## PUBLIC MEETING BETWEEN

## CITY OF JACKSONVILLE

AND

## JACKSONVILLE POLICE AND FIRE PENSION FUND

MODERATOR,
RODNEY WARREN SMITH, Esquire
Avera & Smith, LLP
2814 Southwest 13th Street
Gainesville, Florida 32608

DATE TAKEN: May 13, 2014

TIME: 10:08 a.m. - 3:48 p.m.

PLACE: City Hall

St. James Building Lynwood Roberts Room 117 West Duval Street

Jacksonville, Florida 32202

reported by:

Karen Adair Ruiz

Florida Professional Reporter

Registered Merit Reporter

RILEY REPORTING & ASSOCIATES, INC. 1660 Prudential Drive, Suite 210 Jacksonville, Florida 32207 (904)358-1615 info@rileyreporting.com

```
Page 2
                                                                                                                Page 4
                APPEARANCES
                                                            1
                                                                     THE MODERATOR: I think everybody's done --
MAYOR ALVIN BROWN
                                                            2
City Hall
                                                                     MAYOR BROWN: We've done a good -- we're
Office of the Mayor
                                                            3
                                                                doing well.
St. James Building
117 West Duval Street
                                                            4
                                                                     THE MODERATOR: It's great. It's -- I had
Jacksonville, Florida 32202
                                                            5
                                                                the over-under and fistfights at three, and so far
CHRISTOPHER JOHN HAND, Esquire
Chief of Staff
                                                            6
                                                                I'm way under, so . . .
Office of the Mayor
                                                            7
St. James Building
                                                                     MR. CHATMON: It's early.
117 West Duval Street
                                                            8
                                                                     THE MODERATOR: No. You guys have done very,
Jacksonville, Florida 32202
CINDY A. LAQUIDARA, Esquire
                                                            9
                                                                very well.
General Counsel
                                                           10
                                                                     MR. HAND: Here we go.
Office of the General Counsel
117 West Duval Street, Suite 480
                                                           11
                                                                     THE MODERATOR: All right. What I'm going to
Jacksonville, Florida 32202
DERREL Q. CHATMON, Esquire
                                                           12
                                                                do now --
Chief Deputy General Counsel
                                                           13
                                                                     MR. CHATMON: Here they are.
Office of the General Counsel
117 West Duval Street, Suite 480
                                                           14
                                                                     THE MODERATOR: Chris, I'm going to let
Jacksonville, Florida 32202
                                                                you -- I'm going to hand this -- let's hand these
                                                           15
C. RONALD BELTON
Chief Financial Officer, City of Jacksonville
                                                           16
                                                                out.
St. James Building
                                                           17
117 West Duval Street, Suite 300
                                                                     MR. HAND: Sure.
Jacksonville, Florida 32202
                                                           18
                                                                     THE MODERATOR: And then we'll take a look at
PATRICK GREIVE
Treasurer, City of Jacksonville
                                                           19
                                                                everything. And then you will -- the floor will
St. James Building
                                                           20
                                                                be yours to present your proposals.
117 West Duval Street, Suite 300
Jacksonville, Florida 32202
                                                           21
                                                                     And then, John, we'll hear from your side.
JOHN KEANE
Executive Director-Administrator
                                                           22
                                                                     And then we'll hear back from you-all.
Police and Fire Pension Fund
                                                           23
                                                                     MR. HAND: Carol, is there another set?
One West Adams Street, Suite 100
Jacksonville, Florida 32202
                                                           24
                                                                     THE MODERATOR: And I don't know if you have
                                                           25
                                                                this where you can put any part or parts --
                                                    Page 3
                                                                                                                Page 5
 1
                                                            1
                                                                     MR. HAND: Sure.
 2
          THE MODERATOR: Where we are is this morning
                                                            2
                                                                     THE MODERATOR: -- of it up.
 3
     the City has asked -- they have a proposal they'd
                                                                     MR. HAND: We have a thumb drive, so we can
     like to start with this morning. I kind of had
 4
                                                                put it all up.
 5
     outlined yesterday that that's what I expected we
                                                            5
                                                                     THE MODERATOR: It'd probably help with the
     would do. So I had some language on a particular
 6
                                                            6
                                                                others. Okay.
                                                            7
 7
     issue, but I'm going to hold that because I know
                                                                     Thank you.
 8
     that's part, likely to be part, of a larger
                                                            8
                                                                     Got it.
 9
                                                            9
     proposal. So we're just waiting, as I understand
                                                                     All right.
10
     it, for copies to get done here.
                                                           10
                                                                     MR. KEANE: Thanks, Chief.
11
          MAYOR BROWN: Yes.
                                                           11
                                                                     MR. HAND: Does everybody have a copy down
12
                                                           12
          MR. HAND: Yes.
                                                                there?
13
          THE MODERATOR: And then we'll get going
                                                           13
                                                                     MR. CHATMON: Yes, sir.
14
     on -- and so I really don't want to get into
                                                           14
                                                                     MR. HAND: Okay. Carol, would you distribute
     arguments on issues until we get this in front of
15
                                                           15
                                                                these to everybody?
16
     us, which may stimulate the conversations.
                                                           16
                                                                     THE MODERATOR: Go ahead.
17
                                                           17
                                                                     MR. HAND: Okay. Carol is distributing these
          MAYOR BROWN: Arguments? No arguments. No
                                                                to the public, as well. And this is up on the
18
     arguing.
                                                           18
19
          MR. KEANE: Discussion.
                                                           19
                                                                board. So, Senator, what this is, is this is sort
20
          MAYOR BROWN: Discussions. You know, a
                                                           20
                                                                of a summary of what we have already agreed to,
21
     little intense, as -- Randy Wyse told me not to
                                                                plus the City's kind of counterproposal as it
22
     get mad today --
                                                           22
                                                                relates to attempting to wrap up governance and
23
          THE MODERATOR: That's right.
                                                           23
                                                                current employees.
24
          MAYOR BROWN: My expressions will be much,
                                                           24
                                                                     So just sort of first for review, the parties
25
     you know --
                                                           25
                                                                have reached agreement on new employees. These
```

Page 6

are the new employee modifications that were part
of the mediation settlement agreement and endorsed
by the Retirement Reform Task Force. The one
alteration, of course, is the computation method
for the early retirement penalty. And I have
attached the spreadsheet that Mr. Greive put
together and we've all agreed to as part of this.
So that's just sort of review.

We've also agreed to remove from consideration Task Force Recommendation No. 13, which relates to the general employees' and correctional officers' pension plan, so that's been removed from consideration.

And then we've also reached agreement on three governance matters, three Retirement Reform Task Force recommendations. No. 1, which is related to the Financial and Investment Advisory Committee. No. 2, which is entitled "Ethics, Certification, and Disclosure Requirements for Investment Managers and Advisers." And No. 6, which is entitled "Actuarial Standards, Transparency, and Disclosure." Again, those are three governance matters on which we have reached agreement.

Now, to kind of move forward on other kind of

governance and current employee matters, obviously, there's been a lot of discussion about the subject of who controls the fifth member of the Police and Fire Pension Fund. The mayor has spoken a lot about this and how this is a priority for him to have an appointment as the mayor who's held accountable for -- to taxpayers for these issues and the importance from his perspective of having that appointment.

We also know that it is of great interest to members of City Council. In fact, Council
President Gulliford and Councilman Crescimbeni
have scheduled a noticed meeting for tomorrow on
the subject of the Police and Fire Pension Fund,
specifically on the possibility of putting an item
on the ballot for voters to weigh in on who ought
to have control of the fifth member. So this is
obviously a matter of great importance to the
elected officials who ultimately will decide these
matters.

If the City were not to insist on the fifth member, we'd have to have some very clear standards for -- to ensure accountability and proper qualifications and to ensure that we have a financially sustainable employee benefit plan kind of moving forward for current employees.

So with all that in mind, the City will not insist on having Recommendation No. 4, which is the City appointment of the fifth member, if we can get agreement on the following matters in exchange for the JPFPF agreeing to the following: No. 1, clear qualifications for the City-appointed trustees and the fifth trustees. The language you see in front of you on Page 1 of the handout is very similar to the language that the task force recommended and, again, applies to those qualifications and criteria to both the two City-appointed trustees and the fifth trustee who would be selected by the other four.

And it notes that they will be persons with professional and financial experience and/or public pension experience, governance experience, institutional investment experience, community experience and wisdom, or comparable professional training, knowledge, and experience and expertise. So that is to establish clear qualifications for, not only the two City-appointed trustees, but also the fifth trustee when the other four are selecting them.

Also, as part of this proposal, the JPFPF

Page 9

would need to accept the City of Jacksonville's proposal on current employees, which we made at the initial meeting on May 6th and reiterated, I believe, yesterday when we were talking about that. Those are the changes we put up on the board previously.

We would also need the JPFPF to agree to the mediator's language on the use of the Office of General Counsel. And when I say the mediator's language, I mean the language that Senator Smith proposed last week, which has been a document that's been forwarded around, as well. It has a big X on the front in terms of those provisions that don't apply to the use of the Office of General Counsel.

We would also need the JPFPF to agree to Task Force Recommendation No. 7. We have made some relatively minor modifications to that.

And, John, I'll be able to give you, for the afternoon session, a red-line version, if that would be helpful.

MR. KEANE: Thank you, Chief.

MR. HAND: Sure. But just to kind of reiterate how this would read, it would now read: The selection of any future executive

director-administrator -- and by the way, John, we just changed that to reflect what your current

3 title is --

preferred.

MR. KEANE: Thank you. MR. HAND: -- of the JPFPF will be governed by a professional process, subject to Florida law in which the candidate will be selected by the Board using the City Employee Services Department's search and selection processes and, if necessary, using the assistance of an executive search firm retained by the Board. A salary and benefit survey will be conducted prior to advertising for the position in order to establish a compensation level comparable to funds of similar size and complexity to the fund. In addition to the requirements of applicable law, candidates will be required to have a minimum of five years of pension administration or institutional investment experience, expertise in

the oversight of investment portfolios, and a

degree in finance, economics, accounting, or a

university. Comparable experience administering

the activities of a state or local public pension

plan will also be considered. Candidates who are

related area of study from an accredited

Page 11 CPAs or who have a JD, MBA, or CFA degree will be

So that is a modification, a slight modification, of Task Force Recommendation No. 7. In exchange for not insisting on City appointment of a fifth member, we would also require the JPFPF to agree to Task Force Recommendation No. 8, which, again, is slightly amended as kind of set forth here on Page 2

And just to kind of read it into the record, that reads: Upon the selection of the next executive director-administrator of the JPFPF, the aggregate compensation of the executive director-administrator shall be determined in accordance with the market analysis of comparably sized public pension plans provided for in Recommendation 7 above. The City and/or JPFPF shall ensure that any future executive director-administrator and/or senior management employee is placed in either the City General Employees' Pension Fund or a defined contribution plan with the JPFPF employer contribution, subject

to the limits of federal law. The JPFPF's current

Senior Staff Pension Plan will be frozen as of the

close of the pay period immediately proceeding

 $$\operatorname{\textsc{Page}}\,12$$  August 15th, 2014, and following that date, no

2 further benefits will accrue under the Senior

3 Staff Pension Plan. Benefits will be distributed

4 to Senior Staff Pension Plan participants after

5 closure of the plan as if such participants had

6 been enrolled in the Florida Retirement System

7 Special Risk Plan or by the purchase of annuities,

8 as permitted by law. For any Senior Staff Pension

9 Plan beneficiaries who are currently JPFPF 10 employees, benefits will be distributed following

11 termination of employment.

The next provision is Task Force
Recommendation No. 10, which is entitled in their
Task Force Recommendation as "Return to Collective
Bargaining." We have retitled it and changed some
of the verbiage so that this proposal, again,
which would be part of the package that the City
would need in order not to have the appointment
over the fifth member, would read as follows:
Negotiation of pension benefits, the benefits as
set forth in the restated agreement enacted in
2011-1164 and subsequently amended in 2003-303,
2003-1338, and 2006-508, shall be modified as set
forth herein and remain in effect through

 $$^{\rm Page\ 13}$$  1 implementation of these benefit modifications, the

2 JPFPF shall not negotiate changes to pension

September 30th, 2017. Following the

benefits or impede the bargaining agents of the representative employees from negotiating changes to pension benefits.

So that is a modification of Task Force Recommendation No. 10, a similar subject, but different title and different verbiage.

The last two are the final two governance recommendations of the Retirement Reform Task Force. It's Task Force Recommendation No. 11, which is entitled, "Consultation Among Parties." This is one we had essentially agreed to before, just with some minor wording changes.

Again, how this would read: Consultation
Among Parties, the City and the JPFPF should
consult on an ongoing basis related to their
performance under this agreement, public records,
open government issues, and other matters. Senior
representatives of each should meet monthly to
discuss matters of importance to either, and both
parties should proceed in the spirit of good faith
and cooperation. In that regard, the parties
should make available to each other on a
continuing basis all information that is necessary

10

11

12

13

14

15

16

17

18

19

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

to assure their mutual understanding and success.

- 2 The City and the JPFPF should endeavor to work
- 3 harmoniously to enforce their respective
- obligations hereunder, under this agreement, and
- 5 applicable charter, statutory, and ordinance code
- 6 provisions, and to avoid obstruction of their
- 7 respective rights. Meetings will be in accordance

8 with applicable federal, state, and local laws.

9 And then Task Force Recommendation No. 12, 10 which has simply been rephrased here to reflect

11 how it would appear in an agreement, as opposed to

12 a task force recommendation: Expression by

13

charter and ordinance, the City and the JPFPF 14 agree to support and promulgate this agreement

through appropriate revisions to the charter and

16 the ordinance code.

15

17

18

19

20

So, again, just to sort of summarize, we've

reached agreement on new employees. We've reached

agreement on several governance provisions. What

this would do is, in order to take a balanced

21 approach to make sure that the City has the

22 assurance on accountability and transparency,

23 given the large amount of taxpayer dollars going

24 into this process, and to ensure that we have

25 long-term financial sustainability in terms of

Page 15

benefits, notwithstanding the strong feelings of 2 the mayor and City Council members about control

3 over the fifth member, the City is willing to

4 retreat from that in exchange for acceptance of

5 our proposal on current employees and these other

6 governance provisions, particularly the --

including the language as to the qualifications 7

8 for the fifth trustee that I have outlined in this

proposal.

9

10

11

13

22

24

25

THE MODERATOR: Before I turn it over to you for response, I've got just -- could I ask some

12 questions?

MR. KEANE: I wish you would.

14 THE MODERATOR: Okay. I want to go to No. 5. 15 No. 5 -- and I haven't been able to compare it.

16 In what way to No. -- Chris, if you -- tell me how

17 No. 5 stacks up. I know the original language in

18 five that was -- that was -- it had the mayor

19 language, which would have reflected -- so this

20 omits the mayor language, which reflects the 21

proposed change to four.

MR. HAND: Sure.

23 THE MODERATOR: Does this change anything

else from what we had as five?

MR. HAND: It makes two changes. And, again,

Page 16

for the afternoon session I'll have a red-line version so people can see. But what it does is

the original proposal referred to appointments by,

I believe, the mayor and the City Council. This

5 changes this to say the City. Obviously, that's

6 for the mayor and the City Council to determine

7 how those appointments are made. That's not

8 really a subject for the Board and the City to 9 determine. So it refers to the two City trustees.

It also adds the provision -- because, of course, in the task force recommendations there was a recommendation that the fifth appointee be appointed by the mayor, approved by City Council. This now makes it clear that these qualifications would apply to the fifth member of the trustee as appointed by the other four. So when the other four appoint that fifth member, they would now have clear criteria and qualifications with which to make their appointment.

THE MODERATOR: Then on No. -- on No. 8 --20 21 and this may be for you or somebody on your team.

22 Benefits will be distributed to Senior Staff 23 Pension Plan participants after closure of the 24 plan as if participants had been enrolled in the 25 Florida Retirement System Special Risk -- or by

Page 17

purchase of annuities -- permitted by -- for any 2 senior -- above that there was the way in which --

there had been some discussion -- if I remember

right, there had been some discussion about where

we would put the new administrator and whether or

not that administrator would have an option of

going into a General Employees' Pension Plan.

And then I think that's where the 401(a) option -- well, this language -- well, I guess what I'm asking is -- or a defined contribution plan with the JPF employer -- subject to the limits of federal law -- is that essentially saying that they -- that the 401(a) -- or that option is not available, or is that -- is that -is "defined contribution plan" broad enough language to cover that or not?

MR. HAND: To the extent that a 401(a) qualifies as a defined contribution plan, then it would qualify under this language. This is actually very similar language that was in the mediated settlement agreement as it relates to that.

THE MODERATOR: I just want to be clear because I think, actually, the other day we had -their proposal had been to put that language in

Page 18 there. And what you're saying is, to the degree 2 that a 401(a) is a defined contribution plan 3 within the limits of federal law, then that is an 4 option that would be available? 5 MR. HAND: Correct. This would give the --6 this would give the option -- two options for a 7 future executive director-administrator, either to 8 be in the general employees' plan, or to be in a 9 defined contribution plan, subject to the limits of federal law. 10 11 THE MODERATOR: To back up for a minute, in what way is No. 7 different than seven was -- and 12 13 I'm trying to do a side-by-side, and it's almost 14 impossible to read that rapidly -- the Proposal 15 No. 7 that you had advanced --16 MR. HAND: Sure. Where there --17 THE MODERATOR: -- that's -- I think which was from the task force --18 19 MR. HAND: Sure. And, of course, some of this cleanup is related to the prospect of taking 20 21 it from a task force recommendation to putting it 22 in --23 THE MODERATOR: I understand. 24 MR. HAND: -- a provision that would be in an 25 agreement.

1 THE MODERATOR: The page is 22. 2 MR. HAND: Yeah. It essentially makes two 3 changes to No. 7. Again, you'll have the red line for the beginning of the afternoon session. 4 5 THE MODERATOR: Okay. 6 MR. HAND: Change No. 1 is Mr. Keane had 7 asked to make -- have clarity if the candidate 8 would be selected by the Board. So we have 9 inserted a clause that says: In which the candidate will be selected by the Board using the 10 11 City Employee Services Department. 12 So we've made that clarification --13 THE MODERATOR: Okay. 14 MR. HAND: -- based on Mr. Keane's comments. 15 The other piece it does is -- there had been 16 a provision in the second to the last sentence 17 that, in addition to talking about the years of 18 experience, the educational requirement, the 19 expertise in investment oversight, there had been 20 a clause that said something to the effect of: Or 21 comparable work and experience. 22 I can't remember what the exact language was. 23 That -- and, again, just to be clear from the red

line, that language was deleted so that there's

absolute clarity on the years of experience, the

24

25

Page 20 expertise required, and the educational background 2 required for the successor administrator. 3 THE MODERATOR: And just to make clear, that would be almost the third to the last line --5 MR. HAND: Correct. 6 THE MODERATOR: -- and it's in No. 7. MR. HAND: Right. So the clause --7 8 THE MODERATOR: You omitted the clause --9 MR. HAND: The clause --10 THE MODERATOR: -- which was --11 MR. HAND: Correct. 12 THE MODERATOR: -- comparable -- or comparable training and experience --13 14 MR. HAND: And experience, correct. 15 THE MODERATOR: -- is the omitted --16 MR. HAND: Yeah. So that's -- in other 17 words, there would be a period now after 18 "university." 19 THE MODERATOR: Got it. Okay. 20 MR. HAND: So, again, to establish absolute 21 clarity in terms of years of experience, expertise 22 required, educational background required, it 23 would eliminate that. 24 It would also change the word -- under the previous provision, the word -- "comparable

Page 21 experience directing the activities of a state or 1 2 local public pension plan will also be considered," just, again, in the interest of clarity, we changed the word from "directing" to 5 "administering," just to be consistent with the 6 rest of the language in that paragraph. 7 THE MODERATOR: On Paragraph No. 10, as 8 proposed with the new language, first of all, this 9 is probably something you guys are very familiar with and I'm not. Explain to me what 2011-64 --10 11 MR. HAND: Sure. 12 THE MODERATOR: -- and those various other --13 are those Council -- prior Council amendments --14 MR. HAND: There are --15 THE MODERATOR: -- to the 30-year 16 agreement --17 MR. HAND: So 2011-1164 is the enactment of 18 the restated settlement agreement, the so-called 30-year agreement. That legislation and the 19 20 agreement it implemented was subsequently amended 21 three times, in 2003-303, 2003-1338, and 2006-508. That legislation and those three amendments 22

currently define the current benefit structure.

benefits, the benefits as set forth in those

So, again, what this is saying is these

23

24

25

Page 19

Page 22 agreements, are hereby modified in the ways we

agreed to them and remain in effect for the

2

10

11

12

13

14

15

19

20

21

22

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

- 3 three-year period we discussed, through September
- 4 30th, 2017, and that following the implementation
- 5 of those benefit modifications, the Police and
- 6 Fire Pension Fund shall not negotiate changes to
- 7 pension benefits and shall not impede the
- 8 bargaining agents of representative employees from
- 9 negotiating changes to the pension benefits.

THE MODERATOR: All right. Again, this probably shows that I know much less about this than you-all, but let me ask a couple of questions on this. I want to, first of all, go to the issue of September 30th, 2017. You're saying that the benefits as set forth in this agreement shall

16 remain in effect through September 30, 2017? 17 MR. HAND: Correct. So from a period --

18 THE MODERATOR: Is it your --

MR. HAND: -- of October 1, 2014, through September 30th, 2017.

THE MODERATOR: Is it your view that this language would -- that the 30-year agreement, as amended, would expire entirely on September 30, 2017, or would be subject to amendment, but no sooner than September 30, 2017?

MR. HAND: Our position is that the -- any benefits provisions -- and there are obviously other provisions which we need to discuss and are not sort of subject, but the benefits provision, in accordance with Florida law, would be in effect for that three-year period, from October 1st, 2014, through September 30th, 2017. That comports with the three-year requirement that is part and parcel of Florida law.

THE MODERATOR: Now, you have here that the Board shall not negotiate changes or impede the bargaining agents. Let me just ask this. Board has independent responsibility and fiduciary responsibility, as I think you guys have all set it out and explained.

Just for a moment I want you to assume that the collective bargaining process -- that the police representative or the fire representative sit down and they negotiate a benefit proposal, and that the City -- I'm not -- I'm just using this -- the City and the unions agreed to some benefit proposal, some contribution -- that may affect contribution, may affect -- I mean, anything could be negotiated on the issue of pensions.

Page 24

1 That comes back and it is -- it is agreed upon by the City and the unions. What happens if

3 the Board, in its responsible position, says, "We

believe this is not" -- "We believe that the

5 collective bargaining, either the benefits

6 bestowed or the contribution affected no

longer" -- "that would affect the soundness of 7

8 the" -- "of the pension plan, which we oversee" --9 I've never quite understood this in the collective

10 bargaining and I'm raising it again.

11 John and the Board have the -- or John's --12 John or John's successor and the Board have a responsibility. What do they -- if they say, 13 14 "We're not going to accept this," is that a --

15 MS. LAQUIDARA: No. No. This is --

16 THE MODERATOR: -- problem?

17 MS. LAQUIDARA: If I may --

18 THE MODERATOR: Go ahead.

19 MS. LAQUIDARA: -- this is the law; okay? 20 The City negotiates it, understanding how much 21 this is going to cost and the impact on the

22 budget. The PFPF takes the information on their 23

actuarial fund. And it's math. What they do is 24 math. And they say, "This is what it costs."

THE MODERATOR: Right.

Page 25

MS. LAQUIDARA: The City has to pay it. That's -- it's that simple. If they think -- if

they want to get in the middle of a policy

decision, which I don't recommend, as a fiduciary,

5 then they have three minutes at the podium, and

they have the discussion in their public meetings. 6

But the City has every right to do that. The job of the trustees is to be at the podium, saying, "We need more money when you do this," and "Here's your actuarial report done conservatively. We need more money."

Their job is just saying, "Now that you've made that deal, you need to pay for it," nothing more, no right to compel us -- because they can compel us to do that. They can compel us to pay for the deals that we've negotiated. That's their sword, not entering into a policy decision about whether we should give less rich benefits.

THE MODERATOR: Where --

MR. HAND: Senator, one thing I want to add to this --

THE MODERATOR: Go ahead. Sure.

MR. HAND: -- if I might, this provision is entirely consistent with how most other police and fire pension funds in the State of Florida fulfill

25

1

2

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

Page 23

Page 29

their responsibilities, which is a fiduciary responsibility to maintain the financial soundness of the fund and leave the negotiation of benefits to others.

If you talk to Mayor Seiler in
Fort Lauderdale, or Mayor Buckhorn in Tampa, or
Mayor Dyer in Orlando, or other mayors in cities
where they have police and fire pension funds,
there's a fairly clear distinction between the
role of the fund, which is the financial soundness
of the fund, and the role of bargaining agents,
which is to determine the benefits of the fund.
This simply provides that same clarity which
exists in similar entities around the state.

THE MODERATOR: And the police and fire collective bargaining representatives, their respective agents, have historically waived collectively bargaining over pension benefits in the City of Jacksonville; is that -- is that an accurate statement?

MR. HAND: I would say it's accurate to say they have waived them in this instance.

Mr. Chatmon has letters from both the JFF and the FOP, which we've distributed, where they waived

25 them. I don't know that I would say that it's

historically true they have waived them, but they have certainly waived them in this instance.

MS. LAQUIDARA: The concept, Senator Smith, is the same as for FRS. Did 1100 unions waive for the past ten years their pension rights, or were they just -- that's what they were and so people went on and bargained their salaries, knowing that that's what they had? Because for ten years 1100 unions did not bargain pension in the FRS. The FRS wanted to change it. They bargained pensions.

And so that's a right that the bargaining agents have. Apparently, wisely, before, everybody let that go or they focused on other matters. But they certainly have the right three years from now to look at this and say, "We want to get back in the game."

And that's an important matter. They're elected by the police and fire membership to do that, if they waive their right. And they're entitled to.

THE MODERATOR: I'm only -- I'm not troubled.
MS. LAQUIDARA: Yeah.

THE MODERATOR: I'm only asking the questions because I really think the FRS is not a really great example in some way. I mean, I --

ø

MS. LAQUIDARA: Legally.

THE MODERATOR: It is, but it's not because
I, actually -- one of the few things I may have
some knowledge about is I actually was stuck on

the end of trying to figure out how you overlay
that because the reality is, is that one of the
things that happens, particularly with, like, the

FRS is the idea that there's the long-term plan

9 for benefits, long-term contribution.

Well, how do we -- the very things that you guys are talking about. How are we going to challenge -- deal with the challenging issue of unfunded liability? We're not going to -- the reality is there's very little change that can or does ever take place on a three-year cycle in a pension -- and when I say historically -- and correct me if I'm wrong, Derrel. I remember the conversation being, during the mediated settlement negotiation, that it had been -- that the 30-year agreement -- I won't say was in lieu of, but had essentially been substituted for. And during that period of time, pension benefits had not been negotiated by the respective police and fire representatives. Is that inaccurate?

25 MR. CHATMON: Well, I can tell you that

historically there have not been actual negotiations over police and fire benefits with

the unions. That hasn't been because there

haven't been efforts by the administration.

In the past, prior mayors have actually made efforts. It's just that that document had been in place and there had not been negotiations. Whether you would say that they actually waived them or not, I wouldn't want to -- I wouldn't want to put words in the unions' mouth, but I will say at this standpoint, they just haven't been done.

MS. LAQUIDARA: Well, I think it's evidence that historically, for some reason, we had the creed from the original settlement of management to the fund, to the fund actually negotiating benefits, which is a problem for a fiduciary. I mean, that brought us 38 percent funding.

So, clearly, a change needs to be made, which is why the mayor has proposed these changes. And I think it's better for everybody if the fund has -- gets back to managing their money and focusing on that. And the unions, in the changed environment, have the clear right to negotiate their pension three years from now.

MR. HAND: And all -- and all of this is --

Page 30 and just to be clear, what this is attempting to 2 say is here's the term of these potential benefit 3 changes, and that following that term, there's nothing that impedes the unions from exercising 5 their right to collectively bargain these 6 benefits, which is the right that enures to them 7 under the law. 8 THE MODERATOR: My biggest -- once again, it 9

10

11

12

13

14

15

10

11

12

13

25

doesn't matter what my problem is. I'll let John address those issues. But I do have a conceptual difficulty because, really, what has -- what has happened here has historically -- and I'm not a -conceptually -- difficulty with the idea of the fiduciary responsibility. It really has to do with the overlay of an agreement between you-all and the Board, which directly addresses kind of the collective bargaining positions of the IAFF

16 17 18 and the --19 MS. LAQUIDARA: Oh, I have that, yeah. 20 THE MODERATOR: -- FOP. What has -- what's 21 been my problem with that from the outset has 22 been, "Wait a second" -- I don't think it's been 23 that the unions come in and try to change the 24 pension benefits because I know that hasn't been 25 the case. I think what the unions' concerns were,

Page 31 as I recall it, was that they were concerned that, 2 "Well, the City comes in. The City now" -- "We 3 think we've entered into" -- or "We think that there has been now a settlement of benefits that 5 enure over time that ought to deal with the 6 unfunded liability issue, ought to stabilize the 7 new employee and old" -- "and current employee 8 situation." 9 And, in fact, what you're saying is, "Well,

but this" -- "in exchange for that, we've only stabilized it until the City comes back and says 'We want to change it' in 2017, three years henceforth" --

14 MR. HAND: Just to be clear --15 THE MODERATOR: -- and I --

MR. HAND: -- that wasn't -- that wasn't a 16 17 date we just picked out of thin air.

18 THE MODERATOR: No. That's the three-year --19 MR. HAND: That comports with three years --

20 THE MODERATOR: That --

21 MR. HAND: Yeah.

22 THE MODERATOR: -- no collective bargaining 23 agreement shall require -- can require 24 continuation for a period of time greater than

three years without the parties having a window of

opportunity for which they can reopen --

MAYOR BROWN: Right.

2

10

11

12

13

14

15

16

17

18

19

20

21

1

2

3

5

7

8

9

10

11

12

13

15

16

17

18

19

20

21

22

23

24

25

3 THE MODERATOR: -- certain subjects. I mean, 4 that's --

5 MS. LAQUIDARA: The best way -- and let's 6 focus on -- it'd be easier if we thought of two agreements. Maybe ultimately when we draft them, 8 we'll do that for the purpose. It really is to 9 give everybody the right to focus on their rights.

When you blend them together, everybody will remain vulnerable. They will remain vulnerable. The unions waived this time. They didn't waive forever. They can't waive forever. They may -you know, they --

THE MODERATOR: Can they waive for 30 years? MS. LAQUIDARA: No. No. They can waive each three years for a compilation of 30 years. They sure can. That's their right. And I think none of us can see, three years from now, whether they will want to engage for better pension or not.

THE MODERATOR: Okay.

22 MS. LAQUIDARA: I mean, this is pretty -- and for the -- for the fund -- because, clearly, it 23 24 hasn't worked because we're not funded where we 25 would -- so the fund should have the focus of,

Page 33

"Yes, City, you've negotiated these. Now this is what you need to fund it."

And I think it preserves everybody's negotiated rights completely. Nobody is giving anything up in this scenario.

6 THE MODERATOR: Eleven and --

MR. HAND: And just --

THE MODERATOR: Eleven and twelve. Sorry.

MR. HAND: Sorry. Just want -- and just practically speaking, look, one of the other issues here is one of the key concerns raised by City Council members, when this, the previous mediation settlement agreement, came before 14 them -- was the length of the term, particularly as it related to benefits, because they were concerned that it did not comport with the three years set forth in the state law.

So, you know, we have to obviously take into account that, as well. But you were moving on to eleven.

THE MODERATOR: Yeah. And correct me if I'm wrong, eleven and twelve -- and I'm looking back on my notes trying to do this at the same time. I think eleven and twelve are very similar to things that we had -- in spirit, at least, had already

Page 34 previously --2 MR. HAND: That is -- that is correct. 3 these are -- these are really only changed from 3 4 the task force recommendations in such a way as to 4 5 make them appropriate for a potential agreement. 5 6 For example, on No. 11, Mr. Keane had 6 7 7 expressed concern about having the date 2014 in 8 8 here, so that was removed. 9 THE MODERATOR: Correct. 9 10 10 MR. HAND: He had also expressed concern 11 about not having a reference to some charter 11 12 provisions in prior agreement provisions, so we 12 addressed that in a broader fashion just by saying 13 13 14 these meetings would be in accordance with 14 15 applicable laws. So those changes are relatively 15 16 minor and sort of cleanup items to what we talked 16 17 about before. 17 18 The same with No. 12. Twelve is also, as --18 19 you were correct -- in spirit with some language 19 that was in the MSA and also very similar to the 20 20 21 21 retirement reform recommendation, which 22 essentially obligates both the City and the Police 22 23 23 and Fire Pension Fund to support the agreement and 24 to promulgate it through appropriate revision to, 24 25 either the charter, if appropriate, or probably,

in most cases, changed to the ordinance code.

THE MODERATOR: Okay. John, do you want to respond to this now? I know you also had some unfunded liability issues that you may want to raise. And we may get a discussion of everything going at once. I mean, it doesn't matter to me, but I'd like to -- I'd like to give you an opportunity to raise questions or issues here that are concerns to you.

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

Obviously, from the City's perspective, this change in four and five means that the -- that the status quo, as it relates to the manner in which -- with some -- with some guidance being given as to qualifications, that the status quo for the selection of the fifth member would remain in effect against that backdrop, which I think is, from their perspective and from the mayor's perspective, a large movement.

And I just want to hear your reaction to this, but I don't want to -- I mean, ask any questions you want and give any reactions you want to. We're trying to move this thing forward, and it seems like this is kind of a package designed to move this section forward.

MR. KEANE: Thank you very much, Senator

Page 36 Smith. It's my understanding, Chief, that this is a new package; this is the deal, all of it? MR. HAND: If this were accepted in the form that it's been presented, this would add the resolution of governance and current employees to the resolution we already have on new employees. MR. KEANE: Okay. All right. THE MODERATOR: Can I -- because I didn't get the -- what happens to the unfunded liability issue that's been discussed? MR. HAND: Well, we haven't -- we haven't --MAYOR BROWN: We haven't gotten --MR. HAND: -- addressed that yet. THE MODERATOR: I know that, but I -- is that -- when you said this would be the deal, were you thinking --MR. HAND: No. No. MAYOR BROWN: No. He's just --MR. HAND: This is --THE MODERATOR: Short of that? MAYOR BROWN: Short, yeah. THE MODERATOR: Got it. Okay. Go ahead. I'm sorry.

t and 23 I'm sorry.

24 MR. KEANE: The deal on the -ly, 25 THE MODERATOR: I just want to make sure

Page 35

1 nobody's getting misled --

MAYOR BROWN: New employees and --

3 THE MODERATOR: -- that we're walking away

4 from unfunded liability.

2

7

8

14

15

16

17

18

19

20

21

25

5 MR. KEANE: Right. No, we're not going to do 6 that.

Let's go back to No. 11 and start working backwards.

9 THE MODERATOR: Yes, sir.

10 MR. KEANE: I think it's the second sentence 11 from the end: The City and the JPFPF should 12 endeavor to work harmoniously to enforce their 13 obligations -- da, da, da, da, da.

Didn't you just tell me that the Council president and a Council member are preparing to have a meeting to do something that could be in conflict with this and contradictory to the terms in -- that we're trying to reach?

MR. HAND: No. I told you they're having a meeting to illustrate just how strongly the City Council --

22 MR. KEANE: Right.

23 MR. HAND: -- feels about that --

24 MR. KEANE: Right.

MR. HAND: -- particular provision. So if we

Page 38 were to not have a change in the fifth member, we

- 2 would need to have some very clear and stringent
- 3 balance to make sure that the City's goals are
- 4 achieved. So I was just letting you know just how
- 5 strongly they feel about that fifth member issue
- 6 and why, if we were to step back from that, we
- 7 would need to have, again, that strong balance
- 8 there.

19

2

3

4

5

6

7

8

9

12

13

14

15

16

17

18

19

20

21

22

23

24

25

- 9 MR. KEANE: Right. Well, we know how some of them feel about it because they've introduced a 10 11 local bill twice, so we're aware of that. We
- 12 believe that the introduction of those local bills
- is directly contrary to the cooperation provision 13
- 14 that is in the current settlement agreement. And
- 15 I'm not asking you to agree to that premise, but
- 16 careful reading of what it says -- they shall not
- 17 obstruct each other's rights. Now, I just wanted
- 18 to make sure we understand that.
  - And I want to switch back to the fifth
- trustee for just a minute. Since the inception of 20
- 21 the current Board process, our first fifth trustee 22
- was the president of a local bank. Our second
- 23 fifth trustee was the vice president of the
- 24 Florida National Bank. Our third fifth trustee 25
  - was a former division chief appointed by Mayor

Page 39 Austin. Our fourth fifth trustee and the current fifth trustee is the former sheriff and president of Edwards Waters College, Nat Glover.

So in the period of time from 1986 through now, the majority of the trustees, the elected police officer, the elected firefighter, and the two people appointed by the City, have always sought and selected well-experienced professionals to occupy that fifth trustee slot. And it's a

10 very important role. We --

11 MR. HAND: Sure.

> MR. KEANE: We need somebody in there that understands what it's all about. And while we agree that this is what the trustees have done historically and what we'd anticipate they would do going forward, there is a problem with putting the requirements for the fifth trustee into a written document because the attorney general says you can't.

And while we could make some kind of side letter or something over here that says the Board is committed to having competent and qualified fifth members, the attorney general, in the North Miami Beach case, said that the City Council cannot set the requirements for the fifth trustee.

Page 40 I just don't want to run afoul with the attorney general's --

3 MR. HAND: So, John, is it your position that

4 when we put language that was almost identical to

5 this in last year's mediated settlement agreement 6 and then put that in the ordinance code, that that

7 runs afoul of that attorney general's opinion?

ø Because this is almost identical to what we agreed

9 to, or very similar to what we agreed to, in last year's MSA. It's also virtually identical to what 10

11 the task force recommended, with your

12 participation in that process.

MR. KEANE: Oh, we agree. We certainly agree --

15 MR. HAND: Uh-huh.

2

13

14

16

17

19

24

25

1

2

7

12

13

14

15

16

17

18

19

20

21

22

23

24

25

MR. KEANE: -- that -- and we think it's good language.

18 MR. HAND: Uh-huh.

MR. KEANE: And we think it's good guidance.

20 And we think it's good business and good

21 government. I'm just pointing out, while we have

22 the top squad here from the --23 MAYOR BROWN: So --

MR. KEANE: -- General Counsel's Office --

MS. LAQUIDARA: Can I --

Page 41

MAYOR BROWN: -- your issue -- let me ask --

3 THE MODERATOR: Mr. Mayor, go ahead.

4 MAYOR BROWN: Your issue isn't really about 5 the qualifications that's --

6 MR. KEANE: Right.

so your issue --

MAYOR BROWN: -- laid out here? I just want 8 to be clear. Your issue is having it in writing, 9 right, stated in this document that you think

would go afoul based on the decision that was made 10

11 by the attorney general in Miami?

> MR. KEANE: I think -- Mayor, let me refine what you said a little bit. Our issue is we probably could adopt a Board resolution or something like that outlining the commitment to use these educational and background guidelines, but the attorney general's opinion does not cause us a lot of grief because we've always had well-qualified fifth members.

THE MODERATOR: I have a different question on this, and mine may be entirely practical. And let's assume that the City came in and they tried to put a specific recommendation of a limit on the fifth member. And I -- that was a -- I believe that the City probably could not do that on its

```
Page 42
                                                                                                             Page 44
                                                               50 percent batting rate, which isn't bad, but the
     own because I think -- but I don't know that. It
 2
     doesn't matter for purposes of my -- of my thought
                                                               AGO's opinion is on the selection of the fifth
 3
    on this.
                                                               person, not in any way, shape, or form trying to
 4
          Every person that you've named, and most of
                                                           4
                                                               impair the Board's ability --
5
    which I've either known or known of, and, frankly,
                                                           5
                                                                    THE MODERATOR: Correct.
 6
     every person that you would consider, given the
                                                           6
                                                                    MS. LAQUIDARA: -- to reach an agreement on
7
                                                           7
                                                               minimal qualifications, which actually can be an
     long experience of this Board, would be persons
8
    with professional financial experience and/or
                                                           8
                                                               advantage to the Board, as it has a mixture of
9
     public pension experience, governance experience,
                                                           9
                                                               City-appointed and their own appointed people.
     institutional investment -- community experience,
10
                                                          10
                                                               And so there's -- so long as those qualifications,
11
     wisdom, or comparable professional training,
                                                          11
                                                               as you pointed out, are of this ilk, this is an
12
     knowledge, and expertise.
                                                          12
                                                               advantage for the Board, and that case would be
                                                               inapplicable as a whole because the Board
13
          I mean, it seems to me that all this is,
                                                          13
14
     is some -- and I'm not -- I just want -- if we
                                                          14
                                                               certainly has the power to do that.
15
     just took the language and said -- if you had that
                                                          15
                                                                    MAYOR BROWN: So, John -- so the language
16
     concern, if you had that concern, "will be," and
                                                          16
                                                               would -- that you would be comfortable with, so
17
     you put "should be" -- and I'm just throwing this
                                                          17
                                                               there's no challenge, would be that the -- that
18
     out.
                                                          18
                                                               "it will be" -- "continue to be," use the word --
19
         MR. KEANE: Or "will" --
                                                          19
                                                               "continue to be," would that be -- is that what
20
                                                          20
                                                               you're looking for, to show the historical
          THE MODERATOR: Yes, sir.
21
          MR. KEANE: -- "continue to be."
                                                          21
                                                               position of the Board's --
22
          THE MODERATOR: Or "will" -- I mean, I'm
                                                          22
                                                                    MR. KEANE: Well, but it --
                                                          23
                                                                    MAYOR BROWN: -- fiduciary responsibility?
23
    not -- I don't see anything there -- I can see
24
     circumstances where you could put limits on the
                                                          24
                                                               Is that --
25
     selection of a member, that an attorney general
                                                          25
                                                                    MR. KEANE: It's a --
                                                  Page 43
                                                                                                             Page 45
     could step in and say, "Wait a minute.
                                                                    MAYOR BROWN: Is that where you're going?
                                             That's
                                                           1
     inconsistent with the requirements of the
                                                           2
2
                                                                    MR. KEANE: It's a very good concept. It's
 3
     governing statutes and the general law." I can
                                                           3
                                                               one we strongly support --
 4
     see that.
                                                           4
                                                                    MAYOR BROWN: Okay.
5
                                                           5
          It seems to me that this language, and
                                                                    MR. KEANE: -- historically and personally --
6
    particularly if you said "will be" or -- it seems
                                                           6
                                                                    MAYOR BROWN: All right.
 7
     to me -- because I remember this conversation.
                                                           7
                                                                    MR. KEANE: -- but we just need to wordsmith
8
     This is almost virtually identical to what, A, has
                                                           8
                                                               it in --
                                                           9
9
     always been the case, and, B, what the MSA had
                                                                    MAYOR BROWN: So that's -- let's stop right
     agreed to before the Board ever looked at it.
10
                                                          10
                                                               there. That's what I want to make sure, Mr. --
11
          So I guess what I'm saying to you is, if you
                                                          11
                                                                    THE MODERATOR: No. Go ahead.
12
     put language in there that said, "should be
                                                          12
                                                                    MAYOR BROWN: I just want to --
     persons with professional" -- da, da, da, da, da,
13
                                                          13
                                                                    THE MODERATOR: Go ahead.
14
     what would be the -- what would be the basis of
                                                          14
                                                                    MAYOR BROWN: So --
15
     the challenge, that somebody was wrongfully
                                                          15
                                                                    THE MODERATOR: It seems to me that we're
16
     selected because they didn't meet that? I mean,
                                                          16
                                                               about to --
17
    how would you --
                                                          17
                                                                    MAYOR BROWN: -- "will continue to be,"
18
          MS. LAQUIDARA: I think --
                                                          18
                                                               meaning it's always been, that's what your concern
19
          THE MODERATOR: -- challenge that?
                                                          19
                                                               is, and it's not like we want to set a precedent.
20
          MR. HAND: Particularly if this language --
                                                          20
                                                               So you want to make sure that's -- the Board has
21
          MS. LAQUIDARA: Right. The --
                                                          21
                                                               always been able to bring on qualified people. So
22
         MR. HAND: -- was subject to an agreement,
                                                          22
                                                               "continue to be" would be the verbiage that you
23
    yeah.
                                                          23
                                                               would like to have right there, versus "will be,"
24
                                                          24
         MS. LAQUIDARA: The AGO's opinion, which, by
                                                               but "continue to be"?
25
                                                          25
     the way, is not binding on us -- and they have a
                                                                    MR. KEANE: Maybe we ought to take the words
```

```
Page 46
                                                                                                            Page 48
     out of the attorney general's opinion. And it
                                                           1
                                                                    THE MODERATOR: I think -- I think --
     says: However, this would not preclude Board
                                                           2
 2
                                                                    MAYOR BROWN: So --
 3
    members who are choosing the fifth member from
                                                           3
                                                                    THE MODERATOR: Come back, John --
 4
     considering the particular qualifications of any
                                                           4
                                                                    MAYOR BROWN: So we'll come back --
5
    potential Board member.
                                                           5
                                                                    THE MODERATOR: -- and we'll give you
 6
          We think you should have all of those. Maybe
                                                           6
                                                               something --
7
                                                           7
    you could put that as comfort language in. I
                                                                    MAYOR BROWN: We'll come back --
8
     don't know. I'm asking you.
                                                           8
                                                                    THE MODERATOR: -- that gives you comfort --
9
          MR. HAND: We're happy to take a look at it.
                                                           9
                                                                    MAYOR BROWN: -- with some language.
          THE MODERATOR: You-all take a look at it. I
                                                          10
                                                                    MR. KEANE: There's a follow-up --
10
11
     don't read that -- AG's opinion. I can see from
                                                          11
                                                                    THE MODERATOR: Okay. Yes, sir.
     the AG's opinion -- and I absolutely can see a
                                                          12
                                                                    MR. KEANE: -- to the Chief's comments. We
12
     circumstance where, if someone tried to misuse it
13
                                                          13
                                                               did raise this down in Gainesville last year.
14
     to narrowly -- or to construe it in a way that
                                                          14
                                                                    THE MODERATOR: Yep.
15
    kind of -- I can see that.
                                                          15
                                                                    MR. KEANE: So, you know -- and --
16
          What I'm saying here, these are qualities
                                                          16
                                                                    THE MODERATOR: I think I even read the
     that you've always had, qualities that I can't
                                                          17
17
                                                              opinion.
18
     imagine you would -- which one of those qualities
                                                          18
                                                                    MR. KEANE: Right.
19
     you say, "This is not important for this
                                                          19
                                                                    MS. LAQUIDARA: Right.
     position"? Everybody would want each or some
                                                          20
20
                                                                    MR. KEANE: And here's the question, just --
21
    combination of those qualities. And you've always
                                                          21
                                                                    THE MODERATOR: Yes, sir.
22
    had it.
                                                          22
                                                                    MR. KEANE: Then we'll get off of this. The
23
                                                              City attorney for the City of North Miami Beach
          And it just seems to me that -- now, I'm --
                                                          23
24
     just from a practical point of view -- and I've
                                                          24
                                                               says: Do Sections 185.05 and 175.061(a), Florida
25
    known an awful lot of attorney generals, and I've
                                                          25
                                                               Statutes, preclude an amendment to the City of
                                                                                                            Page 49
                                                  Page 47
     even worked with a number of them. I just can't
                                                               North Miami Beach Police and Firefighters Pension
     see what the basis would be for the -- for a
                                                               Plan Ordinance to add criteria for the selection
 2
 3
     public statement that says, "We're looking for, as
                                                               of the Police and Firefighters Pension Plan
    we always have" or "continue to look for people
                                                               Board's fifth member?
 4
5
    who have these qualities."
                                                           5
                                                                    The short answer is: The City of North Miami
6
          It seems to me that's just a statement to the
                                                               Beach may not, by ordinance, add criteria for the
                                                           6
 7
     public giving them some assurance that we're not
                                                           7
                                                               selection of the Police and Firefighters Pension
8
     going to -- this isn't going to be an inside deal
                                                           8
                                                               Board fifth member.
9
                                                           9
    by which a brother-in-law gets appointed, or
                                                                    What I want to do is try and get some words
     something like that.
                                                              worked around there so that the intent, as
10
                                                          10
11
          MR. KEANE: No.
                                                          11
                                                               proposed by the City this morning, which has been
12
          THE MODERATOR: We're going to look for the
                                                          12
                                                               historically the way we have operated, is a
13
    kind of quality, experience, that you would
                                                          13
                                                               guidance going forward in the future. That's all
14
     generally expect anybody to do in making this
                                                          14
                                                              we --
15
     selection, and which this Board has done for all
                                                          15
                                                                    THE MODERATOR: Yep.
16
    of my -- for virtually all of my adult life. I
                                                          16
                                                                    MAYOR BROWN: Okay. That's --
                                                          17
17
                                                                    THE MODERATOR: We can work with that.
    mean --
18
          MR. HAND: It just --
                                                          18
                                                                    MAYOR BROWN: We can work with that. I think
19
          THE MODERATOR: -- they've always picked --
                                                          19
                                                               that's --
20
          MR. HAND: It just gives guidance to the
                                                          20
                                                                    THE MODERATOR: What else? What other
21
    other four --
                                                          21
                                                               concerns do you have here, John?
22
                                                          22
          MR. KEANE: Sure.
                                                                    MR. KEANE: Well . . .
23
          MR. HAND: -- so they've got some, you know,
                                                          23
                                                                    THE MODERATOR: I think six is off, so you're
24
    clear direction on the criteria they need to
                                                          24
                                                              at seven.
25
                                                          25
```

MR. KEANE: I had a question here about

observe.

```
Page 50
    No. 8.
                                                               Employee Services help us write the job spec for
 2
                                                           2
          THE MODERATOR: Well, before I leave this,
                                                               it. So, I mean, it's --
    No. 7, the change that was proposed there, as I'm
                                                           3
                                                                    THE MODERATOR: Okay.
    reading it, so that we're just clear, the only
                                                           4
                                                                    MR. KEANE: -- not something we did --
5
    difference is -- between this and the
                                                                    THE MODERATOR: That's fine.
 6
    recommendations of the task force, was the task
                                                           6
                                                                    MR. KEANE: -- all by ourselves.
7
                                                           7
     force had the phrase "or comparable training and
                                                                    THE MODERATOR: I'm fine.
8
     experience," and the City's essentially saying,
                                                           R
9
     "We really think that's a little softer or
                                                           9
     squishier than we want it to be. We'd like it" --
10
                                                          10
                                                               we -- now No. 10.
11
     "We want a commitment to these kinds of
                                                          11
12
     qualifications." That's the change.
                                                          12
                                                                    Eight.
13
          MR. HAND: Actually, just to reiterate --
                                                          13
14
          MR. KEANE: Yeah.
                                                          14
                                                               eight. I apologize.
15
          MR. HAND: -- three specific changes, one,
                                                          15
16
    we've inserted the "by the Board" language --
                                                          16
17
                                                          17
          THE MODERATOR: Yeah. I'm sorry.
18
          MR. HAND: Yeah.
                                                          18
19
          THE MODERATOR: Yeah.
                                                          19
20
          MR. HAND: Yeah. So just --
                                                          20
21
          THE MODERATOR: That was their --
                                                          21
                                                                    MR. HAND: Uh-huh.
22
          MR. HAND: Right.
                                                          22
23
          THE MODERATOR: Their --
                                                          23
24
          MAYOR BROWN: Which was John's
                                                          24
                                                               talking about, or what?
25
    recommendation.
                                                          25
          MR. HAND: Their suggestion earlier to make
1
2
     it clear who selects the future administrator.
```

MR. KEANE: Okay. So --THE MODERATOR: I just wanted to make sure MR. KEANE: Seven looks good. THE MODERATOR: Eight. I'm sorry. I skipped MR. KEANE: It appears that the City's proposal today is to close the Senior Staff Pension Plan on the payday preceding August 15th, which had been identified before. And what's going to happen to the incumbent between that day and the day the incumbent leaves employment? MR. KEANE: They're going to be into the -either general employees or the 401(a) that we're MR. HAND: This doesn't address that, other Page 53 than to say that the pension benefits that the incumbent has accrued during the incumbent's service at the JPFPF would be distributed in the manner discussed here -- would not be distributed until the incumbent is no longer employed --MR. KEANE: Right. MR. HAND: -- with the PFPF. That prevents the situation where someone's obviously getting both a salary and a pension at the same time. MR. KEANE: Okay. But you can -- you can see there's got to be a place for the incumbent to go between now and December 30th of 2017. THE MODERATOR: Well, is the incumbent -- is the incumbent comfortable that that provision provides or should provide that -- it simply prohibits both taking the pension and the contingent salary?

MR. KEANE: It's clear it does that.

MR. KEANE: It wasn't ever anybody's

MR. KEANE: No. 10, we're going to have to

THE MODERATOR: Okay.

THE MODERATOR: Okay.

MR. KEANE: And that's fine.

THE MODERATOR: All right.

```
3
          THE MODERATOR: I got that.
          MR. HAND: It eliminates, as Senator Smith
 4
5
     says, that clause "or comparable training and
6
     experience," so it ends that sentence after the
 7
     word "university," and then changes the word
8
     "directing" in the next sentence to "administer."
9
     Again, this will all be seen on the red line we
10
     get this afternoon.
11
          THE MODERATOR: That's fine.
12
          MR. KEANE: Okay.
13
          MAYOR BROWN: And, John --
14
          THE MODERATOR: My question is, the one I
15
    wanted you to react to, is the "or comparable."
16
          MR. KEANE: Well, "comparable" is still in
17
    here. It says: Comparable experience
     administering the activities of the state and
18
19
     local pension plan will also be considered.
20
          And that's fine.
21
          THE MODERATOR: You're comfortable with that?
22
          MR. KEANE: Right.
23
          THE MODERATOR: Okay.
24
          MR. KEANE: Yeah. And the previous words
25
    that we had, we had the squad over here in
```

intention --

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

Page 54 talk some more about.

2 THE MODERATOR: Okay.

1

7

8

11

12

13

14

16

17

18

19

20 21

22

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22 23

24

25

3 MR. KEANE: And I think No. 11 and 12, you 4 know, those are good words that we've long agreed 5 with.

6 THE MODERATOR: I think so too.

MR. KEANE: And we'll just look to be sure.

THE MODERATOR: And thirteen is out?

9 MR. KEANE: Thirteen, I believe, they 10 withdrew.

THE MODERATOR: Yeah. All right. So let me summarize just a moment. You didn't give me one other thing, and that's probably my fault, but I didn't ask about it.

15 MAYOR BROWN: No. 3.

THE MODERATOR: I'd like to go back to No. 3 for a moment, which was -- and this is not a pride of authorship. I didn't know this -- obviously wouldn't have known that this was -- but, essentially, I made a proposal. You guys have taken my proposal as a moderator --

MR. HAND: Right.

23 THE MODERATOR: -- and put it in there.

I know, John, that you'll want to talk to your counsel, I'm sure, about this. But let me

try to tell you what I'm shooting for here. And I have some other language that we may want to talk about.

As I have listened to this, what I'm really shooting for on No. 3, having had an opportunity to hear Cindy's comments for the last couple of days on this -- I have told everybody that I have also been in contact with Bob Klausner regarding this because, obviously, his firm does the pension- and retirement-related work and all that.

And so I didn't want that issue -- and was actually, I think, named in the task force recommendation, actually, the firm was. And I had some concern with doing that.

what I really had decided -- am aiming at -- and if this doesn't do it for you, John, I want to work towards this. Both of you have very strong commitments to working together. And, frankly, the division of work right now appears to be working. That is, you're pleased with those things that you've had done by the general counsel. And the City's acknowledging that outside separate counsel is appropriate for the broader retirement pension-related matters.

There are issues -- going to arise as to when

 $$\operatorname{\textsc{Page}}\xspace\,56}$$  you may not agree and they may not agree with you

2 regarding what the parameters of their counsel and 3 your counsel would be. And I know that those can

arise. And they have historically arisen on

5 occasion.

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

1

2

What I've tried to do here -- and maybe -- and I throw this in to see if it would have any -- make this better to anyone. I'm not -- by agreeing to this, to work and be guided by this, I'm not asking either side to waive or relinquish their legal position on if conflicts arise or they are unable to agree after meeting. I don't want either side having an advantage on that.

I'm really trying to maintain what seems to be, at least now, a workable status quo, not only a workable status quo, but a working status quo, in fact, so much so that the firm was even commended in the task force's study, and so was the Office of the General Counsel.

So if this language doesn't work -- and I -it was not to give either side an advantage. It
is to try to -- and I will tell you that I had -and I throw this out for both sides'
consideration -- let me grab something here. I'm
getting to where I start looking like I look at my

I had come up with some proposed language,

Page 57

desk.

and I want everybody just to consider this. And I'm not going to give the whole proposal now 5 because I don't want to make this more complicated, but please consider if something 6 7 along this was added, John and Cindy, and to your 8 counsel, because I -- if we added the following 9 last phrase, would it make it any more acceptable to both parties: In the event the parties should 10 11 be unable to agree regarding the selection or the 12 use of separate legal counsel, nothing contained 13 in this provision is intended to be nor should be 14 construed as a waiver of any rights either party 15 may otherwise have under the charter or Florida 16 law.

17 MS. LAQUIDARA: Fine by me.

MR. HAND: Do you have that in a --

THE MODERATOR: I do.

20 MR. HAND: -- written form --

THE MODERATOR: I do.

MR. HAND: -- that we could review?

23 THE MODERATOR: But I didn't want to -- but I

just -- I'm going to have somebody block out the

25 rest of it.

18

19

21

22

Page 58 1 MR. HAND: Got you. 2 THE MODERATOR: I had another proposal. 3 Given this proposal, that last thing, what I'm 4 trying to do -- I'm being -- I'm trying to get 5 both sides to say, "Okay. This is how we're going 6 to work, but if it doesn't work in the future, if 7 there's a time when it doesn't work, both sides 8 maintain whatever their position is." 9 And I'm going to give you the classic. I know -- I've heard it from both of you, heard it 10 11 from Bob at the table when we last -- it is right 12 now things work, but there may be a day when the 13 City comes up with an opinion that you think is

somebody wearing a black robe to decide. This wouldn't give either side an advantage on that argument, but this would give you -- this is what you are all actually now doing. This reflects what you are actually now doing, but it doesn't constitute -- in the event you can't make it work in the future sometime, and you just -then neither side can go in and say, "This gets us over the hump."

dead wrong, and you think the Board has a right to

challenge that. The City says you don't. OGC

prevails. That's probably going to be for

Page 59 That will be decided -- whatever rights 1 2 the law gives you, the law gives you. Whatever 3 the charter gives you, the charter gives you. But this would work in the interim. That's all I'm --4 5 and I will have this blocked out and get it to you in a few minutes so that just that -- my proposal 6 7 would be the same language. And I know you have 8 some concerns with that language. What I would 9 propose is see if, by adding that, you guys could live with this as a provision. 10

11 MR. HAND: So it would be this proposal 12 with --

13 THE MODERATOR: With that sentence --14 MR. HAND: -- that supplemental language, 15 yeah.

16 THE MODERATOR: -- as the last sentence, the 17 sentence I read in, and we'll -- I'll X out and 18 give you both a copy to look at.

19 Now, so --

21

14

15

16

17

18

19

20

21

22

23

24

25

20 MAYOR BROWN: John, any feedback?

MR. KEANE: I want to read what he wrote.

22 THE MODERATOR: Yeah.

23 MAYOR BROWN: I'm just curious.

24 MR. KEANE: Yeah. Yeah. Yeah. Yeah. Yeah.

25 THE MODERATOR: I'll get it to you. MR. KEANE: We're here to help.

2 THE MODERATOR: I'm just -- I've got -- I've gone through this several different ways, and I

was wondering if maybe -- if I can get that in

5 front of you. I'll tell you what to do because I 6 want to go ahead and get this discussion going --

MS. LAQUIDARA: I can e-mail -- I can type

that up in e-mail to my secretary --

9 THE MODERATOR: I'll just do it --

MS. LAQUIDARA: -- and she can print it out. 10

11 THE MODERATOR: I'm going to do it really 12 high-tech.

13 MR. HAND: Well, I mean, we can -- in a 14 matter of five minutes, Carol can put this in a 15 document and print copies.

THE MODERATOR: Could you do that, have somebody -- that sentence right there.

18 MR. HAND: I'm sorry. The sentence at the 19 end?

20 THE MODERATOR: Yes.

21 MR. HAND: Okay.

Carol?

1

7

8

16

17

22

1

8

9

10

11

12

13

14

15

16

17

18

19

21

22

23 MR. KEANE: Do you want to take a break while 24 this is happening?

MR. HAND: Why don't we do that, and she

25

Page 61

can --

2 THE MODERATOR: Yes. We'll take a break 3 while this is happening. And we're going to break, folks, for ten minutes. That gives 5 everybody time and maybe gives somebody time to get on a call, make a phone call, or anything like 6 7 that.

Please bring that back as quickly as you have it, and I'll go ahead and distribute it.

And for purposes of public records, Madam Court Reporter, this is the language I'm having drafted that I just read, which is: In the event the parties should in the future be unable to agree regarding the selection or use of separate legal counsel, nothing contained in this provision is intended to be nor should be construed as a waiver of any rights either party might otherwise have under the charter or Florida law.

Thank you.

a suggestion --

20 (Recess from 11:09 a.m. to 11:24 a.m.)

MR. HAND: So this would be a -- just to be clear, a supplement?

23 THE MODERATOR: It would -- it just would be 24

25 MR. HAND: An add-on?

Page 62 THE MODERATOR: But in -- let me -- let me back up just for one moment because I really think maybe I'm -- maybe me and -- as we -- as lawyers sometimes we do, maybe I'm overcomplicating this.

Cindy and John, my view is that what you guys really are satisfied with right now -- if we could come up with some fairly simple language that would maintain the status quo as to the use of your respective -- as to your respective use of outside counsel and the General Counsel's Office -- John, is that an accurate statement?

12 MR. KEANE: Very accurate. 13

1

2

3

4

5

6

7

8

9

10 11

14

15

16

17

18

19

20 21

22

23

15

16

17

18

19

20

MS. LAQUIDARA: Why don't we put something like that the Office of General Counsel and the PFPF will continue to work in cooperation with outside counsel at the direction of the executive director, with John's present title, something like that?

Because that's how every other independent agency works. We manage outside counsel. We do it inside, and we build the relationship such that they're comfortable working with us, which we're in the process of doing, so --

24 THE MODERATOR: Take a look at that and see 25 if a simple sentence like that, followed by a

Page 63 sentence like this that I've proposed, which means 2 that nobody's waiving anything, if you think that 3 you're -- if either side thinks that that's not 4 working, but both of you consider that because it 5 seems if we can get past No. 3, then the only 6 thing, John -- I mean, I'm not really -- the one 7 that seems to be standing out, without which we 8 probably have agreement, it seems, or awfully 9 close to agreement -- the proposal that seems to be standing out is a -- is the new version -- I 10 11 say new by today's version -- of what was the 12 return to collective bargaining, which has now 13 been changed and entitled, I think, "Negotiation." 14

That's the one I think you said -- and I'm going to find it here in a minute as I muddle through this. That's the one I think you said we need some more discussion on that. I'd like to talk about Proposed No. 10. I'd

like to talk about it, and what I'd really like to do is find it. Give me a second.

21 MR. HAND: Do you want my copy --

22 THE MODERATOR: Please.

23 MR. HAND: -- and I'll -- sure.

24 THE MODERATOR: All right. Let's go to --25

this ought to give all sorts of confidence in my

Page 64

work. Paragraph 10, what's the Board's position as it relates to proposed -- and we'd already talked about Proposed Paragraph 10 as it -- as it was included in this -- in the recommendations of 5 the task force. This is, frankly, a very 6 different provision, but generally a substitute 7 provision for that which was Paragraph 10.

8 And it appears to me -- and you guys get -- I 9 may be wrong, but with a little -- with a 10 little -- just a little modification, we would 11 have agreement on four, five, seven, eight, 12 eleven, and twelve. Now, if that's -- if that's 13 the case, then really where we are is we're 14 sitting on No. 10, as -- and I know three, but we 15 just -- I think in concept we're going to get 16 three done -- that everybody's going to live with. 17 So three is going to get done also.

And I have no pride of authorship. As long as we come up with something you-all can live with that you think says what you want it to say, and I think you can, and gives you both that -preserves everybody's rights, which we can do easily with that additional language, then we are only down to issue -- the issues in No. 10. And if we had the issues in No. 10 resolved, we have

Page 65

this section done, and we'd be down to unfunded 1 2 liability.

3 Now, I -- and I don't -- don't make me repeat myself on this because, look, I've got maybe -- I 4 5 understand that everything is open until 6 everything's closed, but in terms of having 7 reached an agreement in spirit, ten is the -- is 8 where we are divided right now; is that correct? 9 MR. KEANE: That's correct, as far as we see 10 it.

11 THE MODERATOR: I understand that.

MR. HAND: So --

THE MODERATOR: Well, as you see it --

14 MAYOR BROWN: Yeah. I --

THE MODERATOR: -- but as far as you see it,

I mean, that's where you-all are divided.

17 MAYOR BROWN: That's --

THE MODERATOR: That's what I'm saying.

19 MAYOR BROWN: -- where we're divided, and

20 we're looking to hear your response, John.

MR. KEANE: Okay.

22 MAYOR BROWN: You said you want to talk more

23 about it. Let's --

MR. KEANE: Sure.

MAYOR BROWN: Let's go. Have at it.

18

19

20

21

22

23

24

25

12

13

15

16

18

21

24

```
Page 66
          MR. KEANE: The Pension Board has a contract
 2
    with the City that runs until 2030. This proposal
 3
    here would end the contract on September 30th of
 4
     2017. Who knows what --
5
          MR. HAND: As to benefits.
6
          MR. KEANE: As to benefits. What's going to
7
    happen to the people, our members, our active
8
    members who are working on October 1st, 2017?
9
    What's their benefit going to be? I mean,
     that's -- these are the questions they're going to
10
11
     ask me.
12
          "What are my benefits going to be?" "Are all
13
    my benefits going to be on the Board where the
14
     City can say, 'We ain't going to do that no more,'
15
     'We're not going to do this,' 'We're going to
16
     change that "?
17
          Right now we have a good framework that
18
     says -- doo, doo, doo, doo, doo.
```

MAYOR BROWN: That's a good question.

MR. KEANE: I hope you've got a good answer.

MR. HAND: Well, the answer -- the answer

MR. KEANE: Yes, sir.

MAYOR BROWN: Yes, sir.

MAYOR BROWN: Yes, sir. Okay.

19

20

21

22

23

24

22

23

24

25

that right.

25 would be nothing will impede, as the second Page 67 sentence says, the bargaining agents of those 2 representative employees from negotiating changes. 3 So, again, the right of collective bargaining enures to employees. They would have every right 4 5 to activate that right upon September 30th, 2017, 6 or waive it, if they choose to do that, but they 7 would have the right to activate it. 8 MR. CHATMON: Senator, if I could? 9 THE MODERATOR: Oh, yeah. Sure. 10 MR. CHATMON: John, you are identifying a 11 good point, but as you know throughout the years, 12 collective bargaining is something that both sides 13 represent, both the unions, as well as the 14 management. When we're dealing with the idea of 15 going forward, the biggest point is, well, do we 16 really want a change? 17 I mean, sometimes the idea is simply just let 18 it stay the way it is. It doesn't mandate that 19 either party change anything. 20 So that's why, as we look at it, it just 21 gives the right, that if the employees want to

come back and discuss with us what they want their

benefits to look like going forward, they have

MS. LAQUIDARA: Well, the more --

Page 68 1 THE MODERATOR: Derrel -- I'm sorry. 2 ahead. 3 MS. LAQUIDARA: I'm sorry. Particularly, the question is: Who is going to exercise the right on behalf of the unions? Because none of us at 6 the table today can take away their right to --7 three years from now to come in and say that they 8 want to negotiate their benefits. 9 And the question is: Who, then, speaks on their behalf? And, traditionally, you know, 10 11 through the unique aspects of Jacksonville, it's 12 been the fund. And that's really the nub, is who's going to speak on behalf of them? 13 14 And the City's position really has to be, 15 it's the elected person by those police and fire 16 people. Now, they may hire an attorney. They may 17 hire one to -- retired to do it for them as a 18 negotiator, but it's that bargaining official, 19 through PERC, that's going to say, I'm moving 20 forward with the right, or not, as opposed to the 21 funds. 22 The fund can focus on really helping them 23 through maintaining a high liquidity and a 24 high-funded ratio. But that's really the issue, 25 as opposed to the three months or what the

Page 69

1 benefits are, is who is in that seat representing

2 those union members?

3 MR. CHATMON: And the ultimate point from the

4 City's standpoint is kind of simple. It's the

5 idea that, since it belongs -- those rights belong

City's standpoint is kind of simple. It's the idea that, since it belongs -- those rights belong to the unions. If they don't want to change a thing, if they do want to change anything, they can always come back to us.

But identifying the separation between the two, the only thing this language was really supposed to do is take the fund out of the union's rights. That's all. The benefits themselves will be dealt with between the parties, but that's not a burden nor obligation for the fund because that's not what the fund does, that's negotiate benefits.

THE MODERATOR: Here's the issue as I remember it -- and you guys correct me if I'm wrong. And I think this is the nub of that. I think what the City's saying, as I have heard them say, is, "Wait a minute. The role of negotiations, to the degree there is negotiations over benefits, is a role that is a fiduciary separate role from that that is the Board's."

That's the City's -- maintains that position,

6

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

Page 70

1

17

18

19

20

21

22

23

24

25

6

7

8

9

10

11

12

13

14

15

16

17

22

24

25

Page 71

and says, "Wait a minute. In fact, there may even be an inconsistency within that process." inconsistency in lieu of conflict, but whatever --MS. LAQUIDARA: Inconsistency.

2

3

4

5

6

7

8

9

10 11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

2

3

4

5

6

7

8

9

10

22

23

24

25

THE MODERATOR: But -- and that's one argument. The other argument is -- from the other side is this idea that the unions have a right to come to the table, and they have a right to negotiate pension benefits. I think that's PERC -- fairly clear PERC law.

Although, where the rub on all this comes down is that there is a 30-year agreement out there. And that 30-year agreement has not been seen -- has encompassed a continuous waiver by both police and fire bargaining representatives. Because in lieu of that, what they have been -- if I'm remembering correctly, and I think you were there, so you know what the concerns stated were.

The concerns are that, "Wait a minute. It's not that we want to reopen bargaining. That's not what the problem is. The problem is, what happens if the City comes in and says, 'We want to reopen pension benefits,' and the City, by doing so" -which ultimately goes through a process that can be a master and then an action by Council as a

resolution, which becomes the new status quo -is -- I mean, I'm -- this is a guy who hasn't touched PERC in an awful long time --MR. CHATMON: That's 447, yes.

THE MODERATOR: -- but I've pretty -- got some idea how 447 works. If that's the case, then what has really occurred here is that the 30-year bargaining -- the 30-year agreement has supplanted bargaining by the unions and has served as -- from their -- now, I don't care whether that's the right thing or not. It's not my role.

11 12 What I do -- am concerned about is, if you 13 were -- if the Board was to agree to some language 14 like this, if the Board was, well, first of all, 15 to the degree that it affects things that are preempted to PERC, they would still be preempted 16 17 to PERC. That may end up being an issue. Second 18 of all, the firefighters and the police themselves 19 are still maintaining that they are parties -- if 20 not direct parties to, they are certainly the 21 beneficiaries of the 30-year agreement.

What I remember being the rub on this before and where I see this being the rub now and why one of the proposals I had advanced was just to omit ten in its entirety -- but I'm not saying there

aren't -- there isn't something that can be

done -- but is what happens with this agreement

now if it goes in front of Council, it's passed?

Does that effectively -- for the police officers

5 and firefighters, does that effectively say that

6 the 30-year agreement is no more -- is no longer

7 of benefit to them, even though they have

8 consciously and continuously -- unless you guys

9 know something I don't know, they've always said,

10 "We don't want to bargain pensions. We want to be

11 bound by the protections of the 30-year

12 agreement," which this -- I thought what we were

13 doing at the table here was to try to stabilize

14 and create long-term benefits and a -- kind of a

15 continuing landscape that allows everybody to know 16

what their benefits are going to be.

New employees are now going to know they can't argue. If you're in your first ten years, there's going to be some -- everybody's going to know, but people past that are going to know that these are the benefits they have and will have, and that the fund will be stronger because these -- because of all these things. We're also going to do these unfunded liability provisions,

by a date certain, a date certain, which is way 1 2 past these three-year -- and I don't know what PERC's ruling will be on any of that stuff. I know that that issue ultimately will be decided by

which I think are aimed at getting to 80 percent

5 PERC and a court, obviously.

But I'm just going to be blunt. John, is there any way that the Board's going to agree to a termination of the 30-year agreement in its entirety?

MR. KEANE: I wouldn't think so. And here's why. We -- on behalf of our members, we've got over \$200 million into this to prepay for benefits that they have yet to accrue, that they -- using of the chapter money to prepay for things. And on October 30th -- October 1st of '17, they say, "Well, that's gone, and we're not going to give you that benefit" --

18 THE MODERATOR: How --

19 MR. KEANE: -- "anymore."

20 THE MODERATOR: How much chapter money has 21

been put into this plan by that year?

MR. KEANE: By 2017?

23 THE MODERATOR: 2017.

MR. KEANE: I'll get you that.

THE MODERATOR: I mean, just a ballpark.

Page 74 1 MR. KEANE: We're going to be 250 million, 2 plus. 3 MR. BELTON: Between now and '17? 4 THE MODERATOR: No. 5 MR. KEANE: No. Since 1990, Chief. 6 THE MODERATOR: No. No. He was talking about from the inception of their -- till --7 8 MR. CHATMON: Since 1990. 9 MS. LAQUIDARA: But, Senator Smith, here's --10 THE MODERATOR: I mean, I'm --11 MS. LAQUIDARA: No. Here's the --12 THE MODERATOR: My goal is I'm just --13 MS. LAQUIDARA: Hey, listen --14 THE MODERATOR: -- trying to reach agreement 15 here. 16 MS. LAQUIDARA: -- nobody wants an agreement 17 more than me. This is like purgatory. I can't 18 get out of pension. 19 But I think what we have here really is an internal inconsistency. We recognize, on behalf 20 of the City, that this good deal would be better 21 22 for us for 30 years. That'd be great; okay? Because it's -- for the new employees, you know, 23

you're not going to get any better for the City,

but we recognize the law too, that there are

24

25

Page 75 people out there whose rights we cannot waive at 2 this table. And three years from now, their 3 elected bargaining person will make a decision on whether or not they should raise that issue with 4 5 us or not. 6 And, you know, historically I do think it's comparable to FRS. Sometimes it's raised; 7 8 sometimes it isn't. 9 THE MODERATOR: Right. 10 MS. LAQUIDARA: Decades may go by before 11 anybody decides it's in their interest, but it's 12 that elected union rep who has it. 13 We have sat here and we have spent an 14 inordinate amount of time over the charter 15 language with regard to legal counsel. The 16 charter language does not give the trust fund the 17 right to negotiate pension benefits, period. So 18 if we want to get into charter language and start 19 nitpicking on that kind of stuff and go into my 20 powers -- absolutely nothing in here that gives a 21 trust fund managing a pension the right to 22 negotiate benefits. 23 So let's just clean up that aspect of it, get 24 people back so that they can do the job that we've 25 asked -- you know, the mayor has asked them to do,

which is focus on getting it healthier. And then on the benefits, we're cleaning them up for three years, with everybody's help, and then everybody back in their own thing because that's really what the charter says too.

MR. HAND: Well, we're just -- we're constrained -- you've got to remember, we're constrained -- whether or not it's a good idea or

2

5

6

14

15

16

17

18

19

20

21

22

23

24

25

1 2

12

13

14

15

16

17

18

19

20

21

22

23

24

25

7 constrained -- you've got to remember, we're
8 constrained -- whether or not it's a good idea or
9 a bad idea to have an agreement that lasts until
10 September 30th, 2030, or some date into the
11 future, the legislature provides some constraints
12 on how long certain terms of such an agreement can
13 be.

And maybe that's a question that needs to be taken up with the legislature at some point, but they've provided the constraint of three years.

All we're trying to say here is that, upon the expert -- not that the City is going to come in in three years and radically try to change the benefits. I'm not sure that would be in anybody's interest, to have anything other than stability there, but we can't put the bargaining agents, the elected representatives of police and fire employees, in the position where they don't have the right at that point to say, "You know what?

Page 77
We want to raise this" in our discussions that
would occur at that time.

THE MODERATOR: Is there a way -- it seems to
me that Cindy's concern is -- at the heart is she
says, "I believe that there is a conflict" -"inconsistency," whatever the right term is
"between pension administration and bargaining
pension benefits by the Board that has a fiduciary
responsibility for the soundness of" -- I mean,
that --

11 MS. LAQUIDARA: Yes.

THE MODERATOR: Right. Is there a way, folks, that you can preserve — this can be an amendment to the 30-year agreement. Leave open the question — I mean, I don't want to conclude one way or the other — because I know what's going to happen. You're going to — then we're going to have litigation over this thing, even if you agree to it, which it seems to me that the question of whether or not the three — how the three years intersects with the 30-year commitment and whether or not the bargaining agent has — has protection from their — that is an open question that either PERC or a court will ultimately resolve.

Page 78 The three-year provision that's there is --2 you're right. Of course, actually, that's 3 language that was from the National Labor 4 Relations Act, which was directly drafted into it, 5 which actually goes back before anybody even 6 negotiated pensions because they weren't even part 7 of the process until the late 1940s. But my 8 question for everybody here, is there a way to 9 address -- John, do you think that it is the role of the Pension Board to negotiate with the City 10 11 the benefits for the employees, the pension 12 benefits for the employees? MR. KEANE: We didn't. What the 30-year 13 14 settlement agreement is, is a codification of a 15 number of ordinances that were enacted by the City 16 Council. You know, the collective bargaining 17 folks had spoken with previous mayors and labor

their benefits.

And they say, you know, "We would like this.

We would like to change this pension benefit," for example. "How much does it cost?"

relations people, and they did their thing on

23 "Well, we don't know."

18

19

20

21

22

25

2

3

4

6

7

8

9

10 11

12

13

14

15

16

17

18

19

25

24 So they call us. We'd get a cost factor.

They'd say -- Council would sometimes pass

them; sometimes they didn't. They didn't pass 2011-400. Sometimes they passed them.

When we came to the date in 2000, we bagged

up all of the current benefits that were enacted by the City Council and said, "These are the benefits we're going to be paying for going forward."

We transferred the extra 29 billion over to the City to pay for these benefits going forward. We didn't negotiate with them at all. All these things were already in the law. We just took it from here and there and everywhere.

It's like the Heart/Lung Bill --

THE MODERATOR: Let me stop you there. So you agree that it is not the role of the Pension Board to negotiate employee pension benefits?

MR. KEANE: I agree. And we did not do that. THE MODERATOR: And don't intend to in the future?

20 MR. KEANE: And don't intend to in the 21 future.

22 THE MODERATOR: Okay.

23 MR. KEANE: We have --

24 THE MODERATOR: Is there a way --

MR. KEANE: We have a framework of how we do

Page 80

it. And in the existing contract, there is a provision to meet and confer when things come up,

3 the paragraph I related to when we had our very

first meeting here. I mean, we have -- it's in

5 the charter that we should meet and confer with 6 the administration. It's in the settlement

agreement that we should do that. And we do that.

THE MODERATOR: Now, let me back up for a minute. There was a proposal -- and it's not been addressed, and that's my -- I mean, I asked both of you not to. There was a Proposal No. 9 that had a paragraph that said this will be monitored in the future by a magistrate --

14 MR. KEANE: Yeah.

7

8

9

10

11

12

13

15

16

17

25

THE MODERATOR: -- I think it was.

MS. LAQUIDARA: Actually, it was a senior federal judge.

18 THE MODERATOR: Senior -- used to be -- shows 19 how long it's been since I've been in front of 20 Schlesinger.

21 MS. LAQUIDARA: Yes. He used to be a 22 magistrate.

23 THE MODERATOR: He was the magistrate when I 24 knew him --

MR. HAND: Some court monitoring --

Page 81

1 THE MODERATOR: Yes. There was going to be 2 some court monitoring.

3 MR. KEANE: Yeah.

THE MODERATOR: That's what's kind of -- been 5 set aside that was agreed to. If it is the 6 position of -- is there a way by which we -- that 7 you guys could come up with an agreement by which you affirmatively -- by -- either you concede or 8 9 affirmatively state that it is not the role of the 10 Board to negotiate pension benefits, which I think 11 is an important statement by -- what the City is 12 after -- without constituting a broad waiver or a 13 conclusion of those things that are No. 10, which, 14 really, I know that you and the -- I know that the 15 bargaining representatives -- I know that because I've spoken to them during the mediated settlement 16 circumstances. 17

I am trying to figure out a way that we can -- that we can get something that you think is critically important that we can then preserve the framework that is preserved by the 30-year agreement, amend the benefit and unfunded liability provisions. Can that be done without something as strong as contained in Paragraph 10, as proposed today, which is actually probably

18

19

20

21

22

23

24

Page 82 stronger -- stronger than Paragraph 10 was in 2 the -- and I know the City's response is, "Wait a 3 minute. We're giving up something extraordinarily 4 important to the mayor in No. 4." But the fact of 5 the matter is that, with this, plus the unfunded 6 liability, plus what the -- remember, for the 7 first time, current employees -- in the first ten 8 years, there are some fairly substantial 9 concessions that have been made by --10 Paragraph 10, I think, is -- I know from 11 experience -- and, you guys, it seems to me that 12 there ought to be a way that we can come up with 13 language that says the Board recognize it's not 14 their role to negotiate pension benefits. That ought to satisfy those who have concerns 15 16

that there is a conflict by that -- by the Board when they get involved directly in pension benefits. And then we ought to be able to omit the rest of this language and allow the status quo to operate.

17

18

19

20

21

22

23

24

25

21

22

23

24

25

And if PERC and somebody else -- and the 30-year agreement and the now federal judge, whatever methodology you come up with -- is there a way to do that so that -- because I'm now of the position where I'm sitting here thinking, "Wait a

happen in collective bargaining." And the things 2 3 that are going to happen in collective bargaining are things that you're agreeing to, and you're 4 5 agreeing to, and the bargaining agent isn't part 6 of this --7 MS. LAQUIDARA: Correct. 8 MR. CHATMON: Right. 9 THE MODERATOR: -- negotiation whatsoever. And I find that to be just as troubling as some of 10 11 the things that --

minute. We're saying this is what's going to

MS. LAQUIDARA: Right.

THE MODERATOR: -- you genuinely raise. I

find that to be -- "Wait a minute. You're asking

the Board" -- "You're saying, 'Board, you

shouldn't be the ones who negotiate pension

benefits.'"

And the Board says, "You're right."

19 And then we're saying, "You should be the one 20 who goes ahead and agrees to these things."

And I promise you that the collective bargaining agents themselves may or may not agree with that, but we're talking about negotiations and collective bargaining in an agreement between two parties, neither of which is a certified

Page 84 bargaining member, and neither of which represents the certified bargaining agents. They're not part of this agreement.

4 I think ten would be a huge mistake as it's 5 written, but I think you can get what's at the 6 heart of this -- is that we leave open the issues 7 of the three-year agreement. We get a commitment 8 by the Board that it recognizes it's not its role 9 to negotiate pension benefits on behalf of the 10 members -- I don't mean union -- I mean Board --11 pension members.

MR. HAND: And, Senator, let me -- I just --THE MODERATOR: Yeah.

14 MR. HAND: -- feel like I need to caution 15 you on one thing.

THE MODERATOR: Fire away.

17 MR. HAND: A major reason that the agreement 18 we brought forth last year did not pass City 19 Council --

20 THE MODERATOR: I know.

16

21

22

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

MR. HAND: -- was concern as to length of the term as it related to the benefits that the City and the Board had agreed on in that agreement. So we -- I just -- for the record, I want to make sure we --

Page 85

THE MODERATOR: I followed that -MR. HAND: -- do not lose sight of that. I
think that's very important to having a successful
agreement at the end of the day.

THE MODERATOR: I followed that, but I also will tell you that one of the major things last time that I heard from a distance, but I did follow it because I had an interest in it because I wanted to be successful, was that there was not enough shared responsibility by current employees.

Now, I'm not saying this wasn't part of it, but the conversation that was much larger was, as I recall it -- again, you-all correct me -- be corrected by anybody on this, but the big thing, I think, when you started the meetings, Monday-week -- we talked about one of the big problems was there had to be greater shared responsibility.

There's a greater shared responsibility for current employees in this agreement, no question about that. There are -- whether or not that's -- you know, that's something that has been conceded. There's a greater responsibility there. New employees, you know, it's an entirely different structure. It's a structure that's different for

Page 86 Page 88 ten years and -- for less than ten years, I think, you've got to" -- I mean, that could happen. 2 2 is the right word. So, I mean --The Board has the right, though, to say "This 3 MS. LAQUIDARA: So -is what the price is. This is how much it's going THE MODERATOR: -- you're right, but they're 4 to cost. This is what this benefit's going to 5 also getting a commitment that I thought was also 5 cost for this group of people." 6 at the heart of -- people had this concern about, 6 Now, I mean, that is an impediment. "Wait a minute. We've got the wrong" -- "We've 7 7 MS. LAQUIDARA: Well, I guess what's meant by 8 got the Pension Board negotiating employee 8 the "impede," I mean, presently the City's a 9 benefits" -- which was a problem that you and 9 defendant in federal court on a crossclaim that is others have raised, even conceptually raised. 10 actually interrupting the collective bargaining 10 MS. LAQUIDARA: I think if we look at it 11 11 process, so -- or it did. So I think --12 from -- you're following the implementation of 12 THE MODERATOR: But that action was brought 13 these benefit modifications without putting the 13 by individual members; correct? 14 express date in -- because, actually, what does 14 MS. LAQUIDARA: No. That crossclaim by the 15 happen is everything remains in place until the 15 fund against the City seeks to enforce the 16 collective bargaining process is over. 16 30-year, and so I think --So having the September 30th, 2017, really 17 17 THE MODERATOR: The 30-year agreement --18 doesn't work because the way the bargaining 18 MS. LAQUIDARA: Yes. 19 process works, people maintain their salary and 19 THE MODERATOR: -- because that's --20 benefits while --20 MS. LAOUIDARA: Yeah. So I --21 THE MODERATOR: Status quo. 21 THE MODERATOR: The argument is --MS. LAQUIDARA: Status quo. And so I think 22 22 MS. LAQUIDARA: -- think -- hence, the 23 23 it might be adequate to start with that second basis --24 part, following the implementation. And the 24 THE MODERATOR: -- that's at the heart of the 25 reason is, really, as this goes on, I mean, the 25 issue? Page 89 Page 87 trust can actually shift from people who are MS. LAQUIDARA: -- of the word "impede," I 1 arguing for greater benefits for the employees to 2 think. 2 3 against the employees as they try to increase the 3 THE MODERATOR: Here's what I think, folks. health of it. I think it's really material to get If we can work on language that will work for 5 that done so that the employees maintain their No. 10, which includes a concession by the Board 5 6 rights. 6 that it's not going to bargain, that it's not its 7 7 THE MODERATOR: I also -role to bargain for pension benefits, if you can 8 MS. LAQUIDARA: And I think it might just 8 work from that, given the fact of the other 9 9 concessions that have -- made, particularly as it work starting with, following the implementation -goes to current employees, and the concession that 10 10 11 THE MODERATOR: I also think this, Cindy. I 11 it's made -- which was a discussion by the task 12 think that the language about impede the 12 force. They had concerns about the role of -- I 13 bargaining agent -- just as I've said, you don't 13 mean, if you read the task force report, that's at 14 believe you should be bargaining. I don't think 14 the heart of some of their concerns, as expressed 15 that the Board's going to -- I don't think the 15 by the Board itself -- by the reform task force 16 itself. 16 Board can impede collective bargaining. They 17 17 can't, and there's no suggestion that they would. MAYOR BROWN: Task force, yeah. 18 What they -- what they don't -- what you 18 THE MODERATOR: Yeah. What I'm getting at 19 don't want -- language in there is to be 19 is, if we can massage ten, we've got governance 20 interpreted that the Board -- the Board, in a 20 solved. If we can massage ten, we've got 21 sense, has its own independent fiduciary 21 governance solved. responsibility to do and to price out and to tell 22 22 Now, I know that there's nine open, but nine 23 what it costs. And people can come in, as you 23 is really -- the last part in nine, nobody's disagreeing on. Whatever we agree to, we agree to 24 suggested, and say, "Hey, the price is X. That's 24

25

have it monitored.

25

what you've got to pay for this. That's what

Page 90 Page 92 So am I right? If you can massage ten and -- does everyone agree that is the one issue that 2 2 they can make that concession, if we didn't have remains a sticking point at this point? 3 these dates stated, and if we left the collective 3 MAYOR BROWN: And three. 4 bargaining impact or negotiation impact out of it 4 THE MODERATOR: Well, three, though --5 because they are not -- those people who are 5 MS. LAQUIDARA: I think we've got that. 6 directly affected, meaning the bargaining agents, 6 THE MODERATOR: I mean, I think --7 aren't here and aren't -- and the argument -- and, 7 MAYOR BROWN: It's not a sticking point --8 Cindy, I'm not much of a lawyer from time to time, 8 THE MODERATOR: -- three's --9 but I can tell you what the argument's going to 9 MAYOR BROWN: -- but it's not -- I just --10 10 "We weren't part of this." THE MODERATOR: Three we're going to get an 11 MAYOR BROWN: Right. 11 agreement on. 12 12 MS. LAQUIDARA: Right. I mean --MAYOR BROWN: Yeah. We'll get --13 THE MODERATOR: "We weren't at the table." 13 THE MODERATOR: Three we've got a concept 14 MS. LAQUIDARA: -- that's why we want this 14 right now. 15 15 clean. MAYOR BROWN: We want to make sure --16 THE MODERATOR: Yeah. So --16 THE MODERATOR: I promise you, we're going to 17 17 MS. LAQUIDARA: Right. get that done. 18 MR. HAND: So we'll look at the language. 18 MAYOR BROWN: We wanted John to read the new 19 THE MODERATOR: Take a look at ten, and I 19 language that he -- that he . . . THE MODERATOR: So what I -- let's go over 20 think we have a --20 21 MAYOR BROWN: Well --21 this so we don't get confused this afternoon, 22 THE MODERATOR: We --22 John. We've got, No. 3, on governance, they 23 23 would --MR. HAND: But --24 24 THE MODERATOR: I'm sorry. Go ahead, MAYOR BROWN: He's going through three right 25 25 Mr. Mayor. I cut you off. now. Page 91 Page 93 MAYOR BROWN: No. I said -- we'll look at THE MODERATOR: They would eliminate Task 1 1 Force Recommendation 4. That's the fifth member. 2 ten. I mean, the goal is to have success here and 2 3 not, you know, encourage another lawsuit and --They would -- they would change the language on 4 THE MODERATOR: Absolutely. Proposed 5. And I think that we -- I know you 5 MAYOR BROWN: -- have the collective 5 have your concerns, and maybe we substitute "will bargaining unit say they weren't at the table. 6 be" --6 7 THE MODERATOR: No. 7 MAYOR BROWN: To "continue to be." THE MODERATOR: -- to "continue to be." 8 8 MAYOR BROWN: We don't want to take away 9 9 their rights. MAYOR BROWN: Yep. 10 10 THE MODERATOR: Got it. THE MODERATOR: That we would -- we'll reach 11 MAYOR BROWN: That's clearly the case. We 11 an agreement from the moderator's use of -- we'll don't want to do that, so what kind of language 12 come up with a -- No. 3. 12 13 that we can come up with that would allow us to 13 MR. HAND: I got --14 take ten off the table and get it done --14 THE MODERATOR: Nope. 15 THE MODERATOR: Silence is --15 MR. HAND: Skip over the current employees. 16 MAYOR BROWN: Chris, you had another point 16 So that would be embedded in this, as well? 17 17 THE MODERATOR: Yeah. you wanted to make? 18 THE MODERATOR: Chris? 18 MR. HAND: Okay. Got you. Okay. 19 MR. HAND: Well, I just wanted to make sure I 19 THE MODERATOR: The current employees 20 was clear. So that's the -- other than a few kind 20 proposals that were yesterday --21 of minor issues that have been raised so far as to 21 MR. HAND: Correct. the City's proposals we have advanced this 22 22 THE MODERATOR: -- greed upon; correct? 23 morning, and there were a number of them listed 23 MS. LAQUIDARA: Well --24 24 under "COJ Governance/Current Employees MR. HAND: I don't want to speak for John. 25 25 Counterproposal," as it relates to that, that is THE MODERATOR: I'm sorry.

```
Page 94
                                                                                                             Page 96
 1
          MS. LAQUIDARA: No. He has --
                                                               that yet.
                                                           1
 2
          MR. HAND: I don't want to speak for John.
                                                           2
                                                                    MR. KEANE: Where is that written -- what did
 3
     That --
                                                               you just read from --
 4
          THE MODERATOR: Well, we had the first three.
                                                           4
                                                                    THE MODERATOR: The top of the --
 5
     I thought you had -- am I wrong on that? I don't
                                                           5
                                                                    MR. HAND: It's on top of Page 2.
 6
     want to put words in your mouth. Let me go back.
                                                           6
                                                                    THE MODERATOR: Page 2, the very top of the
 7
                                                           7
          MR. HAND: I don't want to speak for John.
                                                               page, COJ proposal --
     We embedded our proposal on benefit modifications
                                                           8
 8
                                                                    MR. KEANE: On current --
 9
     for current employees into the counterproposal we
                                                           9
                                                                    THE MODERATOR: -- on current employees.
                                                          10
                                                                    MR. KEANE: -- employees, okay.
10
     offered this morning.
11
          THE MODERATOR: Those were the ones that were
                                                          11
                                                                    THE MODERATOR: Okay. Now, that's -- so that
     up there yesterday on the Board.
                                                          12
                                                               we're all talking -- that's what we put up
12
13
          MS. LAQUIDARA: Yes.
                                                          13
                                                               yesterday. This was the --
14
          THE MODERATOR: There were four silos, if you
                                                          14
                                                                    MR. HAND: Correct.
                                                                    THE MODERATOR: -- COLA, the DROP, and the
15
     will --
                                                          15
16
                                                          16
                                                               employee contribution, the employee contribution
          MR. HAND: COLA, DROP, employee
                                                          17
                                                               being the one that we discussed, which is -- goes
17
     contributions --
18
          THE MODERATOR: Yes.
                                                          18
                                                               to 10 percent, but only when the cuts are
19
          MAYOR BROWN: Correct.
                                                          19
                                                               restored.
                                                          20
                                                                    MR. HAND: 7 to 8 --
20
          THE MODERATOR: Those are -- those were --
                                                          21
21
          MR. KEANE: Yeah. We're not agreeing to
                                                                    THE MODERATOR: Goes to --
22
     that, now. We're not agreeing to the change in
                                                          22
                                                                    MR. HAND: -- immediately and then 8 to 10 --
23
     the COLA and the DROP thing --
                                                          23
                                                                    THE MODERATOR: -- 8. The DROP, which
24
          THE MODERATOR: Okay.
                                                          24
                                                               goes -- which was the -- use the actual rate
25
          MR. KEANE: -- for current employees.
                                                          25
                                                               within a range of zero to 10, the Social
                                                  Page 95
                                                                                                             Page 97
          THE MODERATOR: All right.
                                                               Security -- the COLA for less than ten years --
 1
 2
                                                           2
          MR. KEANE: We're working on this other here.
                                                               for people less than ten years, capped at 1.5,
 3
          THE MODERATOR: I got it. But you understand
                                                               starting the third January, and for more than ten
     that that's part of the deal they're offering --
                                                               years -- for greater than ten years, capped at
 4
 5
          MR. KEANE: I understand.
                                                           5
                                                               1.5, starting the third January after retirement.
 6
          THE MODERATOR: -- is that --
                                                           6
                                                                    Those were the four provisions, or I called
 7
          MR. KEANE: I understand.
                                                           7
                                                               them silos yesterday, but whatever that -- and,
                                                           8
 8
          THE MODERATOR: -- acceptance of their --
                                                               yes, I wasn't skipping that. I didn't mean to --
                                                           9
 9
          MR. KEANE: I understand.
                                                                    MR. HAND: Sure.
                                                                    THE MODERATOR: -- imply I was skipping that.
10
          THE MODERATOR: -- current employee --
                                                          10
11
          MR. KEANE: I understand.
                                                          11
                                                               I know that's kind of a separate conversation, but
12
          THE MODERATOR: Now, yesterday, when we left,
                                                          12
                                                               that's part of the proposal.
13
     we --
                                                          13
                                                                    Seven is pretty much agreed upon. John
14
          MR. KEANE: So excuse me just a minute. Let
                                                          14
                                                               didn't have a problem with seven.
     me make sure. It's the City's position that we
                                                          15
                                                                    Eight is pretty much agreed upon, wasn't a
15
16
     have to agree to modify benefits for current
                                                          16
                                                               problem there.
                                                          17
17
     employees, as outlined yesterday, to get these
                                                                    Eleven and twelve are agreed upon.
18
     agreements; is that what we're saying?
                                                          18
                                                                    So when I say ten, ten is an issue. And
19
          MR. HAND: And, again, we very clearly laid
                                                          19
                                                               three is an issue, but three I think we can remove
20
     out today, in exchange for the City sort of
                                                          20
                                                               pretty quickly. Then we're down to ten, and we're
21
     receding from its proposal on the fifth member of
                                                          21
                                                               down to the four silos that were the current
                                                               employee changes recommended. And we would have
     the Board, there's a number of requirements, one
22
                                                          22
23
     of which is acceptance of the City of
                                                          23
                                                               governance and current employees resolved.
                                                                    Now, I know I'm getting close to my time.
24
     Jacksonville's proposal on current employees.
                                                          24
```

THE MODERATOR: And you haven't agreed to

25

What was that we were set till?

```
Page 98
                                                                                                            Page 100
1
          THE COURT REPORTER: 11:59.
                                                               Having a proposal got things moving.
 2
          THE MODERATOR: We were set for twelve today?
                                                           2
                                                                    John, thank you for being able to make as
 3
          THE COURT REPORTER: Till one, I thought.
                                                           3
                                                               much progress as we have this morning.
 4
          THE MODERATOR: Oh, we're --
                                                           4
                                                                    Let's see if we can get this -- these
 5
          MR. HAND: Till twelve, and then we come back
                                                           5
                                                               things -- we're close if you just -- people can
 6
                                                           6
                                                               make this happen, both of you.
    at two.
7
                                                           7
          THE MODERATOR: We come back at two.
                                                                    (Recess from 12:01 p.m. to 2:06 p.m.)
8
                                                           8
                                                                    THE MODERATOR: I think I said this when you
          MR. HAND: Come back at two, two o'clock.
9
          THE MODERATOR: Yeah, I just -- I know I have
                                                           9
                                                               guys were here, but I was -- when I was in the
                                                               legislature, for everybody's purpose, the rule was
10
     time constraints.
                                                          10
11
          MR. HAND: Yeah.
                                                          11
                                                               that meetings could not -- you had to set your
12
          THE MODERATOR: Here's my proposal for now,
                                                          12
                                                               time in the beginning and the end. And you were
13
     then, John. I want you to be ready this
                                                          13
                                                               bound at the end, absent a two-thirds veto to
14
     afternoon -- I will start off with addressing some
                                                          14
                                                               extend.
15
                                                          15
     language recommended for No. 3. I'll take
                                                                    MS. LAQUIDARA: Uh-huh.
16
    responsibility for that.
                                                          16
                                                                    THE MODERATOR: And so this morning -- I did
17
                                                          17
                                                               not realize all we have to -- does everybody agree
          MAYOR BROWN: Okay.
18
          THE MODERATOR: Then I want, John, your
                                                          18
                                                               all we have to do is we have to post the opening
19
    response to the COJ proposal on current employees.
                                                          19
                                                               time --
     I want to talk about that again.
                                                          20
20
                                                                    MR. HAND: We simply --
                                                          21
21
          And then I want everybody to try to think
                                                                    THE MODERATOR: -- to meet --
22
    about a way to congeal, if you will, what we have
                                                          22
                                                                    MR. HAND: -- noticed an opening time --
23
                                                          23
     talked about on No. 10, which is maybe we take ten
                                                                    THE MODERATOR: Opening time.
24
     out and we put some language in somewhere else
                                                          24
                                                                    MR. HAND: -- did not notice a closing
25
     that memorializes the issue that seems to be of
                                                          25
                                                               time --
                                                                                                            Page 101
     some concern to the commission, which is the role
                                                                    THE MODERATOR: That's correct. Okay.
                                                           1
                                                           2
     of the Board. And that might very well work
                                                                    MS. LAQUIDARA: And that's the way we --
 3
    within Paragraph 8. That might be a way to do
                                                           3
                                                                    THE MODERATOR: So whatever calendar we have
 4
     that.
                                                               internally, if we're running over, I'm just going
5
                                                           5
          And if we could get those three things done,
                                                               to keep going.
     the only thing we'd have left, guys, would be
                                                                    MS. LAQUIDARA: Yes.
6
                                                           6
     unfunded liability. But we're down to two days
 7
                                                           7
                                                                    THE MODERATOR: I just was -- I didn't know
8
     too. So I want this afternoon to see if we can --
                                                           8
                                                               that, and I was, like --
9
                                                           9
     I'll start off with trying to get three off the
                                                                    MS. LAQUIDARA: Okay.
10
     table.
                                                          10
                                                                    THE MODERATOR: -- asking her, "What time is
11
          Then, John, you'll be expected to come back
                                                          11
                                                               it?"
12
     and talk about current employee reaction and to
                                                          12
                                                                    "11:59."
13
     talk about Proposal No. 10, Proposal No. 10, and
                                                          13
                                                                    MS. LAQUIDARA: Oh.
14
     anything you think -- whether you want it omitted
                                                          14
                                                                    THE MODERATOR: Because --
15
    or whether you want it included in a different
                                                          15
                                                                    MS. LAQUIDARA: Okay.
                                                          16
16
     way, whether you have other language.
                                                                    THE MODERATOR:
                                                                                   -- I'm saying I can't move --
17
          The same thing for the City, be thinking
                                                          17
                                                                    MS. LAQUIDARA:
                                                                                    Sure.
     about ways that kind of bring this together.
                                                          18
18
                                                                    THE MODERATOR:
                                                                                   -- to extend.
19
          I know I've run over my time. We will
                                                          19
                                                                    MS. LAQUIDARA: Sure. Well, now I understand
20
     reconvene at two o'clock here, and that will be
                                                          20
                                                               that. Okay.
21
     the proposed order of business. Any objection to
                                                          21
                                                                    THE MODERATOR: Yeah. That's true in
     that being the way we go forward?
22
                                                          22
                                                               Congress and it's true in the State Legislature.
23
          MR. HAND: No.
                                                          23
                                                               You have your beginning and ending times posted.
24
          THE MODERATOR: That's what we'll do.
                                                          24
                                                                    Okay. I think where we were going to
25
                                                          25
                                                               start --
          Thank you, for the City for this morning.
```

1 MR. HAND: We have brought some red-line 2 versions.

3 THE MODERATOR: Why don't you -- why don't we 4 pass those out --

5 MR. HAND: Sure.

6 THE MODERATOR: -- and then --

MR. HAND: And let me --

8 THE MODERATOR: -- I'll pass out what I have

9 here.

7

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

7

9

10

11

12

13

14

15

16

17

19

20

21

22

23

24

25

MR. HAND: Let me indicate what these are. First are the three governance provisions to which we've already agreed. That's the Financial and Investment Advisory Committee, the ethics, certification, and disclosure, and the actuarial standards, transparency, and disclosure.

I just wanted to make it -- make sure it was -- everyone had these since we've agreed to them, that the court reporter had one for the record. And the only changes we've made to these is they were recommendations. They would now be part of an agreement, so there's obviously a couple of word changes that come along with them being part of an agreement, but very minor and

So there's one for you and one for the court

Page 103

1 reporter. 2 And, Carol, could you distribute these 3 others?

4 Yeah. Everyone down here has one. You can 5 make sure John gets one.

6 John, did I give you one?

MR. KEANE: Not yet.

scrivener's in nature.

8 MR. HAND: Okay. Carol will do that.

And then the second set of red-line documents we will distribute is kind of some -- tracks very closely, obviously, to what we did this morning. These are City recommendations on the general counsel language. It shows sort of striking the provision related to the fifth trustee.

THE MODERATOR: Uh-huh.

MR. HAND: It reflects our discussion this morning on the qualifications for the fifth 18 trustee.

THE MODERATOR: Uh-huh.

MR. HAND: It reflects the presentation this morning and the agreement on No. 7, which is the selection of the executive director-administrator, the provision on the future administration of the JPFPF that we discussed this morning, a proposed City modification to No. 10 to track the

Page 104 moderator's suggestion this morning, which is the

negotiation of pension benefits provision, and

then numbers of the -- sort of minor changes to

Nos. 11 and 12.

8

10

11

15

16

17

18

19

20

21

22

23

24

25

1

9

5 So, if I can, I'll give a copy to 6 Mr. Smith -- Senator Smith and to the court 7 reporter, and a copy to everybody else.

Mr. Keane, here's a copy for you.

9 MR. KEANE: Thank you, Chief.

MR. HAND: We'll have Carol distribute these as soon as she comes back.

12 THE MODERATOR: I think as a starting point 13 here -- John, do you have yours in front of you? 14 MR. KEANE: Yes, sir.

THE MODERATOR: Okay. Go to this one that was just handed out, which is No. 3, which is almost entirely -- almost entirely red-lined now. This one just simply says: While the charter gives the JPFPF the authority to employ separate counsel, the JPF -- this doesn't -- this doesn't read right. I'll deal with that in a minute. Okay. Never mind. Never mind that, John.

I have something I want to pass out, then, and see if I can get over this hump for a moment.

For you.

Page 105

For you.

2 Cindy and John.

This was just something I worked out over lunch. I have no earthly idea -- once again, 5 pride of authorship doesn't matter at all. Just 6 read along with me and see if this may, with maybe 7 just some whittling here and there, get us off 8 this subject.

The parties agree that, while the charter

grants the JPFP the authority to employ separate 10 11 legal counsel, the Office of the General -- OGC is 12 the proper source for legal representation on 13 routine matters (open records, public meetings, 14 and the like). The parties acknowledge and agree 15 that separate counsel is and will be necessary regarding investment, pension and -- investment, I 16 17 think it should be pension, and/or

18 retirement-related matters. The JPFPF and the OGC

19 shall consult on needs for separate counsel for

20 other specific purposes. The parties agree that

21 the current legal counsel structure and fees --22 should be, are reasonable and appropriate. In the

23 event the parties should in the future be unable

24 to agree regarding the selection or use of

25 separate legal counsel, nothing contained in this

Page 106 provision is intended to be nor should be 2 construed as a waiver of any rights either party 3 might have under the charter or Florida law.

4 MS. LAQUIDARA: See what Mr. Hand thinks of 5 that.

6 THE MODERATOR: Does that capture what we 7 talked about this morning?

MR. KEANE: I believe it does.

9 MS. LAQUIDARA: Chris, do you think it does? 10 MR. HAND: I'm comfortable with this if you

11 are.

8

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

12 MS. LAQUIDARA: I'm very comfortable.

13 THE MODERATOR: All right.

14 MR. HAND: Okay.

15 THE MODERATOR: With the exception, Madam 16 Court Reporter, that I've put in that I -- much 17 like I did in high school, cannot seem to make my 18 verbs the right tense -- we will correct that. 19 And I'm going to say that this is -- that No. 3 is T.A.'d, meaning that right now we've got something 20 21 we can all live with.

22 And move then to -- John, at this point, I 23 think my next thing I wanted you to do was you be 24 prepared to -- so to be clear, now, one, two, and 25 three are off the table. Four, five are on the

Page 107 table, but we have some sense of agreement on four and five. Six is off the table. Seven and eight are very close. Nine, we're not dealing with right now. Ten, I think you've made another proposal, but we'll get to. Eleven and twelve are agreed to. And thirteen is pulled.

So, John, with that summary, I think part of what needs to happen for this kind of package to work is for you to react to the -- where you guys are on the proposed current employee modifications, the four silos that I had in front

And with -- everybody feel free to do this because I'm a little warm today.

We're going to move to the retirement benefits. We have the task force proposal. You remember when that was up in front of us. And I think you have a copy there. I thought maybe we'd get your reaction to that and see where we are on current employee modifications because that's obviously central to our being able to get off of the -- it's tied into the governance proposal, which the City has made this morning, and appears at the top of Page 2.

So, why don't -- John, I'm going to turn it

over to you for a few minutes and get some

reactions from you and any offers you have and any

counterproposals you have.

MR. KEANE: Madam Court Reporter.

5 Chief.

4

7

13

16

17

19

24

1

4

7

15

18

21

22

6 Mayor.

I need longer arms, everybody.

8 THE MODERATOR: Okay. This is a 5/13 Current

9 Plan Members Supplement Contribution.

10 John, why don't you go through -- and could

11 I -- can we get that up in front of the --

12 MR. KEANE: As soon as she gets back.

THE MODERATOR: Could you put that up? We

14 just got it.

15 MS. WELLS: For Mr. Keane?

MR. HAND: This is for Mr. Keane. It says 5/13/14 up there.

18 MR. KEANE: Next one.

THE MODERATOR: Next one, yeah. It should

20 be -- right there. Yes. Okay.

21 John, why don't you explain what we're

22 looking at?

23 MR. KEANE: I have some --

THE MODERATOR: Additional copies for the

25 public?

> Page 109 MR. KEANE: I just wanted to hand that to

2 the --

3 MS. LAQUIDARA: Oh, I'm sorry.

THE MODERATOR: I've got it.

5 Okay, John.

MR. KEANE: We are proposing and -- for the 6

current employee pension design to increase the

8 allocation of chapter funds over the next four

9 years by 62.5 percent. And that will be allocated

10 in the next budget, 2014/'15, 4 percent, which

11 raises the total contribution from the members

12 directly from their pay, as well as from

13

supplemental chapter funds to 15 percent of

14 payroll; reducing, in 2015, to 3 percent

additional, which makes a 14 percent total payroll

16 contribution on behalf of the current employees;

17 2016, 2 percent, which is a 13 percent total, and

2017 and '18 of 1 percent.

19 The member contribution will become 10 20 percent following the return of the wage

reductions, as the City had previously described.

And no matter when that happens in those next four

23 years, the commitment of supplemental chapter

24 funds will remain. And then in 2018, a 2 percent

25 reduction, and 2019, and that we will also

Page 110 establish a member share account effective 2 10/1/14. 3 THE MODERATOR: All right. I'm going to ask 4

some questions because this is a little different 5 than I've looked at, or looked -- what you're 6 doing here is you're proposing that you guys would 7 supplement -- you would add 4 percent chapter 8 funds next year, taking a --

9 MR. KEANE: Four more percent. Four more. 10 Seven and four, now --

11 THE MODERATOR: Right.

12 MR. KEANE: -- eleven. 13 THE MODERATOR: Yeah. I --

14 MR. KEANE: Four more.

15 THE MODERATOR: Four more above the eleven.

16 MR. KEANE: Yes.

17

18

19

20

25

5

6

10

11

12

13

14

18

19

20

THE MODERATOR: So you would run it up to 15 percent. Then you would run it to fourteen, thirteen, and twelve. The member contribution, whenever it occurs, will go to 10 percent, as long

21 as it coincides with the reinstatement of the 22 previous budget -- pay rollback; right?

23 MR. KEANE: As was discussed at the mediated 24 settlement.

THE MODERATOR: Yeah. Yeah. I got

that. Now, where I'm -- what I'm not following, 2 I'm not following what happens in '18 and '19 and 3 '19 and '20 on your proposal. 4

MR. KEANE: The current 4 percent chapter supplement that's on Line 2 of this page would be reduced out in a two-step theory.

7 THE MODERATOR: In '18 and in '19?

8 MR. KEANE: Right.

9 THE MODERATOR: Is that 2 percent each time?

MR. KEANE: Each time. That would eliminate the 4 percent on Line 2 at the top of the page.

THE MODERATOR: And so in 2018 and 2019, what would be the amount the employee's paying, 10 percent?

15 MR. KEANE: 10 percent.

16 THE MODERATOR: And what would be the amount 17 of supplement being received from the Board?

MR. KEANE: 2 percent -- 4 percent to start in '18, and it goes down to 2 percent, and 2 percent in '19 and '20. And then, '20, it's zero,

21 and all the money will then flow into the share

22 plan.

23 THE MODERATOR: Okay. And describe for me --

24 and I know we talked about this before, but 25

describe for me the share -- or for them, and

Page 112 describe for me the share plan and how you -- what

the benefits of that are and how -- and how that

would, in your view, be structured.

4 MR. KEANE: The share plan is a type of 5 defined contribution plan for our members. In 6 Miami, for example, since they had it on the board

7 the other day, the money comes in from the State.

8 It's divided by the number of police officers and

9 firefighters, and each one gets an equal share. 10 It's then invested for them. And when they leave,

11 that DC plan is cashed out for them, and away they

12 go.

13

14

15

16

17

18

19

20

Here in Jacksonville, instead of using the share plan money in that manner, we have used it historically to pay for supplemental benefits. As we move forward, those benefits are being reduced for new employees, and so no share plan money can be utilized to help offset that cost. And as we move into '20, there will be virtually no one left who has an enhanced benefit that we would use --

21 be required to use chapter money to pay for. 22 THE MODERATOR: And I may be -- I may be 23 mixing apples and oranges, and correct me if I am. 24 Before I leave that, can you, in just kind of raw

dollar numbers, tell me -- because I know you knew

25

Page 111

before. What is the total allocation of new dollars to the plan that would be paid in each of

these years, represented by the '15, '14, '13, 4

'12?

5 MR. KEANE: Each one of those percentages represents about a million, million and a quarter, 6

7 million and a half. As the payroll base 8 increases, the value of that would also increase.

9 THE MODERATOR: And, Joey, are you

10 comfortable that that's --

11 MR. GREIVE: That sounds about right.

12 THE MODERATOR: Those numbers about right? 13 Okay.

14

So 15 percent would translate to something close to 19 -- I'm just doing this off the top of my head -- \$19 million?

17 MR. KEANE: Uh-huh.

THE MODERATOR: Is that right?

19 MS. LAQUIDARA: Well --

20 THE MODERATOR: No?

> MS. LAQUIDARA: -- you're -- I think it's better if you separate out the employee's

23 salary-deducted --

24 MR. KEANE: Right.

25 MS. LAQUIDARA: -- contribution --

15

16

18

21

Page 114 Page 116 1 THE MODERATOR: Yeah. Yeah. I just want you to -- now, how does this 1 2 2 MS. LAQUIDARA: -- from -stack up against the proposal that was agreed upon THE MODERATOR: That -- so you would take out 3 financially in the MSA? 4 15. You would take out -- in Year 2014, under 4 MR. KEANE: New employees -- current 5 this, you would be taking out seven, is what you 5 employees were not addressed in the MSA. 6 would take out? 6 THE MODERATOR: I understand. 7 MR. KEANE: Be contributing an additional \$6 7 MR. KEANE: They were left whole. 8 to \$7 million --8 THE MODERATOR: So, but under this, you are 9 THE MODERATOR: That's correct. 9 reducing your contribution because of the new 10 employees; correct? 10 MR. KEANE: -- depending on what the 11 actual --11 MR. KEANE: Correct. 12 THE MODERATOR: New dollars --12 THE MODERATOR: You're not contemplating any 13 MR. KEANE: New dollars. 13 change to current employees? 14 THE MODERATOR: -- that's probably a better 14 MR. KEANE: This proposal we have here way to do it. You're right. Okay. 15 15 before -- applies only to current employees. 16 MR. HAND: Can I ask a question? 16 THE MODERATOR: I said that backwards, then. THE MODERATOR: And I -- yeah. Let me just 17 17 The reason for the reduction in the latter years, 18 finish one thought, and then I'm going to let all 18 as I understood it, is the supplemental benefits 19 of you ask all the questions you want. 19 will no longer be forthcoming; did I say that I want to kind of lay this side-by-side for a 20 20 wrong? 21 moment. This plan that you've advanced as a 21 MR. KEANE: You're talking about the last two 22 counterproposal by the Board, how does that stack 22 reductions? THE MODERATOR: Yes. 23 23 up, or does it stack up, to any of the issues that 24 were discussed in the proposal that was made by 24 MR. KEANE: Yes, sir. Because they're no 25 the City yesterday as it related to COLA, DROP -longer extra benefits. They've been granted to Page 117 I know directly it addresses -- it doesn't address 1 the other employee groups. directly employee contribution proposal. It's a 2 THE MODERATOR: Okay. So that really 3 counterproposal on employee contribution. I get 3 doesn't have anything to do with the new or the 4 that. changes off --5 5 And you are, seems to me, both in agreement MR. KEANE: It just leaves the money there 6 that 10 percent will be the final figure when the for another six, eight years. 6 7 7 reinstatement occurs. So that's -- so I'm trying 8 to -- I understand that. 8 kind of question. Is the -- at least for me. 9 How about the COLA issue and the DROP issue 9 the -- this proposal, does it contemplate that as those were addressed by the City yesterday on these would be and remain the benefit -- the 10 10 11 the ten-year or less-than-ten-year employee? 11 12

12 MR. KEANE: These millions of dollars would 13 be in lieu of implementing those two reductions. 14 THE MODERATOR: So these -- but these dollars 15 will go away at some juncture? As I -- as I get 16 it, they're gone completely at 2020? 17 MR. KEANE: Correct. 18 THE MODERATOR: Okay. So the proposal that you have would be that you would put -- that the 19 20 Board -- by that I don't mean you -- the Board 21 would put up these amounts for these years, in lieu of these changes that are recommended for 22 23 current employee modification --24 MR. KEANE: Correct. 25 THE MODERATOR: -- by the City?

THE MODERATOR: And just -- then one further contribution levels for all of the years between now and 2020? MR. KEANE: Yes, sir. THE MODERATOR: And the employee contribution, it does not matter if the employee contribution -- and I'm just making this up. If the -- if the wage loss was supplemented next year, offset next year, and it went into effect, you would still provide the same --MR. KEANE: It does not matter when the 21 employees receive the return of the salary reductions. And then the second round, which 22 would then push their contribution up, this money would be committed all the way to 2020. THE MODERATOR: All right. Chris, I'm going

13

14

15

16

17

18

19

20

23

24

Page 118

7

8

9

10

11

12

13

14

16

17

18

19

20

21

22

23

24

25

1

7

8

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

```
to kind of put it on your side of the table.
```

2 MR. HAND: Sure. So --

3 THE MODERATOR: I've asked too many, 4 probably.

5 MR. HAND: Sure. Let me just ask a couple of 6 questions just to clarify. I take it this 7 additional contribution would come from the other 8 half of chapter funds that is now going to pay the 9 supplemental benefits; is that right?

10 MR. KEANE: Yes.

11

12

13

14

15

16

25

12

13

14

15

16

17

18

19

22

23

24

25

MR. HAND: And so, rather than using this to help pay down the unfunded liability in the event the City were to put in extra money toward the unfunded liability, you would be, instead, proposing to use these monies to hold employees harmless --

17 MR. KEANE: It supplements the contribution 18 going into the fund.

19 MR. HAND: Uh-huh.

20 MR. KEANE: And you can say it's for either 21 A, B, or C.

22 MR. HAND: Uh-huh.

MR. KEANE: Millions more is going to be 23 24 flowing into the fund.

MR. HAND: How are you -- so if you use 4

percent and we go with our number, which is let's just say it's about \$1.3 million, just to 2 3 round it off --

4 MR. KEANE: Just round it to a million.

5 MR. HAND: Okay.

6 MR. KEANE: It makes it easier --

7 MR. HAND: Even a million, although that 8 certainly hasn't been our calculation in the past. 9 It's been higher than that.

10 MR. KEANE: I'm just talking about for ease 11 in --

MR. HAND: Yeah. Sure. So how would you propose -- even if it's at or just over a million in Year 1, that would eat up basically the entirety of the additional half of chapter funds. How would you propose to set up a share account in Year 1 if all of those additional -- or virtually all those additional dollars are going to the plan itself?

20 MR. KEANE: We would be using some of the 21 reserve chapter funds we have.

MR. HAND: Uh-huh. And so this proposal would be in lieu of any changes to any of the benefit modifications we have proposed, in other words --

1 MR. KEANE: For current employees.

> 2 MR. HAND: So this would mean, in effect, you're rejecting the COLA provision; you're

rejecting the DROP provision; you're rejecting the 5 final average compensation provision and the 6

employee contribution provision in favor of this; is that --

MR. KEANE: It means we are offering this as a substitute.

MR. HAND: Uh-huh.

THE MODERATOR: Yeah. I take this as a proposal, a counterproposal. I don't take this as -- because I think that there are discussions on how these can intersect with one another --

15 MAYOR BROWN: Sure.

> THE MODERATOR: -- because you were talking about -- Chris, maybe I'm wrong on this, but I think that your plan, just for reduction alone, unfunded reduction, contemplated four and a half million off -- to supplement the 20 million additional dollars that the -- is that what --

MR. HAND: No. The plan we proposed, as we were speaking exclusively to unfunded liability, was, if the City is to put in an additional, say, \$40 million --

Page 119

Page 121 THE MODERATOR: Forty million. I'm sorry.

2 MR. HAND: -- a year, that they would put in 3 an additional four and a half million --

4 THE MODERATOR: Four and a half.

5 MR. HAND: -- which is right now --

6 THE MODERATOR: I said --

MR. HAND: -- the amount of the extra half of chapter benefits.

9 THE MODERATOR: Now, hold that thought for a 10 minute.

MR. HAND: Yeah.

THE MODERATOR: Under this provision, if you were to come up -- and if this were to be accepted for the funding levels like this, knowing that we have an unfunded liability issue that we're out there talking about, the unfunded liability, the way the City was proposing to address it, was, at this additional level of -- it's ARC plus 40, matched by your 4.5, would you be able to do this and the 4.5 annually? I don't think --

MR. KEANE: You can do them both, but you could take these dollars here and, instead of flowing into the main fund, you could redirect them into paying down the unfunded liability, if that was what the City would like better.

Page 122

1

7

10

11

12

13

14

15

16

17

19

20

24

25

4

7

8

9

10

15

16

17

18 19

21

22

23

24

25

1 MR. HAND: So may I ask another follow-up 2 question?

3 THE MODERATOR: Yeah. Yeah. Yeah. This is 4 all about everybody understanding what we're --

MR. HAND: This --

5

7

8

9

10

11

12

13

14

15

16

17

18

19

6 THE MODERATOR: -- trying to do.

MR. HAND: This proposes to establish a share plan as of October 1, '14. Under any of the scenarios, either the task -- primarily the task force scenario and the one we presented, the fund wouldn't get to an 80 percent funded status, essentially a doubling of where it is now, until 2028.

So just so I'm clear, the Board is supportive of starting a member share plan which is, in effect, an additional benefit now, prior to the -you know, the fund being at or near the 80 percent funded level; the Board's supportive of that? MR. KEANE: You didn't mean 80 percent, did

20 you? 21 MR. HAND: No. What I meant is right now

22 we're at 40 percent. 23 MR. KEANE: Right. Right.

24 MR. HAND: Under the scenarios we've run, the

25 date the fund would reach 80 percent funded

status, which is considered in the healthy range, 2 is 2028. I'm just wondering, knowing that it

would take an additional 14 years without any

additional benefits provided, to get to that 4

5 healthy status, the Board is nonetheless in favor

of starting a new benefit --6

7 MR. KEANE: No. No.

8 MR. HAND: -- as of October 1, '14?

9 MR. KEANE: No. No. The Board's in favor of establishing a share plan effective October the 10

11 1st.

12

16

25

MR. HAND: Uh-huh.

13 MR. KEANE: The amount of funds that would 14 flow into it off in the future would be dependent 15 on our other obligations --

MR. HAND: Uh-huh.

17 MR. KEANE: -- here, whether there's any residual funds to go in -- if there's not, there's 18 not.

19 20 THE MODERATOR: Okay. So I can -- if I could 21 follow up with this for a second. Under the unfunded liability proposal, if it were to be 22 23 accepted, one by which I think you had a 2028

24 calendar --

MR. HAND: Right.

Page 124 THE MODERATOR: -- for 40 additional above

ARC million, matched by 4.5 from chapter funds --

I believe it was half the chapter funds, was how

it was identified. If that happened, would that

5 take priority over funding the share plan in

6 those --

MR. KEANE: Oh, yes.

8 THE MODERATOR: -- years?

9 MR. KEANE: And --

THE MODERATOR: So the share plan might be there, and those years wouldn't get any money into it if it was exhausted by the obligation to reduce the unfunded liability first?

MR. KEANE: That's right. But, now, this contribution here is -- we're not onto that last item we talked about that you keep putting off, the financial piece --

18 THE MODERATOR: The unfunded?

> MR. KEANE: Yeah, the unfunded. We're not onto that yet, but --

21 THE MODERATOR: I understand.

22 MR. KEANE: But this -- these dollars --

23 THE MODERATOR: I got you.

MR. KEANE: -- here could be directed over to theirs.

1 THE MODERATOR: Right. I --

> 2 MR. KEANE: There's not three halves.

3 THE MODERATOR: That's what I'm getting at.

MR. KEANE: Yeah.

5 THE MODERATOR: You're right. I am jumping 6 ahead.

MR. KEANE: Yeah.

THE MODERATOR: But I am jumping ahead only because I know that unfunded liability is an issue both sides are very serious about.

11 MR. KEANE: And we'd be glad to apply all 12 this money directly to the unfunded to push it 13 down, or it can go into the base benefit fund, as 14 this proposal is. It could go in either place.

MR. HAND: But as I understand it, from this proposal what you're proposing is an increase so that there is a -- to use your model, an increase in the employee contribution without employees feeling it in their paycheck. So --

20 MR. KEANE: Right.

> MR. HAND: -- you can't have it go to both places. You can't have an increase in the employee contribution and applying this money to reduce unfunded liability. MR. KEANE: It can go in either place you

Page 126 Page 128

they chose who they went and looked at. And when

1 want it.

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

2

3

4 5

6

7

8

9

10

11

12

13

20

21

22

23

2 MR. HAND: Uh-huh.

3 MR. KEANE: That's what I just said. We can 4 either have it come in as a supplemental 5 contribution, or we can apply it directly to the 6 unfunded, either way.

MR. HAND: Uh-huh.

THE MODERATOR: Following up for a moment, when we were having these discussions this morning -- and I know nobody's followed this more closely than you because you follow it as long or longer than anyone else here. One of the issues that the Council -- my recollection is one of the issues the Council was very -- had difficulty with under the plan was current employee -- I think you guys have used the shared responsibility, shared sacrifice, whatever it is.

But the Council talked a lot about -- and I'm -- and I'm paraphrasing. It didn't go far enough. The MSA didn't go far enough on shared employees, and they believed it put it all the way on the new employees, none on the -- on the -none on current employees and, therefore, that was something they had difficulty with. Now, do you agree that that was one of the things that was

Page 127 talked about as a reason we were unsuccessful in

getting the MSA passed?

MR. KEANE: I certainly agree that's one of the things they said. I mean, certainly, they said that --

THE MODERATOR: Right.

MR. KEANE: -- but, you know, I don't agree. THE MODERATOR: I'm not asking you to -- I'm not asking you to read minds. I'm asking you --

MR. KEANE: I don't agree with all of their statements, but that's one of the many they liked to say over and over, no question about that. But

in the recent Times Union story on plan design,

14 after they did their exhaustive research, they 15 found out that the Jacksonville Police and Fire

Pension Fund is not one of these Cadillac plans.

16 17 It's not even the mid-ranger, not even a -- you

18 know, a nice Buick. It's down here in the

19 Chevrolet level.

> And to reduce the benefits of a plan that's not even average to the other police and fire plans that the Times-Union selected for the survey -- not something we said, "Go look at this

24 one," "Go look at that one." We didn't tell them 25 to go look at Palatka and Hilliard. You know,

they looked at it, they found out that our

benefits were below the median of other plans.

And so we're --

15

16

17

18

19

20

21

22

23

24

1

2

4

5

7

8

9

10

16

17

18

20

21

23

5 THE MODERATOR: But some of that is also -- I 6 mean, all the -- I mean, I'm not arguing the point 7 with you, but you agree that whenever you do that 8 you weigh that in light of a whole lot of other 9 factors. And for instance, I mean, yes, Tampa has 10 benefits that Jacksonville doesn't have. Yes, 11 Tampa has an index that's -- results -- not 12 always, but generally results in a significantly 13 higher employee contribution rate. I mean, all 14 those -- I mean, you can't --

MR. HAND: Well, and also, just to be fair to the Times Union, what they did is they looked at the benefits that were negotiated for new employees going forward as part of that article. So I think we have to be very careful what the standard of measurement is there. They also didn't look at the comparability with the Florida Retirement System, which in many ways is the system we compete with the most. So I -- we might just want to be careful how we're --

25 THE MODERATOR: But --

Page 129

MR. HAND: -- characterizing --

THE MODERATOR: -- I understand what you're

3 saying, but I'm just saying --

MR. KEANE: We agree that there's differences in Tampa and Miami --

6 MR. HAND: Sure.

MR. KEANE: -- both of which have a share plan.

THE MODERATOR: Uh-huh. Both of which have significantly higher employee contribution rates.

11 MR. KEANE: Well, Miami is 10, and we're 12 going to 10 here.

THE MODERATOR: Well, yeah, that's right, but 13 14 it's been -- yeah, you're right. It's been 10 for 15 some time and -- when here was --

MR. KEANE: Eleven --

THE MODERATOR: Well --

MR. KEANE: -- with the --

19 THE MODERATOR: Eleven total.

MR. KEANE: Total.

THE MODERATOR: But the employee, I think,

22 was seven?

MR. KEANE: Right.

THE MODERATOR: Okay. Other questions from 24

25 your side of the table, or reactions?

7

8

9

10

11

12

13

14

15

16

17

18

19

24

25

9

10

11

12

13

18

19

20

```
Because I have -- go ahead. Then I have -- I
2
    need to see if we can move a little bit here on --
3
    when we talked about the DROP plan -- I'm just
4
    going to use that as an easy example yesterday.
5
    The DROP plan that changed for current employees
6
    was simply a change which was from a specified
7
    rate to a range that reflected actual performance;
8
    right?
9
         MR. KEANE: Correct.
10
         THE MODERATOR: I mean, that's what the DROP
11
    plan -- I mean, I'm not --
12
         MR. KEANE: That's the proposal.
13
         THE MODERATOR: That's the proposal. What is
14
    it about that that -- and I'm just using that
15
    as -- what is it about that proposal that would be
16
    found -- and that's one that would apply to DROP
17
    for all current employees; right?
18
         MR. KEANE: All un-dropped employees.
19
         THE MODERATOR: All -- yeah. Correct. All
    current employees not yet in DROP?
20
```

THE MODERATOR: Now, for all current

provision, as opposed to 8.4 percent being

employees not yet in DROP, if that were to be the

guaranteed, that the contribution rate would be --

actual rate of return, what would have been the

MR. KEANE: Right.

21

22

23

24

25

2

Page 131 excuse me, that the accrual rate would be based on

```
3
     actual rate of return this year for the employees?
 4
          MR. KEANE: In this case here, they'd get 10.
5
          THE MODERATOR: That's what I'm saying. So
6
    what -- I mean, and I know that if we went over
     time there's years that wouldn't be the case, but
 7
8
     the fact is that, if that were the -- if that
9
    were -- if the City's proposal were enacted this
     year on DROP for the next -- for the accrual rate,
10
11
     the DROP rate would have been higher under the
12
     City's -- the accrual rate would be higher under
13
     the City's proposal than it is today?
14
          MR. KEANE: Correct.
15
          THE MODERATOR: And, obviously, knowing that
16
     that could go on for a number of years if the
17
     market performs well, and then there would be
18
     years it wouldn't do well, what is it about that
19
     idea of the -- a stated rate, as opposed to a
20
     range that reflected more accurately market
21
     performance, a stated range that at least now and
22
     for the probably immediate future -- a stated
23
     range, which is below what the accrual rate would
24
    be by market performance?
25
          MR. KEANE: Uh-huh. The 8.4, which was a
```

```
Page 132

deviation from the 8.5 actuarial assumed rate of

return, started in 1990. And between 1990 and I

think it was 2004, as the market was going up, we

managed to pay the 8.4 and accumulate an

additional $60 million. We made more money than

we paid the people.
```

But then with the worldwide economic situation that we're still wrestling with, that \$60 million surplus was used up. The last two years we're on a much-improved track again. And that's why we just wanted to maintain it. People that had worked for the City for many years that are working toward that goal of entering the DROP, we're trying to maintain that for them.

THE MODERATOR: If -- and I don't know if you've done this. You probably have. If you applied, over the course of the time period, the range that's been stated by the City from -- I think you said '92, but early 1990s --

20 MR. KEANE: Uh-huh.

21 THE MODERATOR: -- through today, would the 22 employee accrual rate have been higher than 8.4 23 percent?

MR. KEANE: I'll find that out.

THE MODERATOR: Because it seems to me that

Page 13

what you've said is there were years in which you

actually had up to a \$60 million excess because of

actual performance. Over time you accumulated

that?

MR. KEANE: Pooled it, right.

THE MODERATOR: You pooled it, yes. So that

was money that was pooled to the plan. And what

you really did with that money is you turned

was money that was pooled to the plan. And what you really did with that money is you turned around and -- it's like the seven good years and the seven bad years. You turned around and used the excesses. So wouldn't actual performance have offset that, anyway --

MR. KEANE: It could --

14 THE MODERATOR: -- actual market performance? 15 MR. KEANE: It could have. But I'm going to 16 get you that answer.

17 THE MODERATOR: Okay.

MR. KEANE: The first thing I tell you tomorrow when we get here.

MS. LAQUIDARA: I do think it's --

21 THE MODERATOR: Go ahead.

22 MS. LAQUIDARA: I do think it's important 23 that -- in looking historically, what I think the 24 original scriveners did a little inarticulately 25 was try to identify the actual rate of return

Page 134 because they were trying to use the actuarial rate

2 of return. So rather than try to guess that as 3 the market moves, we just placed that into the --

4 MR. KEANE: Right.

5 MS. LAQUIDARA: With a -- with a cap --

6 THE MODERATOR: And what --

7 MS. LAQUIDARA: -- and to try to preserve --

8 again, to pay the unfunded liability because the 9

people who presently have this number are

contributing to the unfunded liability. The fund 10 11

is subsidizing those lump sum DROPs to the

12 detriment of the people who aren't in DROP who are 13

retiring.

14 THE MODERATOR: Let's go to the employee 15 contribution and see if we can start off with some

16 things we -- is everybody now in agreement that

17 the employee contribution rate will go to 10

18 percent when there's a reinstatement of the

19 employee salary rollback, or whatever the right

20 term is?

22

2

15

18

21

21 MR. HAND: No. I mean, that's not what

this -- I mean, this proposal --

23 MAYOR BROWN: Nobody's saying that.

24 MR. HAND: Yeah. This proposal does not mean

25 that in an employee's paycheck the amount going

Page 135

19

20

24

2

5

6

7

13

15

toward pension goes from 7 to 10 percent.

might mean that, through another source, 3 effectively, if I'm interpreting what John's

4 presenting correctly, there might be a

5 contribution equal to the value of that increase,

6 but this doesn't mean an employee's paycheck would

7 be --

8 THE MODERATOR: Then I --

9 MR. HAND: -- affected.

THE MODERATOR: -- misread that. 10

11 MR. KEANE: No, sir.

12 THE MODERATOR: I misread the last

13 paragraph --

14 MR. KEANE: Down in the middle --

THE MODERATOR: -- down in the bottom.

MR. KEANE: -- member contribution following 16

17 return of wage reduction, 10 percent.

THE MODERATOR: Right at the bottom.

19 MR. HAND: So this is an -- this is an "and,"

20 not an "or"?

MR. KEANE: That's correct.

22 MR. HAND: Okay. So this is a little bit

23 different than what you suggested yesterday?

24 MR. KEANE: Yeah.

25 THE MODERATOR: Yeah. What I'm saying is -- Page 136

so I -- I want to make sure that I'm trying to

find things we agree on. As I read this from the

bottom of your 5/13 proposal, and as I read what

you have in the bottom of your proposal of last

5 week, and this -- earlier this week, the employee

6 contribution rate, the task force recommended 10

7 percent. You've agreed that 10 percent is the

8 appropriate employee contribution rate. The task

9 force recommended and the City has recommended

when it was restored, and you've agreed that 10

11 that's what would happen, is that when it was

12 restored it would go to 10 percent.

13 MR. KEANE: Exactly as we agreed in 14 Gainesville --

15 THE MODERATOR: In the MSA?

16 MR. KEANE: Exactly.

17 THE MODERATOR: All right.

18 MR. HAND: Well, that's --

THE MODERATOR: Go ahead. I'm sorry.

MR. HAND: That's not what we agreed to. I

21 mean, this is -- if it's exactly what we agreed to

in Gainesville, then this is different than that. 22

23 I just want to be clear.

THE MODERATOR: No. The overall proposal,

but not the 10 percent part, I don't think.

Page 137

1 MR. HAND: Well --

THE MODERATOR: Am I wrong?

3 MR. HAND: There was a different number. We

agreed to an increase from 7 to 9 in Gainesville

over sort of an attenuated period of --

THE MODERATOR: Right.

MR. HAND: -- time. I just want to be clear.

8 John, are you now agreeing that, once the pay

9 reductions are -- because what we had proposed was

10 an immediate increase from 7 to 8. And then, once

11 the pay cut's restored, from 8 to 10. Are you

12 agreeing --

MR. KEANE: Right.

14 MR. HAND: -- with that sort of bifurcated --

MR. KEANE: Right. Because the way the

increase was presented there, half of the future 16

17 increases would go to the pension contribution

18 until they reach 10 percent.

19 MR. HAND: Okay. So I'm a little -- are you 20 agreeing to -- forget about what happened in

21 Gainesville. Are you agreeing to what we've 22 proposed here in terms of the way the employee

23 contribution would increase?

> MR. KEANE: And you're proposing that it go to --

24

Page 138 MR. HAND: Well, we proposed that, upon

2 implementation of an agreement, it would go from 7 3 to 8 percent. And then, as soon as the 2 percent

4 wage cuts are restored, it would then go to 10

5 percent. Is that -- is that what you're agreeing 6 to?

7 MR. KEANE: That's a cleaner way of doing it. 8 Yeah, I think that's acceptable.

9 MAYOR BROWN: Okay.

10 THE MODERATOR: Okay. All right. I'm in the 11 dark with a flashlight. I find some light

12 spots --

13

14

15

16

17

18

19

21

22

23

24

25

1

2

3

4

5

12

13

14

15

16

17

18

MR. HAND: And just -- and, again, just because I just want to have the record be as clear as possible, that would mean there would be that commiserate impact on paychecks? It wouldn't be that increase paid through some other source? It would impact paychecks; is that right?

MR. KEANE: Paychecks.

MR. HAND: Okay. 20

THE MODERATOR: All right. So I get that the employee contribution provision on both of these proposals overlaps, and I believe we have an agreement on the employee contribution. So --MAYOR BROWN: Yes.

THE MODERATOR: -- let's go to the DROP. And I just want to go back to this. If -- I'm not saying -- if there were some other movements by the City on some of these -- is the -- is the Board willing to accept, as part of -- is the Board willing to accept a change from the 8.4

6 7 percent to actual performance with a minimum and

8 cap?

9 MR. KEANE: Potentially.

THE MODERATOR: All right. Well, that's 10 11 better than no.

MR. BELTON: John?

THE MODERATOR: Go ahead.

MR. BELTON: What would make that a "yes"?

MR. KEANE: What would make what?

MR. BELTON: What would make your answer "yes" rather than "potentially"? I mean, we're trying to come to some closure on this. So you're

19 saying "potentially." So what are we missing? 20 What are we leaving out that would make that a

21 "yes"?

22 THE MODERATOR: Well, obviously, they've got 23 a financial proposal --

24 MR. BELTON: That's on him to --25

MR. KEANE: Yeah, I have --

THE MODERATOR: Okay.

1

10

11

13

14

15

16 17

18

19

20

21

22

23

24

25

5

8

9

10

11

12

13

14

15

16

17

18

Page 139

MR. KEANE: -- to leave these COLA benefits here and, you know, final average compensation, but we were even going to have a proposal on the 5 final average compensation when we get to that.

6 THE MODERATOR: Let's talk about that, then. 7 I think the proposal that they had was that it 8 would go to 60 months.

9 MAYOR BROWN: Yes. Correct.

THE MODERATOR: I don't remember what we did. I don't think we did anything on that.

12 MR. KEANE: That's correct.

> THE MODERATOR: We used the 60 months for --MR. KEANE: New.

THE MODERATOR: -- the new employees. Their proposal is that we would go to 60 months. And I think theirs was -- correct me if I'm wrong. Their 60-month proposal kicked in for those who were -- the wrong way? I just want to make sure I've got it exactly right.

MS. LAQUIDARA: Fewer than ten years.

THE MODERATOR: It was the 60-month for those who had -- who had not achieved ten years of service at the time we instituted this, or whatever that date would be and -- but there would

Page 141

also be a lock-in by which that 60-month could not diminish them below what they would have accrued -- had already accrued on a 24-month basis.

MR. KEANE: That's correct.

MR. HAND: The 24-month number would be at 6 7 the date of implementation.

THE MODERATOR: That's correct, whatever that was. But that would be highly unlikely that would occur, but there's a scenario by which it could, but, generally speaking, they're talking about 60 months being used as a -- as the -- as the final calculation figure for those who have, at the implementation date, less than ten -- completed less than ten years of service.

You have -- you said you had some thoughts on contribution -- on calculation rate. What are your thoughts on the calculation rate, John?

19 MR. KEANE: For the people with less than 20 ten, rather than go with -- to the 60, we would 21 suggest a 50 percent increase and go to 36, from 22 24 to 36, for the people with less than ten years.

23 People that are over ten years, not going to be a 24

change.

25 THE MODERATOR: Right. Well, there's not a

Page 145

Page 142 change on --2 MR. KEANE: Right. 3 THE MODERATOR: -- theirs, either --4 MR. KEANE: Right. There's not. 5 THE MODERATOR: -- for people more than ten. 6 Am I --7 MR. KEANE: Right. 8 THE MODERATOR: I've got that right; correct? 9 MR. KEANE: Correct. 10 THE MODERATOR: Okay. 11 MR. KEANE: So for the people with less than ten, instead of going from 24 months to 60, we 12 13 would propose going from 24 months to the last 36 14 months. 15 THE MODERATOR: So what you would have is you 16 would have a situation by which you had people who were -- would have 60. That would be new 17 18 employees. People who would have 36, that would 19 be less than ten. And people who have 24, that would be people with more than ten? 20 21 MR. KEANE: Correct. 22 THE MODERATOR: In their proposal, you would 23 have . . . 24 MR. KEANE: 24 and 60.

THE MODERATOR: 24, 60, and --

25

Page 143 1 MR. KEANE: And 60 for the new people. 2 THE MODERATOR: And 60 for the new people, 3 correct. So the differences is -- in yours is 4 between 36, and theirs is 60. That would be your 5 proposal? 6 MR. KEANE: Uh-huh. 7 THE MODERATOR: But you would be willing to 8 move on some calculation of the final average 9 compensation on -- for those who have less than 10 ten years, if it was part of a larger deal? 11 MR. KEANE: Right. 12 THE MODERATOR: Okay. Same question back to 13 COLA, then, for a minute. Their COLA proposal 14 really had two tiers, for less than ten and 15 greater than ten. And tell me, is there -- is 16 there a consideration on your part of a COLA 17 provision for persons less than ten different than for the COLA provisions for those who have greater 18 19 than ten years? 20 MR. KEANE: We haven't finalized our COLA 21 recommendation. 22 THE MODERATOR: Okay. 23 MR. KEANE: But we would say that it should be -- the Social Security maybe be better than 24 25 that 1.5 because off in the future if inflation

Page 144 returned -- some Social Security COLAs in the last 1 2 ten years have been 7, 8 percent. And so, you know, we wouldn't want to have these people hobble 4 down here at 1.5. If we're going to use the 5 Social Security, we ought to consider using it. 6 THE MODERATOR: So your proposal on that 7 was -- is that the -- that the -- your proposal 8 would be to take a look at using the actual Social 9 Security --10 MR. KEANE: We're looking --11 THE MODERATOR: -- accrual rate? 12 MR. KEANE: -- at that, and we're running some numbers as -- they're running some numbers as 13 14 I'm over here with you-all. 15 THE MODERATOR: Okay. Is there a -- is there 16 an appetite at all for a different COLA between 17 people who have less than ten and those who have 18 greater than ten on the implementation date, which 19 is a central component of their proposal, as I see 20 it? 21 MR. KEANE: I think that the differences --22 how we propose to handle the people in this last 23 proposal, you know, that should be uniform there. 24 THE MODERATOR: All right.

25 MR. KEANE: Less than ten, it's going to be this way and this way; over ten, this way and this 2 way. But we're going to have that proposal for 3 you, hopefully, first thing tomorrow. 4 THE MODERATOR: Well, Chris, I'm going to 5 kind of put it back on your side and kind of go 6 through that same -- on the employee contribution, 7 which seems like we've been able to deal with --8 on the DROP, explain to me the motivating factor 9 again for why it is in the best interests, you 10 believe, of the plan in the plan design and -- to 11 leave that which has been the figure we've used 12 since, what, 25 years, something like that, or 13 close to it, and going to an actual performance 14 with a cap on it. 15 MR. HAND: Well, and Joey may want to expand 16 on the finances of this, but the most financially 17 prudent step to protect the funding status of the 18 plan, make sure that it's financially sound, is to 19 tie that interest rate to the actual performance 20 of the plan, as opposed to an arbitrary number, 21 8.4 percent, going forward.

IRS rules, that's the --

So if you establish that floor of zero,

which, as Cindy has pointed out, is a result of

THE MODERATOR: Yeah. Right.

22

23

24

25

```
Page 146
          MR. HAND: -- lowest you can do, and a rate
2
     cap of 10 and peg it to the actual rate of return
 3
     from a financial soundness standpoint, that makes
     sure you limit the risk to the plan but at the
5
     same time allow the member to get the actual rate
 6
     of return. So we think it's fair both to the
7
    member and financially sound for the plan.
          THE MODERATOR: Well, yes. And, Joey, maybe
8
9
    you want to pitch in on this too. The cap at 10
     was arrived at -- I'm assuming this year
10
11
     performance is probably greater than ten?
12
          MR. GREIVE: Correct.
```

MR. GREIVE: Correct.

MS. LAQUIDARA: But if I -
MR. GREIVE: Quite handily.

MR. GREIVE: Quite handily.

MS. LAQUIDARA: But --

16 THE MODERATOR: I mean, either that or there 17 needs to be some --

18 MS. LAQUIDARA: Right.

THE MODERATOR: -- changes made.

20 MR. GREIVE: Right.

21 THE MODERATOR: But my point is -- I'm sorry.

22 I didn't mean --

13

19

2

3

4

5

6 7

8

9

10

11

12

13

15

16

17

18 19

20

21

24

25

23 MS. LAQUIDARA: And the reason for it is, 24 remember, this is a safe harbor for employees. 25 Employees are entitled to take their DROP money

and invest it themselves. So if they look at this, this is, you know, a very safe way to do it for people who don't want to manage it, but if they feel like the 10 cap is too low, then, by all means, it's fine for them to take their money, take the risk out of the fund because right now the fund is operating as an investment manager, which just -- is well beyond its charter.

And so the employee does have the right, if they think ten's too low, to take the money and use a private manager and develop it. So that's why this really was -- I think we might be losing sight that this --

14 THE MODERATOR: No. I think --

MS. LAQUIDARA: -- was really a compromise situation.

THE MODERATOR: -- you make a good point.
What you're saying is, "Look, the 10 was a cap
that we had, that we imposed, but there's nothing
that prevents the employee from their" -- "making
their own investment decision."

22 How do you -- what do you think about that, 23 John?

MR. KEANE: Well, the 8.4 came about at the time when the fund was making over 20. And the

Page 148
City mothers and fathers at the time said, "We're
not going to give them 20."

And that's when they came up with using the actuarial assumed rate of return with a ten basis points user fee, for example. That's where the 8.4 came from.

THE MODERATOR: Okay.

MR. HAND: Rod, I should also point out, the zero-to-ten range is exactly how the BACKDROP provision for new employees is designed. So there is some symmetry to that.

12 THE MODERATOR: Yeah. That was the same 13 numbers --

14 MR. HAND: Yeah.

3

4

5

6

7

8

9

10

11

16

18

19

20

21

22

1

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

Page 147

15 THE MODERATOR: -- we just used, yes.

MR. KEANE: Exactly.

17 THE MODERATOR: Go ahead.

MR. KEANE: However, a BACKDROP gives the employee a lot more options than a forward DROP does. They can pick the time when they do it, if they get promoted, this and that, you know.

THE MODERATOR: Go to a higher salary.

23 MR. KEANE: There's some advantages to the 24 BACKDROP, which we agreed to offset with the range 25 of zero to 10.

Page 149
THE MODERATOR: Okay. Let me hear a little

2 bit more from the City, your reaction now, to the

3 plan that's been put out in front of us, guys.

And Joey, you may want to -- I know down in Gainesville you had a lot to say about these respective kinds of ideas. Tell me about this particular proposal, what you consider its strength and weaknesses.

MR. GREIVE: Well, just -- I'll make one comment while we're talking about the DROP, assumed rate of return, the guaranteed rate of return.

THE MODERATOR: Sure. Okay.

MR. GREIVE: When you talk about a range of zero to 10, if you are going to put a floor at zero -- and I'm sure Cindy and Derrel and Chris could talk more about the -- some of the legal thinking behind that, but if you're going to put a floor at zero and give them the actual rate of return by the plan because you're not going to flow through any of the losses --

THE MODERATOR: Right.

MR. GREIVE: -- you want to put a cap on the upside too. So that was some of the thinking with the zero-to-ten range. You can't guarantee no

Page 150

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

9

10

11

12

13

14

15

16

18

19

20

21

22

losses and then just pay the total upside because 2 the plan would be harmed over time. The math just 3 doesn't work.

THE MODERATOR: And how do you react to the idea that the employee also has the ability, if they want the -- if they believe the performance is inadequate, that they can individually make the same investment?

MR. GREIVE: Yeah. I think anybody at any time, you know, after you leave the City, when you're in DROP Phase 2, you can take your money and go do what you want with it.

THE MODERATOR: Okay.

4

5

6

7

8

9

10

11

12

13

14

15

16

17

24

10

12

16

19

21

25

MR. KEANE: And, now, we don't have -- we don't have the same type of DROP plan that some places do, where the member can call up and say, "Today I want to be in" --

18 THE MODERATOR: Right.

19 MR. KEANE: -- "StateStreetSpdrs, and tomorrow I want to be in" -- something else. We 20 21 don't have any of that going on.

THE MODERATOR: I got that. Right. I got 22 23 that. But what they're suggesting --

MR. HAND: The member does --

25 MR. BELTON: We don't --

Page 151

MR. HAND: -- have the --1 2 MR. BELTON: We don't --

3 MR. HAND: -- ability to leave their funding

in the plan, even after they're --4

5 MR. KEANE: They can --

6 MR. HAND: -- taken out of DROP.

7 MR. KEANE: -- take the money when they

8 retire, or they can leave it.

9 THE MODERATOR: Got it.

MR. KEANE: They get --

11 THE MODERATOR: I think --

MR. KEANE: -- one second choice.

THE MODERATOR: -- your suggestion was, if 13 14 they -- your own investment plan could be more 15

successful if you chose to take a little more risk individually.

17 MS. LAQUIDARA: Right. We -- the trust has 18 to be risk adverse.

THE MODERATOR: I understand.

20 MS. LAQUIDARA: And individuals don't.

THE MODERATOR: All right.

MR. HAND: So along those lines --22

23 MR. BELTON: -- talked about yesterday --

THE MODERATOR: Yes, sir. I'm sorry. 24

MR. BELTON: -- there's no real difference in

Page 152

the two plans, other than what we talked about

yesterday in terms of asset allocation and the

ability to use different products. We may use

more in the general employees than police and

fire, but what you're talking about here is as it

6 relates to investments. You know, the fund

managers are selecting those investments. The individual members are not.

So, again, at retirement, if you decide that you don't like what's going on there in either plan, you take that money, you roll it over, and you deal with it yourself, but when it's in the plan -- we talked about that yesterday. The investment managers who are consultants, they're the ones that are deciding on what is bought in that actual retirement program, not the individual members of the plan. That's no different than any plan around the country.

So if they want to be out of that, then you get a chance to go beyond whatever you want to do, try to earn what you can. So the whole idea is, a part of this whole strategy -- investment returns is about a fourth of the ingredients that manage these plans, which is why we've always been talking about -- the benefit side of this plan is

Page 153

the unsustainable side. 1

2 The investment side has been an issue of how 3 well are you doing, that you're hiring and who's doing it, what are they doing. And we've had good 5 returns in both the police return and in the general employees. So that's been on the upside. 6

7 And it's been that way for the last five years.

8 So we've benefited from that.

But you're not going to have investments in that plan eliminate all of this negative risk that we're talking about as it relates to people having their money in it, what is the amount of contributions that we're going to make. Those are three-quarters of this whole apple that we're trying to carve up here. So investing is a portion of it.

17 THE MODERATOR: I got it. Thank you.

MR. HAND: Let me --

THE MODERATOR: Go ahead.

MR. HAND: -- ask -- so I just -- I want --John, there's something I want to be clear about. The Board is -- because -- and I -- I know you and

23 the Board are appropriately very concerned about

24 the funding level and trying to increase that from 25

the low of 39 percent to one that's more healthy.

Page 154 So given that focus, the Board is comfortable with 2 establishing a share plan as of 10/1/14? I mean, 3 they're confident that's a financially sound 4 measure moving forward? 5 MR. KEANE: Absolutely.

6 THE MODERATOR: Well, but --7 MR. KEANE: As I pointed out, it would not be 8 funding in the initial year, but this is to 9 have --

10 MR. HAND: Uh-huh.

15

16

17

18

19

12

13

14

15

11 MR. KEANE: -- the vehicle in place.

12 THE MODERATOR: What -- make sure I understand this, that your rendition of the -- of 13 14

the share plan -- the Board's rendition of the share plan would be that, even if the share plan were established, the other obligations, including any obligations agreed upon for unfunded liability reduction or employee benefit offset, those would come before there was any funding for the -- so

back to your point, the share plan's establishment 20 21 wouldn't necessarily mean that the share plan was, 22 at any point in time in the near future, of any

23 value?

24 MR. KEANE: It wouldn't be funded until there 25 was sufficient revenues to fund it.

Page 155 THE MODERATOR: Above the obligations that 1 2 you've agreed to here --

3 MR. KEANE: Correct.

4 THE MODERATOR: -- if we had agreement, those 5 obligations being that you would fund the unfunded 6 liability portion?

7 MR. KEANE: Correct.

8 THE MODERATOR: And that you would --9 whatever the cost of the offsetting that you have proposed or offsetting of what would otherwise be 10 11 employee contribution?

MR. KEANE: Yes, sir. And to follow up on that, as we discussed yesterday, both the general employees and the police and fire have asked the City Council on many occasions to increase

16 investment options. And they have not done it.

17 So when you have this vehicle going through here,

18 like this new revised plan, putting something in

19 that's going to be on the shelf and won't be used 20 for some time off in the future, it's a good time

21 to hook it up to the train.

22 THE MODERATOR: John, if this plan -- if the

23 City -- if the City immediately said, "We 24

accept" -- this team here, the mayor and the 25

City's team, said, "We accept your proposal,"

Page 156

given the concerns that were stated by Council at the last -- when the MSA went before it for

consideration, would this pass?

4 MR. KEANE: You're not funding it. It's a 5 vehicle for a future use.

6 THE MODERATOR: I mean, I guess what I'm 7 getting at -- no. I'm talking about your 8 proposal, not just that component of your 9 proposal, your -- and I know this is requiring 10 conjecture, and I'm going to have the -- I'm going 11 to do the same on the other side, but what I'm 12 getting at, if we assumed that one of the major discussions -- and you were there and you followed 13

14 as closely as anybody. If one of the major

15 discussions was some additional current employee 16 offset --

MR. KEANE: Shared sacrifice.

THE MODERATOR: -- shared sacrifice, to use that term, something -- and the City had a plan, an MSA that was in front of them, and that plan took -- did what we're -- what you would have preferred to do on that issue, and that is, it would not have affected current employees, and that was rejected because -- at least people verbalized, in part, that was the reason. Now, do

Page 157

you think your plan would pass? I just want to know. Is that a fair question? It may not be a

fair question, but . . .

17

18

19

20

21

22

23

24

25

4

5

6

7

10

13

14

16

18

19

21

24

25

MR. KEANE: Well, you know, there's 19 members of the City Council and as a longtime member of the Florida Legislature, you know, you don't know until --

8 THE MODERATOR: Okay.

9 MR. KEANE: -- after the vote's taken --

THE MODERATOR: I got -- I got that.

11 The same question may be equally unfair on 12 your side. Yeah. Go ahead.

MAYOR BROWN: Can we -- can we take a 15-minute break --

15 THE MODERATOR: Sure.

MAYOR BROWN: -- to huddle up my team --

17 THE MODERATOR: Yes.

MAYOR BROWN: -- get with them on some of

this?

20 THE MODERATOR: Take it.

MAYOR BROWN: Thank you.

22 THE MODERATOR: Show us 15.

23 (Recess from 3:03 p.m. to 3:22 p.m.)

THE MODERATOR: Chris, let me go to -- you

actually brought out a new Provision 10?

Page 158 1 MR. HAND: Correct. 2 THE MODERATOR: And I didn't go to that 3 because I honestly -- when I -- it was all 4 red-lined, and I looked at it and saw a bunch that 5 was taken out, but I now see that you have a new 6 provision. I want to --7 MR. HAND: Before we get to that, can I make 8 a suggestion --9 THE MODERATOR: I do. 10 MR. HAND: -- Senator? Because I think this 11 would help with some progress. 12 THE MODERATOR: Super. 13 MR. HAND: So knowing that, obviously, we're 14 not agreeing to relinquishing on the fifth member 15 until we have full agreement --16 THE MODERATOR: I got it. 17 MR. HAND: -- on governance and current 18 employees, but as a way to potentially help 19 advance agreement on current employees, for the final average compensation period for employees 20 21 who have less than ten years of service --22 THE MODERATOR: 48? 23 MR. HAND: Yeah. We proposed 60 months.

They proposed 36. The City would agree to 48, if

24

25

25 the PFPF would agree to that now. Page 159 1 THE MODERATOR: Okay. I have a proposal as 2 for 48. That's a split between the two. 3 MR. KEANE: Acceptable. MAYOR BROWN: Great. 4 5 THE MODERATOR: I had a feeling that 48 was coming back. I've been doing this a long time. 6 7 Okay. 8 MAYOR BROWN: Okay. 9 THE MODERATOR: We've got 48. Now --10 MR. KEANE: -- that again. 11 THE MODERATOR: -- can I -- can I go to -- I 12 want to go to the No. 10, then, for a second. Can 13 I do that, Chris? Because I think we might be 14 able to get this resolved. 15 What I have, and I have looked at, and I want to -- and I know -- John, I'll give you a chance 16 17 to respond. The way it reads, as you've now produced it this afternoon --18 19 MR. HAND: Correct. 20 THE MODERATOR: -- is: Following the 21 implementation of these benefit negotiations, the JPFPF shall not negotiate modifications to pension 22 23 benefits and shall leave the negotiation and 24 future modification of pension to elected City

officials and certified bargaining agents.

Page 160 Nothing in this agreement shall be construed to impair the rights provided under Article 1, Section 6 of the Florida Constitution or Chapter 447, Florida Statutes. John, I know that -- first of all, why don't you react to that and give me what your reaction would be to the new proposed No. 10. MR. KEANE: It sounds like a very informed proposal to us. THE MODERATOR: Okay. Now, the language "shall not negotiate modifications to pension benefits" and "shall leave the negotiation and future" -- is that acceptable to you? MR. KEANE: Got to get that word "negotiation" out of there. And I'll leave it to the wordsmithing --THE MODERATOR: Okay. MR. KEANE: -- to find some --THE MODERATOR: Because your position --MR. KEANE: -- alternate words --THE MODERATOR: -- is you don't negotiate and you haven't negotiated? MR. KEANE: That's right. We're --THE MODERATOR: How about if I use the word "address"?

25 Page 161 MR. KEANE: "Address," "discuss," "confer." 1 2 THE MODERATOR: "Shall not address 3 modifications to pension benefits" and "shall leave the negotiation and future modification of 5 pension benefits to the City officials and certified bargaining agents. Nothing in this 6 7 agreement shall be construed to impair the rights 8 provided under Article 1, Section 6 of the Florida 9 Constitution." 10 How's that? 11 MR. KEANE: And what was the word you're 12 going to put in? 13 THE MODERATOR: I put -- I proposed 14 "address." 15 MR. KEANE: "Address." 16 MAYOR BROWN: "Address." 17 MR. KEANE: Everybody --18 THE MODERATOR: I left "negotiate" in as --19 "negotiation" as it -- to the bargaining agent of 20 the City, but I just substituted the word 21 "address" because -- I don't care. 22 seemed to be --23 MR. HAND: What if we -- what if we use the 24 phrase -- and, Cindy -- contingent on Cindy

feeling comfortable with this -- "shall not engage

25

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

```
Page 162
                                                                                                           Page 164
     in modifications to pension benefits" and "shall
                                                                    MR. KEANE: If you say you're not going to do
     leave the determination of pension benefits to
                                                               it in the future, that doesn't necessarily mean
 3
    elected City officials and certified bargaining
                                                               you did it in the past, does it?
 4
     agents"?
                                                                    MAYOR BROWN: No, it does not.
5
                                                           5
                                                                    MR. KEANE: Thank you for agreeing, Mayor.
         MR. KEANE: Take that word out, and he's
6
                                                           6
     saying --
                                                              We're on the same team.
7
                                                           7
          THE MODERATOR: My only concern is "engage
                                                                    MS. LAQUIDARA: That's for sure.
8
                                                           8
     in." I'll just throw this to you --
                                                                    Well, what about -- I mean, "engage" may
9
          MR. HAND: Uh-huh. Sure.
                                                           9
                                                               actually do it because if we use "negotiate," we
                                                          10
                                                               don't want any implication that, if we're not
10
          THE MODERATOR: Actually, they would
11
     implement what was negotiated. And I don't want
                                                          11
                                                               negotiating now, we can do this again --
12
                                                          12
                                                                    MR. HAND: Correct.
     to prevent that.
                                                                    MS. LAQUIDARA: -- because I don't think --
                                                          13
13
          MR. KEANE: And we also have to do the
14
    costing --
                                                          14
                                                                    MR. HAND: That's a good point.
15
                                                          15
                                                                    MR. KEANE: Yeah.
          THE MODERATOR: Engage --
16
          MR. HAND: John, what is your -- what's your
                                                          16
                                                                    THE MODERATOR: As long as we're --
                                                          17
17
     concern -- since you say that you're not
                                                                    MS. LAQUIDARA: So, "engage," I think --
18
     negotiating benefits now --
                                                          18
                                                                    THE MODERATOR: I'm concerned about --
19
          MR. KEANE: We're not.
                                                          19
                                                               "engaged in the modifications." They do -- they
                                                          20
                                                               "will engage in modifications" --
20
          MR. HAND: -- what's your -- what's your
21
    concern about --
                                                          21
                                                                    MS. LAQUIDARA: No. But --
22
         MR. KEANE: Having good faith --
                                                          22
                                                                    THE MODERATOR: -- if there were to be --
         MR. HAND: -- using that word?
23
                                                          23
                                                                    MS. LAQUIDARA: They'll implement them.
24
          MR. KEANE: -- dialogue and friendly
                                                          24
                                                                    THE MODERATOR: If the City and the --
25
                                                          25
    discussion.
                                                                    MS. LAQUIDARA: They'll implement them.
                                                 Page 163
                                                                                                           Page 165
1
          MR. HAND: I got you. So since --
                                                           1
                                                                    THE MODERATOR: Implement, okay.
2
          MS. LAQUIDARA: You know I have this again,
                                                           2
                                                                    MS. LAQUIDARA: That they won't --
 3
     so --
                                                                    THE MODERATOR: I just want to make sure that
 4
          MR. HAND: Per your description, there's not
                                                               that doesn't turn around and bite you.
                                                           4
                                                           5
5
    a negotiation going on now. Which word would
                                                                    MR. HAND: Cindy, would you be comfortable
     you -- why is "negotiation" objectionable? Since
                                                               with a language that said: The PFPF shall not
6
                                                           6
 7
     that's not happening now, then why would you
                                                           7
                                                               engage in the determination of pension benefits
8
     object to putting that --
                                                           8
                                                               and shall leave the future determination of
9
                                                           9
          MR. KEANE: I think because the word
                                                               pension benefits?
     "negotiate" in Florida law is a term of art that
                                                          10
10
                                                                    MS. LAQUIDARA: Yes.
11
     is a relationship between a public employee and
                                                          11
                                                                    MR. HAND: Would that work for you?
     public employee organization.
                                                          12
                                                                    MS. LAQUIDARA: Yes.
12
13
          MR. HAND: Right.
                                                          13
                                                                    MR. HAND: Okay.
14
          MR. KEANE: And I don't want to get
                                                          14
                                                                    MS. LAQUIDARA: I think that --
15
    confused in that --
                                                          15
                                                                    THE MODERATOR: You all right with that,
                                                              John?
                                                         16
16
          MR. HAND: Well, it's saying you're not going
                                                          17
17
     to be doing that in the -- not you, but the JPFPF
                                                                    MR. KEANE: That's all right with me.
     is not going to be doing that in the future.
                                                          18
                                                                    THE MODERATOR: So we'll put: Shall not --
18
19
          MR. KEANE: Negotiate? Address? We don't
                                                          19
                                                                    MS. LAQUIDARA: Thank you.
20
    negotiate. We definitely know that.
                                                          20
                                                                    THE MODERATOR: -- engage in the
21
          THE MODERATOR: Well, then, if you don't do
                                                          21
                                                               termination --
                                                          22
22
    it --
                                                                    MS. LAQUIDARA: Yes.
23
          MR. KEANE: And if you say --
                                                          23
                                                                    THE MODERATOR: -- of pension benefits.
                                                          24
24
          THE MODERATOR: -- and you're not going to do
                                                                    MR. HAND: Uh-huh.
25
                                                          25
    it --
                                                                    MS. LAQUIDARA: Because then it's
```

Page 168

Page 166 clear you --2 THE MODERATOR: That would make it -- nobody 3 later can say, "Well, you can't modify something 4 because you" --5 MAYOR BROWN: Right. 6 MR. HAND: It just makes it clear that --7 THE MODERATOR: It's got --8 MR. HAND: -- the subject of what the pension 9 benefits are --10 THE MODERATOR: Is not theirs. 11 MR. HAND: -- is not -- the JPPF is out of 12 that. 13 THE MODERATOR: I got that. All right. With 14 that, then --15 MR. KEANE: Let's get this -- would you have 16 the -- read it back -- you're going to read it to us?

17 18 THE MODERATOR: Yeah. I'm going to read it 19 back. And see if I have it right; okay? Following the implementation of these benefit 20 21 modifications, the JPFF shall not engage in

22 determining -- or in the determination -- excuse 23 me -- of pension benefits.

24 And then the rest of it is as written. 25

MR. HAND: Well, and "shall leave the future

determination" --

4

14

15

16

17

18

19

2 THE MODERATOR: No. The rest of it is as 3 written.

MR. HAND: Oh, as written. I'm sorry.

5 THE MODERATOR: As written. The rest of it as written. That's the only thing we changed from 6 7 that.

8 MR. HAND: Got you. And just so it's clear 9 for the record, this would mean that the Police and Fire Pension Fund is out of the pension 10 11 determination business because this then provides 12 how benefits would be provided -- determined into 13 the future?

THE MODERATOR: I'm not going to say what it does. I'm going to say what the language is. language is, shall not determine -- shall not engage in the determination of pension benefits, and the rest of the language, as was previously read into this record and is in your proposal.

20 MAYOR BROWN: Okay.

21 THE MODERATOR: All right. Now, with that, 22 guys, I want to go back and see if I have it

23 right.

24 MR. HAND: And just -- and while we're on

25 that -- 1 THE MODERATOR: Sorry.

> 2 MR. HAND: -- since we're kind of on the back end, John, do you have any objection to the changes that were made to eleven and twelve in the 5 governance provision? Eleven just simply removed 6 "2014," per your suggestion, and added the sentence at the end about meetings being in 8 accordance with applicable federal, state, and 9 local laws. And then twelve just simply modified, 10 you know, the language of recommendations of the 11 task force to what the City and the JPFPF would do

> 13 THE MODERATOR: Well, the "2014," taking that 14 out is -- John, that was your --

> > THE MODERATOR: That was your suggestion.

15 MAYOR BROWN: Yeah, that was his --

17 MR. KEANE: Uh-huh. That looks all right to

18 me.

12

16

19

6

8

9

10

11

12

13

14

15

16

17

18

19

THE MODERATOR: Okay.

to implement any agreement.

20 MR. HAND: So that's good on eleven and 21 twelve?

22 MR. KEANE: That's ten, eleven, and twelve; 23 right?

24 MR. HAND: Got that.

25 THE MODERATOR: Ten, eleven, and twelve. All

Page 167

Page 169 right. Actually, so that we're accurate, now, see if I'm right. We now have agreement on one, two, three, four, in the sense that, if we reach -otherwise reach agreement, four is withdrawn. 5

MAYOR BROWN: Correct.

THE MODERATOR: Five, if we reach agreement on four, the language of five is acceptable; six, which has been done; seven, which is done; eight, which is done; ten, which is agreed to; eleven, which is agreed to; twelve, which is agreed to; and thirteen is withdrawn; nine, we haven't addressed and we will not address until we get to the very end, although there is nine -- there is a provision of nine in Paragraph 6, which is agreed to, which is -- that is the monitoring by the now, as I've been corrected, former magistrate and now current federal judge. Please make sure that does -- that I show that deference should I ever find myself there. MR. KEANE: Now, all of seven wasn't agreed

20 21 to --

22 THE MODERATOR: I'm sorry.

23 MR. KEANE: -- I don't believe.

24 THE MODERATOR: Tell me where we had a 25 difference on seven, then. Don't want -- don't

Page 170 Page 172 want to go ahead. I thought we had agreed to 1 THE MODERATOR: Tell me what -- tell me 2 seven. 2 where -- how you want to fix it. 3 MR. HAND: And just before we get to seven, 3 MR. HAND: Yeah. 4 let me just clarify. So one is done. Two is 4 MR. KEANE: Well, we're going to shut down --5 agreed to. Six is agreed to. it's proposed to shut down the senior management 6 THE MODERATOR: Three is --6 pension fund. 7 MR. HAND: Three, being the language that the 7 THE MODERATOR: Okay. moderator proposed this afternoon, is agreed to. 8 MR. KEANE: And in several lines above, we 8 9 THE MODERATOR: Yes. 9 recommend that future administrators be placed in the general employees or a 401(a) type of plan. 10 MR. HAND: Four, you just summarized that. 10 11 Five is obviously tied to four. 11 So that just leaves the incumbent of what -- is he 12 THE MODERATOR: Yes. 12 going to go in that plan, the 401(a) plan? MR. HAND: John said to sort of hold on 13 13 THE MODERATOR: Well, it doesn't say. It 14 seven, but eight, ten, eleven, and twelve are 14 says: Or a defined contribution plan. MR. KEANE: Or either one, either one. 15 15 agreed to; is that correct? 16 THE MODERATOR: I thought so. But I may be 16 THE MODERATOR: Yeah. That's what it says, 17 17 wrong. which I think you've agreed --18 Let's go back to seven and eight and look at 18 MR. BELTON: 401. 19 those again, John. Let's try to get those done. 19 THE MODERATOR: 401? 20 MR. HAND: Since we're all talking in the 20 We're on seven. third person, the City hasn't yet defined where 21 MR. KEANE: Seven is fine. It's eight 21 22 that --22 the incumbent would go under this scenario. I 23 don't think this addresses that specifically. THE MODERATOR: Okay. 23 24 MR. KEANE: -- we haven't decided. 24 MR. KEANE: Right. But that's --25 25 MR. HAND: It addresses a future incumbent --THE MODERATOR: So seven is okay? Page 171 Page 173 MR. KEANE: Yeah. 1 MR. KEANE: Seven is okay. 1 2 THE MODERATOR: All right. So we're down to 2 MR. HAND: -- but not the current incumbent. 3 eight. 3 MR. KEANE: Yeah. 4 THE MODERATOR: Well, theoretically, where MR. KEANE: Right. 5 5 THE MODERATOR: All right. Let's go to would the current incumbent go? eight. And the floor is yours to see if we can MR. KEANE: Well, let's ask Mayor Brown 6 6 7 get governance, realizing that it's linked to 7 because he's running for election, and he would 8 everything else, but this would get all of the 8 probably give me a better answer than some of the 9 9 governance. other people. 10 MR. KEANE: It's where the incumbent's going 10 MAYOR BROWN: Yeah. John, where would you --11 to go on August the 15th. 11 MR. HAND: He's a different -- he's a 12 THE MODERATOR: There's been suggestions on 12 different kind of incumbent. 13 where the incumbent can go. 13 THE MODERATOR: Where would the incumbent 14 MR. KEANE: There's been many of them over 14 like to go? 15 15 the years --MAYOR BROWN: Where would you like to go, John? 16 THE MODERATOR: Okay. 16 17 17 MR. KEANE: -- I could report to you. MR. KEANE: Let's go to church. THE MODERATOR: Tell me what your suggestion 18 MAYOR BROWN: Amen. All right. 18

24 THE MODERATOR: Tell me -- 24 25 MR. HAND: Yeah. 25

MR. HAND: We're not telling the incumbent to

MR. KEANE: Most of them didn't have a

go anywhere, just to be clear.

19

20

21

22

23

is.

roadmap.

today --

back with a --

MR. HAND: I mean, I guess what I would say,

MR. HAND: May not be able to determine that

John, is it might be helpful if you were to come

THE MODERATOR: Tell us.

MR. KEANE: Okay.

19

20

21

22

23

```
Page 174
                                                                                                           Page 176
1
          MR. HAND: -- what a suggestion --
                                                           1
                                                                    MR. KEANE: 401(a) plan to be established by
 2
          MR. KEANE: Okay.
                                                           2
                                                               the Board.
 3
          MR. HAND: -- would be on the --
                                                           3
                                                                    And you had some words earlier, Chief Hand,
 4
          MR. KEANE: Sure.
                                                               about the maximum federal contribution. And all
 5
          MR. HAND: Where the incumbent --
                                                               that has to be worked into that.
 6
          THE MODERATOR: We're actually talking about
                                                           6
                                                                    MR. HAND: That's -- well, that's in the --
7
                                                           7
     one spot here, folks.
                                                              No. 8 here --
                                                           8
8
          MR. HAND: Right. Yeah.
                                                                   MR. KEANE: Yeah.
9
          THE MODERATOR: Other than that, is seven
                                                           9
                                                                    MR. HAND: -- where it talks about or --
                                                                    MR. KEANE: Well, I'm operating off the
10
     agreeable?
                                                          10
11
          MR. KEANE: Well, let's --
                                                          11
                                                               original ones.
12
          MR. HAND: Eight, you mean.
                                                          12
                                                                    MR. HAND: Oh, I see.
                                                                    THE MODERATOR: Yeah, or a defined
13
          MAYOR BROWN: Eight.
                                                          13
14
          THE MODERATOR: Eight. I'm sorry. Eight.
                                                          14
                                                               contribution plan with the JPFPF --
15
     I'm looking right at it.
                                                          15
                                                                    MR. KEANE: Oh.
16
          MR. KEANE: Well, why don't we just say right
                                                         16
                                                                    THE MODERATOR: -- subject to the limits of
     now, shall assure that the incumbent and any
                                                          17
17
                                                               federal law.
18
     future administrator or senior management employee
                                                          18
                                                                    MR. KEANE: It's on this one here too? Oh,
19
     shall be placed in the General Employees' Pension
                                                          19
                                                              yeah.
     Fund or the -- put the incumbent right in there --
                                                          20
                                                                    MR. HAND: The red-lined version --
20
21
          MR. HAND: Well, there's one technical
                                                          21
                                                                   MR. KEANE: Oh. And that's --
22
     question that we need to -- I need to just kind of
                                                          22
                                                                    MR. HAND: -- we passed out this afternoon.
                                                          23
23
    check with Joey on that, so can we just sort of
                                                                    So your proposal, which we'll review with
24
    hold that while we --
                                                          24
                                                               these -- technical review we need to do, would be
                                                               adding the incumbent to what would go into the --
25
         MR. KEANE: Okay.
                                                          25
                                                 Page 175
                                                                                                           Page 177
                                                                    THE MODERATOR: It would say the following --
1
          MR. HAND: Because there's a number we've
                                                           1
                                                           2
2
    got --
                                                                    MR. HAND: Right.
 3
          MR. KEANE: Sure.
                                                           3
                                                                    THE MODERATOR: -- after the word "that" and
 4
                                                              before the word "future" would be --
          MR. HAND: -- to look up.
5
                                                           5
          THE MODERATOR: Hold on a second. That's
                                                                    MR. HAND: Uh-huh.
                                                                    THE MODERATOR: -- that the incumbent and any
6
     your proposal?
                                                           6
7
                                                           7
          MR. HAND: That's his proposal.
                                                               future -- correct?
8
          MR. KEANE: Yeah. Yeah.
                                                           8
                                                                    MS. LAQUIDARA: Correct.
9
                                                           9
          MR. HAND: We just need to check something.
                                                                    MR. KEANE: Correct.
                                                          10
                                                                    THE MODERATOR: Okay. That's the proposed
10
          THE MODERATOR: Could you say --
11
          MAYOR BROWN: Say that one more time.
                                                          11
                                                               language, that the incumbent --
12
          THE MODERATOR: -- that proposal again for
                                                          12
                                                                    MR. KEANE: And --
13
     the court reporter so she can get this so that I
                                                          13
                                                                    THE MODERATOR: -- and --
14
     can write it in also?
                                                          14
                                                                    MS. LAQUIDARA: And any future.
15
          Go back and -- your proposed language, and
                                                          15
                                                                    THE MODERATOR: And then it picks up, any
                                                          16
16
     then that will be what you guys will look at.
                                                              future.
                                                          17
17
          MR. HAND: We'll look at, correct.
                                                                    MR. HAND: Uh-huh.
18
          MR. KEANE: It's one -- two, three, four,
                                                          18
                                                                    MAYOR BROWN: Any future, okay.
19
     five -- submittal of the sixth line: The City
                                                          19
                                                                    THE MODERATOR: All right. Now, if that
20
     and/or the JPFPF shall assure that the incumbent
                                                          20
                                                               language were to be acceptable to the City, and
21
     and any future administrator and/or senior
                                                          21
                                                               they could work -- is there anything else between
    management employee shall be placed in the City
22
                                                          22
                                                              Nos. 1 through 12 not agreed to, except nine,
23
    General Employees' Pension Fund or a -- 401(a) is
                                                          23
                                                               which I am not addressing on purpose right now.
     the number; right?
24
                                                          24
                                                                    MR. HAND: Well, and four and five --
25
                                                          25
                                                                    THE MODERATOR: Four and five.
          MR. BELTON: Yeah.
```

```
Page 178
                                                                                                            Page 180
                                                                    THE MODERATOR: And, ultimately, we will
1
          MR. HAND: Right.
                                                           1
 2
                                                           2
          THE MODERATOR: I'm saying, if, as -- I
                                                              renumber these --
 3
    realize all of these are determined by our being
                                                           3
                                                                    MS. LAQUIDARA: Yes.
 4
     able to work out the remainder, but as to any
                                                           4
                                                                    THE MODERATOR: -- in the order we get them
5
     language --
                                                           5
                                                               done, I understand. Four would be out. Five
 6
                                                           6
                                                               would be -- would be adjusted in light of four
          MR. HAND: Uh-huh.
7
          THE MODERATOR: -- have we now agreed to the
                                                           7
                                                               being omitted, is all that happens there --
8
     language of Nos. 1 through 12, realizing that four
                                                           8
                                                                    MS. LAQUIDARA: Yes.
9
     and five are tied into other acceptances,
                                                           9
                                                                    THE MODERATOR:
                                                                                   -- okay?
     et cetera, but --
                                                          10
10
                                                                    MS. LAQUIDARA: Okay.
11
          MR. KEANE: And eight, now. We're leaving
                                                          11
                                                                    THE MODERATOR: Now --
    eight still.
                                                          12
12
                                                                    MAYOR BROWN: That's correct.
                                                          13
13
          THE MODERATOR: Eight is --
                                                                    THE MODERATOR: -- with that, what I suggest
14
          MR. KEANE: Because they're going to have
                                                          14
                                                               to you guys now is that we go back, and what I
15
                                                          15
                                                               propose -- and see if this makes any sense to you.
     somebody --
16
          MS. LAQUIDARA: Because that's --
                                                          16
                                                               I want to go back to the City's proposal for a
17
          MR. KEANE: -- check it.
                                                          17
                                                               moment on current modifications. On the current
18
          THE MODERATOR: They're going to check into
                                                          18
                                                               modifications, we've now agreed to the silo that
     it. But if that were acceptable, is my predicate.
                                                          19
                                                               is the employee contribution; is that correct from
19
     If that were acceptable, do we have the language
                                                          20
                                                               the City's --
20
                                                          21
21
     agreed to on Nos. 1 through 12, excluding 9, and
                                                                    MAYOR BROWN: Right.
22
    realizing there is no longer a 13?
                                                          22
                                                                    THE MODERATOR: -- point of view --
23
          MR. KEANE: Four and five, you keep
                                                          23
                                                                    MR. KEANE: Correct.
24
    forgetting them.
                                                          24
                                                                    THE MODERATOR: -- No. 4?
25
                                                          25
          THE MODERATOR: No. I thought I made -- four
                                                                   MR. HAND: Yes.
                                                                                                            Page 181
     and five -- I'm just talking about the language on
                                                                    THE MODERATOR: That's agreed from John's
                                                           1
2
     four and five, realizing the City is tying that to
                                                           2
                                                               point of view, No. 4.
 3
     other agreements, we understand that, but if these
                                                           3
                                                                    We are now -- on the DROP we're dealing with
    other agreements should be reached, one through
                                                               whether or not it would be the 8.4 or the -- we
 4
5
     twelve, excluding nine, including four and five,
                                                           5
                                                               have also -- to be clear on this, we've now agreed
6
    realizing the reservations, you have to pull
                                                               to the final average compensation moving to -- for
                                                           6
7
     them --
                                                           7
                                                               those who have less than ten years of service
8
          MR. HAND: Correct.
                                                           8
                                                               would now move to 48. That's done?
                                                           9
9
          THE MODERATOR: -- but I'm talking about, if
                                                                    MAYOR BROWN: Yes.
     the other agreements -- have we got the language
                                                          10
                                                                    THE MODERATOR: All right. Now, what we have
10
11
     that would be the governance section completed?
                                                          11
                                                               in front of us is the DROP, which is the issue of
12
          MR. KEANE: Yes, sir.
                                                          12
                                                               whether or not the 8.4 could be -- could be a
13
          MS. LAQUIDARA: Well, I think that, though,
                                                          13
                                                               range of zero to 10, as the discussion already
14
     the confusion is four would be removed, so we
                                                          14
                                                               was, and then the COLA, two questions, the COLA
15
    wouldn't be agreeing on language.
                                                          15
                                                               amount, and whether or not there would be a
          THE MODERATOR: Four would be out.
16
                                                          16
                                                               differentiation after and before ten years of
17
          MS. LAQUIDARA: Right. Okay.
                                                          17
                                                               service.
          THE MODERATOR: Four would be out.
                                                          18
                                                                    You have made a proposal, John, that has a
18
19
                                                               significant financial component to it. What I'd
          MS. LAQUIDARA: So, hence, we're agreeing --
                                                          19
20
          THE MODERATOR: Yeah. That's correct.
                                                          20
                                                               like to do now, and see if this is agreeable to
21
          MS. LAQUIDARA: -- on the deletion.
                                                          21
                                                               you guys -- when I start discussing this, and when
                                                              we all started discussing -- it seemed to me that
22
          THE MODERATOR: Four would be out, yes.
                                                          22
23
          MS. LAQUIDARA: Yes. So everything --
                                                          23
                                                               we also began to talk about the issue of unfunded
24
          THE MODERATOR: And we would --
                                                          24
                                                               liability because is it intertwined. Am I wrong
25
                                                          25
          MS. LAQUIDARA: -- else is --
                                                               that unfunded liability becomes somewhat
```

Page 182

1

2

4

5

7

13

22

25

intertwined with the level of contribution that

2 has been proposed, meaning you guys have

3 proposed -- I think you gave a number a minute ago

of an additional \$62 million that would be out of

5 chapter funds -- over a period of time, I

6 understand that. But was that the number you 7

gave?

8

6

8

10

11

21

MR. KEANE: The number's the number.

9 THE MODERATOR: Okay. The number's the 10 number. You guys have a proposal for 40 million

11 and 4.5 on unfunded liability. They have a

12 proposal for a shared plan, realizing that the

unfunded liability and any other amounts have to 13

14 be paid before any money would go into the shared

15 plan. So the establishment of the shared plan

16 does not constitute the funding of a shared plan; 17 correct?

18 MR. KEANE: Correct.

19 THE MODERATOR: All right. We have the unfunded liability proposal that they've made. It 20

21 is 40 million, to be matched by \$4.5 million from

22 you. And you have a response to that, which was 23 an expanded authority for investment; right?

24 MR. KEANE: (Nods head).

25 THE MODERATOR: Are you going to have any

Page 183 more proposals on the unfunded liability, other

2 than the proposal that they have made and you

3 returned -- which is not an acceptance -- and your

response back, which was for expanded authority? 4

5 Do you have any other unfunded liability -- or is

that inherit in that which you have advanced today

7 as your new money, so to speak?

MR. KEANE: Yes. We're going to come up with

9 another proposal for tomorrow.

> THE MODERATOR: All right. Do you have any further reaction to the COLA today as it relates

12 to their proposal, which that the COLA be capped

13 for -- at 1.5 percent, and that the difference in

14 the COLA be -- for ten years or not -- is the use 15

of Age 55? I mean, I know I'm cutting that short, but, basically, if you have more than ten, you get

16 17 it when you get it. If you have less than ten,

18 your COLA would be -- wouldn't be something you

19 would take before you had reached 55?

20 MR. HAND: You have --

THE MODERATOR: That's the difference?

MR. HAND: -- to be 55 before you could start 22

23 benefiting from the COLA.

THE MODERATOR: That's right. 24

25 MR. HAND: Right. Page 184

THE MODERATOR: That's -- but that's the

difference between the ten-year draw --

3 MR. HAND: Correct.

THE MODERATOR: -- as you've drawn it up?

MR. HAND: Correct.

6 THE MODERATOR: You agree -- you've proposed

1.5 for the amount. And I'm assuming from your

8 response --

9 MR. HAND: The lesser of 1.5 or the -- or

10 CBA.

11 THE MODERATOR: The lesser of 1.5 or the

12 Social Security --

MR. HAND: COLA.

14 THE MODERATOR: -- COLA?

15 MR. HAND: Correct.

16 THE MODERATOR: You've come back and said --

17 you prefer the actual Social Security COLA, which

18 that's their proposal, as you understand, that the

19 Social Security COLA is only used if it's -- if

it's the larger number. If not, it's capped at 20

21 1.5. The only time it would be -- was if the COLA

was lower for Social Security?

23 MR. KEANE: Well, we discussed that, but

24 that's not our proposal.

THE MODERATOR: No. No. I got it. I

Page 185 got that. What do you have to say about COLA?

We've addressed -- we know what the DROP issue is.

The DROP issue is whether or not we're going to

have the range or the 8.4 percent. You currently

5 favor the 8.4. They want the zero to 10 percent.

You have not said inalterably no, but you've said 6

you're having your people calculate how that would

8 have performed?

MR. KEANE: Right.

THE MODERATOR: Where are we on the COLA,

11 John?

9

10

12

15

16

18

19

And where are we, from the City's

13 perspective, on the COLA?

14 MR. HAND: Well, we've made our proposal.

THE MODERATOR: That's your proposal.

MR. HAND: So we're just -- we're waiting --

17 THE MODERATOR: What's your --

MR. HAND: -- on a response.

MR. KEANE: We're going to send a response

20 tomorrow.

21 THE MODERATOR: Okay. All right. Do we have

22 anything today left? We've got the governance

23 language -- don't -- for the record, I understand

24 the language is pending all agreement, but the

25 language is there. We have not reached an

Page 189

Page 186 agreement on the current employees, the unfunded 2 liability. And on the current employees where we 3 are is we haven't reached a proposal on DROP and 4 on COLA, but we have reached for FAC, for less 5 than ten, and we have for employee contribution rising to 10, with reinstatement of the money, 6 7 correct, reinstatement of the rollback? 8 MR. HAND: Pay cuts. 9 THE MODERATOR: Yes. 10 MR. HAND: Correct. Yeah. 11 THE MODERATOR: Okay. Anything else that you have for today, John? 12 13 MR. KEANE: No, sir. 14 MR. HAND: So it sounds like -- and just so 15 I'm clear, John, you'll come back tomorrow with a 16 counterproposal on COLA, a counterproposal on DROP, and some sort of counterproposal on unfunded 17 18 liability? 19 And just to be clear from our perspective, as we said in our presentation, you know, the City 20 21

liability?

And just to be clear from our perspective, as we said in our presentation, you know, the City has made clear it is a prerequisite, before we agree to put additional money in, that we have agreement on new employees, which we have, current employees, and governance, so -
THE MODERATOR: Got it. Nobody's trying

22

23

24

25

22

23

24

25

Page 188 And you have a counterproposal as it related to 2 expanded authority. You're going to have some additional -- DROP for current employees and COLA 4 for current employees. Are those all the 5 differences that we have now pending? 6 MR. KEANE: I believe you've captured it 7 completely. 8 MAYOR BROWN: Yes. 9 MS. LAQUIDARA: Uh-huh. 10 THE MODERATOR: That's it for today, folks. 11 MS. LAQUIDARA: Thank you. 12 THE MODERATOR: Thank you. 13 MR. HAND: Thank you, Mr. Moderator. 14 MR. KEANE: Are you going to announce the 15 adjournment? 16 THE MODERATOR: I did. I'm sorry. Thank 17 you. We're adjourned for today. And we will 18 resume tomorrow at 1:30. 19 (The meeting was concluded at 3:48 p.m.) 20 21 22

Page 187 1 to --2 MR. HAND: Yeah. 3 THE MODERATOR: I'm just saying we're not going to go back and revisit the language --4 5 MR. HAND: Right. THE MODERATOR: -- if we get an agreement --6 7 MR. HAND: Got you. 8 THE MODERATOR: -- on the other subjects. 9 The language on governance has been agreed to if 10 we reach the other agreements. 11 MR. HAND: Got you. 12 THE MODERATOR: All right. Anything else for 13 the good of the order today? 14 We're set for, Madam Court Reporter, 1:30 15 tomorrow? 16 MR. HAND: 1:30 p.m. 17 THE MODERATOR: 1:30 tomorrow. Guys, the plan is we've got tomorrow, and there's no lock on 18 19 how long we can go, and we've got Thursday. And 20 then I'm unavailable for a good while. And I'm 21 certainly replaceable, but I don't know if anybody

else would step in at this point in time.

we've moved a long way. We have unfunded

So let's get this thing done. We are --

liability, which from -- you made a proposal on.

CERTIFICATE STATE OF FLORIDA) I, Karen Adair Ruiz, Registered Merit Reporter, Florida Professional Reporter, certify that I was authorized to and did stenographically report the foregoing meeting and that the transcript is a true and complete record of my stenographic 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' attorneys or counsel connected with the action, nor am I financially interested in the action. Dated this 25th day of May, 2014. aren KAREN ADAIR RUIZ Registered Merit Reporter Florida Professional Reporter

23

24

25

1

2

3

8

9

10

11

12

13

15

16

17

18

19

20

21

22

23

24

25

	12:01 400:7	2011_64 04:40	20 20:47	
<b>\$</b>	<b>12:01</b> 100:7	<b>2011-64</b> 21:10	<b>38</b> 29:17	7
	<b>13</b> 6:10 109:17 113:3 178:22	<b>2014</b> 12:1 22:19 34:7 114:4 168:6,13	<b>39</b> 153:25	
<b>\$1.3</b> 119:2	<b>14</b> 109:15 113:3	<b>2014/'15</b> 109:10	<b>3:03</b> 157:23	<b>7</b> 9:17 11:4,17 18:12,
<b>\$19</b> 113:16	122:8 123:3,8	<b>2015</b> 109:14	<b>3:22</b> 157:23	15 19:3 20:6 50:3 96:20 103:21 135:1
<b>\$200</b> 73:12	<b>15</b> 109:13 110:17		<b>3:48</b> 188:19	137:4,10 144:2
<b>\$4.5</b> 182:21	113:3,14 114:4	<b>2016</b> 109:17		
<b>\$40</b> 120:25	157:22	<b>2017</b> 12:25 22:4,14, 16,20,24,25 23:7	4	8
<b>\$6</b> 114:7	<b>15-minute</b> 157:14	53:12 66:4,8 67:5	<b>4</b> 8:3 82:4 93:2	<b>8</b> 11:7 16:20 50:1
<b>\$60</b> 132:5,9 133:2	<b>15th</b> 12:1 52:17 171:11	73:22,23 86:17 109:18	109:10 110:7 111:4, 11,18 118:25 180:24	96:20,22,23 99:3 137:10,11 138:3
<b>\$62</b> 182:4	<b>17</b> 73:15 74:3	<b>2018</b> 109:24 111:12	181:2	144:2 176:7
<b>\$7</b> 114:8	<b>175.061(a)</b> 48:24	<b>2019</b> 109:25 111:12	<b>4.5</b> 121:19,20 124:2 182:11	<b>8.4</b> 130:24 131:25
1	<b>18</b> 109:18 111:2,7,19	<b>2020</b> 115:16 117:12, 24	<b>40</b> 121:18 122:22	132:4,22 139:6 145:21 147:24 148:6 181:4,12 185:4,5
4 0 40 0 7 0 40 0	<b>185.05</b> 48:24	<b>2028</b> 122:13 123:2,	124:1 182:10,21	<b>8.5</b> 132:1
<b>1</b> 6:16 8:7,9 19:6 22:19 109:18	<b>19</b> 111:2,3,7,20 113:15 157:4	23	<b>401</b> 172:18,19	
119:14,17 123:8	<b>1940s</b> 78:7	<b>2030</b> 66:2 76:10	<b>401(a)</b> 17:8,13,17	<b>80</b> 72:25 122:11,17, 19,25
160:2 161:8 177:22 178:8,21	<b>1986</b> 39:4	<b>22</b> 19:1	18:2 52:23 172:10, 12 175:23 176:1	
<b>1.5</b> 97:2,5 143:25		<b>24</b> 141:22 142:12,13,	<b>447</b> 71:4,6 160:4	9
144:4 183:13 184:7,	<b>1990</b> 74:5,8 132:2 <b>1990s</b> 132:19	19,24,25	<b>48</b> 158:22,24 159:2,	<b>9</b> 80:11 137:4 178:21
9,11,21		<b>24-month</b> 141:3,6	5,9 181:8	
<b>10</b> 12:13 21:7 52:10	<b>1:30</b> 187:14,16,17 188:18	<b>25</b> 145:12		<b>92</b> 132:19
53:25 63:18 64:1,3, 7,14,24,25 81:13,24	<b>1st</b> 23:6 66:8 73:15	<b>250</b> 74:1	5	A
82:1,10 89:5 96:18,	123:11	<b>29</b> 79:8	<b>5</b> 15:14,15,17 93:4	
22,25 98:23 99:13 103:25 109:19		<b>2:06</b> 100:7	<b>5/13</b> 108:8 136:3	<b>a.m.</b> 61:20
110:20 111:13,15 115:6 129:11,12,14	2	3	<b>5/13/14</b> 108:17	<b>ability</b> 44:4 150:5 152:3
131:4 134:17 135:1,	<b>2</b> 6:18 11:9 96:5,6		<b>50</b> 44:1 141:21	absent 100:13
17 136:6,7,12,25 137:11,18 138:4	107:24 109:17,24 111:5,9,11,18,19	<b>3</b> 54:15,16 63:5 92:22 93:12 98:15	<b>55</b> 183:15,19,22	absolute 19:25
146:2,9 147:4,18 148:25 149:15	138:3 150:11	104:16 106:19	6	20:20
157:25 159:12 160:7	<b>20</b> 111:3,20 112:19 120:20 147:25 148:2	109:14		<b>absolutely</b> 46:12 75:20 91:4 154:5
181:13 185:5 186:6 <b>10/1/14</b> 154:2	<b>2000</b> 79:3	<b>30</b> 22:16,23,25 32:15,17 74:22	<b>6</b> 6:20 160:3 161:8 169:14	accept 9:1 24:14
<b>11</b> 13:11 34:6 37:7	<b>2003-1338</b> 12:23	<b>30-year</b> 21:15,19	<b>60</b> 140:8,13,16	139:5,6 155:24,25
54:3 104:4	21:21	22:22 28:19 70:12, 13 71:7,8,21 72:6,11	141:11,20 142:12,	<b>acceptable</b> 57:9 138:8 159:3 160:13
<b>1100</b> 27:4,8	<b>2003-303</b> 12:22 21:21	73:8 77:14,21 78:13	17,24,25 143:1,2,4 158:23	169:7 177:20
<b>11:09</b> 61:20	<b>2004</b> 132:3	81:21 82:22 88:16, 17	<b>60-month</b> 140:18,	178:19,20
<b>11:24</b> 61:20	<b>2006-508</b> 12:23	<b>30th</b> 12:25 22:4,14,	22 141:1	<b>acceptance</b> 15:4 95:8,23 183:3
<b>11:59</b> 98:1 101:12	21:21	20 23:7 53:12 66:3	<b>62.5</b> 109:9	acceptances 178:9
<b>12</b> 14:9 34:18 54:3 113:4 177:22 178:8,	<b>2011-1164</b> 12:22 21:17	67:5 73:15 76:10 86:17	<b>6th</b> 9:3	accepted 36:3
21	<b>2011-400</b> 79:2	<b>36</b> 141:21,22 142:13, 18 143:4 158:24		121:13 123:23 accordance 11:15
				-

14:7 23:5 34:14 19:17 advertising 10:13 178:7,21 180:18 amended 11:8 168:8 181:1,5 187:9 12:22 21:20 22:23 additional 64:23 Advisers 6:20 account 33:19 108:24 109:15 118:7 agreeing 8:6 56:9 amendment 22:24 Advisory 6:17 110:1 119:16 119:15,17,18 83:4,5 94:21,22 48:25 77:14 102:13 120:21,24 121:3,18 137:8,12,20,21 accountability amendments 122:16 123:3,4 affect 23:23 24:7 138:5 158:14 164:5 7:23 14:22 21:13,22 124:1 132:5 156:15 179:15,19 affected 90:6 135:9 accountable 7:7 182:4 186:22 188:3 amount 14:23 75:14 agreement 5:25 156:23 111:13.16 121:7 address 30:10 6:2,14,24 8:5 12:21 accounting 10:21 **affects** 71:15 123:13 134:25 52:25 78:9 115:1 13:18 14:4,11,14,18, accredited 10:22 153:12 181:15 184:7 121:17 160:25 19 17:21 18:25 affirmatively 81:8,9 161:1,2,14,15,16,21 **amounts** 115:21 accrual 131:1,10, 21:16,18,19,20 **afoul** 40:1,7 41:10 12,23 132:22 144:11 163:19 169:12 22:15,22 28:20 182:13 30:15 31:23 33:13 afternoon 9:20 16:1 addressed 36:13 analysis 11:15 **accrue** 12:2 73:13 34:5,12,23 38:14 19:4 51:10 92:21 115:10 116:5 169:12 accrued 53:2 141:3 98:14 99:8 159:18 40:5 43:22 44:6 and/or 8:16 11:17, 185:2 63:8,9 64:11 65:7 19 42:8 105:17 170:8 176:22 accumulate 132:4 addresses 30:16 70:12,13 71:8,21 175:20,21 AG'S 46:11,12 115:1 172:23,25 72:2,6,12 73:8 accumulated 133:3 announce 188:14 74:14,16 76:9,12 **Age** 183:15 addressing 98:14 accurate 26:20,21 78:14 81:7, 82:22 **annually** 121:20 177:23 62:11,12 169:1 agency 62:20 83:24 84:3,7,17,23 annuities 12:7 17:1 85:4,20 88:17 93:11 adds 16:10 accurately 131:20 agent 77:22 83:5 102:21,23 103:21 87:13 161:19 anticipate 39:15 adequate 86:23 achieved 38:4 107:1 115:5 134:16 anybody's 53:22 140:23 agents 13:3 22:8 138:2,24 155:4 adjourned 188:17 23:12 26:11.17 76:20 158:15,19 160:1 acknowledge adjournment 27:12 67:1 83:22 161:7 168:12 169:2, anymore 73:19 105:14 188:15 84:2 90:6 159:25 4,6 185:24 186:1,23 acknowledging 161:6 162:4 apologize 52:14 adjusted 180:6 187:6 55:22 aggregate 11:13 **Apparently** 27:12 agreements 22:1 administer 51:8 Act 78:4 32:7 95:18 179:3,4, **AGO'S** 43:24 44:2 appears 52:15 administering 187:10 action 70:25 88:12 55:19 64:8 107:23 10:23 21:5 51:18 **agree** 9:7,16 11:7 agrees 83:20 activate 67:5,7 14:14 38:15 39:14 appetite 144:16 administration 40:13,14 56:1,12 ahead 5:16 24:18 10:18 29:4 77:7 80:6 active 66:7 apple 153:14 57:11 61:14 71:13 36:22 41:3 45:11.13 103:23 73:7 77:19 79:15,17 apples 112:23 activities 10:24 60:6 61:9 68:2 83:20 administrator 17:5, 83:22 89:24 92:1 21:1 51:18 90:24 125:6,8 130:1 applicable 10:16 6 51:2 174:18 95:16 100:17 105:9, 133:21 136:19 14:5,8 34:15 168:8 actual 29:1 96:24 175:21 14,20,24 126:25 139:13 148:17 114:11 130:7 131:2. 127:3,7,10 128:7 **applied** 132:17 153:19 157:12 170:1 administrators 133:3,11,14,25 129:4 136:2 158:24, 172:9 139:7 144:8 145:13, applies 8:11 116:15 aimed 72:25 25 184:6 186:22 19 146:2,5 149:19 adopt 41:14 apply 9:14 16:15 **aiming** 55:15 agreeable 174:10 152:16 184:17 125:11 126:5 130:16 adult 47:16 181:20 **air** 31:17 actuarial 6:21 24:23 applying 125:23 **advance** 158:19 agreed 5:20 6:7,9 25:10 102:14 134:1 allocated 109:9 13:13 22:2 23:21 148:4 appoint 16:17 advanced 18:15 allocation 109:8 24:1 40:8,9 43:10 71:24 91:22 114:21 add 25:21 36:4 49:2, **appointed** 16:13,16 113:1 54:4 81:5 84:23 183:6 6 110:7 38:25 39:7 47:9 95:25 97:13,15,17 alteration 6:4 advantage 44:8,12 102:12,17 107:6 add-on 61:25 appointee 16:12 alternate 160:20 56:13,21 58:18 116:2 136:7,10,13, added 57:7,8 168:6 appointment 7:6,9 20,21 137:4 148:24 Amen 173:18 advantages 148:23 8:4 11:5 12:18 16:19 154:17 155:2 169:9, adding 59:9 176:25 amend 81:22 **adverse** 151:18 10,14,20 170:1,5,8, appointments addition 10:16 15 172:17 177:22

175:11 177:18

180:12,21 181:9

39:21 41:14 42:7

43:10 44:8,12,13

16:3,7 August 12:1 52:17 bargaining 12:15 benefited 153:8 45:20 46:2,5 47:15 171:11 13:3 22:8 23:12,17 49:8 50:16 58:14 approach 14:21 benefiting 183:23 24:5,10 26:11,16,18 66:1, 71:13,14 77:8 Austin 39:1 appropriately 27:11 30:17 31:22 78:10 79:16 81:10 **benefits** 12:2,3,10, authority 104:19 153:23 63:12 67:1,3,12 82:13,16 83:15,18 20 13:3,5 15:1 16:22 105:10 182:23 183:4 68:18 70:15,20 71:8, 21:25 22:7,9,15 84:8,10,23 86:8 approved 16:13 188:2 9 75:3 76:22 77:7,22 23:2,4 24:5 25:18 87:16,20 88:2 89:5, 78:16 81:15 83:2,3, 15 94:12 95:22 99:2 arbitrary 145:20 26:3,12,18 28:9,22 authorship 64:18 5,22,24 84:1,2 29:2,16 30:6,24 31:4 111:17 112:6 114:22 ARC 121:18 124:2 105:5 86:16,18 87:13,14, 33:15 53:1 66:5,6, 115:20 122:14 16 88:10 90:4, 91:6 139:5,6 153:22,23 area 10:22 average 120:5 12,13 67:23 68:8 159:25 161:6,19 69:1,12,16,23 70:9 154:1 176:2 127:21 140:3,5 argue 72:18 143:8 158:20 181:6 162:3 72:14,16,21 73:12 Board's 44:4,21 75:17,22 76:2,20 arguing 87:2 128:6 base 113:7 125:13 49:4 64:1 69:24 73:7 avoid 14:6 77:8 78:11,12,19 87:15 122:18 123:9 argument 58:19 **based** 19:14 41:10 79:4,6,9,16 81:10 aware 38:11 154:14 70:6 88:21 90:7 131:1 82:14,18 84:9,22 awful 46:25 71:3 86:9,20 87:2 89:7 **Bob** 55:8 58:11 argument's 90:9 basically 119:14 95:16 104:2 107:16 183:16 **bottom** 135:15,18 arise 55:25 56:4,11 112:2,15,16 116:18, В 136:3,4 basis 13:17,25 25 118:9 121:8 arisen 56:4 123:4 127:20 128:3, 43:14 47:2 88:23 **bought** 152:15 **back** 18:11 24:1 arms 108:7 148:4 10,17 140:2 159:23 27:16 29:21 31:11 **bound** 72:11 100:13 160:12 161:3,5 **arrived** 146:10 33:22 37:7 38:6,19 batting 44:1 162:1,2,18 165:7,9, break 60:23 61:2,4 48:3,4,7 54:16 61:8 art 163:10 **Beach** 39:24 48:23 23 166:9,23 167:12, 157:14 62:2 67:22 69:8 49:1.6 article 128:18 160:2 75:24 76:4 78:5 80:8 **bring** 45:21 61:8 161:8 94:6 98:5,7,8 104:11 benefits,' 70:23 began 181:23 99:18 108:12 139:2 143:12 **aspect** 75:23 benefits.' 83:17 beginning 19:4 **broad** 17:15 81:12 145:5 154:20 159:6 100:12 101:23 aspects 68:11 166:16,19 167:22 bestowed 24:6 broader 34:13 168:2 170:18 173:21 **behalf** 68:5,10,13 55:24 asset allocation bifurcated 137:14 175:15 180:14,16 73:11 74:20 84:9 152:2 brother-in-law 47:9 183:4 184:16 186:15 big 9:13 85:14,16 109:16 assistance 10:10 187:4 brought 29:17 biggest 30:8 67:15 believed 126:21 84:18 88:12 102:1 backdrop 35:16 assume 23:16 belong 69:5 bill 38:11 79:13 157:25 148:9,18,24 41:22 belongs 69:5 billion 79:8 Brown 32:2 36:12, background 20:1, assumed 132:1 18,21 37:2 40:23 22 41:16 148:4 149:11 156:12 **bills** 38:12 **BELTON** 74:3 41:1,4,7 44:15,23 139:12,14,16,24 backwards 37:8 **assuming** 146:10 binding 43:25 45:1,4,6,9,12,14,17 150:25 151:2,23,25 116:16 184:7 48:2,4,7,9 49:16,18 **bit** 41:13 130:2 172:18 175:25 50:24 51:13 54:15 assurance 14:22 bad 44:1 76:9 135:22 149:2 beneficiaries 12:9 59:20,23 65:14,17, 47:7 133:10 bite 165:4 71:21 19,22,25 66:19,21, bagged 79:3 assure 14:1 174:17 23 89:17 90:11,21 **benefit** 7:25 10:12 black 58:17 175:20 91:1,5,8,11,16 92:3, balance 38:3,7 13:1 21:23 22:5 7,9,12,15,18,24 **blend** 32:10 attached 6:6 23:19,22 30:2 66:9 balanced 14:20 93:7,9 94:19 98:17 72:7 73:17 78:21 block 57:24 attempting 5:22 120:15 134:23 ballot 7:16 81:22 86:13 94:8 30:1 138:9,25 140:9 blocked 59:5 112:20 117:10 ballpark 73:25 157:13,16,18,21 attenuated 137:5 119:24 122:16 123:6 **blunt** 73:6 159:4,8 161:16 bank 38:22,24 125:13 152:25 attorney 39:18,23 164:4 166:5 167:20 **board** 5:19 9:6 10:8, 154:18 159:21 40:1,7 41:11,17 bargain 27:9 30:5 168:15 169:5 173:6, 11 19:8,10 23:11,13 166:20 42:25 46:1,25 48:23 72:10 89:6,7 10,15,18 174:13 24:3,11,12 30:16 68:16

benefit's 88:4

bargained 27:7,10

188:8 **CBA** 184:10 choose 67:6 City-appointed **COLAS** 144:1 8:7,13,22 44:9 central 107:21 collective 12:14 Buckhorn 26:6 choosing 46:3 144:19 clarification 19:12 23:17 24:5,9 26:16 chose 128:1 151:15 budget 24:22 30:17 31:22 63:12 109:10 110:22 certification 6:19 **clarify** 118:6 170:4 **Chris** 91:16,18 67:3,12 78:16 83:2, 102:14 **Buick** 127:18 106:9 117:25 120:17 **clarity** 19:7,25 20:21 3,21,24 87:16 88:10 145:4 149:16 157:24 certified 83:25 84:2 21:4 26:13 90:3 91:5 **build** 62:21 159:25 161:6 162:3 159:13 classic 58:9 collectively 26:18 **bunch** 158:4 **church** 173:17 cetera 178:10 30:5 clause 19:9,20 20:7, **burden** 69:14 **CFA** 11:1 **Cindy** 57:7 62:5 College 39:3 8,9 51:5 business 40:20 87:11 90:8 105:2 combination 46:21 challenge 28:12 clean 75:23 90:15 145:23 149:16 99:21 167:11 43:15,19 44:17 comfort 46:7 48:8 161:24 165:5 cleaner 138:7 58:15 C comfortable 44:16 Cindy's 55:6 77:4 cleaning 76:2 challenging 28:12 51:21 53:14 62:22 circumstance cleanup 18:20 chance 152:20 106:10,12 113:10 Cadillac 127:16 46:13 34:16 154:1 161:25 165:5 159:16 calculate 185:7 circumstances clear 7:22 8:7,21 commended 56:18 **change** 15:21,23 42:24 81:17 16:14,18 19:23 20:3 calculation 119:8 19:6 20:24 27:10 **comment** 149:10 26:9 29:23 30:1 141:13,17,18 143:8 cities 26:7 28:14 29:18 30:23 31:14 38:2 41:8 comments 19:14 31:12 35:11 38:1 calendar 101:3 **City** 7:11,21 8:2,4 47:24 50:4 51:2 50:3,12 67:16,19 48:12 55:6 123:24 9:1 10:8 11:5,17,20 53:18 61:22 70:10 69:6,7 76:19 78:21 12:17 13:16 14:2,13, 91:20 106:24 122:14 commiserate call 61:6 78:24 93:3 94:22 116:13 21 15:2,3 16:4,5,6,8, 136:23 137:7 138:14 138:16 150:16 139:6 141:24 142:1 9,13 19:11 23:20,21 153:21 166:1,6 commission 99:1 called 97:6 changed 10:2 12:15 167:8 171:23 181:5 24:2,20 25:1,7 26:19 21:4 29:22 34:3 35:1 31:2,11 33:1,12 186:15,19,21 commitment 41:15 candidate 19:7.10 63:13 130:5 167:6 34:22 37:11,20 39:7, 50:11 77:21 84:7 close 11:25 52:16 candidates 10:17, 24 41:22,25 48:23, 86:5 109:23 **chapter** 73:14,20 63:9 97:24 100:5 25 25 49:5,11 58:13,15 109:8,13,23 110:7 107:3 113:15 145:13 commitments 66:2,14 70:22,23 cap 134:5 139:8 111:4 112:21 118:8 55:18 74:21,24 76:18 closed 65:6 145:14 146:2,9 119:15,21 121:8 committed 39:22 78:10,15 79:5,9 147:4,18 149:23 124:2, 160:3 182:5 **closely** 126:11 81:11 84:18,22 117:24 156:14 capped 97:2.4 characterizing 88:15 95:20,23 Committee 6:18 183:12 184:20 129:1 99:17,25 103:12,25 **closing** 100:24 102:13 107:23 109:21 capture 106:6 **charter** 14:5,13,15 **closure** 12:5 16:23 114:25 115:10,25 community 8:18 34:11,25 57:15 59:3 139:18 captured 188:6 118:13 120:24 42:10 61:18 75:14,16,18 121:17,25 132:12,18 **code** 14:5,16 35:1 care 71:10 161:21 80:5 104:18 105:9 comparability 136:9 139:4 148:1 40:6 106:3 147:8 128:21 careful 38:16 149:2 150:10 codification 78:14 128:19,24 155:15,23 156:19 Chatmon 5:13 comparable 8:19 157:5 159:24 161:5, 26:23 28:25 67:8,10 coincides 110:21 10:14,23 19:21 **Carol** 5:14,17 60:14, 20 162:3 164:24 69:3 71:4 83:8 20:12,13,25 42:11 22 103:2.8 104:10 COJ 91:24 96:7 168:11 172:21 50:7 51:5,15,16,17 check 174:23 175:9 98:19 carve 153:15 175:19,22 177:20 75:7 178:17,18 179:2 186:20 COLA 94:16,23 case 30:25 39:24 comparably 11:15 Chevrolet 127:19 96:15 97:1 114:25 City's 5:21 35:10 43:9 44:12 64:13 compare 15:15 115:9 120:3 140:2 71:6 91:11 131:4,7 38:3 50:8 52:15 **chief** 5:10 9:22 36:1 143:13,16,18,20 55:22 68:14 69:4,20, 38:25 74:5 104:9 compel 25:14,15 **cases** 35:1 144:16 181:14 25 82:2 88:8 91:22 108:5 176:3 183:11,12,14,18,23 compensation cashed 112:11 95:15 131:9,12,13 Chief's 48:12 184:13,14,17,19,21 10:14 11:13 120:5 155:25 180:16,20 caution 84:14 185:1,10,13 186:4, 140:3,5 143:9 185:12 **choice** 151:12

16 188:3

158:20 181:6

**compete** 128:23 competent 39:22 compilation 32:17 completed 141:14 179:11 completely 33:4 115:16 188:7 complexity 10:15 complicated 57:6 component 144:19 156:8 181:19 comport 33:16 comports 23:7 31:19 compromise 147:15 computation 6:4 concede 81:8 conceded 85:22 concept 27:3 45:2 64:15 92:13 conceptual 30:10 conceptually 30:13 86:10 **concern** 34:7,10 42:16 45:18 55:14 77:4 84:21 86:6 99:1 162:7,17,21 concerned 31:1 33:16 71:12 153:23 164:18 concerns 30:25 33:11 35:9 49:21 59:8 70:18,19 82:15 89:12,14 93:5 156:1 concession 89:5, 10 90:2 concessions 89:9 conclude 77:15 concluded 188:19 conclusion 81:13 conducted 10:12 confer 80:2.5 161:1 confidence 63:25

confident 154:3 **conflict** 37:17 70:3 77:5 82:16 conflicts 56:11 confused 92:21 163:15 confusion 179:14 congeal 98:22 Congress 101:22 conjecture 156:10 consciously 72:8 conservatively 25:10 consideration 6:10,13 56:24 143:16 156:3 considered 10:25 21:3 51:19 123:1 consistent 21:5 25:24 constitute 58:22 182:16 constituting 81:12 Constitution 160:3 161:9 constrained 76:7,8 constraint 76:16 constraints 76:11 98:10 construe 46:14 construed 57:14 61:16 106:2 160:1 161:7 consult 13:17 105:19

Consultation

contact 55:8

contained 57:12

contemplated

120:19

13:12,15

continuing 13:25 72:15 continuous 70:14 continuously 72:8 contract 66:1,3 80:1 contradictory 37:17 contrary 38:13 contributing 114:7 consultants 152:14 61:15 81:24 105:25 contemplate 117:9

contingent 53:17 continuation 31:24 44:18,19 45:17,22, 24 47:4 62:15 93:7,8 correctional 6:12

134:10 contribution 11:21, 22 17:10,15,18 18:2, 9 23:22,23 24:6 28:9 96:16 108:9 109:11, 16, 110:19 112:5 113:25 115:2,3 116:9 117:11,15,16, 23 118:7,17 120:6 124:15 125:18,23 126:5 128:13 129:10 130:25 134:15,17 135:5,16 136:6,8 137:17,23 138:22,24 141:17 145:6 155:11 172:14 176:4,14 180:19 182:1 186:5 contributions 94:17 153:13

contemplating

continue 42:21

116:12

161:24

control 7:17 15:2 controls 7:3 conversation 28:18 43:7 85:12 97:11 cooperation 13:23 38:13 62:15

copies 60:15 108:24 **copy** 5:11 59:18 63:21 104:5,7,8 107:18 correct 20:5,11,14

19 44:5 65:8,9 69:18 83:7 88:13 93:21,22 94:19 96:14 101:1 106:18 112:23 114:9 115:17,24 116:10,11 130:9,19 131:14 135:21 140:9,12,17 141:5, 142:8,9,21 143:3 146:12 155:3, 7 158:1 159:19 164:12 169:5 170:15 175:17 177:7,8,9 179:8,20 180:12,19, 23 182:17,18 184:3, 5,15 186:7,10

corrected 85:14 169:16

correctly 70:17 135:4

cost 24:21 78:22,24 88:4,5 112:18 155:9

costing 162:14

costs 24:24 87:23

**Council** 7:11 15:2 16:4,6, 21:13 33:12 37:14,15,21 39:24 70:25 72:3 78:16,25 79:5 84:19 126:13, 14,18 155:15 156:1 157:5

Councilman 7:12

**counsel** 9:9.15 54:25 55:22,23 56:2, 3,19 57:8,12 61:15 62:10,14,16,20 75:15 103:13 104:20 105:11,15,19,21,25

Counsel's 40:24 62:10

counterproposal 5:21 91:25 94:9 114:22 115:3 120:12 186:16,17 188:1

counterproposals 108:3

**country** 152:18

couple 22:12 55:6 102:22 118:5

court 61:11 73:5 77:24 80:25 81:2 88:9 98:1,3 102:18, 25 104:6 106:16 108:4 175:13 187:14

cover 17:16

**CPAS** 11:1

create 72:14

creed 29:14

Crescimbeni 7:12

criteria 8:12 16:18 47:24 49:2,6

critically 81:20

crossclaim 88:9,14

**curious** 59:23

current 5:23 8:1 10:2 11:23 15:5 21:23 31:7 36:5 38:14,21 39:1 79:4 82:7 85:10,20 89:10 93:15,19 94:9,25 95:10,16,24 96:8,9 97:21,23 98:19 99:12 105:21 107:10,20 108:8 109:7,16 111:4 115:23 116:4,13,15 120:1 126:15,23 130:5,17,20,22 156:15,23 158:17,19 169:17 173:2,5 180:17 186:1,2,23 188:3.4

**cut** 90:25 **cut's** 137:11

**cuts** 96:18 138:4 186:8

**cutting** 183:15

**cycle** 28:15

D

da 43:13

dark 138:11

date 12:1 31:17 34:7 73:1 76:10 79:3 86:14 140:25 141:7, 14 144:18

**dates** 90:3

day 17:24 52:19,20

28:17 33:21 34:2,9,

eliminates 51:4

58:12 85:4 112:7 days 99:7 **DC** 112:11 dead 58:14 deal 25:13 28:12 31:5 36:2,15,24 47:8 74:21 95:4 104:21 143:10 145:7 152:12 dealing 67:14 181:3 deals 25:16 dealt 69:13 Decades 75:10 December 53:12 decide 7:19 58:17 152:9 decided 55:15 59:1 73:4 170:24 decides 75:11 deciding 152:15 decision 25:4.17 41:10 75:3 147:21 defendant 88:9 deference 169:18 **define** 21:23 defined 11:21 17:10,15,18 18:2,9 112:5 172:14,21 176:13 degree 10:21 18:1 69:22 71:15 deleted 19:24 deletion 179:21 Department 19:11 Department's 10:9 dependent 123:14 depending 114:10 **Derrel** 28:17 68:1 149:16 describe 111:23.25 112:1 description 163:4 design 109:7 127:13 145:10

designed 35:23 148:10 desk 57:1 determination 162:2 165:7,8 166:22 167:1,11,17 determine 16:6,9 26:12 167:16 173:23 determined 11:14 167:12 178:3 determining 166:22 detriment 134:12 **develop** 147:11 deviation 132:1 dialogue 162:24 difference 50:5 169:25 183:13,21 184:2 differences 129:4 143:3 144:21 188:5 differentiation 181:16 **difficulty** 30:11,13 126:14,24 diminish 141:2 direct 71:20 directed 124:24 directing 21:1,4 51:8 direction 47:24 62:16 directly 30:16 38:13 78:4 82:17 90:6 109:12 115:1,2 125:12 126:5 director 62:17 directoradministrator 10:1 11:12,14,19 18:7 103:22 disagreeing 89:24 disclosure 6:19,22 102:14,15 discuss 13:21 23:3

67:22 161:1

discussed 22:3 36:10 53:4 96:17 103:24 110:23 114:24 155:13 184:23 discussing 181:21, 22 discussion 7:2 17:3,4 25:6 35:5 60:6 63:17 89:11 103:16 162:25 181:13 discussions 77:1 120:13 126:9 156:13,15 distance 85:7 distinction 26:9 distribute 5:14 61:9 103:2, 104:10 distributed 12:3,10 16:22 26:24 53:3,4 distributing 5:17 divided 65:8,16,19 112:8 division 38:25 55:19 document 9:11 29:6 39:18 41:9 60:15 documents 103:9 dollar 112:25 dollars 14:23 113:2 114:12,13 115:12,14 119:18 120:21 124:22 **doo** 66:18 doubling 122:12 draft 32:7 drafted 61:12 78:4 draw 184:2 drawn 184:4 drive 5:3 **DROP** 94:16.23 96:15,23 114:25 115:9 120:4 130:3,5, 10,16,20,23 131:10, 11 132:13 134:12

148:19 149:10 150:11,15 151:6

181:3,11 185:2, 186:3,17 188:3 **DROPS** 134:11 **Dyer** 26:7 Ε **e-mail** 60:7,8 earlier 51:1 136:5 176:3 early 6:5 132:19 earn 152:21 earthly 105:4 ease 119:10 **easier** 119:6 **easily** 64:23 easy 130:4 eat 119:14 economic 132:7 economics 10:21 educational 19:18 20:1,22 41:16 Edwards 39:3 effect 12:24 19:20 22:2,16 23:5 35:16 117:18 120:2 122:16 effective 110:1 123:10 effectively 72:4,5 135:3 efforts 29:4,6 **elected** 7:19 27:18 39:5,6 68:15 75:3,12 76:23 159:24 162:3 election 173:7 eleven 33:6,8,20,22, 24 64:12 97:17 107:5 110:12,15 129:16,19 168:4,5, 20,22,25 169:9 170:14 eliminate 20:23 93:1 153:10

embedded 93:16 94:8 **employ** 104:19 105:10 employed 53:5 employee 7:1,25 10:8 11:20 19:11 31:7 52:1 79:16 86:8 94:16 95:10 96:16 97:22 99:12 107:10, 20 109:7 115:2,3,11, 23 117:1,14,15 120:6 125:18,23 126:15 128:13 129:10,21 132:22 134:14,17,19 136:5, 8 138:22,24 145:6 147:9,20 148:19 150:5 154:18 155:11 156:15 163:11,12 174:18 175:22 180:19 186:5 **employee's** 111:13 113:22 134:25 135:6 employees 5:23,25 8:1 9:2 12:10 13:4 14:18 15:5 22:8 36:5,6 37:2 52:23 67:2,4,21 72:17 74:23 76:24 78:11, 12 82:7 85:10,20,24 87:2,3,5 89:10 91:24 93:15,19 94:9,25 95:17,24 96:9,10 97:23 98:19 109:16 112:17 116:4,5,10, 13,15 117:21 118:15 120:1 125:18 126:21,22,23 128:18 130:5,17,18,20,23 131:3 140:15 142:18 146:24,25 148:10 152:4 153:6 155:14 156:23 158:18,19,20 172:10 186:1,2,23, 24 188:3,4 employees' 6:11

11:21 17:7 18:8

174:19 175:23

employer 11:22

employment 12:11

17:11

52:20

139:1 145:8 146:25

fix 172:2

enacted 12:21 78:15 79:4 131:9 enactment 21:17 encompassed 70:14 encourage 91:3 end 28:5 37:11 60:19 66:3 71:17 85:4 100:12,13 168:3,7 169:13 endeavor 14:2 37:12 **ending** 101:23 endorsed 6:2 ends 51:6 **enforce** 14:3 37:12 88:15 **engage** 32:20 161:25 162:7,15 164:8.17.20 165:7. 20 166:21 167:17 **engaged** 164:19 enhanced 112:20 enrolled 12:6 16:24 ensure 7:23,24 11:18 14:24 entered 31:3 entering 25:17 132:13 entirety 71:25 73:9 119:15 entities 26:14 **entitled** 6:18,21 12:13 13:12 27:20 63:13 146:25 **enure** 31:5 enures 30:6 67:4 environment 29:23 equal 112:9 135:5 **equally** 157:11 essentially 13:13 17:12 19:2 28:21

34:22 50:8 54:20

10:13 20:20 110:1

establish 8:21

122:12

122:7 145:22 established 154:16 176:1 establishing 123:10 154:2 establishment 154:20 182:15 ethics 6:18 102:13 event 57:10 58:22 61:12 105:23 118:12 everybody's 33:3 64:16,22 72:19 76:3 100:10 everything's 65:6 evidence 29:12 exact 19:22 exception 106:15 **excess** 133:2 **excesses** 133:11 **exchange** 8:6 11:5 15:4 31:10 95:20 excluding 178:21 179:5 exclusively 120:23 excuse 95:14 131:1 166:22 executive 9:25 10:10 11:12,13,18 18:7 62:16 103:22 exercise 68:4 exercising 30:4 exhausted 124:12 exhaustive 127:14 existing 80:1 **exists** 26:14 **expand** 145:15 expanded 182:23 183:4 188:2 **expect** 47:14 expected 99:11

experience 8:16,

23 19:18,21,25

20:13,14,21 21:1

17,18,19,20 10:19,

42:7,8,9,10 47:13 50:8 51:6,17 82:11 **expert** 76:18 expertise 8:20 19:19 20:1,21 42:12 **expire** 22:23 explain 21:10 108:21 145:8 explained 23:15 express 86:14 expressed 34:7,10 89:14 Expression 14:12 **extend** 100:14 101:18 **extent** 17:17 extra 79:8 116:25 118:13 121:7 extraordinarily 82:3 F FAC 186:4 fact 7:11 31:9 56:17 70:1 82:4 131:8 factor 78:24 145:8 **factors** 128:9 fair 128:15 146:6 157:2.3 fairly 26:9 62:7 70:10 82:8 faith 162:22 familiar 21:9 fashion 34:13 **fathers** 148:1 fault 54:13 favor 120:6 123:5,9 185:5

fees 105:21 Fewer 140:21 fiduciary 23:13 25:4 26:1 29:16 30:14 69:23 77:8 87:21 figure 28:5 81:18 115:6 141:13 145:11 **final** 13:9 115:6 120:5 140:3,5 141:12 143:8 158:20 181:6 finalized 143:20 **finance** 10:21 **finances** 145:16 financial 6:17 8:16 14:25 26:2,10 42:8 102:12 124:17 139:23 146:3 181:19 financially 7:25 116:3 145:16,18 146:7 154:3 **find** 63:15,20 83:10, 14 132:24 136:2 138:11 160:18 169:19 **fine** 51:11,20 52:5,7 53:20 57:17 147:5 170:21 federal 11:23 14:8 17:12 18:3,10 80:17 82:22 88:9 168:8 169:17 176:4,17 56:17

feedback 59:20

feel 38:5,10 84:14

107:13 147:4

**feeling** 125:19

159:5 161:25

feelings 15:1

feels 37:23

finish 114:18 fire 7:4,14 22:6 23:18 25:25 26:8,15 27:18 28:23 29:2 34:23 70:15 76:23 84:16 127:15,21 152:5 155:14 167:10 firefighter 39:6

firefighters 49:1,3, 7 71:18 72:5 112:9 **firm** 10:11 55:9,13

flashlight 138:11 floor 145:22 149:15. 19 171:6 Florida 12:6 16:25 23:5,9 25:25 48:24 57:15 61:18 106:3 128:21 157:6 160:3,

flow 111:21 123:14 149:21

4 161:8 163:10

flowing 118:24 121:23

focus 32:6,9,25 68:22 154:1

focused 27:13 focusing 29:22

**folks** 61:4 77:13 78:17 89:3 174:7 188:10

follow 85:8 123:21 126:11 155:12

**follow-up** 48:10 122:1

FOP 26:24 30:20

force 6:3,10,16 8:10 9:17 11:4,7 12:12,14 13:6,11 14:9,12 16:11 18:18,21 34:4 40:11 50:6,7 55:12 64:5 89:12,13,15,17 93:2 107:16 122:10 136:6,9 168:11

force's 56:18

forever 32:13

forget 137:20

forgetting 178:24

form 44:3 57:20

**Fort** 26:6

forthcoming 116:19

**Forty** 121:1

forward 6:25 8:1 35:22,24 39:16 49:13 67:15,23 68:20 79:7,9 99:22 112:16 128:18 145:21 148:19 154:4

fee 148:5

forwarded 9:12

**found** 127:15 128:2 130:16

fourteen 110:18

fourth 39:1 152:23

framework 66:17 79:25 81:21

**frankly** 42:5 55:18 64:5

free 107:13

**friendly** 162:24

front 8:9 9:13 60:5 72:3 80:19 104:13 107:11,17 108:11 149:3 156:20 181:11

frozen 11:24

FRS 27:4,9,10,24 28:8 75:7

fulfill 25:25

full 158:15

fund 7:4,14 10:15 11:21 22:6 24:23 26:3,10,11,12 29:15, 20 32:23,25 33:2 34:23 68:12,22 69:11,14,15 72:22 75:16,21 88:15 118:18,24 121:23 122:10,17,25 125:13 127:16 134:10 147:6,7,25 152:6 154:25 155:5 167:10 172:6 174:20 175:23

**funded** 32:24 122:11,18,25 154:24

funding 29:17 121:14 124:5 145:17 151:3 153:24 154:8, 19 156:4 182:16

funds 10:14 25:25 26:8 68:21 109:8,13, 24 118:8 119:15,21 123:13,18 124:2,3 182:5

future 9:25 11:18 18:7 49:13 51:2 58:6,23 61:13 76:11 79:19,21 80:13 105:23 123:14 131:22 137:16 143:25 154:22 155:20 156:5 159:24 160:13 161:4 163:18 164:2 165:8 166:25 167:13 172:9,25 174:18 175:21 177:4,7,14,16,18

G

**Gainesville** 48:13 136:14,22 137:4,21 149:5

game 27:16

gave 182:3,7

general 6:11 9:9,15 11:20 17:7 18:8 39:18,23 40:24 41:11 42:25 43:3 52:23 55:21 56:19 62:10,14 103:12 105:11 152:4 153:6 155:13 172:10 174:19 175:23

general's 40:2,7 41:17 46:1

generally 47:14 64:6 128:12 141:11

generals 46:25 genuinely 83:13

get all 171:8

give 9:19 18:5,6 25:18 32:9 35:7,21 48:5 54:12 56:21 57:4 58:9,18,19 59:18 63:20,25 75:16 103:6 104:5 148:2 149:19 159:16 160:6 173:8

**giving** 33:4 47:7 82:3

**glad** 125:11

Glover 39:3

**goal** 74:12 91:2 132:13

**goals** 38:3

**good** 13:22 40:16, 19,20 45:2 52:11 54:4 66:17,19,22 67:11 74:21 76:8 133:9 147:17 153:4 155:20 162:22 164:14 168:20 187:13,20

governance 5:22 6:15,23 7:1 8:17 13:9 14:19 15:6 36:5 42:9 89:19,21 92:22 97:23 102:11 107:22 158:17 168:5 171:7, 9 179:11 185:22 186:24 187:9

Governance/current 91:24

governed 10:5

governing 43:3

**government** 13:19 40:21

grab 56:24

**granted** 116:25

**grants** 105:10

**great** 7:10,18 27:25 74:22 159:4

greater 31:24 85:17, 19,23 87:2 97:4 143:15, 144:18 146:11

**greed** 93:22

**Greive** 6:6 113:11 146:12,14,20 149:9, 14,23 150:9

grief 41:18

**group** 88:5

**groups** 117:1

guarantee 149:25

guaranteed 130:25 149:11

**guess** 17:9 43:11 88:7 134:2 156:6 173:19

**guidance** 35:13 40:19 47:20 49:13

guided 56:9

guidelines 41:16

Gulliford 7:12

guy 71:2

guys 21:9 23:14

28:11 54:20 59:9 62:5 64:8 69:18 72:8 81:7 82:11 99:6 107:9 110:6 126:16 149:3 167:22 175:16 180:14 181:21 182:2,10 187:17

Н

half 113:7 118:8 119:15 120:19 121:3,4,7 124:3 137:16

**halves** 125:2

hand 5:1,3,11,14,17 9:23 10:5 15:22,25 17:17 18:5,16,19,24 19:2,6,14 20:5,7,9, 11,14,16,20 21:11, 14, 22:17,19 23:1 25:20,23 26:21 29:25 31:14,16,19, 21 33:7,9 34:2,10 36:3,11,13,17, 37:19,23,25 39:11 40:3,15,18 43:20,22 46:9 47:18,20,23 50:13,15,18,20,22 51:1,4 52:21,25 53:7 54:22 57:18,20,22 58:1 59:11,14 60:13, 18,21,25 61:21,25 63:21,23 65:12 66:5, 24 76:6 80:25 84:12, 14,17,21 85:2 90:18, 23 91:19 93:13,15, 18,21,24 94:2,7,16 95:19 96:5,14,20,22 97:9 98:5,8,11 99:23 100:20,22,24 102:1, 5,7,10 103:8,16,20 104:10 106:4,10,14 108:16 109:1 114:16 118:2,5,11,19,22,25 119:5,7,12,22 120:2, 10,22 121:2,5,7,11 122:1,5,7,21,24 123:8,12,16,25 125:15,21 126:2,7 128:15 129:1,6 134:21,24 135:9,19, 22 136:18,20 137:1, 3,7,14,19 138:1,13, 20 141:6 145:15 146:1 148:8,14

150:24 151:1,3,6,22

153:18,20 154:10 158:1,7,10,13,17,23 159:19 161:23 162:9,16,20,23 163:1,4,13,16 164:12,14 165:5,11, 13,24 166:6,8,11,25 167:4,8,24 168:2,20, 24 170:3,7,10,13 171:22,25 172:3,20, 25 173:2,11,19,23 174:1,3,5,8,12,21 175:1,4,7,9,17 176:3,6,9,12,20,22 177:2,5,17,24 178:1, 6 179:8 180:25 183:20,22,25 184:3, 5,9,13,15 185:14,16, 18 186:8,10,14 187:2,5,7,11,16 188:13

handed 104:16

**handily** 146:14

handle 144:22

handout 8:9

**happen** 52:19 66:7 77:17 83:2,3 86:15 88:1 100:6 107:8 136:11

happened 30:12 124:4 137:20

happening 60:24 61:3 163:7

**happy** 46:9

**harbor** 146:24

**harmed** 150:2

**harmless** 118:16

harmoniously 14:3 37:12

head 113:16 182:24

health 87:4

healthier 76:1

**healthy** 123:1,5 153:25

**hear** 35:19 55:6 65:20 149:1

**heard** 58:10 69:20 85:7

heart 77:4 86:6

88:24 89:14 identical 40:4,8,10 inarticulately insisting 11:5 75:4 88:25 92:1 43:8 133:24 97:18,19 98:25 Heart/lung 79:13 instance 26:22 27:2 115:9 121:15 125:9 identified 52:18 inception 38:20 128:9 held 7:7 153:2 156:22 124:4 74:7 instituted 140:24 181:11,23 185:2,3 helpful 9:21 173:20 identify 133:25 included 64:4 99:15 institutional 8:18 **issues** 7:8 13:19 helping 68:22 identifying 67:10 includes 89:5 10:19 42:10 30:10 33:11 35:4,8 henceforth 31:13 69:9 55:25 64:24,25 84:6 including 15:7 intend 79:18,20 91:21 114:23 hereunder 14:4 ilk 44:11 154:16 179:5 126:12,14 intended 57:13 Hey 74:13 87:24 illustrate 37:20 inconsistency 61:16 106:1 it' 31:12 70:2,3,4 74:20 77:6 **high** 68:23 106:17 **imagine** 46:18 **intent** 49:10 item 7:15 124:16 inconsistent 43:2 immediately 11:25 intention 53:23 high-funded 68:24 items 34:16 96:22 155:23 increase 87:3 109:7 high-tech 60:12 interest 7:10 21:3 113:8 125:16,17,22 impact 24:21 90:4 75:11 76:21 85:8 J **higher** 119:9 128:13 135:5 137:4,10,16, 138:16,18 145:19 129:10 131:11,12 23 138:17 141:21 148:22 **impair** 44:4 160:2 153:24 155:15 interests 145:9 Jacksonville 26:19 161:7 68:11 112:13 127:15 increases 113:8 interim 59:4 **highly** 141:9 128:10 **impede** 13:3 22:7 137:17 internal 74:20 Hilliard 127:25 23:11 66:25 87:12, Jacksonville's 9:1 incumbent 52:19, hire 68:16.17 16 88:8 89:1 internally 101:4 95:24 20 53:2,5,11,13,14 impedes 30:4 171:13,22 172:11, hiring 153:3 interpreted 87:20 **January** 97:3,5 22,25 173:2,5,12,13 impediment 88:6 interpreting 135:3 historical 44:20 **JD** 11:1 174:5,17, 175:20 176:25 177:6,11 implement 162:11 historically 26:17 interrupting 88:10 **JFF** 26:23 27:1 28:16 29:1,13 164:23,25 165:1 incumbent's 53:2 intersect 120:14 job 25:8,12 52:1 168:12 30:12 39:15 45:5 171:10 75:24 intersects 77:21 49:12 56:4 75:6 implementation independent 23:13 112:15 133:23 **Joey** 113:9 145:15 13:1 22:4 86:12,24 intertwined 181:24 62:19 87:21 146:8 149:4 174:23 **hobble** 144:3 87:10 138:2 141:7, 182.1 index 128:11 14 144:18 159:21 **John** 9:19 10:1 hold 118:15 121:9 introduced 38:10 166:20 24:11,12 30:9 35:2 individual 88:13 170:13 174:24 175:5 introduction 38:12 40:3 44:15 48:3 implemented 21:20 152:8,16 honestly 158:3 49:21 51:13 54:24 **invest** 147:1 individually 150:7 implementing 55:16 57:7 59:20 hook 155:21 115:13 151:16 invested 112:10 62:5,11 63:6 65:20 hope 66:22 67:10 73:6 78:9 implication 164:10 individuals 151:20 investing 153:15 92:18,22 93:24 94:2, How's 161:10 inflation 143:25 **imply** 97:10 investment 6:17,20 7 98:13,18 99:11 **huddle** 157:16 8:18 10:19,20 19:19 100:2 103:5,6 information 13:25 importance 7:8,18 42:10 102:13 105:16 104:13,22 105:2 13:21 24:22 huge 84:4 106:22 107:7,25 147:7,21 150:8 informed 160:8 hump 58:25 104:24 important 27:17 152:14,22 153:2 108:10,21 109:5 39:10 46:19 81:11, 155:16 182:23 137:8 139:12 141:18 ingredients 152:23 20 82:4 85:3 133:22 147:23 153:21 investments 152:6, inherit 183:6 155:22 159:16 160:5 **imposed** 147:19 7 153:9 165:16 168:3,14 initial 9:3 154:8 **IAFF** 30:17 impossible 18:14 involved 82:17 170:13,19 173:10, inordinate 75:14 16,20 181:18 185:11 idea 28:8 30:13 inaccurate 28:24 **IRS** 145:24 186:12.15 67:14,17 69:5 70:7 inserted 19:9 50:16 inadequate 150:7 issue 22:13 23:24 71:6 76:8.9 105:4 **John's** 24:11,12 inside 47:8 62:21 28:12 31:6 36:10 131:19 150:5 152:21 inalterably 185:6 50:24 62:17 135:3 38:5 41:1,2,4,8,13 insist 7:21 8:3 181:1 **ideas** 149:6 inapplicable 44:13 55:11 68:24 71:17

**JPF** 17:11 104:20

**JPFF** 166:21

**JPFP** 105:10

**JPFPF** 8:6,25 9:7,16 10:5 11:6,12,17,22 12:9 13:2,16 14:2,13 37:11 53:3 103:24 104:19 105:18 159:22 163:17 168:11 175:20 176:14

**JPFPF'S** 11:23

**JPPF** 166:11

judge 80:17 82:22 169:17

jumping 125:5,8 **juncture** 115:15

## Κ

Keane 5:10 9:22 10:4 15:13 34:6 35:25 36:7,24 37:5, 10,22,24 38:9 39:12 40:13,16,19,24 41:6, 12 42:19,21 44:22, 25 45:2,5,7,25 47:11,22 48:10,12, 15,18,20, 49:22,25 50:14 51:12,16,22, 24 52:4,6,8,11,15,22 53:6,10,18,20,22,25 54:3,7,9 59:21,24 60:1,23 62:12 65:9, 21,24 66:1,6,20,22 73:10,19,22,24 74:1, 5 78:13 79:17,20,23, 25 80:14 81:3 94:21, 25 95:2,5,7,9,11,14 96:2,8,10 103:7 104:8,9,14 106:8 108:4,12,15,16,18, 23 109:1,6 110:9,12, 14,16,23 111:4,8,10, 15,18 112:4 113:5, 17,24 114:7,10,13 115:12,17,24 116:4, 7,11,14,21,24 117:5, 13,20 118:10,17,20, 23 119:4,6,10,20 120:1,8 121:21 122:19,23 123:7,9, 13,17 124:7,9,14,19, 22,24 125:2,4,7,11,

20,25 127:3,7,10 129:4,7,11,16,18,20, 23 130:9,12,18,21 131:4,14,25 132:20, 24 133:5,13,15,18 134:4 135:11,14,16, 21,24 136:13,16 137:13,15,24 138:7, 19 139:9,15,25 140:2,12,14 141:5, 19 142:2,4,7,9,11, 21,24 143:1,6,11,20, 23 144:10,12,21,25 147:24 148:16,18,23 150:14,19 151:5,7, 10,12 154:5,7,11,24 155:3,7,12 156:4,17 157:4,9 159:3,10 160:8,14,18,20,23 161:1,11,15,17 162:5,13,19,22,24 163:9,14,19,23 164:1,5,15 165:17 166:15 168:17,22 169:20,23 170:21,24 171:1,4,10,14,17,20 172:4,8,15,24 173:1, 3,6,17,25 174:2,4, 11,16,25 175:3,8,18 176:1,8,10,15,18,21 177:9,12 178:11,14, 17,23 179:12 180:23 182:8,18,24 183:8 184:23 185:9,19 186:13 188:6,14

**Keane's** 19:14

key 33:11

kicked 140:18

kind 5:21 7:25 9:23 11:8,10 30:16 35:23 39:20 46:15 47:13 69:4 72:14 75:19 81:4 91:12,20 97:11 99:18 103:10 107:8 112:24 114:20 117:8 118:1 145:5 168:2 173:12 174:22

kinds 50:11 149:6

Klausner 55:8

knew 80:24 112:25

knowing 27:7 121:14 123:2 131:15 158:13

knowledge 8:20

28:4 42:12

L

**labor** 78:3,17 laid 41:7 95:19

landscape 72:15

language 8:8,10 9:8,10 15:7,17,19,20 17:9,16,19,20,25 19:22,24 21:6,8 22:22 34:19 40:4,17 42:15 43:5,12,20 44:15 46:7 48:9 50:16 55:2 56:20 57:2 59:7,8,14 61:11 62:7 64:23 69:10 71:13 75:15,16,18 78:3 82:13,19 87:12, 19 89:4 90:18 91:12 92:19 93:3 98:15,24 99:16 103:13 160:10 165:6 167:15,16,18 168:10 170:7 175:15 177:11,20 178:5,8, 20 179:1,10,15 185:23,24,25 187:4,

## **LAQUIDARA**

24:15,17,19 25:1 27:3,22 28:1 29:12 30:19 32:5,16,22 40:25 43:18,21,24 44:6 48:19 57:17 60:7,10 62:13 67:25 68:3 70:4 74:9,11, 13,16 75:10 77:11 80:16,21 83:7,12 86:3,11,22 87:8 88:7,14,18,20,22 89:1 90:12,14,17 92:5 93:23 94:1,13 100:15 101:2,6,9,13, 15,17,19 106:4,9,12 109:3 113:19,21,25 114:2 133:20,22 134:5,7 140:21 146:13,15,18,23 147:15 151:17,20 163:2 164:7,13,17, 21,23,25 165:2,10, 12,14,19,22,25 177:8,14 178:16 179:13,17,19,21,23, 25 180:3,8,10 188:9, 11

large 14:23 35:18

larger 85:12 143:10 184:20

lasts 76:9

late 78:7

Lauderdale 26:6

**law** 10:6,16 11:23 12:8 17:12 18:3,10 23:5,9 24:19 30:7 33:17 43:3 57:16 59:2 61:18 70:10 74:25 79:11 106:3 163:10 176:17

laws 14:8 34:15 168:9

lawsuit 91:3

lawyer 90:8

lawyers 62:3

**lay** 114:20

leave 26:3 50:2 77:14 84:6 112:10, 24 140:2 145:11 150:10 151:3,8 159:23 160:12,15 161:4 162:2 165:8 166:25

leaves 52:20 117:5 172:11

leaving 139:20 178:11

**left** 90:3 95:12 99:6 112:19 116:7 161:18 185:22

**legal** 56:11 57:12 75:15 105:11,12,21, 25 149:17

Legally 28:1

legislation 21:19,22

legislature 76:11, 15 100:10 101:22 157:6

length 33:14 84:21

less-than-ten-year 115:11

lesser 184:9,11

let all 114:18

**letter** 39:21

**letters** 26:23

letting 38:4

**level** 10:14 122:18 127:19 153:24 182:1

levels 117:11 121:14

liability 28:13 31:6 35:4 36:9 37:4 65:2 72:24 81:23 82:6 99:7 118:12,14 120:23 121:15,16,24 123:22 124:13 125:9,24 134:8,10 154:17 155:6 181:24,25 182:11, 13,20 183:1,5 186:2, 18 187:25

lieu 28:20 70:3,16 115:13,22 119:23

life 47:16

light 128:8 138:11 180:6

**limit** 41:23 146:4

limits 11:23 17:12 18:3,9 42:24 176:16

lines 151:22 172:8

**linked** 171:7

liquidity 68:23

**listed** 91:23

listen 74:13

listened 55:4 litigation 77:18

live 59:10 64:16,19 106:21

**local** 10:24 14:8 21:2 38:11,12,22 51:19 168:9

lock 187:18

lock-in 141:1

long 42:7 44:10 54:4 64:18 71:3 76:12 80:19 110:20 126:11 159:6 164:16 187:19,24

long-term 14:25 28:8,9 72:14

longer 24:7 53:5

72:6 108:7 116:19, 56:8 57:5,9 58:22 25 126:12 178:22 61:6 75:3 84:24 90:2 91:17,19 95:15 longtime 157:5 100:2,6 102:16 looked 43:10 110:5 103:5 106:17 136:1 128:1,2,16 158:4 139:14,15,16,20 159:15 140:19 145:18 147:17 149:9 150:7 lose 85:2 153:13 154:12 158:7 165:3 166:2 169:17 losing 147:12 makes 15:25 16:14 loss 117:17 19:2 109:15 119:6 losses 149:21 150:1 146:3 166:6 180:15 lot 7:2,5 41:18 46:25 **making** 47:14 126:18 128:8 148:19 117:16 147:20,25 149:5 **manage** 62:20 low 147:4,10 153:25 147:3 152:23 lower 184:22 managed 132:4 **lowest** 146:1 management 11:19 67:14 172:5 174:18 lump 134:11 175:22 lunch 105:4 manager 147:7,11 managers 6:20 M 152:7,14 **Madam** 61:10 managing 75:21 106:15 108:4 187:14 mandate 67:18 **made** 9:2,17 16:7 manner 35:12 53:4 19:12 25:13 29:5,18 112:14 41:10 54:20 89:9,11 102:19 107:4,23 **market** 11:15 114:24 132:5 146:19 131:17,20,24 132:3 168:4 178:25 181:18 133:14 134:3 182:20 183:2 185:14 massage 89:19,20 186:21 187:25 90:1 magistrate 80:13, **master** 70:25 22,23 169:16 **matched** 121:19 main 121:23 124:2 182:21 maintain 26:2 56:14 material 87:4 62:8 86:19 87:5 132:11,14 math 24:23,24 150:2 maintaining 68:23 matter 7:18 27:17 71:19 30:9 35:6 42:2 60:14 105:5 109:22 maintains 69:25 117:15,20 major 84:17 85:6 matters 6:15,23 7:1, 156:12,14 20 8:5 13:19,21 majority 39:5 27:14 55:24 105:13, 18 make 13:24 14:21

16:19 19:7 20:3 34:5

36:25 38:3,18 39:20

45:10,20 51:1 52:9

maximum 176:4

mayor 7:4,6 15:2,

18,20 16:4,6,13

26:5,6,7 29:19 32:2 36:12,18,21 37:2 38:25 40:23 41:1,3, 4,7,12 44:15,23 45:1,4,6,9,12,14,17 48:2,4,7,9 49:16,18 50:24 51:13 54:15 59:20,23 65:14,17, 19,22,25 66:19,21, 23 75:25 82:4 89:17 90:11,21,25 91:1,5, 8,11,16 92:3,7,9,12, 15,18,24 93:7,9 94:19 98:17 108:6 120:15 134:23 138:9,25 140:9 155:24 157:13,16, 18,21 159:4,8 161:16 164:4, 166:5 167:20 168:15 169:5 173:6,10,15,18 174:13 175:11 177:18 180:12,21 181:9 188:8 mayor's 35:17 mayors 26:7 29:5 78:17 MBA 11:1 meaning 45:18 90:6 106:20 182:2 means 35:11 63:1 120:8 147:5 meant 88:7 122:21 measure 154:4 measurement 128:20 median 128:3 mediated 17:21 28:18 40:5 81:16 110:23 mediation 6:2 33:13 mediator's 9:8.9 meet 13:20 43:16 80:2,5 100:21 meeting 7:13 9:3 37:16,20 56:12 80:4 188:19 meetings 14:7 25:6 34:14 85:15 100:11 105:13 168:7

member 7:3,17,22 8:4 11:6 12:19 15:3 16:15,17 37:15 38:1, 5 41:24 42:25 46:3,5 49:4,8 84:1 93:2 95:21 109:19 110:1, 19 122:15 135:16 146:5,7 150:16,24 157:6 158:14 members 7:11 15:2 33:12 39:23 41:19 46:3 66:7,8 69:2 73:11 84:10,11 88:13 108:9 109:11 112:5 152:8,17 157:5 membership 27:18 memorializes 98:25 method 6:4 methodology 82:23 Miami 39:24 41:11 48:23 49:1,5 112:6 129:5,11 mid-ranger 127:17 middle 25:3 135:14 million 73:12 74:1 113:6,7,16 114:8 119:2,4,7,13 120:20, 25 121:1,3 124:2 132:5,9 133:2 182:4, 10,21 **millions** 115:12 118:23 mind 8:2 104:22 minds 127:9 mine 41:21 minimal 44:7 **minimum** 10:17 139:7 minor 9:18 13:14 34:16 91:21 102:23 104:3 minute 18:11 38:20 43:1 63:15 69:21 70:1.19 80:9 82:3

minutes 25:5 59:6 60:14 61:4 108:1 misled 37:1 misread 135:10,12 missing 139:19 mistake 84:4 misuse 46:13 mixing 112:23 mixture 44:8 **model** 125:17 moderator 5:2,5,16 15:10,14,23 16:20 17:23 18:11,17,23 19:1,5,13 20:3,6,8, 10,12,15,19 21:7,12, 15 22:10,18,21 23:10 24:16,18,25 25:19,22 26:15 27:21,23 28:2 30:8, 20 31:15,18,20,22 32:3,15,21 33:6,8,21 34:9 35:2 36:8,14, 20,22,25 37:3,9 41:3, 42:20,22 43:19 44:5 45:11,13,15 46:10 47:12,19 48:1, 3,5,8,11,14,16,21 49:15,17,20,23 50:2, 17,19,21,23 51:3,11, 14,21,23 52:3,5,7,9, 53:13,19,21,24 54:2, 6,8,11,16,21,23 57:19,21,23 58:2 59:13,16,22,25 60:2, 9,11,16,20 61:2,23 62:1,24 63:22,24 65:11,13,15,18 67:9 68:1 69:17 71:5 73:18,20,23,25 74:4, 6,10,12,14 75:9 77:3,12 79:14,18,22, 24 80:8,15,18,23 81:1,4 83:9, 84:13, 16,20 85:1,5 86:4,21 87:7,11 88:12,17,19, 21,24 89:3,18 90:13, 16,19,22,24 91:4,7, 10,15,18 92:4,6,8, 10,13,16,20 93:1,8, 10,14,17,19,22,25 94:4,11,14,18,20,24 95:1,3,6,8,10,12,25 83:1,14 86:7 95:14 96:4,6,9,11,15,21,23 104:21 121:10 97:10 98:2,4,7,9,12, 143:13 182:3

18 99:24 100:8,16, 21,23 101:1,3,7,10, 14,16,18,21 102:3,6, 8 103:15,19 104:12, 15 106:6,13,15 108:8,13,19,24 109:4 110:3,11,13, 15,17,25 111:7,9,12, 16,23 112:22 113:9, 12,18,20 114:1,3,9, 12,14,17 115:14,18, 25 116:6,8,12,16,23 117:2,7,14,25 118:3 120:11,16 121:1,4,6, 9,12 122:3,6 123:20 124:1,8,10,18,21,23 125:1,3,5, 126:8 127:6,8 128:5,25 129:2,9,13,17,19,21, 24 130:10,13,19,22 131:5, 132:15,21,25 133:6,14,17,21 134:6,14 135:8,10, 12,15,18,25 136:15, 17,19,24 137:2,6 138:10,21 139:1,10, 13,22 140:1,6,10,13, 15,22 141:8,25 142:3,5,8,10,15,22, 25 143:2,7,12,22 144:6,11,15,24 145:4,25 146:8,16, 19,21 147:14,17 148:7,12,15,17,22 149:1,13,22 150:4, 13,18,22 151:9,11, 13,19,21,24 153:17, 19 154:6,12 155:1,4, 8,22 156:6,18 157:8, 10,15,17,20,22,24 158:2,9,12,16,22 159:1,5,9,11,20 160:10,17,19,21,24 161:2,13,18 162:7, 10,15 163:21,24 164:16,18,22,24 165:1,3,15,18,20,23 166:2,7,10,13,18 167:2,5,14,21 168:1, 13,16,19,25 169:6, 22,24 170:6,8,9,12, 16,23,25 171:2,5,12, 16,18,24 172:1,7,13, 16,19 173:4,13,22 174:6,9,14 175:5,10, 12 176:13,16 177:1, 3,6,10,13,15,19,25 178:2,7,13,18,25 179:9,16,18,20,22,

24 180:1,4,9,11,13, 22,24 181:1,10 182:9,19,25 183:10, 21,24 184:1,4,6,11, 14,16,25 185:10,15, 17,21 186:9,11,25 187:3,6,8,12,17 188:10,12,13,16

**moderator's** 93:11 104:1

modification 11:3,4 13:6 64:10 103:25 115:23 159:24 161:4

modifications 6:1 9:18 13:1 22:5 86:13 94:8 107:11,20 119:24 159:22 160:11 161:3 162:1 164:19,20 166:21 180:17,18

**modified** 12:23 22:1 168:9

modify 95:16 166:3

moment 23:16 54:12,17 62:2 104:24 114:21 126:8 180:17

Monday-week 85:16

money 25:9,11
29:21 73:14,20
111:21 112:7,14,17,
21 117:5,23 118:13
124:11 125:12,23
132:5 133:7,8
146:25 147:5,10
150:11 151:7 152:11
153:12 182:14 183:7
186:6,22

monies 118:15

**monitored** 80:12 89:25

monitoring 80:25 81:2 169:15

monthly 13:20

**months** 68:25 140:8,13,16 142:12, 13,14 158:23

more,' 66:14

**morning** 49:11 91:23 94:10 99:25

100:3,16 103:11,17, 21,24 104:1 106:7 107:23 126:10

mothers 148:1

motivating 145:8

mouth 29:10 94:6

**move** 6:25 35:22,24 101:16 106:22 107:15 112:16,19 130:2 181:8

moved 187:24

movement 35:18

movements 139:3

moves 134:3

**moving** 8:1 68:19 100:1 154:4 181:6

**MSA** 34:20 40:10 43:9 116:3,5 126:20 127:2 136:15 156:2, 20

much-improved 132:10

muddle 63:15

mutual 14:1

Ν

**named** 42:4 55:12

narrowly 46:14

Nat 39:3

**National** 38:24 78:3

nature 102:24

**necessarily** 154:21 164:2

negative 153:10

negotiate 13:2 22:6 23:11,19 29:23 68:8 69:15 70:9 75:17,22 79:10,16 81:10 82:14 83:16 84:9 159:22 160:11,21 161:18 163:10,19,20 164:9

negotiated 23:24 25:16 28:23 33:1,4 78:6 128:17 160:22 162:11 negotiates 24:20

negotiating 13:4 22:9 29:15 67:2 86:8 162:18 164:11

negotiation 12:20 26:3 28:19 63:13 83:9 90:4 104:2 159:23 160:12,15 161:4,19 163:5,6

negotiations 29:2,7 69:22 83:23 159:21

negotiator 68:18

nice 127:18

nitpicking 75:19

**nobody's** 37:1 63:2 89:23 126:10 134:23 186:25

nods 182:24

nonetheless 123:5

North 48:23 49:1,5

**Nos** 104:4 177:22 178:8,21

notes 8:15 33:23

**notice** 100:24

noticed 7:13 100:22

notwithstanding

**nub** 68:12 69:19

number 47:1 78:15 91:23 95:22 112:8 119:1 131:16 134:9 137:3 141:6 145:20 175:1,24 182:3,6,8, 10 184:20

number's 182:8,9

**numbers** 104:3 112:25 113:12 148:13

0

**object** 163:8 **objection** 99:21 168:3

objectionable 163:6 obligates 34:22 obligation 69:14

124:12

**obligations** 14:4 37:13 123:15 154:16,17 155:1,5

observe 47:25

obstruct 38:17

obstruction 14:6

occasion 56:5

occasions 155:15

**occupy** 39:9

occur 77:2 141:10

occurred 71:7

occurs 110:20 115:7

October 22:19 23:6 66:8 73:15 123:8,10

offered 94:10

offering 95:4 120:8

offers 108:2

**Office** 9:8,14 40:24 56:19 62:11,14 105:11

officer 39:6

officers 72:4 112:8

officers' 6:12

official 68:18

officials 7:19 159:25 161:5 162:3

**offset** 117:18 133:12 148:24 154:18 156:16

offsetting 155:9,10

**OGC** 58:15 105:11, 18

omit 71:24 82:18

omits 15:20

**omitted** 20:8,15 99:14 180:7

ongoing 13:17

**open** 13:19 65:5 77:14,23 84:6 89:22 105:13

plan 6:12 10:25

opening 100:18,22, 23 operate 82:20 operated 49:12 operating 147:7 176:10 opinion 40:7 41:17 43:24 44:2 46:1,11, 12 48:17 58:13 opportunity 32:1 35:8 55:5 opposed 14:11 68:20,25 130:24 131:19 145:20 option 17:6,9,14 18:4,6 options 18:6 148:19 155:16 oranges 112:23 order 10:13 12:18 14:20 99:21 180:4 187:13 ordinance 14:5,13, 16 35:1 40:6 49:2,6 ordinances 78:15 organization 163:12 original 15:17 16:3 29:14 133:24 176:11 Orlando 26:7 other's 38:17 outlined 15:8 95:17 outlining 41:15 outset 30:21 overcomplicating 62:4 **overlaps** 138:23 overlay 28:5 30:15 oversee 24:8 oversight 10:20 19:19

overlaps 138:23
overlay 28:5 30:15
oversee 24:8
oversight 10:20
19:19

P

p.m. 100:7 157:23
187:16 188:19

**package** 12:17 35:23 36:2 107:8

**paid** 113:2 132:6 138:17 182:14

**Palatka** 127:25

**paragraph** 21:6,7 64:1,3,7 80:3,12 81:24 82:1,10 99:3 135:13 169:14

parameters 56:2

paraphrasing 126:19

parcel 23:9

part 6:1,7 8:25 12:17 23:8 78:6 83:5 84:2 85:11 86:24 89:23 90:10 95:4 97:12 102:21,23 107:7 128:18 136:25 139:5 143:10,16 152:22 156:25

**participants** 12:4,5 16:23,24

participation 40:12

**parties** 5:24 13:12, 16,22,23 31:25 57:10 69:13 71:19, 20 83:25 105:9,14, 20.23

**party** 57:14 61:17 67:19 106:2

**pass** 78:25 79:1 84:18 102:4,8 104:23 156:3 157:1

passed 72:3 127:2 176:22

**past** 63:5 72:20 73:2 119:8 164:3

**pay** 11:25 25:1,13, 15 79:9 87:25 109:12 110:22 112:15,21 118:8,12 132:4 137:8,11 150:1 186:8

**paycheck** 125:19 134:25 135:6

**paychecks** 138:16, 18,19

payday 52:17

**paying** 79:6 111:13 121:24

**payroll** 109:14,15 113:7

**peg** 146:2

penalty 6:5

**pending** 185:24 188:5

pension 6:12 7:4,14 8:17 10:18,24 11:16, 21,24 12:3,4,8,20 13:2.5 16:23 17:7 21:2 22:6,7,9 24:8 25:25 26:8,18 27:5,9 28:16,22 30:24 32:20 34:23 42:9 49:1,3,7 51:19 52:17 53:1,9,16 66:1 70:9, 23 74:18 75:17,21 77:7,8 78:10,11,21 79:15,16 81:10 82:14,17 83:16 84:9, 11 86:8 89:7 104:2 105:16.17 109:7 127:16 135:1 137:17 159:22,24 160:11 161:3,5 162:1,2 165:7,9,23 166:8,23 167:10,17 172:6 174:19 175:23

pension- 55:10

pension-related 55:24

**pensions** 23:25 72:10 78:6

people 16:2 27:6 39:7 44:9 45:21 47:4 66:7 68:16 72:20 75:1,24 78:18 86:6, 19 87:1,23 90:5 97:2 100:5 132:6,11 134:9,12 141:19,22, 23 142:5,11,16,18, 19,20 143:1,2 144:3, 17,22 147:3 153:11 156:24 173:9 185:7

**PERC** 68:19 70:10 71:3,16,17 73:5 77:24 82:21

**PERC'S** 73:3

**percent** 29:17 44:1 72:25 96:18 109:9, 10,13,14,15,17,18,

20,24 110:7,9,18,20 111:4,9,11,14,15,18, 19,20 113:14 115:6 119:1 122:11,17,19, 22,25 130:24 132:23 134:18 135:1,17 136:7,12,25 137:18 138:3,5 139:7 141:21 144:2 145:21 153:25 183:13 185:4,5

percentages 113:5performance 13:18 130:7 131:21,24

133:3,11,14 139:7 145:13,19 146:11 150:6

performed 185:8

performs 131:17

**period** 11:25 20:17 22:3,17 23:6 28:22 31:24 39:4 132:17 137:5 158:20 182:5

**permitted** 12:8 17:1

**person** 42:4,6 44:3 68:15 75:3 172:21

personally 45:5

**persons** 8:15 42:7 43:13 143:17

perspective 7:8 35:10,17,18 185:13 186:19

**PFPF** 24:22 53:7 62:15 158:25 165:6

**Phase** 150:11

**phone** 61:6

**phrase** 50:7 57:9 161:24

**pick** 148:20

picked 31:17 47:19

picks 177:15

piece 19:15 124:17

**pitch** 146:9

**place** 28:15 29:7 53:11 86:15 125:14, 25 154:11

**places** 125:22 150:16

11:22,24 12:3,4,5,7, 9 16:23,24 17:7,11, 15,18 18:2,8,9 21:2 28:8 49:2,3 51:19 52:17 73:21 108:9 111:22 112:1,4,5,11, 14,17 113:2 114:21 120:18,22 122:8,15 123:10 124:5,10 126:15 127:13,20 129:8 130:3,5,11 133:7 145:10,18,20 146:4,7 149:3,20 150:2,15 151:4,14 152:11,13,17,18,25 153:10 154:2,14,15, 21 155:18,22 156:19,20 157:1 172:10,12,14 176:1, 14 182:12,15,16 187:18

**plan's** 154:20

**plans** 127:16,22 128:3 152:1,24

pleased 55:20

**podium** 25:5,8

**point** 46:24 67:11,15 69:3 76:15,25 91:16 92:2,7 104:12 106:22 128:6 146:21 147:17 148:8 154:20,22 164:14 180:22 181:2 187:22

pointed 44:11 145:23 154:7

pointing 40:21

**points** 148:5

police 7:4,14 22:5 23:18 25:24 26:8,15 27:18 28:23 29:2 34:22 39:6 49:1,3,7 70:15 71:18 72:4 76:23 112:8 127:15, 21 152:4 153:5 155:14 167:9

policy 25:3,17 pooled 133:5,6,7 portfolios 10:20

**portion** 153:16 155:6

position 10:13 23:1 40:3 44:21 46:20 56:11 58:8 64:1 68:14 69:25 76:24 81:6 82:25 95:15 160:19 positions 30:17 possibility 7:15 post 100:18 **posted** 101:23 potential 30:2 46:5 potentially 139:9, 17,19 158:18 power 44:14 powers 75:20 practical 41:21 46:24 practically 33:10 precedent 45:19 preceding 52:17 preclude 46:2 48:25 predicate 178:19 preempted 71:16 **prefer** 184:17 preferred 11:2 156:22 premise 38:15 prepared 106:24 preparing 37:15 prepay 73:12,14 prerequisite 186:21 present 62:17 presentation 186:20 presented 36:4 122:10 137:16 presenting 135:4 presently 88:8 134:9 preserve 77:13 81:20 134:7 preserved 81:21

preserves 33:3 64:22 president 7:12 37:15 38:22,23 39:2 pretty 32:22 71:5 97:13,15,20 prevails 58:16 **prevent** 162:12 prevents 53:7 147:20 previous 20:25 33:12 51:24 78:17 110:22 previously 9:6 34:1 109:21 167:18 price 87:22,24 88:3 pride 54:17 64:18 105:5 primarily 122:9 **print** 60:10,15 **prior** 10:12 21:13 29:5 34:12 122:16 priority 124:5 **private** 147:11 problem 29:16 30:9, 21 39:16 70:21 86:9 97:14,16 problems 85:17 proceed 13:22 proceeding 11:25 process 10:6 14:24 23:17 38:21 40:12 62:23 70:2,24 78:7 86:16,19 88:11 processes 10:9 produced 159:18 products 152:3 professional 8:16, 19 10:6 42:8,11 43:13 professionals 39:8 program 152:16

progress 100:3

prohibits 53:16

158:11

92:16 promoted 148:21 promulgate 14:14 34:24 proper 7:24 105:12 **proposal** 8:25 9:2 12:16 15:5,9 16:3 17:25 18:14 23:19, 22 52:16 54:20,21 57:4 58:2,3 59:6,11 63:9 66:2 80:9,11 94:8 95:21,24 96:7 98:12,19 99:13 100:1 107:5,16,22 111:3 114:24 115:2. 18 116:2,14 117:9 119:22 120:12 123:22 125:14,16 130:12,13,15 131:9, 13 134:22,24 136:3, 4,24 139:23 140:4,7, 16,18 142:22 143:5, 13 144:6,7,19,23 145:2 149:7 155:25 156:8,9 159:1 160:9 167:19 175:6,7,12 176:23 180:16 181:18 182:10,12,20 183:2,9,12 184:18, 24 185:14,15 186:3 187:25 proposals 71:24 91:22 93:20 138:23 183:1 propose 59:9 119:13,16 142:13 144:22 180:15 proposed 9:11 15:21 21:8 29:19 49:11 50:3 57:2 63:1,18 64:2,3 81:25 93:4 99:21 103:24 107:10 119:24 120:22 137:9,22 138:1 155:10 158:23,24 160:7 161:13 170:8 172:5 175:15 177:10 182:2,3 184:6 proposes 122:7 proposing 110:6 118:15 121:17 125:16 137:24

promise 83:21 **protect** 145:17 protection 77:23 protections 72:11 provide 53:15 117:19 provided 76:16 123:4 160:2 161:8 167:12 provision 12:12 16:10 18:24 19:16 20:25 23:4 25:23 37:25 38:13 53:14 57:13 59:10 61:15 64:6,7 78:1 80:2 103:14,23 104:2 106:1 120:3,4,5,6 121:12 130:24 138:22 143:17 148:10 157:25 158:6 168:5 169:14 provisions 9:13 14:6,19 15:6 23:2,3 34:12 72:24 81:23 97:6 102:11 143:18 **prudent** 145:17 **public** 5:18 8:17 10:24 11:16 13:18 21:2 25:6 42:9 47:3, 7 61:10 105:13 108:25 163:11,12 **pull** 179:6 **pulled** 107:6 purchase 12:7 17:1 purgatory 74:17 purpose 32:8 100:10 177:23 purposes 42:2 61:10 105:20 push 117:23 125:12 **put** 5:4 6:6 17:5,25 29:10 40:4,6 41:23 42:17,24 43:12 46:7 54:23 60:14 62:13 73:21 76:22 94:6 96:12 98:24 106:16 108:13 115:19.21 118:1,13 120:24 121:2 126:21 145:5 149:3,15,18,23

prospect 18:20 161:12,13 165:18 174:20 186:22 **putting** 7:15 18:21 39:16 86:13 124:16 155:18 163:8 Q qualifications 7:24 8:7,12,21 15:7 16:14,18 35:14 41:5 44:7,10 46:4 50:12 103:17 qualified 39:22 45:21 qualifies 17:18 qualify 17:19 qualities 46:16,17, 18,21 47:5 quality 47:13 quarter 113:6 question 48:20 49:25 51:14 66:19 68:4,9 76:14 77:15, 20,23 78:8 85:20 114:16 117:8 122:2 143:12 157:2,3,11 174:22 questions 22:12 27:23 35:8,21 66:10 110:4 114:19 118:6 129:24 181:14 quickly 61:8 97:20 **quo** 35:12,14 56:15, 16 62:8 71:1 82:19 86:21,22 R radically 76:19

raise 35:5,8 48:13 75:4 77:1 83:13 raised 33:11 75:7 86:10 91:21 raises 109:11 raising 24:10 range 96:25 123:1 130:7 131:20,21,23 132:18 148:9.24

149:14,25 181:13 185:4 rapidly 18:14 rate 44:1 96:24 128:13 130:7,25 131:1,2,3,10,11,12, 19,23 132:1,22 133:25 134:1,17 136:6,8 141:17,18 144:11 145:19 146:1,2,5 148:4 149:11,19 rates 129:10 ratio 68:24 raw 112:24 reach 37:18 44:6 74:14 93:10 122:25 137:18 169:3,4,6 187:10 reached 5:25 6:14, 23 14:18 65:7 179:4 183:19 185:25 186:3,4 react 51:15 107:9 150:4 160:6 reaction 35:19 99:12 107:19 149:2 160:6 183:11 reactions 35:21 108:2 129:25 read 9:24 11:10 12:19 13:15 18:14 46:11 48:16 59:17, 21 61:12 89:13 92:18 96:3 104:21 105:6 127:9 136:2,3 166:16,18 167:19 reading 38:16 50:4 reads 11:11 159:17 ready 98:13 real 151:25 reality 28:6,14 realize 100:17 178:3 realizing 171:7 178:8,22 179:2,6 182:12

reason 29:13 84:17

86:25 116:17 127:1

146:23 156:25

reasonable 105:22
recall 31:1 85:13
receding 95:21
receive 117:21
received 111:17
recent 127:13
recess 61:20 100:7
157:23
recognize 74:20,25
82:13
recognizes 84:8
recollection 126:13
recommend 25:4
172:9
recommendation
6:10 8:3 9:17 11:4,7,
17 12:13,14 13:7,11

recommendation 6:10 8:3 9:17 11:4,7, 17 12:13,14 13:7,11 14:9, 16:12 34:21 41:23 50:25 55:13 93:2 143:21 recommendations

recommendation 6:16 13:10 16:11 34:4 50:6 64:4 102:20 103:12 168:10 recommended

40:11 97:22 98:15 115:22 136:6,9 reconvene 99:20 record 11:10 84:24

102:19 138:14 167:9,19 185:23 records 13:18 61:10

105:13

red 19:3,23 51:9

**red-line** 9:20 102:1 103:9

red-lined 104:17 158:4 176:20

redirect 121:23

reduce 124:12 125:24 127:20

reduced 111:6 112:16

reducing 109:14 116:9 reduction 109:25 116:17 120:18,19 135:17 154:18

reductions 109:21 115:13 117:22 137:9

reference 34:11

referred 16:3 refers 16:9

refine 41:12

reflect 10:2 14:10

reflected 15:19 130:7 131:20

**reflects** 15:20 58:21 103:16,20

**reform** 6:3,15 13:10 34:21 89:15

regard 13:23 75:15

reinstatement 110:21 115:7 134:18 186:6,7

reiterate 9:24 50:13

reiterated 9:3

rejected 156:24

rejecting 120:3,4

related 6:17 10:22 13:17 18:20 33:15 80:3 84:22 103:14 114:25 188:1

**relates** 5:22 6:11 17:21 35:12 64:2 91:25 152:6 183:11

relations 78:4,18

relationship 62:21 163:11

relinquish 56:10

relinquishing 158:14

remain 12:24 22:2, 16 32:11 35:15 109:24 117:10

remainder 178:4

remains 86:15 92:2

remember 17:3 19:22 28:17 43:7 69:18 71:22 76:7 82:6 107:17 140:10 146:24

remembering 70:17

remove 6:9 97:19

**removed** 6:13 34:8 168:5 179:14

rendition 154:13,14

renumber 180:2

reopen 32:1 70:20, 22

**rep** 75:12

repeat 65:3

rephrased 14:10

replaceable 187:21

report 25:10 89:13 171:17

**reporter** 61:11 98:1, 3 102:18 103:1 104:7 106:16 108:4 175:13 187:14

represent 67:13

representation 105:12

representative 13:4 22:8 23:18 67:2

representatives 13:20 26:16 28:24

70:15 76:23 81:15 represented 113:3

representing 69:1

**represents** 84:1 113:6

require 11:6 31:23

required 10:17 20:1,2,22 112:21

requirement 19:18 23:8

requirements 6:19 10:16 39:17,25 43:2 95:22

requiring 156:9

research 127:14

reservations 179:6

reserve 119:21

residual 123:18

resolution 36:5,6 41:14 71:1

resolve 77:25

resolved 64:25 97:23 159:14

respective 14:3,7 26:17 28:23 62:9 149:6

respond 35:3 159:17

response 15:11 65:20 82:2 98:19 182:22 183:4 184:8 185:18,19

responsibilities 26:1

responsibility 23:13,14 24:13 26:2 30:14 44:23 77:9 85:10,18,19,23 87:22 126:16

responsible 24:3

**rest** 21:6 57:25 82:19 166:24 167:2, 5,18

restated 12:21 21:18

restored 96:19 136:10,12 137:11 138:4

result 145:23

results 128:11,12

**resume** 188:18

retained 10:11

retire 151:8

retired 68:17

retirement 6:3,5,15 12:6 13:10 16:25 34:21 55:24 97:5 107:15 128:22 152:9,16

retirement-related 55:10 105:18

retiring 134:13

retitled 12:15

retreat 15:4

return 12:14 63:12 109:20 117:21 131:2,3 132:2 133:25 134:2 135:17 146:2,6 148:4 149:11,12,20 153:5 returned 144:1 183:3 returns 152:22 153:5 revenues 154:25 review 5:24 6:8 57:22 176:23.24 **revised** 155:18 revision 34:24 revisions 14:15 revisit 187:4 rich 25:18 rights 14:7 27:5 32:9 33:4 38:17 57:14 59:1 61:17

87:6 91:9 160:2

161:7

rising 186:6

18 153:10

robe 58:17

**Rod** 148:8

99:1

roll 152:11

risk 12:7 16:25

roadmap 171:21

69:21,23,24 71:11

78:9 79:15 81:9

rollback 110:22

134:19 186:7

routine 105:13

rule 100:10

rules 145:24

ruling 73:3

144:12,13 173:7 runs 40:7 66:2 S **sacrifice** 156:17,18 **safe** 146:24 147:2 salaries 27:7 salary 10:11 53:9,17 86:19 117:21 134:19 148:22 salary-deducted 113:23 sat 75:13 satisfied 62:6 satisfy 82:15 scenario 33:5 141:10 172:22 64:22 69:5,12 75:1 scenarios 122:9.24 scheduled 7:13 Schlesinger 80:20 school 106:17 146:4 147:6 151:15, scrivener's 102:24 scriveners 133:24 search 10:9,11 seat 69:1 role 26:10,11 39:10 secretary 60:8 section 35:24 65:1 160:3 161:8 179:11 82:14 84:8 89:7,12 Sections 48:24 Security 97:1 143:24 144:1,5,9 184:12,17,19,22 round 117:22 119:3. **seeks** 88:15 Seiler 26:5 **selected** 8:14 10:7 19:8,10 39:8 43:16 **rub** 70:11 71:22.23 127:22 selecting 8:24

152:7

selection 9:25 10:9

run 40:1 99:19

**running** 101:4

110:17,18 122:24

11:11 35:15 42:25 44:2 47:15 49:2,7 57:11 61:14 103:22 105:24 selects 51:2 **Senator** 5:19 9:10 25:20 27:3 35:25 51:4 67:8 74:9 84:12 104:6 158:10 send 185:19 senior 11:19,24 12:2.4.8 13:19 16:22 17:2 80:16.18 172:5 174:18 175:21 sense 87:21 107:1 169:3 180:15 sentence 19:16 37:10 51:6,8 59:13, 16, 60:17,18 62:25 67:1 168:7 separate 55:23 57:12 61:14 69:24 97:11 104:19 105:10,15,19,25 113:22 separation 69:9 September 12:25 22:3,14,16,20,23,25 23:7 66:3 67:5 76:10 86:17 **served** 71:9 service 53:3 140:24 141:15 158:21 181:7,17 **Services** 10:8 19:11 52:1 session 9:20 16:1 19:4 **set** 11:8 12:21,23 21:25 22:15 23:14 33:17 39:25 45:19 81:5 97:25 98:2 100:11 103:9 119:16 187:14 settlement 6:2 17:21 28:18 29:14 31:4 33:13 38:14 40:5 78:14 80:6 81:16 110:24 **shape** 44:3

**share** 110:1 111:21, sir 5:13 37:9 42:20 25 112:1,4,9,14,17 48:11,21 66:20,21, 119:16 122:7,15 23 104:14 116:24 117:13 135:11 123:10 124:5,10 151:24 179:12 129:7 154:2,14,15, 20,21 186:13 **shared** 85:10,17,19 sit 23:19 126:16,20 156:17,18 sitting 64:14 82:25 182:12,14,15,16 situation 132:8 **shelf** 155:19 147:16 sheriff 39:2 sixth 175:19 **shift** 87:1 size 10:15 shooting 55:1,5 **sized** 11:16 **short** 36:20,21 49:5 **Skip** 93:15 183:15 skipped 52:13 **show** 44:20 157:22 169:18 **skipping** 97:8,10 **shows** 22:11 80:18 slight 11:3 103:13 slightly 11:8 **shut** 172:4,5 **slot** 39:9 side 39:20 56:10,13, **Smith** 9:10 27:3 21 58:18,24 63:3 36:1 51:4 74:9 104:6 70:7 118:1 129:25 145:5 152:25 153:1, so-called 21:18 2 156:11 157:12 Social 96:25 143:24 side-by-side 18:13 144:1,5,8 184:12,17, 114:20 19,22 **sides** 58:5.7 67:12 softer 50:9 125:10 solved 89:20.21 **sides'** 56:23 someone's 53:8 sight 85:2 147:13 sooner 22:25 significant 181:19 **sort** 5:19,24 6:8 significantly 14:17 23:4 34:16 128:12 129:10 95:20 103:13 104:3 137:5,14 170:13 Silence 91:15 174:23 186:17 silo 180:18 sorts 63:25 silos 94:14 97:7,21 sought 39:8 107:11 sound 145:18 146:7 similar 8:10 10:15 154:3 13:7 17:20 26:14 33:24 34:20 40:9 soundness 24:7 26:2,10 77:9 146:3 simple 25:2 62:7,25 69:4 **sounds** 113:11 160:8 186:14 **simply** 14:10 26:13 53:15 67:17 100:20 source 105:12 104:18 130:6 168:5, 135:2 138:17

speak 68:13 93:24

9

94:2, 183:7 speaking 33:10 120:23 141:11 speaks 68:9 **spec** 52:1 **Special** 12:7 16:25 specific 41:23 50:15 105:20 specifically 7:15 172:23 spent 75:13 spirit 13:22 33:25 34:19 65:7 **split** 159:2 spoken 7:5 78:17 81:16 spot 174:7 **spots** 138:12 spreadsheet 6:6 squad 40:22 51:25 squishier 50:10 stability 76:21 **stabilize** 31:6 72:13 stabilized 31:11 stack 114:22,23 116:2 **stacks** 15:17 Staff 11:24 12:3,4,8 16:22 52:16 standard 128:20 standards 6:21 7:23 102:15 **standing** 63:7,10 standpoint 29:11 69:4 146:3 start 37:7 56:25 75:18 86:23 98:14 99:9 101:25 111:18 134:15 181:21 183:22 **started** 85:15 132:2 181:22

**starting** 87:9 97:3,5

104:12 122:15 123:6

state 10:24 14:8 21:1 25:25 26:14 33:17 51:18 81:9 101:22 112:7 168:8 **stated** 41:9 70:18 90:3 131:19,21,22 132:18 156:1 statement 26:20 47:3.6 81:11 statements 127:11 **Statestreetspdrs** 150:19 **status** 35:12,14 56:15,16 62:8 71:1 82:19 86:21,22 122:11 123:1,5 145:17 **statutes** 43:3 48:25 160:4 statutory 14:5 **stay** 67:18 **step** 38:6 43:1 145:17 187:22 sticking 92:2,7 stop 45:9 79:14 story 127:13 strategy 152:22 strength 149:8 striking 103:13 stringent 38:2 **strong** 15:1 38:7 55:17 81:24 stronger 72:22 82:1 strongly 37:20 38:5 45:3 structure 21:23 85:25 105:21 structured 112:3 **stuck** 28:4 **study** 10:22 56:18 stuff 73:3 75:19

subject 7:3,14 10:6

11:22 13:7 16:8

17:11 18:9 22:24

23:4 43:22 166:8

176:16

**subjects** 32:3 187:8 submittal 175:19 subsequently 12:22 21:20 subsidizing 134:11 substantial 82:8 substitute 64:6 93:5 120:9 substituted 28:21 161:20 success 14:1 91:2 successful 85:3,9 151:15 successor 20:2 24:12 sufficient 154:25 **suggest** 141:21 180:13 suggested 87:24 135:23 suggesting 150:23 suggestion 51:1 61:24 87:17 104:1 151:13 158:8 168:6, 16 171:18 174:1 suggestions 171:12 sum 134:11 summarize 14:17 54:12 summarized 170:10 summary 5:20 107:7 **Super** 158:12 supplanted 71:8 supplement 61:22 108:9 110:7 111:5, 17 120:20 supplemental 59:14 109:13,23 112:15 116:18 118:9 126:4 supplemented 117:17

118:17 Tampa 26:6 128:9, 11 129:5 support 14:14 34:23 45:3 task 6:3,10,16 8:10 9:16 11:4,7 12:12,14 supportive 122:14, 13:6,10,11 14:9,12 18 16:11 18:18,21 34:4 supposed 69:11 40:11 50:6 55:12 56:18 64:5 89:11,13, **surplus** 132:9 15,17 93:1 107:16 122:9 136:6,8 **survey** 10:12 168:11 127:23 sustainability taxpayer 14:23 14:25 taxpayers 7:7 sustainable 7:25 team 16:21 155:24, **switch** 38:19 25 157:16 164:6 technical 174:21 **sword** 25:17 176:24 symmetry 148:11 **telling** 171:22 system 12:6 16:25 ten 27:5,8 61:4 65:7 128:22,23 71:25 72:18 82:7 84:4 86:1 89:19,20 Т 90:1,19 91:2,14 97:1,2,3,4,18,20 T.a.'d 106:20 98:23 107:4 140:21, 23 141:14,15,20,22, **table** 58:11 68:6 23 142:5,12,19,20 70:8 72:13 75:2 143:10,14,15,17,19 90:13 91:6,14 99:10 144:2,17,18,25 106:25 107:1,2 145:1 146:11 148:4 118:1 129:25 158:21 168:22,25 takes 24:22 169:9 170:14 181:7, 16 183:14,16,17 taking 18:20 53:16 186:5 110:8 114:5 168:13 ten's 147:10 talk 26:5 54:1.24 55:2 63:18,19 65:22 **ten-year** 115:11 98:20 99:12,13 184:2 140:6 149:14.17 tense 106:18 181:23 term 30:2,3 33:14 talked 34:16 64:3 77:6 84:22 134:20 85:16 98:23 106:7 156:19 163:10 111:24 124:16 126:18 127:1 130:3 151:23 152:1,13 **talking** 9:4 19:17 28:11 52:24 74:6 83:23 96:12 116:21 119:10 121:16 141:11 149:10 152:5,25 153:11

thin 31:17 thing 25:20 35:22 54:13 58:3 63:6 69:7,10 71:11 76:4 78:18 84:15 85:14 94:23 99:6,17 106:23 133:18 145:3 167:6 187:23 things 28:3,7,10 33:24 55:21 58:12 71:15 72:23 73:14 79:11 80:2 81:13 83:2,4,11,20 85:6 99:5 100:1,5 126:25 127:4 134:16 136:2 **thinking** 36:16 82:25 99:17 149:18, thinks 63:3 106:4 thirteen 54:8,9 107:6 110:19 169:11 this,' 66:15 thought 32:6 42:2 72:12 94:5 98:3 114:18 121:9 170:1, 16 178:25 thoughts 141:16,18 three's 92:8 three-quarters 153:14 three-year 22:3 23:6,8 28:15 31:18 73:2 78:1 84:7 throw 56:7,23 162:8 throwing 42:17 **thumb** 5:3 **Thursday** 187:19 tie 145:19 tied 107:22 170:11 178:9 tiers 143:14 till 74:7 97:25 98:3,5 time 28:22 31:5,24 32:12 33:23 39:4 53:9 58:7 61:5 71:3

75:14 77:2 85:7 90:8

97:24 98:10 99:19

100:12,19,22,23,25

101:10 111:9,10

129:15 131:7 132:17 133:3 137:7 140:24 146:5 147:25 148:1, 20 150:2,10 154:22 155:20 159:6 175:11 182:5 184:21 187:22 times 21:21 101:23 127:13 128:16 **Times-union** 127:22 title 10:3 13:8 62:17 today 52:16 68:6 81:25 95:20 98:2 107:14 131:13 132:21 150:17 173:24 183:6.11 185:22 186:12 187:13 188:10,17 today's 63:11 told 37:19 55:7 tomorrow 7:13 133:19 145:3 150:20 183:9 185:20 187:15,17, 188:18 **top** 40:22 96:4,5,6 107:24 111:11 113:15 total 109:11,15,17 113:1 129:19,20 150:1 touched 71:3 track 103:25 132:10 tracks 103:10 traditionally 68:10 train 155:21 training 8:20 20:13 42:11 50:7 51:5 transferred 79:8 translate 113:14 transparency 14:22 102:15 troubled 27:21 troubling 83:10 true 27:1 101:21,22 trust 75:16,21 87:1 151:17

165:4 188:9 trustee 8:13,23 15:8

16:15 38:20,21,23, 24 39:1,2,9,17,25 103:14,18 trustees 8:8,13,22 16:9 25:8 39:5,14 turn 15:10 107:25 **turned** 133:8,10 twelve 33:8,22,24 34:18 64:12 97:17 98:2, 107:5 110:19 168:4,9,21,22,25 169:10 170:14 179:5 two-step 111:6 two-thirds 100:13 tying 179:2 type 60:7 112:4 150:15 172:10 U **Uh-huh** 40:15,18 52:21 103:15,19 113:17 118:19, 119:22 120:10 123:12,16 126:2,7 129:9 131:25 132:20 143:6 154:10 162:9 165:24 168:17 unsuccessful 177:5,17 178:6 ultimate 69:3 **ultimately** 7:19 32:7 70:24 73:4 77:24

180:1 un-dropped 130:18 **unable** 56:12 57:11 61:13 105:23 unavailable 187:20 understand 18:23 38:18 65:5,11 95:3, 5,7,9,11 101:19 115:8 116:6 124:21 125:15 129:2 151:19 154:13 179:3 180:5 182:6 184:18 185:23

understanding 14:1 24:20 36:1 122:4 understands 39:13 understood 24:9 116:18

unfair 157:11 unfunded 28:13 31:6 35:4 36:9 37:4 65:1 72:24 81:22 82:5 99:7 118:12,14 120:19,23 121:15, 16,24 123:22 124:13,18,19 125:9, 12,24 126:6 134:8, 10 154:17 155:5 181:23,25 182:11, 13,20 183:1,5 186:1, 17 187:24

uniform 144:23 union 69:2 75:12 84:10 127:13 128:16 union's 69:11

unions 23:21 24:2 27:4,9 29:3,22 30:4, 23 32:12 67:13 68:5 69:6 70:7 71:9

unions' 29:10 30:25 **unique** 68:11 unit 91:6 university 10:23 20:18 51:7

127:1 unsustainable 153:1

upside 149:24 150:1 153:6

user 148:5 utilized 112:18

٧

**vehicle** 154:11 155:17 156:5 verbalized 156:25 verbiage 12:16 13:8 45:22 verbs 106:18

version 9:20 16:2 63:10,11 176:20

versions 102:2 versus 45:23

veto 100:13

vice 38:23

view 22:21 46:24 62:5 112:3 180:22 181:2

virtually 40:10 43:8 47:16 112:19 119:17

vote's 157:9

voters 7:16

vulnerable 32:11

W

wage 109:20 135:17 138:4

Wait 30:22 43:1 69:21 70:1,19 82:2, 25 83:14 86:7

waiting 185:16 waive 27:4,19 32:12,13,15,16

56:10 67:6 75:1

waived 26:17,22,24 27:1,2 29:8 32:12

waiver 57:14 61:17 70:14 81:12 106:2

waiving 63:2 walking 37:3

wanted 27:10 38:17 51:15 85:9 91:17,19 92:18 102:16 106:23 109:1 132:11

warm 107:14

Waters 39:3

ways 22:1 60:3 99:18 128:22

weaknesses 149:8

wearing 58:17

week 9:11 136:5

weigh 7:16 128:8

well-experienced 39:8

well-qualified

41:19 written 39:18 57:20 84:5 96:2 166:24 **WELLS** 108:15 167:3,4,5,6 whatsoever 83:9 wrong 28:17 33:22 whittling 105:7 58:14 64:9 69:19 86:7 94:5 116:20 window 31:25 120:17 137:2 wisdom 8:19 42:11 140:17,19 170:17 181:24 **wisely** 27:12 wrongfully 43:15 withdrawn 169:4,11 wrote 59:21 withdrew 54:10 wondering 60:4 Υ 123:2 word 20:24,25 21:4 year 48:13 73:21 44:18 51:7 86:2 89:1 84:18 110:8 114:4 102:22 160:14,24 117:18 119:14,17 161:11,20 162:5,23 121:2 131:3, 146:10 163:5,9 177:3,4 154:8 wording 13:14 **year's** 40:5,10 words 20:17 29:10 years 10:18 19:17, 45:25 49:9 51:24 25 20:21 27:5,8,15 54:4 94:6 119:25 29:24 31:12,19,25 160:20 176:3 32:15,17,19 33:17 67:11 68:7 72:18 wordsmith 45:7 74:22 75:2 76:3,16, wordsmithing 19 77:21 82:8 97:1, 160:16 2,4 109:9,23 113:3 115:21 116:17 work 14:2 19:21 117:6,11 123:3 37:12 49:17,18 124:8,11 131:7,16, 55:10,17,19 56:9,20 18 132:10,12 133:1, 58:6,7,12,23 59:4 9,10 140:21,23 62:15 64:1 86:18 141:15,22,23 87:9 89:4,8 99:2 143:10,19 144:2 107:9 150:3 165:11 145:12 153:7 158:21 177:21 178:4 171:15 181:7,16 workable 56:15,16 183:14 worked 32:24 47:1 yesterday 9:4 93:20 49:10 105:3 132:12 95:12.17 96:13 97:7 176:5 114:25 115:10 130:4 151:23 152:2, working 37:7 55:18, 155:13 20 56:16 62:22 63:4 66:8 95:2 132:13 you-all 22:12 30:15 46:10 64:19 65:16 works 62:20 71:6 85:13 144:14 86:19 worldwide 132:7 Ζ wrap 5:22 zero-to-ten 148:9 wrestling 132:8 149:25 write 52:1 175:14 writing 41:8