



**Finance & Operations Committee Meeting  
Transcript**

**August 31, 2017**

THE CHILDREN'S TRUST FINANCE AND OPERATIONS  
COMMITTEE MEETING

The Children's Trust Finance and Operations Committee Meeting was held on Thursday, August 31st, 2017, commencing at 4:54 p.m., at 3250 S.W. 3rd Avenue, Training Room A, Miami, Florida 33129. The meeting was called to order by Kenneth C. Hoffman, Chair.

Committee Members

Kenneth C. Hoffman, Miami Coalition of  
Christians and Jews  
Dr. Magaly Abrahante, Miami-Dade Public Schools  
Esther Jacobo, State Attorney Representative Miami-Dade  
Mark Trowbridge, Coalition of the Chambers of Commerce  
Alvin Gainey, PTA/PTSA  
Shanika Graves, Assistant County Attorney  
Leigh Kobrinski, Assistant County Attorney

Board of Directors

Marta Perez, Miami-Dade County Public Schools  
Tiombe-Bisa Kendrick-Dunn, Gubernatorial Appointee  
Laurie W. Nuell, At-Large Member

STAFF:

James Haj, President/Chief Executive Officer

Imran Ali

Donovan Lee-Sin

Emily Cardenas

Lori Katherine Hanson

Muriel Jeanty, Clerk of the Board

Stephanie Sylvestre

William Kirtland

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

PROCEEDINGS

(Recording of the meeting began at 4:54 p.m.)

MR. HOFFMAN: Welcome. We don't have any public comment. We only have -- I guess, do we need to do the minutes of the last meeting? Yes. So first order of business is approval of the July 6th minutes, which are part of the agenda that we circulated before.

MS. JACOBO: I'll move it.

MR. GAINEY: Second, Gainey.

MR. HOFFMAN: Any comments, additions, changes?

(NO VERBAL RESPONSE.)

MR. HOFFMAN: All in favor?

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

MR. HOFFMAN: Okay. It's unanimously passed. So we have one resolution, and I think we went over it in part in the last meeting. The resolution is Resolution 2017-A. It's part of the agenda package. Authorization to release competitive solicitations in alignment with the Board's strategic plan and projected available funding, cross-multiple priority investment areas that have funding cycles ending in the 2017-18 fiscal year and new funding cycles beginning in contract

1 year 2018.

2 Do I hear a motion to that effect?

3 MR. TROWBRIDGE: I'll move it, Trowbridge.

4 MR. GAINEY: Second, Gainey.

5 MR. TROWBRIDGE: It contemplates five years,  
6 correct?

7 MR. HOFFMAN: Correct. Okay. Any  
8 discussion or questions?

9 (NO VERBAL RESPONSE.)

10 MR. HOFFMAN: I do have a question which is  
11 more of a check. I know that Lori was using this in  
12 part as a reference. So these match up to the  
13 priorities we talked about earlier of additional  
14 funding.

15 MR. KIRTLAND: Right. A portion of what  
16 we're talking about, the additional funding, is  
17 represented in this solicitation. Roughly -- I think we  
18 communicated earlier, roughly 70 percent of what our  
19 budget would be in the coming solicitation, the new  
20 cycle and all the additional spending that we plan to  
21 do, this large solicitation or the solicitation included  
22 in this resolution would account for about 70 percent of  
23 that budget.

24 MR. HOFFMAN: I think this is mostly  
25 administrative for us because we're not determining the

1 actual programs. We're just determining the RFP. So if  
2 there's any other questions -- if there's no other  
3 questions, all those in favor?

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

6 MR. HOFFMAN: Any opposed?

7 (NO VERBAL RESPONSE.)

8 MR. HOFFMAN: It unanimously passes. Bill,  
9 you wanted to -- or Jim wanted to talk to --

10 MR. HAJ: The CEO report?

11 MR. HOFFMAN: Yes.

12 MR. HAJ: Thank you, Mr. Chair. We have two  
13 providers, Sweet Vine and United Martial Arts that we  
14 have taken some action, and I'd like Stephanie and Bill  
15 to please chime in, maybe Stephanie first to give us  
16 some backdrop and then Bill on the financial health.

17 MS. SYLVESTRE: So as part of our continuing  
18 effort to ensure that all portfolios are performing,  
19 there's been two providers that have done actions that  
20 we believe are not aligned with the direction that we  
21 want to go, so we decided to not renew their contract.

22 One provider is United Martial Arts. It's  
23 come to our attention and we've verified that some of  
24 their participants that they submitted during the summer  
25 programming were not actually attending the summer

1 programming.

2           We got a tip from one of their employees.  
3 We reached out to the parents of the participants in  
4 question. There were 11 participants that we reached  
5 out to. Nine we got in touch with and all nine verified  
6 that the participants were not part of the program.

7           So we are in the process of transitioning  
8 their dollars and the services to another provider in  
9 the area to ensure that the children can continue having  
10 services.

11           A second provider, Sweet Vine, had some  
12 severe cash flow problems and was not able to pay her  
13 summer employees. And this escalated to a point where  
14 the summer -- one of the summer employees' parents  
15 called "Help Me Howard" that was on the news media.

16           And in addition to not being able to pay  
17 their employees, they were having challenges paying  
18 their rent and had lost their current site. This was  
19 the second year in a row that they had lost their site.  
20 They were not able to secure a new site.

21           And based on those two primary factors and a  
22 number of secondary factors, we decided that we would  
23 not renew their contract. And again, we found another  
24 provider that will take over services, and we're in the  
25 process of transitioning over to the new provider.

1           The provider that's taking over from United  
2 Martial Arts is going to be CMB Visions, and I believe  
3 they're set to start services -- providing services in  
4 the middle of September.

5           The provider that's going to take over from  
6 Sweet Vine is Trinity Church. And right now, we're  
7 hoping that they're going to be ready to provide  
8 services the first of October.

9           We are going to be -- Trinity Church is  
10 going to be reaching out to the parents in the next week  
11 or so to let them know that services will be happening  
12 so that they don't feel that we have abandoned them.

13           I think that's pretty much the summary of  
14 it. I don't know if Bill has anything to add.

15           MR. HAJ: Mr. Chair, both of these cases  
16 have been referred to the Inspector General, because  
17 we're not the investigative unit so we referred them  
18 both to the Inspector General. And Bill, on the  
19 financial health.

20           MR. KIRTLAND: Initially, our response to  
21 both of the situations was nearly identical, though the  
22 accusations made against the two organizations were  
23 different in nature, being that one was more from a  
24 participation approach, whether or not there were  
25 participants actively part of the program, and in Sweet

1 Vine's case, a financial and cash flow issue.

2 But anytime we receive any sort of messaging  
3 internally or externally of there being fraud possibly  
4 existing at any organization, our reaction is to  
5 immediately act as though the provider is on a fiscal  
6 performance improvement plan or require documentation to  
7 be submitted to the Trust before we would ever approve  
8 the next invoice or payment to these organizations.

9 So that was our response, to make sure that  
10 expenses that were included in any open invoice were  
11 actually incurred and paid. And as Jim had mentioned,  
12 they both were also ordered to the Inspector General's  
13 Office.

14 I think I might have peeked at my e-mail and  
15 seen that there were some decisions made by the  
16 Inspector General's Office as to whether or not they  
17 warranted any further investigation by their office.

18 MS. SYLVESTRE: So for Sweet Vine, because  
19 they have not engaged in anything that would constitute  
20 a fraud, more from a perspective of not paying their  
21 creditors, and that is not something we want to be  
22 associated with, especially given the fact of these are  
23 college kids that worked the entire summer and had to  
24 escalate the situation to the media in order for them to  
25 get payment, and I believe a couple are still saying



1 that they have not gotten the entire payment that they  
2 believe they are due. They have gotten monies.

3 But the Inspector General has said that  
4 whenever there's a situation that involves wage theft,  
5 that they need to be referred to the Labor Board at the  
6 County. So he gave us the link and the appropriate  
7 protocol so that in the future, if somebody calls us  
8 with that complaint, we know how to handle it.

9 MR. KIRTLAND: Well, anytime something like  
10 this happens, we always do a little retrospective on,  
11 you know, what could we do, you know, what do we have,  
12 what do we know, what could we do.

13 As we've mentioned before, we've often  
14 faced the challenge of looking at the financial health  
15 of an organization at an organizational level on a  
16 year-to-year basis because our primary means of looking  
17 at an organization's fiscal health is reviewing  
18 financial statement audits.

19 And in Sweet Vine's case, being that there's  
20 is more of a fiscal issue, their audits, for the past  
21 couple of years that they submitted to the Trust,  
22 represented zero or, I think, in the most recent audit,  
23 no findings disclosed in their financial statement  
24 audits.

25 And what they had are not instances of

1 fraud, as Stephanie mentioned, or really errors or  
2 omissions or items that were included on invoices that  
3 shouldn't have been there, but they merely just weren't  
4 including expenses that they were incurring because they  
5 did not have the sufficient infrastructure and cash flow  
6 to operate the program that they were contracted for.

7           So we are actively looking at, what can we  
8 do in-between audits to see if some of these warning  
9 signs are more evident and can the Trust have an  
10 appropriate response based on concerns or findings other  
11 than things that are included in financial statement  
12 audits.

13           So we will be working internally and working  
14 with the Finance Committee and staff to see if there's  
15 any way contractually we can build upon any existing  
16 policy or contract language that can give us some  
17 additional capabilities or processes to at least lean  
18 upon if we have concerns about an organization's cash  
19 flow issues that may be arising.

20           So again, we look to incorporate that. And  
21 I know that's something that Ken, you've mentioned that  
22 you would like to develop.

23           MR. HOFFMAN: Yeah, and just to -- I know we  
24 have some questions or comments. But Bill and I talked  
25 about this yesterday. So we have talked in the past

1 about objectifying a little bit more how somebody moves  
2 into and out of a fiscal PIP and what that means.

3           So we know that the Trust has clear rules.  
4 These don't really fall within those rules. But I do  
5 think it probably serves us well if we know that the  
6 rules for, for example, falsifying participation records  
7 are going to be grounds for immediate termination, if  
8 that's our position, because I don't think we can  
9 tolerate some things that are -- again, whether they  
10 rise to the level of criminal fraud or not might be a  
11 different issue, but those go to the heart of what we're  
12 reimbursing to.

13           But I do think it will serve us well if we,  
14 among other things, go back and revisit the fiscal PIP  
15 criteria so we're incorporating that a little bit more  
16 into the contractual provision saying, you know, this is  
17 what will happen if you do certain things, this is the  
18 policy that you can review and it's incorporated as part  
19 of your contract.

20           MS. GRAVES: Leigh and I also have been  
21 speaking with staff about including some catch-all  
22 termination language in the contract which would  
23 authorize the Trust to terminate on its own without  
24 specific provisions, so if it determines that it's  
25 necessary, the Trust would be authorized to terminate

1 the contract immediately.

2 MR. HOFFMAN: Marta, you wanted to --

3 DR. PEREZ: I think it is a concern -- it  
4 should be a concern for us that there is no mechanism --  
5 there is not a mechanism, some sort of audit or  
6 something that would catch these things proactively and  
7 that these two things arose as a result of accusations.

8 Even if you had the contract, yes,  
9 absolutely, we would know that's going to happen. But  
10 we should be -- there should be some sort of audit,  
11 maybe not the financial but some sort of audit, for  
12 example, that would catch, especially the fraud, that  
13 you're reporting that you have these kids and you don't.  
14 And so I think that's something that should be --

15 MR. HAJ: That was also part of our solution  
16 with our Technology Way Forward, is automating some of  
17 this. And I don't know, Stephanie, if you want to talk  
18 about the automation or the biometrics so that we can  
19 start getting it on the front end instead of being  
20 reactive.

21 MS. SYLVESTRE: So a couple of points of  
22 clarification and then I'll get into the technology.  
23 One, our contract managers do site visits and pull files  
24 and do comparisons.

25 But because of the volume of people that

1 we're serving, we still need to rely on somebody giving  
2 us a heads-up. And so from that perspective, for the  
3 next funding cycle, we are going to be putting in some  
4 solutions that over fiscal year '17-'18, '18-'19, will  
5 get us to a point where the participants are reporting  
6 themselves when they're there, using biometrics to be  
7 able to do that, to reduce the probability of somebody  
8 signing in on behalf of somebody else.

9 As it relates to the fiscal issue, we've  
10 talked and we continue to talk about what algorithms do  
11 we need to code into our invoicing program so that as  
12 people are submitting their invoices, it can give us  
13 red flag invoices based on their spending patterns to  
14 let us know if this organization is having an issue.

15 Again, today, the volume of invoices that we  
16 process manually, it's very difficult to be able to do  
17 that. But there are some trends that once we find a  
18 problem and we look backwards, we can start to see some  
19 pattern that we need to figure out how we can put it  
20 into an algorithm.

21 MR. HOFFMAN: Marta?

22 DR. PEREZ: So what happened? You say,  
23 well, we have a manager who should have seen or was  
24 responsible. What happened to the manager?

25 MS. SYLVESTRE: No, no, I said, we do site

1 visits. But we don't do site visits every week. And we  
2 do a separate -- and so this problem happened during the  
3 summer, so we would not be doing an audit of the summer  
4 quite yet.

5 DR. PEREZ: But this person is reporting  
6 that there are nine children. Who was the person on our  
7 end that's responsible for saying, okay, let's say you  
8 have 30 students -- 30 kids here. And who is  
9 responsible for checking that?

10 MS. SYLVESTRE: Like I said, we're depending  
11 on the providers to provide valid information and then  
12 we have audits. But audits -- any audit doesn't go and  
13 look at every single record. It takes a sampling.

14 And so over the course of the year, we do  
15 our sampling. Just unfortunately, this happened during  
16 the summertime where we had not done a site visit to  
17 look at the records. We had done site visits to do  
18 other things.

19 And the other challenge that we have is that  
20 even if we have -- we do a site visit and a provider has  
21 60 children in their program, the probability that any  
22 one day that we go there that all 60 will be there is  
23 very difficult.

24 Even if we -- we would have to go every  
25 single day, every two, three months in order for us to

1 discern that there's some kind of fraud because we could  
2 say, well, where are these kids and they could say,  
3 absent today.

4 DR. PEREZ: Okay. But I think it would be a  
5 good idea to maybe even look at some of the other  
6 Children's Trusts around the State to see best  
7 practices.

8 Because this seems to be a problem, and it  
9 is disconcerting to know that we have to wait for  
10 someone to make an accusation because we are not able to  
11 hold that to the providers, to say, look, you're going  
12 to get into trouble if you -- and we're going to be  
13 checking it somehow.

14 MR. HOFFMAN: I'm not sure that from what  
15 I've heard in talking to the staff that it's an endemic  
16 problem. In other words, this is a problem -- there's  
17 two different issues with two different providers.

18 The fiscal issue of providers having  
19 financial problems of cash flow may cover a lot more  
20 providers than we're aware of but that's a little more  
21 difficult one to catch, I think, in the ordinary course.

22 Because again, even if we come in and audit  
23 them, we don't necessarily see today's information. We  
24 might see the last quarter or the last month's  
25 financials.

1           But the flawed participants is something  
2   that, again, I'm not sure it's a system-wide problem.

3           DR. PEREZ: It may be. We don't know  
4   because we don't have any monitor and there has been, in  
5   the past, concern about, you know, people who ask, let's  
6   say, for 30 -- that they're going to have 30 students  
7   and then they don't cover them.

8           So I would just feel -- I mean, I would just  
9   try it and see if there's a way to --

10          MS. SYLVESTRE: Dr. Perez, we are working to  
11   put the systems in place. But again, we have about  
12   12,000 children that we're dealing with, so you can't  
13   just one to another day update the system.

14          So the point of the matter is, the first  
15   thing is taking the registration of children out of the  
16   hands of providers and put it in the hands of the  
17   parent, and that will be -- that first solution will be  
18   rolled out next March when we roll out an updated  
19   version of our community-based app.

20          And then the next piece that we're going to  
21   be rolling out -- and I don't have an exact date for  
22   that yet -- is being able to deploy habits to a provider  
23   so that when a child comes in, they are using their  
24   fingerprint to sign in and sign out, so now it's  
25   impossible to -- well, I won't say "impossible," but



1 it's way more complicated for you to forge the records.

2 MS. NUELLE: Actually, I thought that that  
3 seemed like a great idea and a step in the right  
4 direction and also a response to some of the things that  
5 we've been saying over the last few years.

6 But when you just said "fingerprint," just  
7 what comes to mind, if you were illegal, do you think  
8 there might be a hesitation of someone to let their  
9 child put their fingerprint somewhere, you know, and  
10 have that on record?

11 MS. SYLVESTRE: Which is why I'm saying, we  
12 don't have a timeline.

13 MS. NUELLE: Yeah, no, but I'm just, like,  
14 all of a sudden, I'm, like --

15 MS. SYLVESTRE: I can't answer your  
16 question. We have to research all of this. But the  
17 point is --

18 MS. NUELLE: Some way to track it from the  
19 participant point of view, not the provider point of  
20 view.

21 MS. SYLVESTRE: Exactly. We want to use  
22 biometrics to be able to assure that the person signing  
23 in and out is actually that person and secondly, being  
24 able to get the data real-time so that we can do a  
25 different type of analytics.

1 MS. NUELLE: I was just, like, thinking --

2 MR. KIRTLAND: I just wanted to speak  
3 briefly, too. In one of these instances, with the cash  
4 flow issue, we certainly want to build in the metric  
5 capabilities to be detective, but I think our real  
6 challenge is the reactive stages of what do we do once  
7 we find out this information.

8 Because given the current makeup and what  
9 we'll be looking at in how we want to redevelop within  
10 the fiscal performance improvement plan program is  
11 really, we might start with its name, actually, because  
12 really what we're achieving through that program is just  
13 really a closer eye on the program and everything that's  
14 happening with the documents that are submitted to the  
15 Trust.

16 As far as being able to assist in any  
17 improvement in any situation that's occurring within the  
18 organization, that's another question that needs to be  
19 answered.

20 So whereas I think maybe some questions are  
21 asked about if an organization, such as Sweet Vine or  
22 anyone else in their situation, should be in a fiscal  
23 PIP before something like this happens, is one that can  
24 be addressed, but it's not my approach or belief that  
25 their participation in a program as it's currently

1 structured would not have, you know, been able to  
2 prevent this from happening. It's an organizational  
3 level flaw.

4 MR. HOFFMAN: Sort of apropos of Dr. Perez's  
5 comment, I guess we ought to be thinking, just like the  
6 biometrics on a participation issue, about what we can  
7 do to be more proactive; in other words, maybe make a  
8 quarterly or monthly financial statement requirement,  
9 which somebody needs to do an audit ultimately, or some  
10 other reporting system where we can hopefully catch  
11 these things if they arise or maybe even just a  
12 certification, so again, we're not caught in arrears  
13 looking behind us and saying, it looks like something  
14 happened, there's an accident back there and let's see  
15 what we can do.

16 I'm not saying it's possible because we have  
17 a wide universe of suppliers, but we ought to think  
18 about and maybe go to a best practices concept, think of  
19 other ways that people are capturing it, again, without  
20 a burden on staff necessarily to be reviewing, you know,  
21 three or four hundred financial statements every month,  
22 but some methodology where we can build into our future  
23 contracts an ability to have the information or the  
24 tools we need to maybe have an early warning system or  
25 implement an early warning system in the future.

1                   Anything else on that?

2                   MR. HAJ: Mr. Chair, I know we don't like to  
3 be reactive. But when we found this situation -- I want  
4 to thank staff. They've worked very hard the last  
5 couple of weeks to get down there and also make sure  
6 kids don't lose services. And also, I know both Leigh  
7 and Shanika, thank you for your time in the last couple  
8 of weeks dealing with this.

9                   MR. HOFFMAN: Okay. If there's no other  
10 business, we're adjourned. Thank you.

11                   (Whereupon, at 5:18 p.m., the meeting was  
12 adjourned.)

13

14

15

16

17

18

19

20

21

22

23

24

25

REPORTER'S CERTIFICATE

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

STATE OF FLORIDA:

COUNTY OF MIAMI-DADE:

I, Fernando Subirats, Court Reporter and Notary Public in and for the State of Florida at Large, do hereby certify that I was authorized to and did report the proceedings in the above-styled cause; that the foregoing pages, numbered from 1 to 20, inclusive, constitute a true and complete record of my notes.

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

Dated this 19th day of September, 2017.

---

Fernando Subirats  
Court Reporter

|                          |                         |                          |                         |                         |
|--------------------------|-------------------------|--------------------------|-------------------------|-------------------------|
| <b>A</b>                 | 17:24                   | 12:18                    | 20:1                    | 11:24                   |
| <b>abandoned</b> 6:12    | <b>appropriate</b> 8:6  | <b>based</b> 5:21 9:10   | <b>certification</b>    | <b>competitive</b>      |
| <b>ability</b> 18:23     | 9:10                    | 12:13                    | 18:12                   | 2:21                    |
| <b>able</b> 5:12,16,20   | <b>approval</b> 2:7     | <b>basis</b> 8:16        | <b>certify</b> 20:7,9   | <b>complaint</b> 8:8    |
| 12:7,16 14:10            | <b>approve</b> 7:7      | <b>began</b> 2:2         | <b>Chair</b> 1:7 4:12   | <b>complete</b> 20:8    |
| 15:22 16:22,24           | <b>apropos</b> 18:4     | <b>beginning</b> 2:25    | 6:15 19:2               | <b>complicated</b>      |
| 17:16 18:1               | <b>area</b> 5:9         | <b>behalf</b> 12:8       | <b>challenge</b> 8:14   | 16:1                    |
| <b>above-styled</b>      | <b>areas</b> 2:24       | <b>belief</b> 17:24      | 13:19 17:6              | <b>concept</b> 18:18    |
| 20:7                     | <b>arising</b> 9:19     | <b>believe</b> 4:20 6:2  | <b>challenges</b> 5:17  | <b>concern</b> 11:3,4   |
| <b>Abrahante</b> 1:10    | <b>arose</b> 11:7       | 7:25 8:2                 | <b>Chambers</b> 1:11    | 15:5                    |
| <b>absent</b> 14:3       | <b>arrears</b> 18:12    | <b>best</b> 14:6 18:18   | <b>changes</b> 2:12     | <b>concerns</b> 9:10    |
| <b>absolutely</b> 11:9   | <b>Arts</b> 4:13,22 6:2 | <b>Bill</b> 4:8,14,16    | <b>check</b> 3:11       | 9:18                    |
| <b>accident</b> 18:14    | <b>asked</b> 17:21      | 6:14,18 9:24             | <b>checking</b> 13:9    | <b>connected</b> 20:11  |
| <b>account</b> 3:22      | <b>assist</b> 17:16     | <b>biometrics</b>        | 14:13                   | <b>constitute</b> 7:19  |
| <b>accusation</b>        | <b>Assistant</b> 1:12   | 11:18 12:6               | <b>child</b> 15:23 16:9 | 20:8                    |
| 14:10                    | 1:12                    | 16:22 18:6               | <b>children</b> 5:9     | <b>contemplates</b>     |
| <b>accusations</b> 6:22  | <b>associated</b> 7:22  | <b>bit</b> 10:1,15       | 13:6,21 15:12           | 3:5                     |
| 11:7                     | <b>assure</b> 16:22     | <b>Board</b> 1:13,23     | 15:15                   | <b>continue</b> 5:9     |
| <b>achieving</b> 17:12   | <b>At-Large</b> 1:15    | 2:15 4:4 8:5             | <b>Children's</b> 1:1,3 | 12:10                   |
| <b>act</b> 7:5           | <b>attending</b> 4:25   | <b>Board's</b> 2:22      | 14:6                    | <b>continuing</b> 4:17  |
| <b>action</b> 4:14       | <b>attention</b> 4:23   | <b>briefly</b> 17:3      | <b>chime</b> 4:15       | <b>contract</b> 2:25    |
| 20:11,11                 | <b>attorney</b> 1:10,12 | <b>budget</b> 3:19,23    | <b>Christians</b> 1:9   | 4:21 5:23 9:16          |
| <b>actions</b> 4:19      | 1:12 20:10,10           | <b>build</b> 9:15 17:4   | <b>Church</b> 6:6,9     | 10:19,22 11:1           |
| <b>actively</b> 6:25 9:7 | <b>audit</b> 8:22 11:5  | 18:22                    | <b>circulated</b> 2:8   | 11:8,23                 |
| <b>actual</b> 4:1        | 11:10,11 13:3           | <b>burden</b> 18:20      | <b>clarification</b>    | <b>contracted</b> 9:6   |
| <b>add</b> 6:14          | 13:12 14:22             | <b>business</b> 2:7      | 11:22                   | <b>contracts</b> 18:23  |
| <b>addition</b> 5:16     | 18:9                    | 19:10                    | <b>clear</b> 10:3       | <b>contractual</b>      |
| <b>additional</b> 3:13   | <b>audits</b> 8:18,20   | <b>C</b>                 | <b>Clerk</b> 1:23       | 10:16                   |
| 3:16,20 9:17             | 8:24 9:8,12             | <b>C</b> 1:7,9           | <b>closer</b> 17:13     | <b>contractually</b>    |
| <b>additions</b> 2:11    | 13:12,12                | <b>called</b> 1:7 5:15   | <b>CMB</b> 6:2          | 9:15                    |
| <b>addressed</b> 17:24   | <b>August</b> 1:4       | <b>calls</b> 8:7         | <b>Coalition</b> 1:9,11 | <b>correct</b> 3:6,7    |
| <b>adjourned</b>         | <b>Authorization</b>    | <b>capabilities</b> 9:17 | <b>code</b> 12:11       | <b>counsel</b> 20:10,11 |
| 19:10,12                 | 2:21                    | 17:5                     | <b>college</b> 7:23     | <b>County</b> 1:12,12   |
| <b>administrative</b>    | <b>authorize</b> 10:23  | <b>capturing</b> 18:19   | <b>come</b> 4:23 14:22  | 1:14 8:6 20:4           |
| 3:25                     | <b>authorized</b>       | <b>Cardenas</b> 1:21     | <b>comes</b> 15:23      | <b>couple</b> 7:25 8:21 |
| <b>agenda</b> 2:8,20     | 10:25 20:7              | <b>case</b> 7:1 8:19     | 16:7                    | 11:21 19:5,7            |
| <b>algorithm</b> 12:20   | <b>automating</b>       | <b>cases</b> 6:15        | <b>coming</b> 3:19      | <b>course</b> 13:14     |
| <b>algorithms</b>        | 11:16                   | <b>cash</b> 5:12 7:1     | <b>commencing</b> 1:5   | 14:21                   |
| 12:10                    | <b>automation</b>       | 9:5,18 14:19             | <b>comment</b> 2:5      | <b>Court</b> 20:6,16    |
| <b>Ali</b> 1:19          | 11:18                   | 17:3                     | 18:5                    | <b>cover</b> 14:19 15:7 |
| <b>aligned</b> 4:20      | <b>available</b> 2:23   | <b>catch</b> 11:6,12     | <b>comments</b> 2:11    | <b>creditors</b> 7:21   |
| <b>alignment</b> 2:22    | <b>Avenue</b> 1:5       | 14:21 18:10              | 9:24                    | <b>criminal</b> 10:10   |
| <b>Alvin</b> 1:11        | <b>aware</b> 14:20      | <b>catch-all</b> 10:21   | <b>Commerce</b> 1:11    | <b>criteria</b> 10:15   |
| <b>analytics</b> 16:25   | <b>aye</b> 2:16 4:5     | <b>caught</b> 18:12      | <b>Committee</b> 1:2    | <b>cross-multiple</b>   |
| <b>answer</b> 16:15      | <b>B</b>                | <b>cause</b> 20:7        | 1:3,8 9:14              | 2:23                    |
| <b>answered</b> 17:19    | <b>back</b> 10:14       | <b>CEO</b> 4:10          | <b>communicated</b>     | <b>current</b> 5:18     |
| <b>anytime</b> 7:2 8:9   | 18:14                   | <b>certain</b> 10:17     | 3:18                    | 17:8                    |
| <b>app</b> 15:19         | <b>backdrop</b> 4:16    | <b>certainly</b> 17:4    | <b>community-b...</b>   | <b>currently</b> 17:25  |
| <b>Appointee</b> 1:15    | <b>backwards</b>        | <b>CERTIFICA...</b>      | 15:19                   | <b>cycle</b> 3:20 12:3  |
| <b>approach</b> 6:24     |                         |                          | <b>comparisons</b>      | <b>cycles</b> 2:24,25   |

|                        |                          |                             |                         |                         |
|------------------------|--------------------------|-----------------------------|-------------------------|-------------------------|
| <b>D</b>               | <b>effect</b> 3:2        | <b>financially</b><br>20:11 | <b>given</b> 7:22 17:8  | 12:21 14:14             |
| <b>data</b> 16:24      | <b>effort</b> 4:18       | <b>financials</b> 14:25     | <b>giving</b> 12:1      | 18:4 19:9               |
| <b>date</b> 15:21      | <b>Emily</b> 1:21        | <b>find</b> 12:17 17:7      | <b>go</b> 4:21 10:11,14 | <b>hold</b> 14:11       |
| <b>Dated</b> 20:13     | <b>employee</b> 20:9     | <b>findings</b> 8:23        | 13:12,22,24             | <b>hopefully</b> 18:10  |
| <b>day</b> 13:22,25    | 20:10                    | 9:10                        | 18:18                   | <b>hoping</b> 6:7       |
| 15:13 20:13            | <b>employees</b> 5:2     | <b>fingerprint</b>          | <b>going</b> 6:2,5,7,9  | <b>Howard</b> 5:15      |
| <b>dealing</b> 15:12   | 5:13,17                  | 15:24 16:6,9                | 6:10 10:7 11:9          | <b>hundred</b> 18:21    |
| 19:8                   | <b>employees'</b> 5:14   | <b>first</b> 2:6 4:15 6:8   | 12:3 14:11,12           |                         |
| <b>decided</b> 4:21    | <b>endemic</b> 14:15     | 15:14,17                    | 15:6,20                 | <b>I</b>                |
| 5:22                   | <b>engaged</b> 7:19      | <b>fiscal</b> 2:25 7:5      | <b>good</b> 14:5        | <b>idea</b> 14:5 16:3   |
| <b>decisions</b> 7:15  | <b>ensure</b> 4:18 5:9   | 8:17,20 10:2                | <b>gotten</b> 8:1,2     | <b>identical</b> 6:21   |
| <b>depending</b>       | <b>entire</b> 7:23 8:1   | 10:14 12:4,9                | <b>Graves</b> 1:12      | <b>illegal</b> 16:7     |
| 13:10                  | <b>errors</b> 9:1        | 14:18 17:10,22              | 10:20                   | <b>immediate</b> 10:7   |
| <b>deploy</b> 15:22    | <b>escalate</b> 7:24     | <b>five</b> 3:5             | <b>great</b> 16:3       | <b>immediately</b> 7:5  |
| <b>detective</b> 17:5  | <b>escalated</b> 5:13    | <b>flag</b> 12:13           | <b>grounds</b> 10:7     | 11:1                    |
| <b>determines</b>      | <b>especially</b> 7:22   | <b>flaw</b> 18:3            | <b>Gubernatorial</b>    | <b>implement</b>        |
| 10:24                  | 11:12                    | <b>flawed</b> 15:1          | 1:15                    | 18:25                   |
| <b>determining</b>     | <b>Esther</b> 1:10       | <b>Florida</b> 1:6 20:3     | <b>guess</b> 2:5 18:5   | <b>impossible</b>       |
| 3:25 4:1               | <b>evident</b> 9:9       | 20:6                        | <b>H</b>                | 15:25,25                |
| <b>develop</b> 9:22    | <b>exact</b> 15:21       | <b>flow</b> 5:12 7:1 9:5    | <b>habits</b> 15:22     | <b>improvement</b>      |
| <b>different</b> 6:23  | <b>Exactly</b> 16:21     | 9:19 14:19                  | <b>Haj</b> 1:18 4:10,12 | 7:6 17:10,17            |
| 10:11 14:17,17         | <b>example</b> 10:6      | 17:4                        | 6:15 11:15              | <b>Imran</b> 1:19       |
| 16:25                  | 11:12                    | <b>foregoing</b> 20:8       | 19:2                    | <b>in-between</b> 9:8   |
| <b>difficult</b> 12:16 | <b>Executive</b> 1:18    | <b>forge</b> 16:1           | <b>handle</b> 8:8       | <b>included</b> 3:21    |
| 13:23 14:21            | <b>existing</b> 7:4 9:15 | <b>Forward</b> 11:16        | <b>hands</b> 15:16,16   | 7:10 9:2,11             |
| <b>direction</b> 4:20  | <b>expenses</b> 7:10     | <b>found</b> 5:23 19:3      | <b>Hanson</b> 1:22      | <b>including</b> 9:4    |
| 16:4                   | 9:4                      | <b>four</b> 18:21           | <b>happen</b> 10:17     | 10:21                   |
| <b>Directors</b> 1:13  | <b>externally</b> 7:3    | <b>fraud</b> 7:3,20 9:1     | 11:9                    | <b>inclusive</b> 20:8   |
| <b>discern</b> 14:1    | <b>eye</b> 17:13         | 10:10 11:12                 | <b>happened</b> 12:22   | <b>incorporate</b>      |
| <b>disclosed</b> 8:23  | <b>F</b>                 | 14:1                        | 12:24 13:2,15           | 9:20                    |
| <b>disconcerting</b>   | <b>faced</b> 8:14        | <b>front</b> 11:19          | 18:14                   | <b>incorporated</b>     |
| 14:9                   | <b>fact</b> 7:22         | <b>funding</b> 2:23,24      | <b>happening</b> 6:11   | 10:18                   |
| <b>discussion</b> 3:8  | <b>factors</b> 5:21,22   | 2:25 3:14,16                | 17:14 18:2              | <b>incorporating</b>    |
| <b>documentation</b>   | <b>fall</b> 10:4         | 12:3                        | <b>happens</b> 8:10     | 10:15                   |
| 7:6                    | <b>falsifying</b> 10:6   | <b>further</b> 7:17         | 17:23                   | <b>incurred</b> 7:11    |
| <b>documents</b>       | <b>far</b> 17:16         | 20:9                        | <b>hard</b> 19:4        | <b>incurring</b> 9:4    |
| 17:14                  | <b>favor</b> 2:14 4:3    | <b>future</b> 8:7 18:22     | <b>heads-up</b> 12:2    | <b>information</b>      |
| <b>doing</b> 13:3      | <b>feel</b> 6:12 15:8    | 18:25                       | <b>health</b> 4:16 6:19 | 13:11 14:23             |
| <b>dollars</b> 5:8     | <b>Fernando</b> 20:6     | <b>G</b>                    | 8:14,17                 | 17:7 18:23              |
| <b>Donovan</b> 1:20    | 20:15                    | <b>Gainey</b> 1:11          | <b>hear</b> 3:2         | <b>infrastructure</b>   |
| <b>Dr</b> 1:10 11:3    | <b>figure</b> 12:19      | 2:10,10 3:4,4               | <b>heard</b> 14:15      | 9:5                     |
| 12:22 13:5             | <b>files</b> 11:23       | <b>General</b> 6:16,18      | <b>heart</b> 10:11      | <b>Initially</b> 6:20   |
| 14:4 15:3,10           | <b>Finance</b> 1:1,3     | 8:3                         | <b>held</b> 1:4         | <b>Inspector</b> 6:16   |
| 18:4                   | 9:14                     | <b>General's</b> 7:12       | <b>Help</b> 5:15        | 6:18 7:12,16            |
| <b>due</b> 8:2         | <b>financial</b> 4:16    | 7:16                        | <b>hesitation</b> 16:8  | 8:3                     |
|                        | 6:19 7:1 8:14            | <b>getting</b> 11:19        | <b>Hoffman</b> 1:7,9    | <b>instances</b> 8:25   |
| <b>E</b>               | 8:18,23 9:11             | <b>give</b> 4:15 9:16       | 2:4,11,14,17            | 17:3                    |
| <b>e-mail</b> 7:14     | 11:11 14:19              | 12:12                       | 3:7,10,24 4:6,8         | <b>interested</b> 20:11 |
| <b>earlier</b> 3:13,18 | 18:8,21                  |                             | 4:11 9:23 11:2          | <b>internally</b> 7:3   |
| <b>early</b> 18:24,25  |                          |                             |                         | 9:13                    |

|   |  |  |  |   |
|---|--|--|--|---|
| <p><b>investigation</b> 7:17</p> <p><b>investigative</b> 6:17</p> <p><b>investment</b> 2:23</p> <p><b>invoice</b> 7:8,10</p> <p><b>invoices</b> 9:2<br/>12:12,13,15</p> <p><b>invoicing</b> 12:11</p> <p><b>involves</b> 8:4</p> <p><b>issue</b> 7:1 8:20<br/>10:11 12:9,14<br/>14:18 17:4<br/>18:6</p> <p><b>issues</b> 9:19<br/>14:17</p> <p><b>items</b> 9:2</p> <hr/> <p style="text-align: center;"><b>J</b></p> <hr/> <p><b>Jacobo</b> 1:10 2:9</p> <p><b>James</b> 1:18</p> <p><b>Jeanty</b> 1:23</p> <p><b>Jews</b> 1:9</p> <p><b>Jim</b> 4:9 7:11</p> <p><b>July</b> 2:7</p> <hr/> <p style="text-align: center;"><b>K</b></p> <hr/> <p><b>Katherine</b> 1:22</p> <p><b>Ken</b> 9:21</p> <p><b>Kendrick-Dunn</b> 1:15</p> <p><b>Kenneth</b> 1:7,9</p> <p><b>kids</b> 7:23 11:13<br/>13:8 14:2 19:6</p> <p><b>kind</b> 14:1</p> <p><b>Kirtland</b> 1:25<br/>3:15 6:20 8:9<br/>17:2</p> <p><b>know</b> 3:11 6:11<br/>6:14 8:8,11,11<br/>8:12 9:21,23<br/>10:3,5,16 11:9<br/>11:17 12:14<br/>14:9 15:3,5<br/>16:9 18:1,20<br/>19:2,6</p> <p><b>Kobrinski</b> 1:12</p> <hr/> <p style="text-align: center;"><b>L</b></p> <hr/> <p><b>Labor</b> 8:5</p> | <p><b>language</b> 9:16<br/>10:22</p> <p><b>large</b> 3:21 20:6</p> <p><b>Laurie</b> 1:15</p> <p><b>lean</b> 9:17</p> <p><b>Lee-Sin</b> 1:20</p> <p><b>Leigh</b> 1:12<br/>10:20 19:6</p> <p><b>let's</b> 13:7 15:5<br/>18:14</p> <p><b>level</b> 8:15 10:10<br/>18:3</p> <p><b>link</b> 8:6</p> <p><b>little</b> 8:10 10:1<br/>10:15 14:20</p> <p><b>look</b> 9:20 12:18<br/>13:13,17 14:5<br/>14:11</p> <p><b>looking</b> 8:14,16<br/>9:7 17:9 18:13</p> <p><b>looks</b> 18:13</p> <p><b>Lori</b> 1:22 3:11</p> <p><b>lose</b> 19:6</p> <p><b>lost</b> 5:18,19</p> <p><b>lot</b> 14:19</p> <hr/> <p style="text-align: center;"><b>M</b></p> <hr/> <p><b>Magaly</b> 1:10</p> <p><b>makeup</b> 17:8</p> <p><b>manager</b> 12:23<br/>12:24</p> <p><b>managers</b> 11:23</p> <p><b>manually</b> 12:16</p> <p><b>March</b> 15:18</p> <p><b>Mark</b> 1:11</p> <p><b>Marta</b> 1:14 11:2<br/>12:21</p> <p><b>Martial</b> 4:13,22<br/>6:2</p> <p><b>match</b> 3:12</p> <p><b>matter</b> 15:14</p> <p><b>mean</b> 15:8</p> <p><b>means</b> 8:16 10:2</p> <p><b>mechanism</b> 11:4<br/>11:5</p> <p><b>media</b> 5:15 7:24</p> <p><b>meeting</b> 1:2,4,6<br/>2:2,6,19 19:11</p> <p><b>Member</b> 1:15</p> <p><b>members</b> 1:8</p> | <p>2:15 4:4</p> <p><b>mentioned</b> 7:11<br/>8:13 9:1,21</p> <p><b>merely</b> 9:3</p> <p><b>messaging</b> 7:2</p> <p><b>methodology</b><br/>18:22</p> <p><b>metric</b> 17:4</p> <p><b>Miami</b> 1:6,9</p> <p><b>Miami-Dade</b><br/>1:10,10,14<br/>20:4</p> <p><b>middle</b> 6:4</p> <p><b>mind</b> 16:7</p> <p><b>minutes</b> 2:6,7</p> <p><b>monies</b> 8:2</p> <p><b>monitor</b> 15:4</p> <p><b>month</b> 18:21</p> <p><b>month's</b> 14:24</p> <p><b>monthly</b> 18:8</p> <p><b>months</b> 13:25</p> <p><b>motion</b> 3:2</p> <p><b>move</b> 2:9 3:3</p> <p><b>moves</b> 10:1</p> <p><b>Muriel</b> 1:23</p> <hr/> <p style="text-align: center;"><b>N</b></p> <hr/> <p><b>name</b> 17:11</p> <p><b>nature</b> 6:23</p> <p><b>nearly</b> 6:21</p> <p><b>necessarily</b><br/>14:23 18:20</p> <p><b>necessary</b> 10:25</p> <p><b>need</b> 2:5 8:5<br/>12:1,11,19<br/>18:24</p> <p><b>needs</b> 17:18 18:9</p> <p><b>new</b> 2:25 3:19<br/>5:20,25</p> <p><b>news</b> 5:15</p> <p><b>nine</b> 5:5,5 13:6</p> <p><b>Notary</b> 20:6</p> <p><b>notes</b> 20:8</p> <p><b>Nuell</b> 1:15 16:2<br/>16:13,18 17:1</p> <p><b>number</b> 5:22</p> <p><b>numbered</b> 20:8</p> <hr/> <p style="text-align: center;"><b>O</b></p> <hr/> <p><b>objectifying</b></p> | <p>10:1</p> <p><b>occurring</b> 17:17</p> <p><b>October</b> 6:8</p> <p><b>office</b> 7:13,16,17</p> <p><b>Officer</b> 1:18</p> <p><b>okay</b> 2:17 3:7<br/>13:7 14:4 19:9</p> <p><b>omissions</b> 9:2</p> <p><b>once</b> 12:17 17:6</p> <p><b>open</b> 7:10</p> <p><b>operate</b> 9:6</p> <p><b>Operations</b> 1:1<br/>1:3</p> <p><b>opposed</b> 4:6</p> <p><b>order</b> 1:7 2:7<br/>7:24 13:25</p> <p><b>ordered</b> 7:12</p> <p><b>ordinary</b> 14:21</p> <p><b>organization</b> 7:4<br/>8:15 12:14<br/>17:18,21</p> <p><b>organization's</b><br/>8:17 9:18</p> <p><b>organizational</b><br/>8:15 18:2</p> <p><b>organizations</b><br/>6:22 7:8</p> <p><b>ought</b> 18:5,17</p> <hr/> <p style="text-align: center;"><b>P</b></p> <hr/> <p><b>p.m</b> 1:5 2:3<br/>19:11</p> <p><b>package</b> 2:20</p> <p><b>pages</b> 20:8</p> <p><b>paid</b> 7:11</p> <p><b>parent</b> 15:17</p> <p><b>parents</b> 5:3,14<br/>6:10</p> <p><b>part</b> 2:8,19,20<br/>3:12 4:17 5:6<br/>6:25 10:18<br/>11:15</p> <p><b>participant</b><br/>16:19</p> <p><b>participants</b><br/>4:24 5:3,4,6<br/>6:25 12:5 15:1</p> <p><b>participation</b><br/>6:24 10:6<br/>17:25 18:6</p> | <p><b>parties</b> 20:10</p> <p><b>parties'</b> 20:10</p> <p><b>passed</b> 2:18</p> <p><b>passes</b> 4:8</p> <p><b>pattern</b> 12:19</p> <p><b>patterns</b> 12:13</p> <p><b>pay</b> 5:12,16</p> <p><b>paying</b> 5:17 7:20</p> <p><b>payment</b> 7:8,25<br/>8:1</p> <p><b>peeked</b> 7:14</p> <p><b>people</b> 11:25<br/>12:12 15:5<br/>18:19</p> <p><b>percent</b> 3:18,22</p> <p><b>Perez</b> 1:14 11:3<br/>12:22 13:5<br/>14:4 15:3,10</p> <p><b>Perez's</b> 18:4</p> <p><b>performance</b><br/>7:6 17:10</p> <p><b>performing</b> 4:18</p> <p><b>person</b> 13:5,6<br/>16:22,23</p> <p><b>perspective</b> 7:20<br/>12:2</p> <p><b>piece</b> 15:20</p> <p><b>PIP</b> 10:2,14<br/>17:23</p> <p><b>place</b> 15:11</p> <p><b>plan</b> 2:22 3:20<br/>7:6 17:10</p> <p><b>please</b> 4:15</p> <p><b>point</b> 5:13 12:5<br/>15:14 16:17,19<br/>16:19</p> <p><b>points</b> 11:21</p> <p><b>policy</b> 9:16<br/>10:18</p> <p><b>portfolios</b> 4:18</p> <p><b>portion</b> 3:15</p> <p><b>position</b> 10:8</p> <p><b>possible</b> 18:16</p> <p><b>possibly</b> 7:3</p> <p><b>practices</b> 14:7<br/>18:18</p> <p><b>President/Chief</b><br/>1:18</p> <p><b>pretty</b> 6:13</p> <p><b>prevent</b> 18:2</p> |
|---|--|--|--|---|



|                             |                         |                        |                          |                         |
|-----------------------------|-------------------------|------------------------|--------------------------|-------------------------|
| <b>primary</b> 5:21<br>8:16 | <b>quarter</b> 14:24    | 18:10                  | <b>secure</b> 5:20       | <b>stages</b> 17:6      |
| <b>priorities</b> 3:13      | <b>quarterly</b> 18:8   | <b>Representative</b>  | <b>see</b> 9:8,14 12:18  | <b>start</b> 6:3 11:19  |
| <b>priority</b> 2:23        | <b>question</b> 3:10    | 1:10                   | 14:6,23,24               | 12:18 17:11             |
| <b>proactive</b> 18:7       | 5:4 16:16               | <b>represented</b>     | 15:9 18:14               | <b>State</b> 1:10 14:6  |
| <b>proactively</b> 11:6     | 17:18                   | 3:17 8:22              | <b>seen</b> 7:15 12:23   | 20:3,6                  |
| <b>probability</b> 12:7     | <b>questions</b> 3:8    | <b>require</b> 7:6     | <b>separate</b> 13:2     | <b>statement</b> 8:18   |
| 13:21                       | 4:2,3 9:24              | <b>requirement</b>     | <b>September</b> 6:4     | 8:23 9:11 18:8          |
| <b>probably</b> 10:5        | 17:20                   | 18:8                   | 20:13                    | <b>statements</b>       |
| <b>problem</b> 12:18        | <b>quite</b> 13:4       | <b>research</b> 16:16  | <b>serve</b> 10:13       | 18:21                   |
| 13:2 14:8,16                | <hr/> <b>R</b> <hr/>    | <b>resolution</b> 2:18 | <b>serves</b> 10:5       | <b>step</b> 16:3        |
| 14:16 15:2                  | <b>reached</b> 5:3,4    | 2:19,20 3:22           | <b>services</b> 5:8,10   | <b>Stephanie</b> 1:24   |
| <b>problems</b> 5:12        | <b>reaching</b> 6:10    | <b>responded</b> 2:15  | 5:24 6:3,3,8,11          | 4:14,15 9:1             |
| 14:19                       | <b>reaction</b> 7:4     | 4:4                    | 19:6                     | 11:17                   |
| <b>proceedings</b> 2:1      | <b>reactive</b> 11:20   | <b>response</b> 2:13   | <b>serving</b> 12:1      | <b>strategic</b> 2:22   |
| 20:7                        | 17:6 19:3               | 3:9 4:7 6:20           | <b>set</b> 6:3           | <b>structured</b> 18:1  |
| <b>process</b> 5:7,25       | <b>ready</b> 6:7        | 7:9 9:10 16:4          | <b>severe</b> 5:12       | <b>students</b> 13:8    |
| 12:16                       | <b>real</b> 17:5        | <b>responsible</b>     | <b>Shanika</b> 1:12      | 15:6                    |
| <b>processes</b> 9:17       | <b>real-time</b> 16:24  | 12:24 13:7,9           | 19:7                     | <b>Subirats</b> 20:6,15 |
| <b>program</b> 5:6          | <b>really</b> 9:1 10:4  | <b>result</b> 11:7     | <b>sign</b> 15:24,24     | <b>submitted</b> 4:24   |
| 6:25 9:6 12:11              | 17:11,12,13             | <b>retrospective</b>   | <b>signing</b> 12:8      | 7:7 8:21 17:14          |
| 13:21 17:10,12              | <b>receive</b> 7:2      | 8:10                   | 16:22                    | <b>submitting</b>       |
| 17:13,25                    | <b>record</b> 13:13     | <b>review</b> 10:18    | <b>signs</b> 9:9         | 12:12                   |
| <b>programming</b>          | 16:10 20:8              | <b>reviewing</b> 8:17  | <b>single</b> 13:13,25   | <b>sudden</b> 16:14     |
| 4:25 5:1                    | <b>Recording</b> 2:2    | 18:20                  | 11:23 12:25              | <b>sufficient</b> 9:5   |
| <b>programs</b> 4:1         | <b>records</b> 10:6     | <b>revisit</b> 10:14   | 13:1,16,17,20            | <b>summary</b> 6:13     |
| <b>projected</b> 2:22       | 13:17 16:1              | <b>RFP</b> 4:1         | <b>situation</b> 7:24    | <b>summer</b> 4:24,25   |
| <b>protocol</b> 8:7         | <b>red</b> 12:13        | <b>right</b> 3:15 6:6  | 8:4 17:17,22             | 5:13,14,14              |
| <b>provide</b> 6:7          | <b>redevelop</b> 17:9   | 16:3                   | 19:3                     | 7:23 13:3,3             |
| 13:11                       | <b>reduce</b> 12:7      | <b>rise</b> 10:10      | <b>situations</b> 6:21   | <b>summertime</b>       |
| <b>provider</b> 4:22        | <b>reference</b> 3:12   | <b>roll</b> 15:18      | <b>solicitation</b> 3:17 | 13:16                   |
| 5:8,11,24,25                | <b>referred</b> 6:16,17 | <b>rolled</b> 15:18    | 3:19,21,21               | <b>suppliers</b> 18:17  |
| 6:1,5 7:5 13:20             | 8:5                     | <b>rolling</b> 15:21   | <b>solicitations</b>     | <b>sure</b> 7:9 14:14   |
| 15:22 16:19                 | <b>registration</b>     | <b>Room</b> 1:6        | 2:21                     | 15:2 19:5               |
| <b>providers</b> 4:13       | 15:15                   | <b>roughly</b> 3:17,18 | <b>solution</b> 11:15    | <b>Sweet</b> 4:13 5:11  |
| 4:19 13:11                  | <b>reimbursing</b>      | <b>row</b> 5:19        | 15:17                    | 6:6,25 7:18             |
| 14:11,17,18,20              | 10:12                   | <b>rules</b> 10:3,4,6  | <b>solutions</b> 12:4    | 8:19 17:21              |
| 15:16                       | <b>relates</b> 12:9     | <hr/> <b>S</b> <hr/>   | <b>somebody</b> 8:7      | <b>Sylvestre</b> 1:24   |
| <b>providing</b> 6:3        | <b>relative</b> 20:9,10 | <b>S.W</b> 1:5         | 10:1 12:1,7,8            | 4:17 7:18               |
| <b>provision</b> 10:16      | <b>release</b> 2:21     | <b>sampling</b> 13:13  | 18:9                     | 11:21 12:25             |
| <b>provisions</b> 10:24     | <b>rely</b> 12:1        | 13:15                  | <b>sort</b> 7:2 11:5,10  | 13:10 15:10             |
| <b>PTA/PTSA</b> 1:11        | <b>renew</b> 4:21 5:23  | <b>saying</b> 7:25     | 11:11 18:4               | 16:11,15,21             |
| <b>public</b> 1:10,14       | <b>rent</b> 5:18        | 10:16 13:7             | <b>speak</b> 17:2        | <b>system</b> 15:13     |
| 2:5 20:6                    | <b>report</b> 4:10 20:7 | 16:5,11 18:13          | <b>speaking</b> 10:21    | 18:10,24,25             |
| <b>pull</b> 11:23           | <b>Reporter</b> 20:6    | 18:16                  | <b>specific</b> 10:24    | <b>system-wide</b>      |
| <b>put</b> 12:19 15:11      | 20:16                   | <b>Schools</b> 1:10,14 | <b>spending</b> 3:20     | 15:2                    |
| 15:16 16:9                  | <b>REPORTER'S</b>       | <b>second</b> 2:10 3:4 | 12:13                    | <b>systems</b> 15:11    |
| <b>putting</b> 12:3         | 20:1                    | 5:11,19                | <b>staff</b> 1:17 9:14   | <hr/> <b>T</b> <hr/>    |
| <hr/> <b>Q</b> <hr/>        | <b>reporting</b> 11:13  | <b>secondary</b> 5:22  | 10:21 14:15              | <b>take</b> 5:24 6:5    |
|                             | 12:5 13:5               | <b>secondly</b> 16:23  | 18:20 19:4               | <b>taken</b> 4:14       |

|  |   |   |                         |
|--|---|---|-------------------------|
| <b>takes</b> 13:13   | <b>trouble</b> 14:12                                      | 11:17 16:21   | <hr/> <b>1</b> <hr/>    |
| <b>talk</b> 4:9 11:17<br>12:10   | <b>Trowbridge</b><br>1:11 3:3,3,5                         | 17:4,9 19:3   | <b>1</b> 20:8           |
| <b>talked</b> 3:13 9:24<br>9:25 12:10  | <b>true</b> 20:8  | <b>wanted</b> 4:9,9   | <b>11</b> 5:4           |
| <b>talking</b> 3:16<br>14:15   | <b>Trust</b> 1:1,3 7:7<br>8:21 9:9 10:3<br>10:23,25 17:15 | 11:2 17:2   | <b>12,000</b> 15:12     |
| <b>technology</b><br>11:16,22  | <b>Trusts</b> 14:6  | <b>warning</b> 9:8<br>18:24,25  | <b>17-'18</b> 12:4      |
| <b>terminate</b> 10:23<br>10:25  | <b>try</b> 15:9   | <b>warranted</b> 7:17   | <b>18-'19</b> 12:4      |
| <b>termination</b><br>10:7,22  | <b>two</b> 4:12,19 5:21<br>6:22 11:7<br>13:25 14:17,17    | <b>way</b> 9:15 11:16<br>15:9 16:1,18   | <b>19th</b> 20:13       |
| <b>thank</b> 4:12 19:4<br>19:7,10  | <hr/> <b>U</b> <hr/>                                      | <b>ways</b> 18:19   | <hr/> <b>2</b> <hr/>    |
| <b>theft</b> 8:4   | <b>ultimately</b> 18:9                                    | <b>we'll</b> 17:9   | <b>20</b> 20:8          |
| <b>thing</b> 15:15   | <b>unanimously</b><br>2:17 4:8                            | <b>we're</b> 3:16,25<br>4:1 5:24 6:6,17<br>10:11,15 12:1<br>13:10 14:12,20<br>15:12,20 17:12<br>18:12 19:10 | <b>2017</b> 1:4 20:13   |
| <b>things</b> 9:11 10:9<br>10:14,17 11:6<br>11:7 13:18<br>16:4 18:11   | <b>unfortunately</b><br>13:15                             | <b>we've</b> 4:23 8:13<br>8:13 12:9 16:5  | <b>2017-18</b> 2:24     |
| <b>think</b> 2:18 3:17<br>3:24 6:13 7:14<br>8:22 10:5,8,13<br>11:3,14 14:4<br>14:21 16:7<br>17:5,20 18:17<br>18:18 | <b>unit</b> 6:17  | <b>week</b> 6:10 13:1   | <b>2017-A</b> 2:20      |
| <b>thinking</b> 17:1<br>18:5   | <b>United</b> 4:13,22<br>6:1                              | <b>weeks</b> 19:5,8   | <b>2018</b> 3:1         |
| <b>thought</b> 16:2  | <b>universe</b> 18:17                                     | <b>Welcome</b> 2:4  | <hr/> <b>3</b> <hr/>    |
| <b>three</b> 13:25<br>18:21  | <b>update</b> 15:13                                       | <b>went</b> 2:18  | <b>30</b> 13:8,8 15:6,6 |
| <b>Thursday</b> 1:4  | <b>updated</b> 15:18                                      | <b>weren't</b> 9:3  | <b>31st</b> 1:4         |
| <b>time</b> 19:7   | <b>use</b> 16:21  | <b>wide</b> 18:17   | <b>3250</b> 1:5         |
| <b>timeline</b> 16:12  | <hr/> <b>V</b> <hr/>                                      | <b>William</b> 1:25   | <b>33129</b> 1:6        |
| <b>Tiombe-Bisa</b><br>1:15   | <b>valid</b> 13:11  | <b>words</b> 14:16<br>18:7  | <b>3rd</b> 1:5          |
| <b>tip</b> 5:2   | <b>VERBAL</b> 2:13<br>3:9 4:7                             | <b>worked</b> 7:23<br>19:4  | <hr/> <b>4</b> <hr/>    |
| <b>today</b> 12:15 14:3  | <b>verified</b> 4:23 5:5                                  | <b>working</b> 9:13,13<br>15:10   | <b>4:54</b> 1:5 2:2     |
| <b>today's</b> 14:23   | <b>version</b> 15:19                                      | <hr/> <b>X</b> <hr/>  | <hr/> <b>5</b> <hr/>    |
| <b>tolerate</b> 10:9   | <b>view</b> 16:19,20                                      | <hr/> <b>Y</b> <hr/>  | <b>5:18</b> 19:11       |
| <b>tools</b> 18:24   | <b>Vine</b> 4:13 5:11<br>6:6 7:18 17:21                   | <b>Yeah</b> 9:23 16:13  | <hr/> <b>6</b> <hr/>    |
| <b>touch</b> 5:5   | <b>Vine's</b> 7:1 8:19                                    | <b>year</b> 2:25 3:1<br>5:19 12:4<br>13:14  | <b>60</b> 13:21,22      |
| <b>track</b> 16:18   | <b>Visions</b> 6:2  | <b>year-to-year</b><br>8:16   | <b>6th</b> 2:7          |
| <b>Training</b> 1:6  | <b>visit</b> 13:16,20                                     | <b>years</b> 3:5 8:21<br>16:5   | <hr/> <b>7</b> <hr/>    |
| <b>transitioning</b><br>5:7,25   | <b>visits</b> 11:23 13:1<br>13:1,17                       | <b>yesterday</b> 9:25   | <hr/> <b>70</b> 3:18,22 |
| <b>trends</b> 12:17  | <b>volume</b> 11:25<br>12:15                              | <hr/> <b>Z</b> <hr/>  |                         |
| <b>Trinity</b> 6:6,9   | <hr/> <b>W</b> <hr/>                                      | <b>zero</b> 8:22  |                         |
|  | <b>W</b> 1:15   | <hr/> <b>0</b> <hr/>  |                         |
|  | <b>wage</b> 8:4   |   |                         |
|  | <b>wait</b> 14:9  |   |                         |
|  | <b>want</b> 4:21 7:21                                     |   |                         |