>REPORTER</b><br>49:23 50:1,3   | <b>responded</b><br>8:6 41:22 43:3<br>47:4,23 48:21                                       | <b>revised</b><br>18:16  |
| <b>receive</b><br>8:24   | <b>reduced</b><br>13:19 14:16<br>46:21                                | <b>reports</b><br>42:18   | <b>response</b><br>8:9 39:22<br>41:20,25 43:6<br>46:11,20 47:2,<br>7,19,21 48:1,<br>16,24 | <b>revisit</b><br>28:15  |
| <b>received</b><br>44:21   | <b>reduction</b><br>18:16   | <b>represent</b><br>37:15   | <b>responsibility</b><br>10:1   | <b>Richard</b><br>33:14 42:11,25<br>46:14  |
| <b>receiving</b><br>36:25 37:5,6   | <b>reference</b><br>26:9  | <b>required</b><br>23:23 35:17  | <b>responsible</b><br>30:12   | <b>robust</b><br>20:15   |
| <b>recognizing</b><br>7:13   | <b>regions</b><br>44:8  | <b>requirement</b><br>42:6  | <b>responsibly</b><br>35:6  | <b>role</b><br>14:2 37:7   |
| <b>recommend</b><br>27:12  | <b>reiterate</b><br>34:24   | <b>rescue</b><br>40:6   | <b>Restoring</b><br>7:11  | <b>rollback</b><br>10:20 13:19,22<br>14:17 19:4<br>20:12,20,22,23<br>21:4,17 22:23,<br>24 23:3,4 24:7,<br>10,15,17,20<br>25:13,15,18,<br>20,22 26:25<br>27:3,12 32:4 |
| <b>recommendati<br/>on</b><br>9:18,23 25:16<br>26:20 34:23<br>40:25 45:9   | <b>related</b><br>45:25   | <b>rescued</b><br>28:5  | <b>result</b><br>11:15 14:6<br>16:14 24:25<br>44:14                                       |  |
| <b>recommended</b><br>10:4,8,12,13<br>11:12,20,22,23<br>12:3,8,16<br>22:14 | <b>relates</b><br>9:17 12:18  | <b>reserve</b><br>10:7 11:12,16,<br>19,21 12:4,6,<br>12 22:4,11,15<br>25:7 27:7<br>30:12,13,18<br>35:5,6,17 | <b>retain</b><br>11:6 12:11   |  |
| <b>recommending</b><br>20:25   | <b>relocating</b><br>8:20   | <b>reserves</b><br>12:8 22:9,13   | <b>return</b><br>39:12  | <b>room</b><br>40:3  |
| <b>record</b>  | <b>rely</b><br>14:13 36:8   | <b>resolution</b><br>27:13 45:20<br>47:8,9 48:2,3,  | <b>revenue</b><br>12:10 13:15<br>14:16 23:8,16,   | <b>rule</b><br>16:4  |
|  | <b>remember</b><br>16:20  |   |   |  |

|   |  |                                      |  |   |
|---|--|--------------------------------------|--|---|
| <b>running</b><br>34:10   | 30:22  | 16:4                                 | <b>solicitation</b><br>13:10,11 17:22<br>19:9 44:21<br>45:22                             | 7:7 15:17<br>19:20 20:25<br>34:23   |
| <hr/> <b>S</b> <hr/>  | <b>separate</b><br>34:16   | <b>short</b><br>11:12 36:12          |  | <b>start</b><br>7:17 17:14<br>18:12 19:1<br>33:24   |
| <b>Salver</b><br>8:3 20:18 21:8<br>23:1 24:3,5,7<br>25:2,12 26:21<br>39:25 45:7<br>46:7 | <b>September</b><br>45:12 46:5<br>47:13 49:16  | <b>short-term</b><br>36:11           | <b>solicited</b><br>45:1   | <b>started</b><br>16:18 17:16,24<br>38:10   |
| <b>Scenario</b><br>11:22  | <b>serve</b><br>31:1   | <b>shortfall</b><br>11:17            | <b>sort</b><br>19:24   | <b>starting</b><br>36:7,8   |
| <b>scenarios</b><br>11:5 12:8   | <b>service</b><br>8:22   | <b>shouldn't</b><br>22:16            | <b>South</b><br>46:18  | <b>stated</b><br>13:8,12,18   |
| <b>schedule</b><br>8:17   | <b>services</b><br>14:14 29:14,16<br>30:8 34:2,8<br>37:16 39:2,9<br>47:11 48:7<br>49:3,6 | <b>show</b><br>15:19                 | <b>speak</b><br>27:15 43:24  | <b>steer</b><br>50:25   |
| <b>school</b><br>28:21 31:15<br>48:7  | <b>servicing</b><br>38:17  | <b>showed</b><br>20:7                | <b>speaking</b><br>33:21   | <b>steering</b><br>50:16  |
| <b>school-based</b><br>48:6   | <b>servicing</b><br>33:21  | <b>showing</b><br>35:19              | <b>Spelling</b><br>46:2  | <b>step</b><br>21:9   |
| <b>secret</b><br>30:23  | <b>session</b><br>7:2,4 17:23  | <b>shows</b><br>18:4,15 23:9<br>29:6 | <b>spend</b><br>19:13,14 21:19<br>22:2,20 27:20,<br>24 28:9,13                           | <b>Steve</b><br>9:9 13:3,8,12<br>15:20 19:12<br>20:20 22:24<br>25:23 39:14<br>42:2 45:6,19<br>49:1,19 |
| <b>segments</b><br>46:17  | <b>setup</b><br>21:19  | <b>side</b><br>15:8                  | <b>spending</b><br>16:8,14,22<br>17:2,4,6,13<br>18:7,24 19:18<br>20:4 27:6<br>28:17 35:5 |   |
| <b>selection</b><br>8:16  | <b>seven-and-a-half</b><br>43:17   | <b>sides</b><br>41:15                | <b>spent</b><br>16:7,9 22:13   | <b>stimulating</b><br>7:2   |
| <b>selling</b><br>21:21   | <b>shaded</b><br>17:12   | <b>Silver</b><br>46:2,14             | <b>spoke</b><br>30:22  | <b>straight</b><br>37:21  |
| <b>sense</b><br>30:15   | <b>sheet</b><br>13:5   | <b>simply</b><br>12:22               | <b>spokespersons</b><br>22:10  | <b>strategic</b><br>7:4 17:23 21:1  |
| <b>sensing</b><br>32:23   | <b>She's</b><br>7:22   | <b>sir</b><br>46:20                  | <b>sponsorships</b><br>46:3  | <b>strategy</b><br>13:14,15 17:5  |
| <b>sentiments</b>   | <b>shooting</b>  | <b>sitting</b><br>7:25 21:17<br>33:2 | <b>staff</b>   |   |
|   |  | <b>slots</b><br>19:19                |  |   |

|  |  |   |   |  |
|--|--|---|---|--|
| <b>street</b><br>16:21 18:8  | <b>table</b><br>33:3   | <b>taxing</b><br>35:4   | <b>they've</b><br>36:13 39:5  | <b>told</b><br>37:19 42:7  |
| <b>Strikes</b><br>7:12   | <b>tabled</b><br>33:18   | <b>taxpayer</b><br>12:20 32:22  | <b>thing</b><br>30:14 38:24   | <b>Toni</b><br>8:13,16,21  |
| <b>study</b><br>33:19  | <b>taking</b><br>11:17 13:18<br>29:19 44:25  | <b>taxpayers</b><br>22:6  | <b>things</b><br>7:3 14:7 16:18,<br>22 20:18 21:13<br>30:7,9,17 32:1,<br>2 36:6 39:3<br>45:14 50:19 | <b>top</b><br>15:25  |
| <b>stuff</b><br>23:17  | <b>talk</b><br>7:5 27:3 32:2<br>33:11  | <b>teacher</b><br>31:12   | <b>thousand</b><br>10:14 32:15  | <b>total</b><br>10:24 11:3<br>14:8,24 42:4,<br>10,16 46:3<br>48:7,10                         |
| <b>subsequent</b><br>10:20   | <b>talked</b><br>35:15   | <b>ten</b><br>35:2  | <b>throw</b><br>14:4  | <b>track</b><br>29:17 35:2,3,4   |
| <b>sum</b><br>11:25  | <b>talking</b><br>7:5 15:20 32:2<br>46:22  | <b>term</b><br>36:12,14 46:4<br>47:12 48:8<br>49:15   | <b>tight</b><br>34:19   | <b>trafficking</b><br>27:22  |
| <b>summary</b><br>15:12,14   | <b>taper</b><br>18:12  | <b>terms</b><br>27:23 32:4<br>38:1  | <b>till</b><br>33:6   | <b>transform</b><br>28:1,10  |
| <b>supplement</b><br>14:19   | <b>target</b><br>17:20   | <b>test</b><br>37:8   | <b>time</b><br>8:14 12:13<br>13:18 16:11,23<br>18:4 19:15<br>23:10 28:3,6<br>33:19 35:7             | <b>transforming</b><br>28:3  |
| <b>support</b><br>14:14 21:10<br>29:12 33:20<br>34:23 44:24<br>47:10 49:12 | <b>task</b><br>34:13   | <b>that's</b><br>15:16,23<br>17:11,18 23:9,<br>14 24:24 27:2<br>32:13,20 33:9<br>34:2 35:16<br>36:1 41:5<br>43:19,21 45:14<br>46:18 | <b>times</b><br>34:3 46:18  | <b>trap</b><br>28:5  |
| <b>supported</b><br>40:22  | <b>tax</b><br>10:1,15 12:19,<br>20 14:2,6,8,13<br>16:11 20:12<br>23:18 26:25<br>28:18 29:4<br>31:7 32:24,25<br>33:23,25<br>35:21,23 36:5,<br>9,15 37:7 38:6<br>40:17 44:12 | <b>there's</b><br>14:11 37:25<br>41:10 45:13<br>50:13   | <b>Tiombe</b><br>43:22 44:20  | <b>TRIM</b><br>14:1,8 45:11,<br>24   |
| <b>supporting</b><br>7:11 38:6   | <b>taxes</b><br>18:6 29:11<br>40:21 44:15  | <b>they'll</b><br>36:14   | <b>today</b><br>14:8 19:16<br>26:8,19 34:10<br>42:6 45:16<br>49:8                                   | <b>troubles</b><br>29:21,22  |
| <b>sustainable</b><br>16:19  |  | <b>they're</b><br>39:7  | <b>today's</b><br>10:10   | <b>Trowbridge</b><br>31:25 32:15,<br>18,23 46:9  |
| <b>System</b><br>7:1   |  |   |   | <b>trust</b><br>7:7 8:19,23 9:4<br>10:19 13:8<br>14:23 15:2,3<br>18:1,25 21:18<br>22:1 23:22 |
| <hr/> <b>T</b> <hr/>   |  |   |   |  |
| <b>tab</b><br>7:23 13:4  |  |   |   |  |

|  |  |   |  |                                      |
|--|--|---|--|--------------------------------------|
| 28:8,20,24<br>29:2,7,25 30:3,<br>7,10 34:7 36:8<br>37:16,22 40:16<br>50:20,22,25 | <hr/> <b>V</b> <hr/>   | 31:7 38:8   | 16:12,13 17:4  | 32:24 33:23<br>40:5                  |
| <b>Trust's</b><br>45:23  | <b>vacancies</b><br>45:24  | <b>voters</b><br>21:19,22 29:8                          | <b>West</b><br>48:7  | <b>work</b><br>8:17 9:3 30:25        |
| <b>truth</b><br>38:15 45:24  | <b>valid</b><br>19:3   | <b>votes</b><br>27:9                                    | <b>We'd</b><br>35:22   | <b>worked</b><br>31:13               |
| <b>Tuesday</b><br>9:13   | <b>valorem</b><br>44:15  | <b>voting</b><br>16:11 28:9<br>38:12 40:24              | <b>we'll</b><br>7:13,17 8:11<br>9:23 10:3<br>43:13 50:7  | <b>working</b><br>19:20 27:21        |
| <b>turn</b><br>7:20,23 9:9<br>12:24 15:9<br>20:16 28:17<br>49:2                  | <b>valuable</b><br>41:11   | <hr/> <b>W</b> <hr/>                                    | <b>we're</b><br>13:10,20<br>14:18,21 15:5,<br>7 17:10,13<br>19:20 22:12,<br>17,19 23:13<br>25:12 28:2,12,<br>17 30:25 32:2<br>34:20,24,25<br>36:16,21 38:1,<br>2,3 39:11 40:7<br>44:22 49:25<br>50:3 | <b>worth</b><br>22:15 32:15<br>44:25 |
| <b>turns</b><br>35:8   | <b>values</b><br>36:5,15   | <b>wait</b><br>18:11 24:2                               | <b>wouldn't</b><br>20:11 36:14   | <hr/> <b>Y</b> <hr/>                 |
| <b>two-fold</b><br>13:14,21  | <b>Variety</b><br>48:4   | <b>waiver</b><br>45:21                                  | <b>year</b><br>11:10 12:2<br>13:10,11,20,<br>24,25 14:22<br>15:1 17:1,10<br>18:8,17,20<br>19:3 20:7,11,<br>24 21:6,20<br>23:16 24:22,23<br>26:12 31:15<br>35:2,3,11,20                               |                                      |
| <b>two-pronged</b><br>17:4   | <b>VERBAL</b><br>8:9 39:22<br>41:20,25 43:6<br>46:11 47:2,7,<br>19,21 48:1,16,<br>24 | <b>walks</b><br>41:6                                    |  |                                      |
| <b>types</b><br>14:4   | <b>versus</b><br>32:21,24  | <b>wallet</b><br>33:7                                   | <b>we've</b><br>7:25 15:20<br>16:4,9 22:8,21<br>28:12,16 31:3<br>35:5  |                                      |
| <hr/> <b>U</b> <hr/>   | <b>victims</b><br>27:21,22   | <b>wanted</b><br>27:10 31:21<br>39:25 40:18<br>43:14,17 | <b>what's</b><br>17:25   |                                      |
| <b>ultimately</b><br>18:24 19:7<br>33:13   | <b>view</b><br>19:22 27:21   | <b>watched</b><br>31:2,3                                | <b>wholeheartedly</b><br>31:11   |                                      |
| <b>understand</b><br>12:17 45:8<br>46:14   | <b>voice</b><br>33:11  | <b>watching</b><br>33:3                                 | <b>William</b><br>31:25  |                                      |
| <b>unfair</b><br>21:2  | <b>vote</b><br>26:17 27:24<br>29:1   | <b>week</b><br>9:13,16 24:19                            | <b>withdraw</b><br>50:4,6,7  |                                      |
|  | <b>voted</b><br>10:22 26:1,7,<br>10 27:25 29:10                                      | <b>weigh</b><br>34:21                                   | <b>word</b>  |                                      |
|  |  | <b>welfare</b><br>28:7                                  |  |                                      |
|  |  | <b>weren't</b>  |  |                                      |

**year's**

24:13

**yielded**

24:22

**York**

7:15

**young**

27:22

**youth**

49:13

**you're**

27:14 37:19

45:19

**you've**

8:23