1	BOARD OF EDUCATION
2	BALTIMORE COUNTY
3	
4	
5	
6	
7	PUBLIC BOARD MEETING
8	REMOTE VIA BCPS LIVESTREAM
9	AND MICROSOFT TEAMS
10	
11	JANUARY 5, 2020
12	
13	
14	
15	
16	
17	
18	
19	
20	Transcribed by:
21	Paul A. Gasparotti

	Page 2		Page 4
1	BOARD MEMBERS:	1	INDEX (Continued)
2		2	Adjournment 246
3	Makeda Scott, Board Chair	3	
4	Julie C. Henn, Vice Chair	4	
5	Kathleen Causey	5	
6	Moalie S. Jose	6	
7	Erin R. Hager	7	
8	Russell T. Kuehn	8	
9	Lisa A. Mack	9	
10	Rodney R. McMillion	10	
11	John H. Offerman, Jr.	11	
12	Cheryl E. Pasteur	12	
13	Lily P. Rowe	13	
14	Joshua Muhumuza, Student Member	14	
15		15	
16		16	
17		17	
18		18	
19		19	
20		20	
21		21	
1	INDEX	1	Page 5 PROCEEDINGS
2	Call to Order5	2	CHAIRWOMAN SCOTT: Good evening. This
3	Pledge of Allegiance/Moment of Silence 5	3	is Chairwoman Makeda Scott. I now call to order
4	Consideration of the Agenda 7	4	the meeting of the Board of Education of
5	New Business, Administrative Appointments46	5	Baltimore County for Tuesday, January 5th, 2021.
6	Public Comment (statement by chair) 49	6	I invite you to recite the Pledge of Allegiance
7	Superintendent's Report 50	7	to the Flag. We will then have a moment of
8	Chair's Report	8	silence in recognition of those who have served
9	Student Board Member's Report	9	education in Baltimore County.
10	New Business, Action Taken in Closed Session .59	10	Mr. Muhumuza, would you please lead us
11	New Business, Contract Awards 60	11	in the Pledge of Allegiance?
12	Unfinished Business, Board Policies 78	12	(Pledge of Allegiance.)
13	Proposed FY-2022 County Capital Budget94	13	(Moment of Silence.)
14	Unfinished Business, Reopening of Schools 162	14	Thank you. In accordance with the
15	Unfinished Business, Update on In-Person	15	mandated direction of the state superintendent,
16	Graduations 201	16	Baltimore County Public Schools and offices are
17	Report, Superintendent's Proposed FY-2022	17	currently closed to the public in order to
18	Operating Budget 211	18	maintain the health and safety of our students
19	Board Member Comments 225	19	and staff. In accordance with the Board of
20	Consideration of Agenda Items 241	20	Education's amended resolution approved at the
21	Announcements 246	21	October 13th, 2020 board meeting, in the event of

Page 6 Page 8 a medical or health emergency related to CHAIRWOMAN SCOTT: Thank you, ² COVID-19, the board chair in consultation with 2 Ms. Causey. 3 the vice chair and the superintendent may declare MS. CAUSEY: I just wanted to support 4 that a board meeting or a board committee meeting your motion. I appreciate you making it, it's ⁵ be held remotely in its entirety without the certainly something that the Board has had very physical presence of board members or in a hybrid vigorous discussions about and is certainly at manner with only some individual board members the top of our minds as we address how to support participating remotely, subject to the our students moving forward through the rest of establishment of a mechanism that would allow the pandemic, so thank you for that. each board member the opportunity to fully CHAIRWOMAN SCOTT: Thank you, participate in the meeting despite not being 11 Ms. Causey. 12 physically present, and that would allow the VICE CHAIR HENN: Madam Chair? 13 public to also remotely attend those portions of CHAIRWOMAN SCOTT: Yes, Ms. Henn? the meeting that are open pursuant to the VICE CHAIR HENN: Thank you. I would ¹⁵ Maryland Open Meeting Act by being able to listen like to offer the following amendment to your 16 16 and/or view those portions of the meeting. motion. In addition to amending tonight's agenda 17 As a result, tonight's Board of to add the discussion the reopening of schools as Education meeting is being held virtually and the first item of unfinished business, I further broadcasted through Microsoft Teams Live. In move that we suspend the time limit for board ²⁰ order to efficiently conduct this meeting, all member questions on this agenda item. Lastly, I voting items this evening will be done by move that this agenda item be the standing first Page 7 Page 9 rollcall vote. Board members will say their item of unfinished business on all subsequent names while making and seconding a motion as open session agendas until all schools have fully applicable, as well as when requesting discussion reopened to all students for full-time in-person on an agenda item. instruction. 5 The first item on the agenda is the MS. CAUSEY: Second. consideration of the January 5th agenda, and at MS. JOSE: Point of order, Ms. Scott. Ms. Henn's motion, the second one is operational. this time I move that we add an agenda item to You're adding something to the agenda, she's this meeting, unfinished business, the reopening 9 of schools, to be placed after K, board policies. requesting a time limit, and that should be a 10 10 MS. JOSE: Second, Moalie. separate motion by itself. 11 CHAIRWOMAN SCOTT: Thank you. CHAIRWOMAN SCOTT: Thank you for that, 12 Ms. Gover, may I have a rollcall vote please? Ms. Henn, and Ms. Jose. I would say, Ms. Henn, 13 MS. CAUSEY: Madam Chair, is there at this time I would not accept that amendment 14 discussion? ¹⁴ because I believe that could be a standalone 15 CHAIRWOMAN SCOTT: I believe the motion separate motion, so I would recommend making that 16 as a separate motion, a standalone motion. speaks for itself. 17 MS. CAUSEY: Okay. I don't have a hand 17 VICE CHAIR HENN: Okay. Thank you, 18 raise option. May I speak? 18 Madam Chair. 19 CHAIRWOMAN SCOTT: Yes please, who's 19 CHAIRWOMAN SCOTT: Thank you for that. 20 MS. CAUSEY: Excuse me, Madam Chair, it speaking, please? 21 was a motion and it was seconded, so I believe we MS. CAUSEY: This is Ms. Causey.

1	Page 10 need to process that. We could request guidance	1	procedure when someone disagrees with the
2	from Mr. Brousaides.		decision of the chair is to appeal the decision
3	CHAIRWOMAN SCOTT: Well, the motion was	3	of the chair to the full Board and to vote on the
4	directed, it speaks for itself, that an item be	4	decision of the chair. So if someone wants to
5	added to the agenda, so a motion was made and	5	disagree with the decision of the chair not to
6	seconded, so I believe the appropriate action now	6	accept the amendment, that is the procedure, for
7	is to vote on that motion.	7	someone to make a motion to appeal the amendment
8	MS. CAUSEY: Excuse me, Madam Chair. I	8	to the full Board, or appeal the decision of the
9	would ask legal counsel for guidance, because	9	chair to the full Board.
10	there was an amendment motion and a second.	10	CHAIRWOMAN SCOTT: Mr. Brousaides, could
11	MR. BROUSAIDES: Did Ms. Henn withdraw	11	you give us a legal opinion on that please?
12	her amendment?	12	MR. BROUSAIDES: I think both get to the
13	VICE CHAIR HENN: I did not,	13	same end result as to whether the amendment to
14	Mr. Brousaides.	14	the motion is going to be approved by the Board.
15	MR. BROUSAIDES: Then I believe we would	15	CHAIRWOMAN SCOTT: Okay.
16	need to vote on the amendment.	16	VICE CHAIR HENN: Then Madam Chair, may
17	CHAIRWOMAN SCOTT: But the amendment was	17	I restate my amendment?
18	not accepted to the motion. Why should we need	18	CHAIRWOMAN SCOTT: Yes please.
19	to vote on it? I mean, so the next course would	19	VICE CHAIR HENN: Thank you. I move
20	be to vote on the amendment?	20	that the Board amend tonight's agenda to add the
21	MR. BROUSAIDES: Vote on the amendment	21	discussion of the reopening of schools as the
1	and then vote on the, either the original motion	1	first item of unfinished business. I further
2	or the original motion as amended if the	2	move that we suspend the time limit for board
3	amendment gets voted up.	3	member questions on this agenda item. Lastly, I
4	CHAIRWOMAN SCOTT: Okay. I'm sorry?	4	move that this agenda item be the standing first
5	MS. ROWE: Madam Chair, I have a point	5	item of unfinished business on all subsequent
6	of order. I believe the appropriate	6	open session agendas until all schools have fully
7	parliamentary procedure when someone disagrees	7	reopened to all students for full-time in-person
8	with the decision of the chair not to accept and	8	instruction.
9	amendment or a motion is to appeal the decision	9	MS. ROWE: Madam Chair, are we going to
10	of the chair to the Board, and for the Board to	10	divide the amendment in three parts as it is
11	decide if the amendment is in order or not.	11	three separate items?
12	CHAIRWOMAN SCOTT: So, are you making a	12	CHAIRWOMAN SCOTT: I believe that was
13	motion to appeal the decision of the chair?	13	Ms. Rowe. Could you repeat that please, it was
14	MS. ROWE: I'm not, I'm raising a point	14	kind of hard to hear you.
15	of order that I believe the parliamentary advice	15	MS. ROWE: I am requesting to divide the
16	is correct and that the appropriate procedure at	16	amendment into three parts as the amendment is
17	this time is to so when a motion or amendment	17	actually three separate things, and I wish to
18	is made, the chair has to accept the motion or	18	vote on each thing separately, so I'm asking to
19	amendment or restate the motion or amendment.	19	divide the question.
20	And in fact the chair did not accept the	20	MR. BROUSAIDES: And as I understand it,
21	amendment or motion, and the appropriate	21	the main motion is your motion, Ms. Scott,

Page 14 Page 16 1 correct? on. Thank you. 2 2 CHAIRWOMAN SCOTT: That is correct. VICE CHAIR HENN: Madam Chair, may I 3 MR. BROUSAIDES: And Ms. Henn has two speak to my amendment? amendments to it, one regarding time and one 4 CHAIRWOMAN SCOTT: Yes, Ms. Henn. regarding placement on subsequent agendas. 5 VICE CHAIR HENN: Thank you. I fully CHAIRWOMAN SCOTT: Correct. 6 understand and appreciate Mr. Muhumuza's 7 MS. ROWE: I believe there were three. concerns. I believe that the second amendment of 8 VICE CHAIR HENN: Correct. There were placing this agenda item on subsequent agendas 9 two amendments. will address his concern of the late night 10 CHAIRWOMAN SCOTT: Thank you. Go ahead, meetings, because if this is a standing agenda 11 Mr. Brousaides. item board members will have frequent 12 MR. BROUSAIDES: And as to Ms. Rowe's opportunities to have their concerns addressed and we will not need to extend the time into all comments about dividing the question, I think that would be appropriate as well, to rule hours of the evening. So I do believe that the 15 individually on each of Ms. Henn's amendments, second amendment if approved will address the 16 starting with the time amendment. concerns about the lengthy discussion. Thank you. 17 CHAIRWOMAN SCOTT: Okay. So then what 17 we need to do is vote on Ms. Henn's amendments, 18 CHAIRWOMAN SCOTT: Thank you, Ms. Henn. 19 each separately? 19 Additional discussion? 20 20 MR. BROUSAIDES: Correct, starting with MR. MUHUMUZA: A quick follow-up suspending the time limit for board member question. So Ms. Henn, are you saying that we're Page 17 Page 15 1 questions. going to stick to the time limits? So like right 2 now how the agendas are written, for example the CHAIRWOMAN SCOTT: Okay. So then, Ms. Gover, if we could do a rollcall vote superintendent's report is from 6:45 to 6:50, so starting with Ms. Henn's amendment of suspending if we run out of that time block but not the time limits for board member questions. everybody speaks, if a board member's speaking 6 MR. BROUSAIDES: On this topic. that takes most of that time, so is this agenda CHAIRWOMAN SCOTT: On this topic, yes. going to go to the next meeting? So 8 MR. MUHUMUZA: Could I ask a question? hypothetically, one board member can speak the 9 CHAIRWOMAN SCOTT: Yes? whole time. 10 10 MR. MUHUMUZA: Yeah, I just wanted to VICE CHAIR HENN: Thank you for that comment. I support the motion, I think it's a question, Mr. Muhumuza. I believe that by very important thing to discuss about the removing the restriction of the time limit reopening and what's happening with the school because this topic is so very important to our ¹⁴ system, but I just don't think suspending the students, and by placing it on each meeting's 15 time limit is really helpful. At times if we agenda, that naturally it will result in less time being spent on this agenda item, because ¹⁶ don't have a time limit, we tend to repeat ourselves, ask questions that staff may not have, 17 board members will have more opportunities more 17 ¹⁸ and it just prolongs the meeting. I would like frequently to have their questions addressed so I 19 to have the meeting run smoothly, and I don't believe as a natural progression, the board think we should suspend the time limit and have members will have fewer questions. Does that another past midnight meeting like we did early answer your question?

_			
1	Page 18 MR. MUHUMUZA: So hypothetically one or	1	MS. ROWE: Yes. I'd like to make a
2	two board members could potentially take most of	2	motion that we table the current amendment and
3	the time allocated for an agenda item, right?	3	process the second one first, and come back to
4	VICE CHAIR HENN: Hypothetically they	4	this one after we process that one.
5	could, yes.	5	CHAIRWOMAN SCOTT: Okay. I believe I
6	CHAIRWOMAN SCOTT: Thank you. Okay, in	6	heard you say make a motion. Could you repeat
7	the interest of time I want to make sure all	7	that again, because you went out?
8	members' questions are heard. Mr. Offerman has a	8	MS. ROWE: I move to table the current
9	comment.	9	amendment that we are processing in order to take
10	MR. OFFERMAN: I would suggest that we	10	the next amendment first, and come back to this
11	vote on the second amendment before the first,	11	amendment afterwards.
12	because if the second amendment is approved	12	VICE CHAIR HENN: Second, Henn.
13	following the logic that we were given, there	13	CHAIRWOMAN SCOTT: Okay. Ms. Henn,
14	would be no need to have any kind of on time	14	could you please then read your second, the
15	discussion tonight.	15	second part of your amendment?
16	CHAIRWOMAN SCOTT: Okay. Were there any	16	VICE CHAIR HENN: Sure. I move that
17	other comments or questions from board members?	17	this agenda item be the standing first item of
18	MR. MCMILLION: Ms. Scott, I'd like to	18	unfinished business on all subsequent open
19	say something.	19	session agendas until all schools have fully
20	CHAIRWOMAN SCOTT: Yes, Mr. McMillion.	20	reopened to all students for full-time in-person
21	MR. MCMILLION: I appreciate Madam Scott	21	instruction.
1	putting that on the agenda and I trust the board	1	Page 21 CHAIRWOMAN SCOTT: Okay. Thank you.
2	leadership because of the importance of this	2	Any discussion? Okay. Ms. Gover, may we have a
3	topic, they'll make sure that this is on the		rollcall vote please?
4	future agendas. Thank you.	4	MS. GOVER: Ms. Rowe?
5	CHAIRWOMAN SCOTT: Thank you,	5	MS. ROWE: Yes.
6	Mr. McMillion. All right.	6	MS. GOVER: Ms. Causey? Ms. Causey?
7	MS. PASTEUR: Last	7	MS. CAUSEY: Yes.
8	CHAIRWOMAN SCOTT: Is that Mrs. Pasteur?	8	MS. GOVER: Ms. Mack?
9	MS. PASTEUR: Yes, thank you. I just	9	MS. MACK: Yes.
10	want to support Mr. Offerman's assertion, just	10	MS. GOVER: Mr. McMillion?
11	based on what Ms. Henn said as her response to	11	MR. MCMILLION: Yes.
12	Mr. Muhumuza, that if we vote on doing this at	12	MS. GOVER: Ms. Jose?
13	every meeting and at the beginning of every	13	MS. JOSE: Yes.
14	meeting, it might well take care of the	14	MS. GOVER: Ms. Henn?
15	timeframe, because everyone will know they will	15	VICE CHAIR HENN: Yes.
16	get to talk about it at each meeting and we do	16	MS. GOVER: Mr. Muhumuza?
17	not have to talk long about any point, just to	17	MR. MUHUMUZA: Yes.
18	support Mr. Offerman's statement.	18	MS. GOVER: Mr. Offerman?
19	MS. ROWE: May I make a comment, Madam	19	MR. OFFERMAN: Yes.
20	Chair?	20	MS. GOVER: Ms. Pasteur?
21	CHAIRWOMAN SCOTT: Was that Ms. Rowe?	21	MS. PASTEUR: Yes.

Page 22 Page 24 MS. GOVER: Mr. Kuehn? asking questions that have not been answered 2 MR. KUEHN: Yes. ² before and wanting to move those meetings 3 MS. GOVER: Dr. Hager? smoothly. I would not support this motion. 4 DR. HAGER: Yes. Thank you. MS. GOVER: Ms. Scott? CHAIRWOMAN SCOTT: Thank you, 6 CHAIRWOMAN SCOTT: Yes. Mr. Muhumuza. Ms. Causey? 7 MS. GOVER: Thank you. MS. CAUSEY: Thank you. I just want to 8 CHAIRWOMAN SCOTT: The motion carries. say I support everything that Ms. Mack said. Okay. And then now we would vote on the second This is the most important issue in front of our part of the amendment, and Ms. Henn, could you children and our parents and our teachers and the 11 restate again the second part of the amendment? community at large. 12 12 VICE CHAIR HENN: Of course, Madam CHAIRWOMAN SCOTT: Thank you, Chair, thank you. I further move that we suspend Ms. Causey. Ms. Rowe? 14 the time limit for board member questions on this MS. ROWE: Thank you, Madam Chair. I 15 agenda item. would just like to say that we have time limits 16 16 MS. MACK: Ms. Scott, may I speak to for a reason and I believe that those reasons are that please? valid. And if we're putting this on the agenda 18 CHAIRWOMAN SCOTT: Is that Ms. Mack? for every single meeting, there is plenty of time 19 MS. MACK: Yes. to ask various questions within the time limits. 20 CHAIRWOMAN SCOTT: Yes. Thank you, And I do believe that we can submit questions in writing and if the board so chooses we could move Ms. Mack. Page 23 Page 25 1 that those questions be given to the public, and MS. MACK: I like everybody else don't answers. So there are options to obtain want to have meetings that go until midnight, but I think given certain subject matters, I think we information without suspending the rules on a need to be less worried about when the board time limit. Thank you. ⁵ meeting ends and more worried about making sure 5 MR. MCMILLION: Ms. Scott, I would like 6 that the needs of our students, our parents, our to say something, Rod McMillion. 7 teachers and administrators are met, and if that 7 CHAIRWOMAN SCOTT: Yes, Mr. McMillion. 8 8 MR. MCMILLION: I support Ms. Rowe and takes more than two minutes a board member, then 9 so be it. This is a very very important topic. Mr. Muhumuza's comments. Thank you. 10 CHAIRWOMAN SCOTT: Thank you, Ms. Mack. 10 CHAIRWOMAN SCOTT: Thank you, 11 Mr. Muhumuza? Mr. McMillion. 12 12 MR. MUHUMUZA: Yes. Again, I do VICE CHAIR HENN: Madam Chair? appreciate what everybody is saying about the 13 CHAIRWOMAN SCOTT: Yes, Ms. Henn. 14 importance of this topic, but what we've heard 14 VICE CHAIR HENN: I would just like to previously from our constituents about us having add that the more information the board receives, these long meetings, at times what we're the less time we'll need for questions, so it all discussing has been repeated by other board 17 depends on what information we receive from 18 members and some of those questions are not even staff, and that is easily accomplished by getting ¹⁹ answered by staff and there's not much progress, the information we ask for up front and in and I just don't see the purpose of it. I do advance. Board members could submit questions in like seeing meetings not going over midnight, and advance if that would be helpful to that staff

Page 26 Page 28 and again, by placing this on each meeting's can come back and revisit it, but just as a ² agenda, our needs for information should decline ² matter of course I think we should keep it. Did as we progress. And also as the system ³ I hear that correctly from someone? Okay. It ⁴ progresses with its readiness towards reopening, doesn't really matter, but as long as we can send ⁵ again, our needs for information should decline. things in. 6 ⁶ I would support revisiting this should this CHAIRWOMAN SCOTT: Okay. 7 amendment pass, and reinstating the time limit if VICE CHAIR HENN: Madam Chair? 8 we find that this is a problem, but I do think CHAIRWOMAN SCOTT: Yes, Ms. Henn. that the natural progression of this dynamic 9 VICE CHAIR HENN: Thank you. I just would be for us to spend less and less time if we wanted to put some numbers behind it because I'm get the information we request and as the system a numbers person. So we're talking about two progresses towards greater readiness. Thank you. minutes per board member, 24 minutes per meeting. 13 CHAIRWOMAN SCOTT: Thank you for that, We only meet twice a month, so we're talking less ¹⁴ Ms. Henn. And I would like to just speak that I than an hour for the most important issue facing believe that time limits are important. I our system, our number one job, getting our 16 believe that it is the role of members to ask students back in school. That really minimizes questions and sometimes questions will be the need and our number one job as a board, and I answered, sometimes they will take additional think it does an enormous injustice to the research, but again, it is important, I feel, 115,000 students in our system to put this limit 20 20 that we have time limits. So, is there on it. additional discussion? 21 Again, and Ms. Pasteur, to your point, I Page 27 Page 29 1 MS. PASTEUR: Yes, this is Ms. Pasteur. did mention that we could always return to this 2 CHAIRWOMAN PASTEUR: Yes, Ms. Pasteur? ² if we find that certain board members are 3 MS. PASTEUR: I want to support what unfairly using an allotment of time that seems Ms. Mack said in terms of the importance and the inequitable or unfair, then we could revisit ⁵ that, but by putting an artificial time limit on ⁵ value of this particular topic, I see very little 6 it -- I mean, originally we had decided on three 6 that's very more important. However, you have 7 minutes per board member, at some point we said put into place opportunities for us to send in questions and concerns beforehand, which should no, we're going to limit it to two minutes. abate that timeframe going over. And Lord knows For some topics, yes. This is the most when you're talking about instruction and the important issue facing our students, and I think children, I'm certainly the first one who will by putting an artificial time limit on it where we're watching the clock instead of doing our job probably be over time, but I do feel that if I'm is doing an injustice, and I will be supporting able to send questions in advance and staff is 14 able to give the solid answers that I would like this amendment for that reason. Thank you. to hear, then I don't need to go beyond the 15 MR. MUHUMUZA: Madam Chair? 16 timeframe, so I do support with that in mind the 16 CHAIRWOMAN SCOTT: Yes, who is that? 17 timeframe with the notion, and I'm not sure, did 17 MR. MUHUMUZA: Josh Muhumuza. ¹⁸ I hear Ms. Henn say or maybe I misunderstood, or 18 CHAIRWOMAN SCOTT: Yes, Mr. Muhumuza? 19 someone said if we find based on information we 19 MR. MUHUMUZA: While I appreciate Ms. Henn's comments, I just don't think they're get from staff that we might have to down the road, what, to eliminate the timeframe, that we completely accurate. Based on what, my time here

Proceedings Baltimore County Board of Education Meeting Page 30 Page 32 and looking at the board meetings, we don't even advocates and students, so I will be supporting get some of the answers in board meetings, to be this measure to not have time limits on this, and honest with you. A lot of our answers are I would suggest we just do it this meeting and if ⁴ answered through email, through weekly updates, it just runs over, we can change it for the next meeting and put some limits in place, but I or individual board members go to Dr. Williams with questions. I've never heard, we don't 6 believe we really need to do it for this meeting. 7 really get answers through board meetings, I Thank you. 8 don't think that's accurate. And if we're going CHAIRWOMAN SCOTT: And Mr. McMillion? to spend more time just answering questions and MR. MCMILLION: As a group, it's taken stop saying we'll get back to you, we'll get back us two years to come to the point of putting time limits on it. We discussed this at a retreat in 11 to you, and just wasting more time, I don't think that's really useful. December or January of two years ago, so we've 13 And when we're repeating, some board come to a point as a group that we've done members have repeated that this is the most something very very positive in controlling the meeting. It's my opinion if we vote to allow the important issue for students. I recognize that, 16 we supported the amendment as a standing agenda waiver of that, what's going to happen, two or three people are going to talk for 15 or 20 or 25 item, but the issue about time limits I just, I think the board members are going to abuse it minutes apiece, and we're not going to come to without getting answers, and I think we should 19 anything. Thank you. 20 ²⁰ just focus on the agenda item being a standing CHAIRWOMAN SCOTT: Thank you, 21 Mr. McMillion. And I think this discussion is an item. Thank you. Page 33 Page 31 1 CHAIRWOMAN SCOTT: Thank you for that. example of why we need time limits. Ms. Causey? 2 2 MR. MCMILLION: Ms. Scott, I'd like MS. CAUSEY: Thank you, Madam Chair. I 3 to --

CHAIRWOMAN SCOTT: Oh. Mr. McMillion, can you go after Russ, because I've heard from you once.

MR. MCMILLION: Yes, please.

CHAIRWOMAN SCOTT: Thank you, and then you're next. Mr. Kuehn?

MR. KUEHN: Thank you, Ms. Scott. I understand peoples concerns but we've already burned a significant amount of time just trying to process this, we haven't even gotten to the ¹⁴ actual motion yet. I would suggest that the 15 importance of this topic and the fact that the public isn't copied on the emails or on the 17 updates that are provided by the superintendent 18 to us, basically is the main reason why we need 19 to ask these questions and get answers in the open. And you know, I'm all for transparency in

trying to provide information to parents and

just wanted to quickly say the point of having the time is not just to ask questions and get answers, but for the Board to deliberate and make decisions. And sometimes as we have discussed, there are, is not the awareness of the information in order for board members to then form motions and then have the time to deliberate those motions. So what we're talking about is not just receiving information but in fact deliberating on it, processing it and making decisions. So I agree with Ms. Henn, the more 14 information we get outside of the meeting then we can spend the time here discussing in open, which is the only time we can have discussions, and 17 then making decisions. So it's the discussions and the deliberations that require that

thoughtful time considering the pandemic issues

that affect each and every factor of the school

system. Thank you.

8

9

	5		
1	CHAIRWOMAN SCOTT: Thank you,	1	reiterate it in open session. And so if it's
2	Ms. Causey. And Dr. Williams, did you have a	2	okay to ask questions in both, in the weekly
3	question?	3	update and in the open session with answers, I
4	DR. WILLIAMS: Yes. So from my point of	4	think that would be really helpful for the public
5	view, thank you, Madam Chairperson Scott. We are	5	in general, just following up on what
6	prepared to provide a quick update tonight. I do	6	Dr. Williams said, but I do support the motion.
7	support in future meetings providing updates	7	CHAIRWOMAN SCOTT: Thank you, Dr. Hager.
8	regarding the reopening. I will say, it is	8	Ms. Henn?
9	extremely helpful and it's been the practice that	9	VICE CHAIR HENN: Thank you. I wanted
10	if there are questions, that those questions are	10	to point out that the language of the motion is
11	submitted so we can present and to have answers	11	specific to questions, limiting the time limit
12	when we're presenting during a board meeting, and	12	for questions, so it doesn't speak to
13	sometimes the questions may cause additional	13	grandstanding, it doesn't speak to general
14	research. So I think it is helpful to have	14	comments, so it does support moving things along
15	questions in advance.	15	and for board members to continue, you know, to
16	And in terms of any information that's	16	have the opportunity to ask questions, but not to
17	been provided in the weekly updates, we have	17	make longwinded comments on a particular item,
18	circled back earlier this year where we have been	18	which is something we've dealt with in the past.
19	providing those responses in the information item	19	So I just wanted to point that out, that the
20	in the agenda. So for tonight we are providing	20	wording of my amendment is to suspend the time
21	a, based on what was just approved and added to	21	limit for questions, and that the chair would be
1	the agenda, we are happy to provide an update.	1	well within her right to limit a board member if
2	But moving forward as we are presenting every	2	they were to stray from asking specific
3	board meeting, then it would be helpful if there	3	questions. Thank you.
4	are questions submitted in advance so we can be	4	MS. JOSE: It's time to vote.
5	prepared. Thank you.	5	CHAIRWOMAN SCOTT: Thank you, Ms. Henn.
6	CHAIRWOMAN SCOTT: Thank you for that,	6	Okay. So now, may we have a rollcall vote
7	Dr. Williams. And we have Ms. Henn, then	7	please, Ms. Gover?
8	Dr. Hager. Ms. Henn, did you want to make a	8	MS. GOVER: Ms. Scott, could I just get
9	comment?	9	clarification? The original amendment was
10	VICE CHAIR HENN: Dr. Hager was first.	10	seconded by whom?
11	CHAIRWOMAN SCOTT: Thank you. My	11	CHAIRWOMAN SCOTT: Who seconded
12	apologies. Dr. Hager?	12	Ms. Rowe's or, excuse me, Ms. Henn's
13	DR. HAGER: I just wanted to do say that	13	MR. KUEHN: Oh, it was Ms. Causey.
14	I do support the motion because although I really	14	MS. GOVER: Thank you. Ms. Rowe?
15	like time limits a lot, I agree that this topic	15	MS. ROWE: No.
16	is way too important. And then to Dr. Williams'	16	MS. GOVER: Ms. Causey?
17	point that he just made, a lot of times we do ask	17	MS. CAUSEY: Yes.
18	questions that maybe were in the weekly updates	18	MS. GOVER: Ms. Mack?
19	and we get responses similar to what was in the	19	MS. MACK: Yes.
20	weekly update, but because the public doesn't	20	MS. GOVER: Mr. McMillion?
0.1	always know that, I think it is important to	21	MR. MCMILLION: No.

	Page 38		Page 40
1	MS. GOVER: Ms. Jose?	1	
2	MS. JOSE: No.	2	CHAIRWOMAN SCOTT: Yes. Ms. Henn, could
3	MS. GOVER: Ms. Henn?	3	you please restate the amendment?
4	VICE CHAIR HENN: Yes.	4	MS. JOSE: The one that passed.
5	MS. GOVER: Mr. Muhumuza?	5	CHAIRWOMAN SCOTT: Yes, the one that
6	MR. MUHUMUZA: No.	6	passed.
7	MS. GOVER: Mr. Offerman?	7	VICE CHAIR HENN: Yes, I understand. I
8	MR. OFFERMAN: No.	8	move that this agenda item be the standing first
9	MS. GOVER: Ms. Pasteur?	9	item of unfinished business on all subsequent
10	MS. PASTEUR: No.	10	open session agendas until all schools have fully
11	MS. GOVER: Mr. Kuehn?	11	reopened to all students in full-time in-person
12	MR. KUEHN: Yes.	12	instruction.
13	MS. GOVER: Dr. Hager?	13	CHAIRWOMAN SCOTT: Thank you. All
14	DR. HAGER: Yes.	14	right. May we have a rollcall vote please,
15	MS. GOVER: Ms. Scott?	15	Ms. Gover?
16	CHAIRWOMAN SCOTT: No.	16	MS. GOVER: Ms. Rowe?
17	MS. GOVER: In favor is five.	17	MS. ROWE: Yes.
18	CHAIRWOMAN SCOTT: Okay. All right, so	18	MS. GOVER: Ms. Causey?
19	that was the amendments. And then the original	19	MS. CAUSEY: Yes.
20		20	MS. GOVER: Ms. Mack?
21		21	MS. MACK: Yes.
1	guess that would be, Mr. Brousaides, do we now	1	MS. GOVER: Mr. McMillion?
2	vote on the original motion that I put out there?	2	MR. MCMILLION: Yes.
3	MR. BROUSAIDES: Yes, it's the original	3	MS. GOVER: Ms. Jose?
4	motion as amended.	4	MS. JOSE: Yes.
5	CHAIRWOMAN SCOTT: Original motion as	5	MS. GOVER: Ms. Henn?
6	amended, okay. So I would like to restate the	6	VICE CHAIR HENN: Yes.
7	motion, the original motion that I made, but then	7	MS. GOVER: Mr. Muhumuza?
8	also I guess I would like for the amendment to be	8	MR. MUHUMUZA: Yes.
9	restated as well, I don't have that in front of	9	MS. GOVER: Mr. Offerman?
10	me or have that written. So I can restate my	10	MR. OFFERMAN: Yes.
11	motion.	11	MS. GOVER: Ms. Pasteur?
12	At this time I move to add an item to	12	MS. PASTEUR: Yes.
13	the agenda unfinished business, the reopening of	13	MS. GOVER: Mr. Kuehn?
14		14	MR. KUEHN: Yes.
15		15	MS. GOVER: Dr. Hager?
16		16	DR. HAGER: Yes.
17	rollcall vote?	17	MS. GOVER: Ms. Scott?
18		18	CHAIRWOMAN SCOTT: Yes.
19	speaks directly for itself, so Ms. Gover, may	19	MS. GOVER: Thank you.
20		20	CHAIRWOMAN SCOTT: Okay, thank you for
21		21	that. Okay.

· ·		•
So moving on, in accordance with Board	e 42 1	MS. GOVER: Mr. McMillion?
Policy 8314, a majority vote of the Board is	2	MR. MCMILLION: Yes.
required to add or remove an item from the	3	MS. GOVER: Ms. Jose?
agenda. May I have a rollcall vote, Ms. Gover?	4	MS. JOSE: No.
5 MS. GOVER: Ms. Scott, we've already	5	MS. GOVER: Ms. Henn?
6 processed all the motions.	6	VICE CHAIR HENN: Yes.
7 CHAIRWOMAN SCOTT: Oh, I apologize.	7	MS. GOVER: Mr. Muhumuza?
8 Dr. Williams, was there anything that you wanted	8	MR. MUHUMUZA: Yes.
9 to add or speak on in regards to the agenda?	9	MS. GOVER: Mr. Offerman?
DR. WILLIAMS: No, Madam Chair.	10	MR. OFFERMAN: No.
VICE CHAIR HENN: Madam Chair?	11	MS. GOVER: Ms. Pasteur?
CHAIRWOMAN SCOTT: Yes, who was that,	12	MS. PASTEUR: No.
Ms. Henn?	13	MS. GOVER: Mr. Kuehn?
MS. HENN: Yes.	14	MR. KUEHN: Yes.
CHAIRWOMAN SCOTT: Yes, Ms. Henn?	15	MS. GOVER: Dr. Hager?
MS. HENN: I move to add as unfinished	16	DR. HAGER: Yes.
business under K an update on in-person	17	MS. GOVER: Ms. Scott?
graduation ceremonies.	18	CHAIRWOMAN SCOTT: No.
CHAIRWOMAN SCOTT: Is there a second?	19	MS. GOVER: In favor is seven.
MS. MACK: Second, Mack.	20	CHAIRWOMAN SCOTT: Okay. Thank you
CHAIRWOMAN SCOTT: Okay. Ms. Gover, may	y 21	then, the revised agenda is approved. All right.
I have a rollcall vote please?	e 43	Page 4 Earlier this evening the Board met in
MS. GOVER: Ms. Rowe?	2	closed session pursuant to the Open Meetings Act
MS. ROWE: No.		for the following
MS. GOVER: Ms. Causey?	4	MS. ROWE: Madam Chair?
5 MS. JOSE: Come on.	5	CHAIRWOMAN SCOTT: Yes?
6 MS. GOVER: Ms. Causey?	6	MS. ROWE: What we just voted on was a
7 MS. CAUSEY: Excuse me, Madam Chair. Do	7	motion to add something to the agenda?
⁸ board members need to be reminded to mute	8	CHAIRWOMAN SCOTT: Yes.
9 their	9	MS. ROWE: Are we voting to approve the
CHAIRWOMAN SCOTT: No. We're in the	10	agenda?
process of taking a vote.	11	MS. PASTEUR: We already did.
MS. CAUSEY: Thank you.	12	CHAIRWOMAN SCOTT: We already voted to
CHAIRWOMAN SCOTT: Ms. Causey, had you	u 13	approve the agenda.
already placed your vote?	14	MS. ROWE: Oh, okay.
MS. CAUSEY: Yes, I did.	15	CHAIRWOMAN SCOTT: Yes, because I
6 CHAIRWOMAN SCOTT: Okay. Moving on.	16	repeated it, and Ms. Gover said we already did
MS. GOVER: I'm sorry, was it in favor		that. All righty, but thank you for that, it's
or opposed?		always good to hear from members.
MS. CAUSEY: I'm in favor.	19	Basically earlier this evening the Board
MS. GOVER: Thank you. Ms. Mack?	20	met in closed section pursuant to the Open
MS. MACK: Yes.		Meetings Act for the following reasons: To one,

1	discuss the appointment, employment, assignment,	1	Page 48 MS. GOVER: Mr. Muhumuza?
2		2	MR. MUHUMUZA: Yes.
3	removal, resignation or performance evaluation of	3	MS. GOVER: Mr. Offerman?
4	appointees, employees or officials over whom it	4	MR. OFFERMAN: Yes.
5	has jurisdiction, or any other personnel matter	5	MS. GOVER: Ms. Pasteur?
6		6	MS. PASTEUR: Yes.
7	And 15, discuss cyber security if the public body	7	MS. GOVER: Mr. Kuehn?
8	determines that public discussion would	8	MR. KUEHN: Yes.
9	constitute a risk to, one, security assessments	9	MS. GOVER: Dr. Hager?
10	or deployments relating to information resources	10	DR. HAGER: Yes.
11	technology; two, network security information; or	11	MS. GOVER: Ms. Scott?
	three, deployments or implementation of security	12	CHAIRWOMAN SCOTT: Yes.
13		13	MS. GOVER: Thank you.
14	devices. The minutes of the closed session and	14	CHAIRWOMAN SCOTT: Thank you.
15	informational summary can be found on BoardDocs	15	DR. WILLIAMS: So thank you. The person
16	under this board meeting agenda date.	16	moving forth for tonight is Ms. Tiffany Eshleman
17	All right. And the next item on the	17	as the Title IX coordinator in the Department of
18	agenda is the administrative appointment and for	18	School Safety. She comes to us as, currently as
19	that I call on Dr. Williams.	19	specialist with the Department of Special Ed
20	DR. WILLIAMS: So good evening, board	20	Office of Compliance for more than two years.
21	members, Madam Chair. I bring forward the	21	Her previous experience, she served as a
1	following administrative appointment for your	1	grievance specialist in the District of Columbia
2	approval: The Title IX coordinator, Department	2	Public Schools and also worked at the Red Clay
3	of School Safety.	3	Consolidated School District. So
4	CHAIRWOMAN SCOTT: Thank you. Do I have	4	congratulations, Ms. Eshleman.
5	a motion to approve the administrative	5	CHAIRWOMAN SCOTT: Thank you,
6	appointments as presented in Exhibit D-1?	6	Dr. Williams.
7		7	The next item is public comment. The
8	MR. OFFERMAN: Second, Offerman.	8	members of the Board appreciate hearing from
9	CHAIRWOMAN SCOTT: Thank you. Any		interested citizens. As appropriate, we will
10	discussion? May I have a rollcall vote,		refer your concerns to the superintendent for
11	Ms. Gover?		followup by his staff. The Board is currently
12	MS. GOVER: Ms. Rowe?		accepting written public comments. The Board
13	MS. ROWE: Yes.		discourages comment on specific student or
14	MS. GOVER: Ms. Causey?	14	employee matters, comment on matters that do not
15	MS. CAUSEY: Yes.		relate to public education in Baltimore County,
16	MS. GOVER: Ms. Mack?	16	and inappropriate personal remarks.
17	MS. MACK: Yes.	17	The school system is committed to
18	MS. GOVER: Mr. McMillion?	18	accessible communication with its stakeholders.
19	MR. MCMILLION: Yes.		Comments from stakeholder groups and other
20	MS. GOVER: Ms. Jose? Ms. Henn?		members of the public may be emailed to
21	VICE CHAIR HENN: Yes.	21	boe@mybcps.info, that's boe@mybcps.info. The

11

Page 50

Board reserves the right to disseminate public comment through BoardDocs as long as, one, submitters specifically request their comment be published as part of the public record; two, the comments adhere to the Board's stated guidelines; three, the comments include the name of the submitter; and four, that the comments have been received before 11:59 p.m. on the Monday before the board meeting.

So the next item on the agenda is the superintendent's report. Dr. Williams?

DR. WILLIAMS: Good evening Team BCPS,
happy new year and welcome back. I'm sure that
we are all hoping for a fresh start in terms of
the challenges that we have already faced this
school year. COVID-19 continues to impact all of
our operations and of course we are in our second
month of recovering from a catastrophic
ransomware attack. Our focus has been and will
remain squarely focused on encouraging and
engaging our students in rigorous instruction

Page 51

¹ every school day.

9

I have enjoyed visiting virtual classrooms at Church Lane, Edmondson Heights, Feather Bed Lane, Randallstown and seven district elementary schools, Deer Park Magnet Middle and Catonsville and Owings Mill High Schools to witness our educators prepare students for winter break, as well as catching up during these past two days. Those connections are crucial.

In terms of getting students ready for
the future, in three weeks we are still planning
the PSAT date for grade 11 students who
registered to participate. Another example is
from our Advancement Via Individual Determination
or AVID program. AVID students are using
e-binders to organize their digital life, take
focused notes using digital templates and tools,
and regularly engage in collaborative activities
including tutorials, during which they receive
peer support to assist them with concepts that

they are challenged by in their other classes.

In addition, our school library

community is working hard to insure that all students have equitable access to books, media,

⁴ virtual and digital resources to support

bindependent reading, classroom instruction and

⁶ inquiry driven research. This process and

investment support the creation of high quality

8 collections of print and non-print materials in

order to maintain school library collections that are current, relevant and supportive of our

¹¹ curriculum.

18

6

I would like to thank Dr. Mary

Boswell-McComas, our chief academic officer, and
her team in the Office of Curriculum and
Instruction for their relentless focus on
curriculum and instruction for teaching and
learning.

Next I would like to take a moment to acknowledge two of our outstanding educators.

Deana Giannelli of Perry Hall Middle School was named Maryland Secondary Assistant Principal of

Page 53

Page 52

the Year. Taylor Boren of Logan Elementary was named Maryland Elementary Art Educator of the Year. These statewide honors showcase the excellence of our staff enduring these challenging types.

And as you know, we are in the midst of a long-term review, repair and recovery from the ransomware attack. Since my last report to you we began reimaging devices, an important process that provides extra protection as we move forward. I experienced some of your concerns when I myself visited a device reimaging site, and listening to feedback we were able to reset and pivot, and we are making improvements to support our families and staff. Before the break teachers were prioritized for device reimaging and we are not offering device reimaging for our high schools by appointment.

As a reminder, there is no evidence of data theft or exfiltration. If you are contacted by someone claiming to have your personal

18

9

17

Page 54

3

11

information, please save anything that you can share and save, and share it with the police and call 911 to report the crime. We have assured ⁴ families that we are working hard to develop solutions to restore our systems. Families are now able to register students through the focused parent portal. An update regarding report cards and transcripts will be provided to families this week. We are also preparing for virtual magnet assessments now expected to take place in February and will share details as soon as they 12 are available.

So for staff, while we rebuild our payroll system, we have paid our staff based on the last paycheck before the ransomware attack. 16 The staff section of the website provides information about last month's special open enrollment and retirement contributions and our news hub provides more details about payroll.

20 As issues arise, please remember that families and staff have two ways to request tech

Page 55

3

4

12

17

18

19

support, by phone or through an online forum, access Tech Support, right from www.bcps.org. Dr. Brian Smith, our chief administrative and operations officer oversees many of the ⁵ departments that provide our operational 6 infrastructure. I would like to thank him and 7 his staff for their dedication and commitment 8 supporting students, families, schools and staff.

Once again, I want to thank this community for withstanding one obstacle after another, yet always thinking first of our students. We are certainly looking ahead to better days. Tonight based on the guidance from ¹⁴ stakeholders and staff across the system, I will present to the Board my proposed budget for the ¹⁶ 2021 through 2022 school year. I look forward to this next phase in our budget process.

18 So thank you, that concludes my report. CHAIRWOMAN SCOTT: Thank you for that, Dr. Williams, and the next item on the agenda is the board chair's report, which will be my

report, and in the interest of time I'm going to

save my comments for board member comments.

So with that, the next item on the agenda is the student member of the board's report, Mr. Muhumuza?

MR. MUHUMUZA: Good evening. Madam Chair, Superintendent Williams and members of the Board, firstly I want to wish all of you a happy new year, I hope that everyone was able to relax and enjoy time with their loved ones during the holiday break.

12 This week, the 8th of January will be the deadline for application for next year's student board member position. For those students applying for the position, remember to 16 have all application components turned in before the deadline. During the holiday break Samantha Warfel, BCPS interim president and I, hosted an Instagram Live session to answer questions about the position. I was happy to see many students being engaged about the SMOB role and student

government. I look forward to reviewing the applications and getting the 2021 elections kicked off.

Tomorrow I will be hosting a student focus group for middle and high school students. This focus group is, will allow me to garner ⁷ feedback about online learning and other related topics from our students so I can share that with our school leaders and partners. Special thanks to Dr. Renard Adams and the career team office for sponsoring those focus groups.

As I'm halfway through my SMOB term, I recognize the fact that there is a lot more work 14 to be done. These next couple of months I will be working arduously to voice for the issues that were on my campaign agenda, these issues that are so important to many students in our school system.

Finally, I just want to say these last few words. Last year was a testing period for our community. With so many challenges we had to

Page 57

Page 56

Page 58 Page 60 find ways to meet them and persevere. From our Chair. No action taken to report. 2 students, teachers, school leaders and families. CHAIRWOMAN SCOTT: Thank you for that, Team BCPS had to deal with the calamitous Mr. Brousaides. pandemic and unfortunate cyber attack, not to 4 Okay. The next item on the agenda is mention having to address the inequities that contract awards and for that I call on Ms. Henn, 6 many of our students currently face and which chair of the building and contracts committee. have only been exacerbated by this pandemic. VICE CHAIR HENN: Thank you, Madam With all that has been done, we still have much Chair. Members of the Board, the Board's much more work to do. I want to reassure our building and contracts committee met earlier this students and families that I and many of our evening. Items J-1 through J-3 and J-5 are being ¹¹ colleagues have read your countless letters to forwarded to the full board for approval. Item us. For those suffering, we hear you and J-4 was removed from the agenda this evening as 13 it is being amended and will be brought back to empathize with you. It goes without saying that the success of our school system and the mandate 14 building and contracts. 15 ¹⁵ for our school leaders to lead is all done to and CHAIRWOMAN SCOTT: Okay. Ms. Henn, so 16 on behalf of our stakeholder support, those that 16 J-1 through J-3, and J-5? 17 VICE CHAIR HENN: Yes, and Madam Chair, have a loud voice and those that have no voice. I recognize that we are not in a normal school we may need advice from counsel as to whether we 19 year and we might not see normal for a long time. need a motion to remove Item J-4 from the agenda 20 20 I have been cognizant of the health as that was not considered this evening. 21 metrics being published by our government and CHAIRWOMAN SCOTT: Okay. Mr. Page 61 Page 59 Brousaides, would you please advise? medical professionals and the data is very 1 2 MR. BROUSAIDES: Yes, that would be concerning. I also can't be oblivious to the 3 plights of our families who have been severely appropriate. affected by the closure of school. Each day I'm 4 CHAIRWOMAN SCOTT: Okay then. So do I ⁵ praying for that light at the end of the tunnel, have a motion, then, to remove J-4 from --6 praying for the schoolhouse doors to once again MS. MACK: So moved, Mack. open. I'm praying that we can safely commence 7 CHAIRWOMAN SCOTT: Thank you. 8 in-person learning once again. But that day will 8 VICE CHAIR HENN: Second, Henn. come and I hope I will be there for it, but since CHAIRWOMAN SCOTT: Thank you, okay. So we're still learning virtually, I will continue 10 then, do I have a motion to approve Items J-1 to speak with students and relay their concerns through J-3, and J-5? 12 to our school leaders so that we can best 12 MS. JOSE: Ms. Scott, point of order, provide, so that we can provide the best 13 you need to vote on the removal of the item ¹⁴ education to our students with the limits that 14 first. 15 are imposed upon us. Thank you all. 15 CHAIRWOMAN SCOTT: Oh, I apologize for 16 CHAIRWOMAN SCOTT: Thank you for that, 16 that. Thank you for that, Ms. Jose. Ms. Gover, 17 Mr. Muhumuza. 17 may I have a rollcall vote please on the removal 18 The next item on the agenda is action 18 of Item J-4? 19 19 taken in closed session, and for that I call on MS. CAUSEY: Madam Chair, this is Mr. Brousaides. Ms. Causey. I have a question related to that 21 21 item. MR. BROUSAIDES: Good evening, Madam

1	CHAIRWOMAN SCOTT: To Item J-4?	1	MS. GOVER: Mr. McMillion?
2	MS. CAUSEY: Yes.	2	MR. MCMILLION: Yes.
3	CHAIRWOMAN SCOTT: Yes, Ms. Causey, go	3	MS. GOVER: Ms. Jose?
4		4	MS. JOSE: Yes.
5	MS. CAUSEY: Thank you. Can I ask why	5	MS. GOVER: Ms. Henn?
6	that is being removed?	6	VICE CHAIR HENN: Yes.
7	CHAIRWOMAN SCOTT: Yes. Ms. Henn?	7	MS. GOVER: Mr. Muhumuza?
8	VICE CHAIR HENN: The information the	8	MR. MUHUMUZA: Yes.
9	committee was provided is that it's being amended	9	MS. GOVER: Mr. Offerman?
10	and will be brought back to the next building and	10	MR. OFFERMAN: Yes.
11	contracts committee meeting. I don't have any	11	MS. GOVER: Ms. Pasteur?
12	further information.	12	MS. PASTEUR: Yes.
13	MS. JOSE: Ms. Scott, I have a question.	13	MS. GOVER: Mr. Kuehn?
14	CHAIRWOMAN SCOTT: Yes, Ms. Jose?	14	MR. KUEHN: Yes.
15	MS. JOSE: Can Ms. Henn explain why it's	15	MS. GOVER: Dr. Hager?
16	being amended? It looks like it's a contract for	16	DR. HAGER: Yes.
17	our oral argument and hearing examiners. What is	17	MS. GOVER: Ms. Scott?
18	the reason behind it being amended?	18	CHAIRWOMAN SCOTT: Yes.
19	VICE CHAIR HENN: If Mr. Sarris is	19	MS. GOVER: Thank you.
20	available he might be able to answer that. That	20	CHAIRWOMAN SCOTT: Thank you. Okay.
21	is all the information we were provided,	21	Now, do I have a motion approve Items J-1 through
1	Ms. Jose.	1	J-3, and item J-5?
2	CHAIRWOMAN SCOTT: Okay, thank you.	2	MS. MACK: So moved, Mack.
3		3	CHAIRWOMAN SCOTT: Thank you. No second
4	discussion ongoing between BCPS and the county	4	is needed since the recommendation comes from the
5	government regarding legal services, and as a	5	committee. May I have a rollcall vote please?
6	result of that ongoing conversation, we will	6	MR. KUEHN: I have a question.
7	amend this exhibit accordingly and bring it back	7	CHAIRWOMAN SCOTT: Oh, I apologize,
8	to the Board.	8	excuse me. Any discussion? Is that, I believe
9	MS. JOSE: Thank you, Mr. Sarris.	9	Mr. Kuehn?
10	CHAIRWOMAN SCOTT: Yes, thank you,	10	MR. KUEHN: Yes, thank you, Ms. Scott.
11	Mr. Sarris.	11	So I have a question about the contract regarding
12	MR. SARRIS: You're welcome.	12	the bussing, number five, there's a modification
13	CHAIRWOMAN SCOTT: Any additional	13	to school bus routes regular and summer. Can
14	discussion? Ms. Gover, may I have a rollcall	14	someone explain this to me? I'm not quite sure
15	vote please?	15	why we're expending and increasing this at this
16	MS. GOVER: Ms. Rowe?	16	time.
17	MS. ROWE: Yes.	17	MR. SARRIS: So this is Mr. Sarris, and
18	MS. GOVER: Ms. Causey?	18	we expect that by the end of this year we will
19	MS. CAUSEY: Yes.	19	exceed the current spending authority of
20	MS. GOVER: Ms. Mack?	20	\$62.5 million and so a new contract will be
21	MS. MACK: Yes.	21	presented to the Board. It will not take effect

Page 66 Page 68 until July 1st of 2021, and so we would like, is, you know, we're in the middle of a pandemic we're requesting permission to increase this ² and I can understand, you know, the idea of spending authority to see us through the current ³ keeping, you know an important contractor around, fiscal year. ⁴ but unfortunately they're not providing any MR. KUEHN: Just so that we're clear, service and we're still paying them. And at the 6 this is contract bussing, correct, this isn't our 6 same time if they're not paying for the labor, own bus drivers and our own buses, this is paying then all the people that work for the contractors contractors at this point in time. Why would we are in essence unemployed, so you're literally utilize this contract when none of our buses are giving a company a load support. Are they taking currently active or working and we have -- are advantage of PPP loans to pay their employees you concerned that we're going to open back up 11 or -- I'm curious as to what's going on here, and then we're going to immediately run out of because I don't understand why we would pay a money before June? contractor that isn't doing any work. 14 14 MR. SARRIS: There are two issues of MR. SARRIS: We're aware that a few of 15 15 concern for us. The first is that as you point them took advantage of the PPP program and part 16 16 out, we really cannot accurately predict when of the agreement is that if those payments, you schools will open. But apart from that fact, know, we have a right to recover those payments since March of this year we have negotiated a from them if they are more than what we have paid memorandum of understanding with the contract bus 19 them. 20 service providers to give them partial payments MR. KUEHN: It looks like the so that they will be able to remain in business anticipated spend is \$17.5 million this year, Page 67 Page 69 which is more than previous contract years. Why and begin serving our students at whatever point is it so high? they are needed, because they're now a larger 3 component of our routes, it's increased over 50 MR. SARRIS: Well, that's simply what we percent over the past five years, and were these would spend in a full year. Obviously we've spent much less than that year to date. This operators to fail and go out of business, we exhibit was prepared before the December payment would not be able to open schools with our current level of service. was made on the 28th and so year-to-date 8 expenditures are just under \$4 million, and if MR. KUEHN: So what exactly does the MOU say and how much are you paying these contractors nothing else changes and we remain closed, we 10 will probably spend \$8- or \$9 million by the end at this point? of the year, but I can't tell you exactly what MR. SARRIS: We're paying approximately half of what we would otherwise be paying them to we're going to spend without knowing when school cover their fixed costs and their debt service on will open, but we, at this point we will not capital equipment and their facilities, and we spend \$17.5 million. 15 15 CHAIRWOMAN SCOTT: Okay. Thank you for adjust for their labor and their fuel and their 16 maintenance costs. 16 that, Mr. Kuehn, and I want to make sure everyone 17 17 has an opportunity to ask a question, so next I MR. KUEHN: So are you paying them for 18 18 have Ms. Causey. labor at this point? 19 MR. SARRIS: No, part of the agreement 19 MS. CAUSEY: Thank you, Madam Chair. I wanted to dovetail my questions with Mr. Kuehn 20 is to adjust for that. 21 because one of the thoughts is that Baltimore MR. KUEHN: Okay. I guess my question

Page 70 Page 72 County Public Schools has more buses than we have average of about 50 percent. It's a formula that ² drivers, and while it may be unfortunate if a takes into account each specific contractor's transportation company would go out of business situation and the number of years, of buses that 4 during the pandemic, hopefully they could have they have for example that are under five years ⁵ the PPP that Mr. Kuehn was referencing, but old, how many routes that they have with us. And perhaps those drivers could be encouraged to so we have, we've come up with, as he indicated, apply to BCPS to be our full-time drivers, which a formula so that a contractor that services say would allow us more efficiency in planning our 40 to 50 of our routes gets obviously a different routes. So Mr. Sarris, can you confirm that we payment than a contractor that services only five have more buses than drivers currently? or six of our routes. We have contractors right 11 MR. SARRIS: I can't really answer that. now that provide us with five or six buses and we 12 DR. SCRIVEN: George, can you hear me? have others that provide us for regular bus 13 MR. SARRIS: Yes. routes close to 50. Some of our contractors are DR. SCRIVEN: Yeah, let's let Dr. Grim utilizing the payments that we're giving them 15 jump in and field that question please, and add a differently because their needs are a little bit 16 16 little more context. Dr. Grim? different, so there isn't a one size fits all of 17 DR. GRIM: Sure, good evening. So just how those folks are actually using the money. 18 to kind of clarify the question that was asked So to answer your question, it is not a regarding the payment, in many of our neighboring 19 guaranteed 50 percent. What we have, the ²⁰ contracted partners or jurisdictions around us, agreement that we've entered in says that we will their contracts stipulate that there's a use this formula, and it's consistent with other Page 71 Page 73 guaranteed rate of say 180 school days, so the jurisdictions around us, to help them stay afloat contractors get paid for that rate and time. during the pandemic. Many of them have successfully negotiated with 3 MS. CAUSEY: Okay, thank you. So this their contractors so that they could pay a lesser memo of understanding was not presented to the ⁵ rate, again, to keep them solvent, so that's been Board for approval, it was approved by the our goal in trying to do that. superintendent; is that correct? Ms. Causey, in regard to your question, DR. SCRIVEN: Yes, ma'am, that is we do operate with our contractors about 1,055 correct. It was a recommendation that was made total buses at any given time. As far as your and subsequently we moved forward with the question, do we have more buses than we have superintendent's authorization to make sure that drivers, I'd have to go back and look at the we were securing these contractors in preparation ¹² exact numbers of that. Our drivers and for reopening, because to be quite honest with attendants combined, we do have more of those you, we were fearful that if we did reopen, we staff obviously than we have buses. would not have the contractors to subsequently 15 MS. CAUSEY: Thank you for that. So, reach the number of routes to meet the needs of 16 students. since I guess my final question wasn't clear, is 17 17 this already agreed to by the memo of MS. CAUSEY: Thank you. And was this understanding, is paying 50 percent a requirement document provided to the Board as a point of 19 of the memo of understanding? 19 information in BoardDocs? 20 20 DR. SCRIVEN: I do believe that there DR. GRIM: Actually it's not exactly 50 percent as Mr. Sarris said, it's actually more an was some type of communication around it, but I

	6		, , , , , , , , , , , , , , , , , , ,
1	would need to research, and I could definitely	1	out the bus contract from the others?
2	give you a followup to that and to the full	2	MS. GOVER: There's a motion on the
3	Board.	3	floor.
4	MS. CAUSEY: Thank you, because the	4	CHAIRWOMAN CAUSEY: Yeah, there's a
5	other memos of understanding are public	5	motion on the floor that's been seconded, and
6	information that (buzzer).	6	we'd already started voting on that.
7	CHAIRWOMAN SCOTT: Okay. Is that	7	MR. OFFERMAN: Just fucking vote.
8	possible that Ms. Causey's questions could be	8	MS. ROWE: Excuse me. Point of order.
9	sent to you in an email, Dr. Scriven?	9	MR. KUEHN: Watch your language,
10	DR. SCRIVEN: Yes, ma'am, without a	10	Mr. Offerman.
11	doubt. We can provide clarity on that question.	11	MS. ROWE: Could you please remind
12	CHAIRWOMAN SCOTT: Okay, thank you.	12	CHAIRWOMAN SCOTT: Excuse me. Excuse
13	MS. CAUSEY: Madam Chair, I believe I	13	me. Point of order, Ms. Rowe. If I could make
14	got in under the buzzer, so I think the answer is	14	sure that we as board members keep our composure
15	helpful for the full Board and the public.	15	and mode of decorum in how we speak and conduct
16	CHAIRWOMAN SCOTT: Dr. Scriven, do you	16	ourselves in a board meeting, certain outbursts
17	have the answer for Ms. Causey at this time?	17	and statements are unbecoming of members of the
18	DR. SCRIVEN: Yes, my response no, I	18	Board, so I would like to remind members of that
19	don't have an answer to the question. I did	19	as well.
20	state that we will research and get back with	20	We were in the process of doing a
21	this update to her question, which we will also	21	rollcall vote. Ms. Gover, if you could please
1	Page 75 provide to the full Board.	1	start from the beginning.
2	CHAIRWOMAN SCOTT: Okay, thank you for	2	
3	that, Dr. Scriven.	3	
4	MS. CAUSEY: Thank you.	4	
5	CHAIRWOMAN SCOTT: Okay. Any additional	5	MS. CAUSEY: Abstain.
6	discussion or questions? Okay. Ms. Gover, I	6	
7	guess where we left, on a rollcall vote?	7	
8	MS. GOVER: Ms. Rowe?	8	MS. GOVER: Mr. McMillion?
9	MS. ROWE: Yes.	9	
10	MS. GOVER: Ms. Causey?	10	MS. GOVER: Ms. Jose?
11	MS. CAUSEY: Excuse me, Ms. Gover. Is	11	MS. JOSE: Yes.
12	this for just the one contract or the three that	12	MS. GOVER: Ms. Henn?
13	are together?	13	VICE CHAIR HENN: Yes.
14	CHAIRWOMAN SCOTT: The three that are	14	MS. GOVER: Mr. Muhumuza?
15	together.	15	MR. MUHUMUZA: Yes.
16	MS. GOVER: All three.	16	
17	MS. CAUSEY: Yes.	17	MR. OFFERMAN: Yes.
18	MS. MACK: I believe it's four.	18	MS. GOVER: Ms. Pasteur?
19	CHAIRWOMAN SCOTT: Excuse me, yes, it's	19	MS. PASTEUR: Yes.
20	J-1, 2, 3, and J-5.	20	MS. GOVER: Mr. Kuehn?
21	MS. CAUSEY: Is it too late to separate	21	MR. KUEHN: No.

			,
1	MS. GOVER: Dr. Hager?	1	MS. GOVER: Ms. Jose?
2	DR. HAGER: No.	2	MS. JOSE: Yes.
3	MS. GOVER: Ms. Scott?	3	MS. GOVER: Ms. Henn?
4	CHAIRWOMAN SCOTT: Yes.	4	VICE CHAIR HENN: Yes.
5	MS. GOVER: In favor is nine.	5	MS. GOVER: Mr. Muhumuza?
6	CHAIRWOMAN SCOTT: Thank you for that,	6	MR. MUHUMUZA: Yes.
7	Ms. Gover.	7	MS. GOVER: Mr. Offerman?
8	Okay. The next item on the agenda is	8	MR. OFFERMAN: Yes.
9	the report on board policies and for that I call	9	MS. GOVER: Ms. Pasteur?
10	on Ms. Causey, chair of the policy review	10	MS. PASTEUR: Yes.
11	committee.	11	MS. GOVER: Mr. Kuehn?
12	MS. CAUSEY: Thank you, Madam Chair.	12	MR. KUEHN: Yes.
13	Members of the Board, the policy review committee	13	MS. GOVER: Dr. Hager?
14	asks that the Board accept this report of the	14	DR. HAGER: Yes.
15	committee's recommendation to amend the following	15	MS. GOVER: Ms. Scott?
16	board policies, and I'm going to request that	16	CHAIRWOMAN SCOTT: Yes.
17	excuse me I'm going to ask the Board to vote	17	MS. GOVER: Thank you.
18	on them one at a time, because I understand	18	CHAIRWOMAN SCOTT: And may I have a
19	Ms. Pasteur has an amendment, and I have a	19	motion to approve Policy 6000?
20	comment about the last one. So we ask, the	20	MS. CAUSEY: Actually, Ms. Scott, if I
21	policy review committee asks the Board to accept	21	can process that for the Board, because
1	this report of the committee's recommendation to	1	Ms. Pasteur wanted to add an amendment, so could
2	amend the following board policy. Number one,	2	we call on Ms. Pasteur to speak to the Board?
3	Policy 1290, closing of school buildings, renamed	3	CHAIRWOMAN SCOTT: Oh, Ms. Pasteur, are
4	and renumbered to Policy 7610, permanent closure	4	you available to speak to Policy 6000?
5	of a school building.	5	MS. PASTEUR: Yes, I am, I'm ready. I
6	CHAIRWOMAN SCOTT: Okay. So, may I have	6	did send you a communication that I wanted to
7	a motion to approve the first policy, 1290?	7	speak on it.
8	MS. ROWE: So moved, Rowe.	8	You will all remember that at the last
9	CHAIRWOMAN SCOTT: Okay. Is there any	9	meeting I brought this up, we voted on it in the
10	discussion? Ms. Causey?	10	affirmative to add an amendment under standards,
11	MS. CAUSEY: None from me, thank you.	11	and it would be Letter D, Dr. McComas wrote it
12	CHAIRWOMAN SCOTT: Okay. May I have a	12	but I did not have the exact wording, so I would
13	rollcall vote please, for Policy 1290, Ms. Gover?	13	like to offer the exact wording tonight. Know
14	MS. GOVER: Ms. Rowe?	14	that all parties do have it, that would be
15	MS. ROWE: Yes.	15	Ms. Howie, Ms. Cox, Ms. Gover, Ms. Causey,
16	MS. GOVER: Ms. Causey?	16	Ms. Scott, Dr. Williams, they all have it, but I
17	MS. CAUSEY: Yes.	17	wanted to present the exact wording to the Board,
18	MS. GOVER: Ms. Mack?	18	and Ms. Causey and I discussed it. You will see
19	MS. MACK: Yes.	19	that 2002, which is materials, is similar, but
20	MS. GOVER: Mr. McMillion?	20	they are companions and it is important that the
21	MR. MCMILLION: Yes.	21	standard be there so that the purchase in the

Page 82 Page 84 future of materials makes sense, and is tied to for, one of the times that it was discussed, I 2 this. just wanted to clarify that the word blend would 3 So the wording would again come under include the situation where it's zero digital and standards, Letter D, all curriculum should ⁴ a hundred percent print or manipulative for our include an appropriate blend of digital and print CTE students where they have a variety of materials for instruction and assessment where ⁶ different equipment and so forth, and that in appropriate. some instances with our online learning, for 8 CHAIRWOMAN SCOTT: Thank you. instance, the blend may be 100 percent digital. MS. PASTEUR: And I'll just have to ask So I just wanted to clarify that that, that those you, Ms. Scott, or Mr. Brousaides, since we voted two options are represented in the word blend. 11 11 to amend it and I gave the general verbiage at MS. PASTEUR: Thank you, Ms. Causey. 12 the last meeting, is it appropriate to accept Blend only stipulates that in instruction in and 13 this as is or do I need to make an amendment, of itself, we do not hold one, and I think I another amendment on which we will vote to accept explained that at the last meeting, so thank you. this wording, this exact wording? So yes, it could be one or the other, it could 16 16 be, et cetera. Thank you. CHAIRWOMAN SCOTT: I would ask -- yes, 17 this is Ms. Scott. I would ask Mr. Brousaides MS. CAUSEY: Thank you. 18 because I thought this language was already CHAIRWOMAN SCOTT: Any additional included, but this language is what you're saying discussion? Okay. Ms. Gover, may we have a was not included? rollcall vote please? 21 21 MS. PASTEUR: Yes. MS. GOVER: Ms. Rowe? Page 85 Page 83 1 1 CHAIRWOMAN SCOTT: And you would like to MS. MACK: Ms. Rowe's gone, she's having add it. So Mr. Brousaides, is there a phone problems. You may need to come back to 3 requirement for making a motion to add that her. languages? 4 MS. GOVER: Ms. Causey? MR. BROUSAIDES: I think for clarity's 5 MS. CAUSEY: Yes. 6 sake it should be done by a motion now. MS. GOVER: Ms. Mack? MS. PASTEUR: Yes. Then I move that the 7 MS. MACK: Yes. 8 8 wording for Policy 6000 under standards, be MS. GOVER: Mr. McMillion? amended to read, Letter D, all curriculum should 9 MR. MCMILLION: Yes. ¹⁰ include an appropriate blend of digital and print 10 MS. GOVER: Ms. Jose? materials for instruction and assessment where 11 MS. JOSE: Yes. 12 12 appropriate. MS. GOVER: Ms. Henn? 13 13 MS. ROWE: Second, Rowe. VICE CHAIR HENN: Yes. 14 CHAIRWOMAN SCOTT: That is Ms. Rowe? 14 MS. GOVER: Mr. Muhumuza? 15 MS. ROWE: Yes. 15 MR. MUHUMUZA: Yes. 16 16 CHAIRWOMAN SCOTT: Thank you, Ms. Rowe. MS. GOVER: Mr. Offerman? 17 17 Any discussion? MR. OFFERMAN: Yes. 18 MS. CAUSEY: Madam Chair, this is 18 MS. GOVER: Ms. Pasteur? 19 Ms. Causey, I have a question. 19 MS. PASTEUR: Yes. 20 CHAIRWOMAN SCOTT: Yes, Ms. Causey? 20 MS. GOVER: Mr. Kuehn? 21 MS. CAUSEY: This curriculum committee 21 MR. KUEHN: Yes.

	<u> </u>		,
1	MS. GOVER: Dr. Hager?	1	MS. GOVER: Mr. McMillion?
2	DR. HAGER: Yes.	2	MR. MCMILLION: Yes.
3	MS. GOVER: Ms. Scott?	3	MS. GOVER: Ms. Jose?
4	CHAIRWOMAN SCOTT: Yes.	4	MS. JOSE: Yes.
5	MS. GOVER: Ms. Rowe? Thank you.	5	MS. GOVER: Ms. Henn?
6	CHAIRWOMAN SCOTT: Thank you for that.	6	VICE CHAIR HENN: Yes.
7	MS. PASTEUR: Thank you.	7	MS. GOVER: Mr. Muhumuza?
8	CHAIRWOMAN SCOTT: Okay. So I guess I	8	MR. MUHUMUZA: Yes.
9	would ask Mr. Brousaides, since that came out and	9	MS. GOVER: Mr. Offerman?
10	Mrs. Pasteur amended it, now do we vote on	10	MR. OFFERMAN: Yes.
11	approving Policy 6000 with the change, or the	11	MS. GOVER: Ms. Pasteur?
12	motion that Ms. Pasteur made?	12	MS. PASTEUR: Yes.
13	MR. BROUSAIDES: Yes.	13	MS. GOVER: Mr. Kuehn?
14	CHAIRWOMAN SCOTT: Okay. So then, do I	14	MR. KUEHN: Yes.
15	have a motion to approve Policy 6000?	15	MS. GOVER: Dr. Hager?
16	MS. PASTEUR: So moved.	16	DR. HAGER: Yes.
17	MS. MACK: So moved, Mack, or second,	17	MS. GOVER: Ms. Scott?
18	Mack.	18	CHAIRWOMAN SCOTT: Yes.
19	MS. CAUSEY: Excuse me, Madam Chair.	19	MS. GOVER: Thank you.
20	CHAIRWOMAN SCOTT: Yes.	20	CHAIRWOMAN SCOTT: Thank you for that.
21	MS. CAUSEY: I was going to make the	21	Okay, now we're on to Policy 6002.
1	recommendation to the Board that we delay this	1	MS. CAUSEY: Thank you, Madam Chair. I
2	until the next meeting. There were specific	2	would like to make a recommendation that we
3	recommendations in the Office of Legislative	3	postpone approval of this policy until the next
4	Audits November 2020 report related to curriculum	4	meeting for the reasons I earlier suggested.
5	procurement where I needed to make some	5	CHAIRWOMAN SCOTT: Okay.
6	additional inquiries as to how that language	6	MS. PASTEUR: Can she repeat that,
7	would be suggested, so I just wanted to make the	7	Ms. Scott, please?
8	motion that we postpone this to the next meeting.	8	CHAIRWOMAN SCOTT: Yes, if you could
9	CHAIRWOMAN SCOTT: Is that policy 6000?	9	repeat the reasons, Ms. Causey, please? Thank
10	MS. CAUSEY: 6002.	10	you.
11	MS. PASTEUR: We haven't gotten	11	MS. CAUSEY: Certainly. In the Office
12	CHAIRWOMAN SCOTT: This is 6000.	12	of Legislative Audits report issued on
13	MS. CAUSEY: I'm ahead of myself, I'm	13	November 24th, 2020, the Office of Legislative
14	sorry.	14	Audits had findings and recommendations related
15	CHAIRWOMAN SCOTT: Okay. So yes, we	15	to procurement, and I needed additional time to
16	were taking the rollcall for Policy 6000 so if we	16	contact them and make sure that the
17	could start again, Ms. Gover, please.	17	recommendations they're suggesting are included
18	MS. GOVER: Ms. Rowe? Ms. Causey?	18	properly.
19	MS. CAUSEY: Yes.	19	CHAIRWOMAN SCOTT: All right. And I
20	MS. GOVER: Ms. Mack?	20	would ask Mr. Brousaides, does that need to be in
21	MS. MACK: Yes.	21	the form of a motion?

PIC	Toceedings Baitimore County Board of Education Meeting					
1	MR. BROUSAIDES: If it's being pulled, I	1	from curriculum and instruction to attend the			
2	would say yes.	2	policy review committee, and as always you're			
3	CHAIRWOMAN SCOTT: Okay.	3	welcome to attend and provide discussion.			
4	MS. ROWE: Madam Chair?	4	CHAIRWOMAN SCOTT: Thank you for that.			
5	CHAIRWOMAN SCOTT: Yes.	5	MS. PASTEUR: But can we have, I would			
6	MS. ROWE: Given those circumstances	6	like at least to have that heads up about the			
7	CHAIRWOMAN SCOTT: Is that Ms. Rowe?	7	area of concern so that we don't come and waste			
8	MS. ROWE: Yes. Given those	8	your time, we don't come empty headed and empty			
9	circumstances, would it be appropriate to move	9	handed if you will. That way we can all have a			
10		10	meaningful dialogue about it.			
11	CHAIRWOMAN SCOTT: I feel that it would	11	MS. CAUSEY: Certainly, Ms. Pasteur, and			
12	be appropriate, it would require a motion.	12	what I would do is send an email to the staff			
13	MS. ROWE: I move to I'm sorry, could	13	liaison from the policy review committee, and			
14	someone give me the policy number again, is it	14	include Dr. McComas, and with an attachment of			
15	6002?	15	the legislative audit report, and then we can			
16	CHAIRWOMAN SCOTT: That is correct.	16	move forward from there.			
17	MS. ROWE: I move that Policy 6002 be	17	MS. PASTEUR: Thank you.			
18	returned to the PRC committee for further review	18	CHAIRWOMAN SCOTT: Thank you very much.			
19	based on the OLA audit recommendations.	19	Were there any additional questions or discussion			
20	MS. MACK: Second, Mack.	20	from board members who we have not heard from?			
21	CHAIRWOMAN SCOTT: Thank you.	21	No? Okay. Ms. Gover, may I have a rollcall vote			
1	MS. PASTEUR: Ms. Scott?	1	please, and this is on 6002 to move it back to			
2	CHAIRWOMAN SCOTT: Ms. Pasteur, is that	2	PRC for further discussion and review.			
3	you?	3	MS. GOVER: Ms. Rowe?			
4	MS. PASTEUR: Yes, it is.	4	MS. ROWE: Yes.			
5	CHAIRWOMAN SCOTT: Thank you.	5	MS. GOVER: Ms. Causey?			
6	MS. PASTEUR: I would like Ms. Causey	6	MS. CAUSEY: Yes.			
7	to, if it's going to back to PRC but it is	7	MS. GOVER: Ms. Mack?			
8	relevant to curriculum and instruction, I would	8	MS. MACK: Yes.			
9	certainly like the committee to, the C&I	9	MS. GOVER: Mr. McMillion?			
10	committee along with staff to be a part of any	10	MR. MCMILLION: Yes.			
11	discussion, and I think Ms. Causey would agree in	11	MS. GOVER: Ms. Jose?			
12	the sense that 6000 came up in PRC and we agreed	12	MS. JOSE: Abstain.			
13	that when the two committees are able to	13	MS. GOVER: Ms. Henn?			
14	collaborate in terms of our discussion of them,	14	VICE CHAIR HENN: Yes.			
15	then we can just move things along expeditiously.	15	MS. GOVER: Mr. Muhumuza?			
16	So I would appreciate it if C&I were privy to the	16	MR. MUHUMUZA: Yes.			
17	things that are of concern to Ms. Causey, or of	17	MS. GOVER: Mr. Offerman?			
18	interest, I should say.	18	MR. OFFERMAN: Yes.			
19	MS. CAUSEY: Thank you, Ms. Pasteur, and	19	MS. GOVER: Ms. Pasteur?			
20	I think it would be a great recommendation for	20	MS. PASTEUR: Yes.			
21	Dr. McComas and other members that she determines	21	MS. GOVER: Mr. Kuehn?			

Page 96 Page 94 MR. KUEHN: Yes. Ms. Henn, Superintendent Dr. Williams and members 2 MS. GOVER: Dr. Hager? ² of the Board. Happy new year to all of you 3 DR. HAGER: Yes. before I start. 4 MS. GOVER: Ms. Scott? So tonight we are here to share with you 5 CHAIRWOMAN SCOTT: Yes. the capital program for the Baltimore County 6 MS. GOVER: Thank you. school system, the county portion of the capital 7 CHAIRWOMAN SCOTT: Thank you for that. program. This whole process is complex and we 8 MS. CAUSEY: Madam Chair, that concludes have received a lot of questions and concerns, so 9 my report. I'll share with you some of the details step by 10 CHAIRWOMAN SCOTT: Thank you for that step, give you some of the things that we think report, Ms. Causey. All right. 11 that will help you understanding it, and then 12 And the next item on the agenda is the field any questions you might have. 13 work session on the proposed FY-2022 capital The funding for capital program comes in budget, and for that I call on Dr. Scriven and two different ways, one is the state and the Mr. Dixit. other is the county. The state bonds are floated 15 16 16 once a year and county does that once every two DR. SCRIVEN: Good evening and thank you, Madam Chair, Dr. Williams, Vice Chair, and years. So in a way county funding supports the to our board members. We're gathered here today state program and the state's program is and charged with going over the recommendations supported by the county funding, so it's a ²⁰ for the capital budget 2022. We have worked mutually supported capital program. There are collaboratively and when I say that, I'm some items that are only supported by county, so Page 95 Page 97 if we have to start design or if we have to buy referencing the Department of Facilities Management and Strategic Planning, and members of equipment for the school, that comes out of county share of the funds. In general the county the county executive's office with reviewing and moving forward with these recommendations. funds is in the range of 60, 65, or 55 percent of ⁵ Mr. Dixit has been in front of you and did a ⁵ the total project cost, so a major portion of the 6 MYIPAS presentation in September where he funding comes from Baltimore County. As part of ⁷ explained the process. We were able to field ⁷ the process, Board approves the plan, but the questions up until December 31st and there were funding is provided by Baltimore County and there is no fiduciary rights that the Baltimore County some that were submitted after the 31st. We are prepared this evening to provide responses to 10 school system has to raise funding. 11 those questions that we received up to So with that little bit of background, December 31st, but will continue answering the the Board had approved the state program in questions that were received after that requested September, so this program supplements that and deadline. ¹⁴ there are some differences and I will take one 15 Mr. Dixit and team are here with us this step at a time to try to explain that. So all of ¹⁶ evening and at this time I will yield the floor the items which are from priorities one through 17 to Mr. Dixit, who will go over those responses 17 16 are identical to what the Board has already and then field any other potential questions that approved. So if you look in your attachment, the 19 members of the Board may have. Mr. Dixit? priority one through 16 are the same projects 20 MR. DIXIT: Thank you, Dr. Scriven, and that the Board has approved. This program adds good evening, Chair Ms. Scott, Vice Chair county share to those projects.

Page 100

Page 98

When you go further down from priority 17 through 20, this has been updated and included the recommendations from MYIPAS and the purpose 4 of this exercise is for the Board to review it and approve it, or discuss it, and if you have 6 any questions, we will be glad to answer them. All of those priorities, 17 through 20, Cannon 8 Design that was hired by Baltimore County, they have independently made those recommendations and in a second to refresh your memory, I will ask 11 Mr. Jim Corns to put it on the screen so that your memory is refreshed about what recommendations we are talking about.

14 So these were the recommendations that 15 were made about the high schools. The first part was that, continue with the systemic repair 16 program based on the facility condition assessment. The second slide, Mr. Corns, if you will be kind enough to move, is the complete ²⁰ midcourse legacy projects, which are those projects that have total design funds fully

Page 99 approved and that they call, their term is legacy project, and that was the Lansdowne High School, so they did not do anything to that project except they continue with that project. The ⁵ rationals that they gave us and that I shared with you because there is nothing we can do with ⁷ those funds, they have already been allocated and they didn't want to change those priorities, so their plan starts with after the legacy project, all of the legacy projects including Lansdowne, so anything that has been funded for construction or for design fully, they are all what they call legacy projects. First slide please. 13

14 The focus of what they said is the big 15 issue with high schools is capacity issues. The Board has heard this thing before and Cannon Design's study reaffirmed that in the case of 17 18 high schools capacity is the highest priority and 19 two areas of the county, southeast region which ²⁰ is Dundalk High School and there are two other schools, Patapsco and Sparrows Point, that area

has a total seat deficit, and to simplify that term for the audience here, those are the students that are there and they have no classroom space, so we call that seat deficit.

So there's a total seat deficit in that area at currently 632, and it's projected to increase to 1,241 students by 2026. And 2026 is important because if we start designing a project now, by the time we design and build a project and go through the review process, it is anywhere from five to seven years depending on the size of the project. The addition date is a little less and the full school or renovation takes a lot longer, so just remember that number for this conversation, for the sake of this conversation. There will be a seat deficit of 1,241 students in the southeast region of Baltimore County. Out of that 1,241 students, there will be 657 seats that will be needed in Dundalk High School again. So ²⁰ if we start a project now and we complete, we will be barely able to meet the seat requirement Page 101

there. That will still leave a seat deficit of another 641 seats that will be needed in that area, and I'll come to that in a second.

4 In the northeast side, again according to MYIPAS, Cannon's program, there will be a seat deficit in the northeast/central region combined of 1,149 seats by 2026. I emphasize seat deficit in this conversation means there will be students and there will be no classroom space for them. The Towson High School alone is projected to have a seat deficit of 480 seats by 2026. They already at this time have a seat deficit of 359 13 students.

This was the rationale that Cannon Design used for an addition to Dundalk at the ¹⁶ Dundalk High School and to do addition/renovation at Towson High School, and will talk a little bit about the addition/renovation, because there were a lot of questions about the Dulaney and Towson High Schools, so I need to spend some time for you to understand what is this conversation and

14

Page 102

why Cannon is recommending that.

Now Towson High School is a very special school in that it has a seat deficit, it has a facilities condition issue, and on top of that it ⁵ is a historical building. So what that means is we'll have to go through another layer of process during design with extensive involvement of the community, presenting options to community, receiving their feedback and arriving at consensus on the final design with four different partners, the first partner, key partner being the community itself; the second is the Maryland ¹³ Historical Trust; the third is the Baltimore County; and the fourth is the State of Maryland for their funding, so this is going to be quite an involved design process that will take a long time, at least six months to 12 months more than 18 a regular school.

19 MR. KUEHN: Excuse me. Mr. Dixit, I'm not trying to interrupt you. I'm getting messages that the public cannot see the slides

Page 103 that you're speaking to. Mr. Corns, can you make this the key thing that's being projected so they can see what he's speaking to? Thanks, Mr. Dixit, I'm sorry for interrupting.

MR. DIXIT: Thank you. So Mr. Corns, tell me when I can move.

MR. CORNS: Go ahead, Pete.

MR. DIXIT: Thank you, sir. So those two projects have been singled out for critical additions and in the end, if the community preference is going in a different direction than an addition or renovation, then we will come back to the Board and present the option where the ¹⁴ consensus has been approved, so this was a key piece of conversation that I wanted to share with you. The purpose of the conversation that I wanted to share is that what Cannon has indicated to us, that it is a \$1.2 billion issue that we are facing.

Now it is important to look at the ²¹ dollars that are going to be needed to fix high school problems alone, \$1.2 billion only for the

² high schools. And if you look at the cash flow

or the money coming in every year, on an average,

4 state has been providing us 40 million and on an

average county has raised the money from 70

6 million per year to 100 million per year now, so

their \$200 million bond for two years provides us

\$100 million. At the rate of \$140 million per

year, it if we put all of the money in the high

school, which is one-third of the square footage

for the school system, it will take more than ten

years to fund all of the high school issues. So

that is the magnitude of the problem.

14 So what they have indicated to us in their recommendation, that it is in our interests to make use of existing buildings and renovate. So the two key messages that we got from high school recommendations from Cannon, that renovate buildings unless you absolutely cannot do it, and that take care of the capacity issues as soon as you can. So those are I thought the key things

Page 105

Page 104

that we wanted to share with you, and I'll come back later on to address any questions.

As we go down the priorities further down, which is 21 through 42, this is part of the systemic renovation. Simplifying, systemic means these are building systems, for example leaking ⁷ roofs, roof is a building system; for example replacing boilers and chillers, aging boilers and chillers, these are building systems. They are just as important if not more as the building renovation itself, so there is a stream of funding that is needed to take care of those systemic improvements. So priorities 21 through ¹⁴ 42 are for roofs, boilers and chillers, they were included in the state requested the Board has approved, and the county approved just shows the 17 county share of the project.

I do want to acknowledge the superintendent's teams' working relationship with the county team. Whenever we have needed money for systemics, they have provided it to us. If

8

15

17

19

20

18

Page 106

13

there's an emergency, they have provided additional funding for us. If there's any shortfall due to a change in the bid or the bid prices, they have done that, so I just want to take this opportunity to acknowledge that.

Now the piece that we are asking in addition to these two additions is taking a deeper dive on the northeast side and taking a deeper dive into the southeast side. Now while we are saying that half, about, approximately 11 half of the needs can be taken care of by these ¹² two additions, the other half seats we still have to worry about, we still have to take care of them, and there comes the issue of where do we build, what do we build, or we build a renovation, and where is the site and how do we take care of that. So that needs further exploration on the southeast side because the schools -- next slide please, if you have it.

And this is the slide where Cannon Design has said that after one year of

Page 107 stakeholder engagement and land due diligence, determine whether to build relief schools or more additions. There is a tremendous urgent need for the seats in the northeast and central area. ⁵ What is the most optimum solution, and what is the most doable solution within the limitations of the funding? That's the challenge that we have to face, are the sites available?

On the southeast side you look at Sparrows Point and in the ratings that Cannon Design has shared with us, they have indicated that overall aggregated needs school-based ranking for Sparrows Point is the worst, and that has to do with not only the condition, but because of the educational adequacy and the capacity of the school, so something needs to be done there pretty soon in order to take care of those needs. So that takes care of my, I think most of the items.

The other thing that I wanted to share with you is the schedule that is an attachment to

this thing here. We had introduced the county capital program to you in the December 22nd meeting. Tonight is the work session. In the ⁴ next meeting we will ask for your approval of our process, and then it is required to be submitted ⁶ to Baltimore County. A similar discussion will take place with the county council and then there will be a hearing, public hearing by the county council in April 2021 and then be a budget work session again by the county council, and then county council adopts the budget in May 2021. So

We have received some questions and we keep getting questions. A lot of our questions are for Dulaney and for Towson area, and I make 16 the statement from my heart that there are eight schools that are in need of replacement or renovation, and that we feel for them, that we are doing everything that we can and we continue to do that, but we have to take one step at a 21 time.

with that, my part of the presentation is done.

Page 109

Page 108

So the questions that we have already received about the access to MYIPAS information, we sincerely regret the situation that ransomware has caused where our website has been impacted. It is my understanding that with the arrangements we have made with the county, they are repairing the website so that communities have direct access to the same information on the Baltimore County website until such time as we take care of our website, and Mr. Corns' team is working very diligently for us to have that access very soon.

So there were questions about what we did with the \$500,000 for Dulaney and Towson High ¹⁴ School as part of the preplanning process. We are always looking at what work is needed during the design period. Our processes are time 17 constrained so once we get the approval for design, there is a certain amount of time that the design has to be completed, and then there's a certain amount of time that the bids have to be, the contract has to be awarded. So we

17

19

20

10

18

projects.

Page 110 strictly follow those timelines and the \$500,000 were spent on doing the survey, the environmental-related issues were investigated, and also there was some issues about what is the process for Historical Trust compliance in the case of Towson. So about half the funding was spend on that and the unspent amount is still with the county and will be utilized for future

There was a question about life cycle 11 costs and I just want to talk for a second about life cycle costs. Life cycle costing is done when design starts. The state requires that and for that we've got to have the design funds approved by the county and the design team has to be selected following board guidelines before we complete that, and that will be done for all of the renovation/addition projects.

19 And that's most of the questions and now 20 I will be -- and one question was about the when can, what is the best case scenario when

Page 111

20

21

12

17

7

¹ Lansdowne High School construction will start? So for any construction to start in a project that you see on your spreadsheet there, the design work is progressing satisfactorily. I do ⁵ want to give a shout out here to our design team, 6 that all of the design work is on schedule and we will have it completed by the end of this year or early next year, and we're waiting for state funds. Again, thanks to county, they have provided funding for all of the projects above Lansdowne High School. And we are hoping that in the next fiscal year or so, we will be able to get funds for Lansdowne High School, but that will only be the county share. We still have to get state share before we start the project. So we cannot speculate any date as to when it's going to come, but it's at least four or five or 17 six years away from now, but our design will be

So with this I will leave the floor open

²¹ for your questions, I know I've taken more time

Page 112 than I intended to, and I will be more than glad ² to answer questions. If I don't have the answers I will get back to you, and send the responses in a private letter. CHAIRWOMAN SCOTT: Thank you very much

for that, Mr. Dixit. The first question is from Mr. Kuehn. MR. KUEHN: Thank you, Ms. Scott. Mr. Dixit, as I look at the January 5th slide

that you provided with the changes, with the removal of Dulaney and the changes associated with Towson High, I'm concerned that this change occurred when we've already voted and supported the previous capital budget requests, and it's 15 being modified before we approved any kind of 16 modification. So I know that, you know, I don't really have a direct question there except to say who, did you physically make the change to this request that we're looking at right now?

MR. DIXIT: Okay, so there are three parts to this. Number one, if you look at the

Page 113

note five in the state capital fiscal year 22, it very clearly indicates that Dulaney and Towson High Schools will be determined after the Board's review of the recommendations from the multiyear improvement plan for all schools being prepared 6 in cooperation with the county fiscal partners. ⁷ So all along the last couple of years, the only project that was for certain approved was Lansdowne, and the remaining two projects, we were all waiting for the multiyear plan the Board had advocated for.

MR. KUEHN: Well, Mr. Dixit, we had approved all of the high schools. The funding ¹⁴ for Lansdowne was provided, that was the change, and we were waiting for MYIPAS to come along and show us recommendations, but we haven't adopted any of these recommendations and we're still waiting for the next part of them. So I'm asking as to why, after having Dulaney and Towson up there for new schools, why, after being told don't change your request, don't change your

complete by then.

19

Page 114 Page 116 request, the state likes it to be, you know, the time is not for when Mr. Dixit responds, it's ² just for us when we ask questions of the staff. ² stable and not changing all the time, and we listened and we didn't make any changes and we But Mr. Dixit, any additional questions, can 4 were moving forward, why that change occurred? ⁴ Mr. Kuehn, I'm sure, email those to Dr. Williams ⁵ Is it simply because MYIPAS recommendations were and you and Dr. Scriven so he can have answers 6 handed to you and therefore you inputted them and responses to those? 7 into this spreadsheet? MR. DIXIT: Yes, ma'am. 8 8 MR. DIXIT: This spreadsheet is not one CHAIRWOMAN SCOTT: Thank you. Okay. person, not any one person's work. And next we have Ms. Jose. 10 MR. KUEHN: Who made the decision, then, MS. JOSE: Thank you, Ms. Scott. Thank 11 to make the change, Mr. Dixit? you, Mr. Dixit. So from what I remember right, 12 MR. DIXIT: When we develop these plans the Cannon group was pushed because certain members of the Board did not like the 13 it is the superintendent's team and county executive's team that work together, to work recommendations that were coming forward, so this together to come up with a plan for you to review was an independent study done by an independent 16 16 and approve. So tonight we are incorporating consultant which has cost the taxpayers over \$1 ¹⁷ MYIPAS recommendations and there is no adoption million. And so my question to you, Mr. Dixit, is it's troubling to me that Dundalk High School ¹⁸ of MYIPAS. MYIPAS is being conducted by Baltimore County and it is a recommendation to and Towson are projected to have 650 and 480 seat ²⁰ Baltimore County. The recommendations that are ²⁰ deficits respectively. As a planner that thing made in there, they are put in there for your causes panic in me. I have no political agenda Page 115 Page 117 but it's important to do the right thing and if consideration and for your approval as part of 2 the plan. you, you know, fail to plan right now, then we 3 should plan to fail, because that is literally MR. KUEHN: Okay. I can't support this as provided since you, if you move Dulaney which six years we have left, and we all know that it ⁵ is in a tremendous need of a new school, and the takes between, gosh, seven to eight just between ⁶ fact that Towson having an addition is planning, design, construction and approval of ridiculous. I do support the southeast area, the the construction and for the schools to reopen. 8 So correct me if this, if we miss this request northeast area --9 CHAIRWOMAN SCOTT: Okay. for Towson and Dundalk design money, this will be 10 10 further delayed, correct? MR. KUEHN: -- schools to be available. 11 So you know, as we move forward, I'd appreciate MR. DIXIT: That's correct. you making this clear as to how this works so 12 MS. JOSE: And so you know, can you also 13 that everybody understands -verify the enrollment numbers, because I'm 14 CHAIRWOMAN SCOTT: I'm sorry, that's ¹⁴ hearing a lot of people say enrollment numbers. 15 your timer, Mr. Kuehn. These are verified by the Maryland State, 16 MR. KUEHN: Right. Well, I'm asking a 16 correct? question, that is my time, and when he's 17 17 MR. DIXIT: Yeah. The process we use answering it's his time, not my time. for enrollment projections is that our staff 19 CHAIRWOMAN SCOTT: That is correct, yes. working with their process is independently The timer just makes sure, we're only timing when verified by a private consulting company, and we're asking a question, not in the response. So also Maryland Schools in numbers of enrollment

Page 120 Page 118 projections, so it's not that only one for a living and the county, correct, Mr. Dixit? 2 organization is coming up with projections. So I MR. DIXIT: Absolutely, because this need to emphasize that the enrollment projections notion out there that one person is doing this, ⁴ have a high accuracy. Our average enrollments it is just absolutely false. You know, I can't are 99.5 percent accurate. We use a standard be more vehement in denying that. It's county ⁶ cohort survival method and it is verified by planners that are involved, it's our strategic Maryland Department of Planning, and they make plans involved, it's our folks involved that are sure that we are within five percent of those developing budgets, and it's departments under Baltimore County. We all work together and it's prepared by the Maryland department, so it is not just our organization doing it. not one person that's pulling it out, so I just 11 wanted to be clear about it. 11 And I'm going back to your original 12 remark about the million dollar study. I do want MS. JOSE: I get that, so I apologize to thank our Board that advocated for that study, when I made that comment. So thank you for this for an independent study, so these presentation, Mr. Dixit, and that's all. 15 recommendations are coming from an independent CHAIRWOMAN SCOTT: Thank you, Ms. Jose. 16 consultant that we are incorporating here, and it Next we have Ms. Mack. Ms. Mack? 17 MS. MACK: Sorry. Thank you, Mr. Dixit. is for your approval. Now also, I need to 18 clarify here that this is our opportunity to get I have just a few questions and a couple of design funds, so design is the first part, even comments. You talked about Lansdowne and we've ²⁰ before three is a foundation of any project. If had this conversation before and I think you just we miss design funds this year, that means those said that you can't even give a best estimate, Page 119 Page 121 two projects are going to be further delayed. So but are we looking at seven years, are we looking I do want to emphasize that the numbers, Dundalk at ten years? Can you give me a ballpark for ³ High School has a seat deficit of 657 seats by Lansdowne, which is the only high school with ⁴ 2026, and Towson High School has a seat deficit planning and design money? ⁵ of 480 seats by 2026. So if you push it down MR. DIXIT: Any response that I give you ⁶ further, you just said what you said, and that is will be speculative because we don't know when absolutely correct. the state funds are coming, so if you allow me to 8 MS. JOSE: And Sparrows Point, I see put a qualifier in there -that didn't make the cut because that is a middle 9 MS. MACK: That would be perfect, thank 10 school and a high school together, and that is you. 11 MR. DIXIT: So if we assume that state troubling as well since it's a peninsula and it 12 is going to be overcrowded. So we have to make ¹² funding will come at the same rate that they have equitable decisions and we have to meet the needs come and the construction funds from the county of all of our schools county wide, we should all are available, then the earliest construction ¹⁵ consider ourselves members at large because you will start is July of 2026 with the opening in September '30. And if the state funds are --16 know, as a planner we should take politics out of ¹⁷ it. 17 MS. MACK: I'm sorry, Mr. Dixit, with 18 18 And I apologize, because I know you the opening when? ¹⁹ didn't make that list yourself you were accused 19 MR. DIXIT: In September 2030.

of, that is something that was collaboratively

put together between a team of people who do this

20

MS. MACK: Okay, so thank you very much

²¹ for that. I mean, that's very very concerning to

8

11

Page 122

Page 123

hear. I understand that you do not have control of it, but if Lansdowne is the only school on the list with planning and design money, how can we ⁴ possibly, how can it possibly make sense to anybody to talk about a renovation of Towson High ⁶ School which is grossly overcrowded, it's over 80 years old already, and so now we'll add another ten years possibly to even that, and they don't even have planning and design money. As we sit here, there's degradation to the building as time goes on. It just to me is throwing good money

And then finally to Mr. Kuehn's point, I have a whole binder from the last time we talked about this, and it is very concerning to me that 16 a school like Dulaney that was on this list for good reasons, and I have all the reasons that were given to us at the time, I even have the county executive's school construction challenge sheet that shows Dulaney as needing a ²¹ replacement, how can a school like Dulaney just

after bad and I could never support that.

¹ fall off the list? I'm not advocating that anything should come off the list but I think we need to ask for what we need, and we need schools everywhere, and to take a school like Dulaney off the list, I would never support that.

6 CHAIRWOMAN SCOTT: Thank you. Okay. So next we have Ms. Causey.

MS. ROWE: Ms. Scott, wasn't I first? CHAIRWOMAN SCOTT: Oh, excuse me, thank you for that. I apologize, Ms. Rowe, you were next.

12 MS. ROWE: Okay, thank you. So in September the state IEP awarded a contract that will take one year to complete to assess all schools in the state in a similar manner but with 16 different weighting standards than MYIPAS concerning facilities conditions. And Mr. Dixit, 17 we've been told by you that we needed to wait for ¹⁹ the county assessment to remove or add projects. And while I have no objection to adding projects

to the bottom of the priority list as this

request does, that have legitimate needs as the

added projects do, why are we removing Dulaney

and downgrading Towson prior to the completion of

the state's assessment since it's not far off?

Shouldn't we wait to remove or downgrade projects

6 until the assessment is complete, given that you

have repeatedly told us that it's unwise to make

significant changes to the county request when

the state request for the same year is being

considered by the state, as you have told this

Board every year for the past two years? Why not

leave them on the request until the state

finishes its assessment at the very least?

MR. DIXIT: Okay. So I can only say that the concept of MYIPAS was not a 16 superintendent's concept, this came from the, it started from the Board that we need an independent plan, a long-range plan from the board side, and work with county. At that time there was no state assessment. And all of these assessments, they are independent assessments, so

Page 125

Page 124

how many times are we going to assess buildings?

Do we know now, do we know for sure that there

are eight buildings that are in need of

replacement or renovation? And the state

assessment does not take care of educational

adequacy, so this is the first time that we have

done an assessment, thanks Baltimore County for

that, that includes physical conditions, that

includes capacity utilization and that includes

educational adequacy and equity. The state

assessment is not going to do that.

MS. ROWE: Mr. Dixit, the Adequate Public Facilities Act was passed two years ago and those adequate school facilities standards do ¹⁵ in fact cover educational adequacy, school facility conditions and overcrowding, and the next step in that is the state assessment so the state can rank based on facilities conditions, overcrowding and educational adequacy all the schools in the state in an order to be available for state funding. So anyone watching the IEP

12

Proceedings Baltimore County Board of Education Meeting Page 126 Page 128 meetings can see that this is the case, so let me statement that the more we push it behind, the ² ask you this: If Dulaney High School is removed more trouble we are buying at the end of the from this list and Towson is downgraded to an road. I hope I answered the question. ⁴ addition, please explain exactly how their MS. ROWE: Mr. Dixit, less the school ⁵ inadequate facility needs will be fixed if this system and school staff -- thank you, I'll send ⁶ Board does not ask for the money to do so in more in later. 7 their budget request, and should we not be asking CHAIRWOMAN SCOTT: Thank you, so that is for what we need, and are these not legitimate the mark for that, and next we have Ms. Causey. 9 needs? Ms. Causey, are you there? 10 10 MR. DIXIT: So, I wish we could fund all MS. CAUSEY: I am here, thank you very 11 of those eight projects that need replacement or much. So as other board members have said, the renovation, so that's the first thing. Fiscal state capital request that the board approved in September has had Lansdowne, well actually constraints are for real. None of the projects have been removed. The Board wanted an Dulaney and Towson on it since 2017, so I'm just -- excuse me -- sorry. I'm sorry, I'm going independent assessment, which is what was done. 16 ¹⁶ It was the Board's desire to incorporate schools to have to let someone else go first. 17 after Lansdowne based on that independent CHAIRWOMAN SCOTT: Oh, okay, certainly. 18 assessment, so that's the second point. And the MS. JOSE: Mr. Offerman was next. third point about the task force on building CHAIRWOMAN SCOTT: Sorry about that. ²⁰ accessibility, remember, it is a six-year plan. Yeah, so we'll come back to Ms. Causey. ²¹ You start design, it takes 18 months sometimes to 21 Mr. Offerman? Page 127 Page 129 complete the design. So if there are changes MR. OFFERMAN: Yes. I would like to ask coming, which will always be coming, we have Mr. Dixit if the funds involved for renovating changes in code, we adjust to code. So we have a Towson High School only were involved with the ⁴ choice, either to wait, keep waiting for all of cafeteria and the kitchen; is that correct? ⁵ the work to be done, or start designing, start MR. DIXIT: No, the renovation work at 6 designing something now that we can with the Towson High School will be for complete ⁷ funding available, and county has agreed to fund renovation of the building, it will be a 21st the design of the addition at Dundalk and to fund Century educational place. It is not only part 9 the design of Towson. of the renovation, it will be a complete 10 renovation of Towson High School and preservation Now again, saying I need to emphasize of the architectural part of the building. that in case of Towson, it's the community input 12 that's going to decide the future of that design. MR. OFFERMAN: And also, you envision at ¹³ It is a historical piece that has a major part. this point that the renovation, it would come ¹⁴ So if the community wants to preserve the ¹⁴ before or after we would, if the Board approves historical architectural part of the building, we this, it would come before or after the building preserve it. The feasibility would indicate of the extra seats? 17 exactly what's the future of Towson. But we need 17 MR. DIXIT: The building of the extra

six years.

20

21

to start at some point, we need to start design

work at some point to be able to complete it in

I think Ms. Jose was very clear in her

seats will be part of the scope of work, so once

additional seats and they will have a completely

modern 21st Century building, and the design of

the renovation is complete, they will have

Page 130 Page 132 the building will be driven by the community studies which were all very valid and supported input that we get. by the school system at the time? 3 MR. OFFERMAN: Thank you. MR. DIXIT: So you have several CHAIRMAN SCOTT: Thank you for that, questions in there and I will try to answer one ⁵ Mr. Offerman. Ms. Henn is next, but Ms. Causey, at a time. Sage Policy Group is not an 6 are you ready to go now or are you okay with ⁶ architectural group, so that's number one. Ms. Henn going? I don't hear from Ms. Causey. Number two, the plan that the Board and county Ms. Henn, are you ready to go? wanted was an independent plan from a leading 9 VICE CHAIR HENN: Yes, Madam Chair, company, a nationally recognized company. Number thank you, and thank you, Mr. Dixit, for three, any design that will be approved will have answering our questions, I appreciate your time community backing, will have community review. 12 this evening. Maryland Historical Trust requires that for any 13 So in the fall of 2018, the last architecturally preserved building or that has planning effort by Sage Policy Group recommended architectural, that is on the list for Maryland a new Towson High School, and that recommendation Historical Trust, several options be presented to 16 ¹⁶ followed an extensive community process and the community and for community to make the call community fully supported a new Towson High about the design that is acceptable to them, and that funding partners then obviously have to School rather than an addition to Towson High, and that was based on, this is the community that agree that they will fund it. So it has a long ²⁰ knows the site, they know the needs of the design review period and it is not that some design is going to be imposed on the community, school, both in terms of the need for additional Page 131 Page 133 seats as well as what that site can support. they will be part of it. They are aware of the plans recommended by Cannon MS. HENN: So Cannon was very specific Design, they do not support the plans for an in their recommendation, only a new kitchen and addition or renovation, they recognize that cafeteria, so that, you speak to this ⁵ that's limited in scope. As many others have comprehensive, and your answer to Mr. Offerman was that this will be a completely modern stated, they have been waiting for this. The ⁷ facility. However, that's not what Cannon school was built in 1949 and as Ms. Mack stated, 8 by the time we get around to constructing it, recommended. Is it your understanding that this this recommendation was from three years ago. renovation that they are recommending is more 10 How do we justify downgrading them to a limited expansive than what they have communicated? CHAIRWOMAN SCOTT: Okay. And Mr. Dixit, renovation when Sage recommended three years ago 12 12 if you could answer Ms. Henn's questions? that they needed a new school? 13 13 In 2014 another study was done that said MR. DIXIT: Yes, thank you, Madam Chair. 14 they needed a new school based on their ¹⁴ So yes, Cannon has started by saying that start ¹⁵ facilities conditions, and we know they need the design, it will not be an incomplete design, 16 it will be a complete renovation which, even seats. 25 percent of the needed high school 17 17 before we start designing it, we'll have an seats in the county are within Towson's current 18 boundaries and they will continue to need new educational spec developed. Educational spec seats based on the growth trajectory. So can you will define the scope of work for the architect and once the design starts, it will be shared please comment on why we can justify this plan that Cannon recommends based on these additional with the community. And if they don't, if we do

not have their buy-in, that design will not be implemented.

CHAIRWOMAN SCOTT: Okay. Great, thank you for that, Mr. Dixit. And we had Ms. Causey next; Ms. Causey, are you ready to go? MS. CAUSEY: Thank you, Ms. Scott, I

apologize. So there's been a lot of discussion and the main issue is that Dulaney High School 9 has been on the list since 2017 for very valid reasons, including educational inadequacy given 11 the insufficient square footage based on student population, as well as the mechanical, electrical and plumbing numbers being the second lowest only ¹⁴ to Lansdowne High School. And your comments about the community having input, the community 16 has had input for three years around this situation. And in terms of funding partners, both of these schools have received significant support, including the county executive and our ²⁰ delegation and the governor and the lieutenant

governor and the comptroller and so on and so on.

Page 135 1 Additionally, excuse me, when you are speaking to a complete renovation, we heard that for two years relating to Lansdowne, and then the Board made it clear that that was not going to be ⁵ adequate and so the Board asked for a replacement school, and the county executive supported that ⁷ with the funding for planning and design. So the issue too related to other things with the Cannon Design is based on their projections, and when you speak to 99 percent accuracy, that is a conglomerate number across the whole district ¹² from one year to another year. There has never been, and this is from the Cannon Design's own, speaking to the Board on public record, there has 15 not been an analysis of the accuracy of the projections by each high school, much less one 17 than for another, so -- excuse me, I apologize. 18 CHAIRWOMAN SCOTT: Is there a question

that you wanted Mr. Dixit to respond to? Thank

MS. CAUSEY: Excuse me.

Page 136 CHAIRMAN CAUSEY: No, thank you. Go ahead. Was there a question that Mr. Dixit needed to respond to?

MS. CAUSEY: I am so sorry, I don't know what's happening. The last thing I'd like to say 6 is I am making a motion to restore project line 7 items 17 and 18, replacement of Dulaney and Towson High Schools, from the fiscal year 2022 state capital budget request as line items 17 and 18 to the fiscal year 2022 county capital request with specifications.

VICE CHAIR HENN: Second, Henn. MS. CAUSEY: Thank you. I would like to speak to my motion.

15 MS. JOSE: Point of order, Ms. Scott. 16 This is a work session. We're not making votes during this, we have another session where we 18 will make a vote, I believe on the 19th.

MS. CAUSEY: Thank you, Ms. Jose. CHAIRWOMAN SCOTT: Mr. Brousaides, is it appropriate during the work session to make

Page 137

motions?

Page 134

11

12

13

14

19

20

1

2

9

10

12

13

14

15

17

MS. CAUSEY: Thank you, Ms. Scott. The purpose of making the motion now is to have staff adjust the document so that at the next meeting ⁵ when the Board does make final approval, that that final approval will be clear, and it will ⁷ also have time for funding partners and community to understand exactly what the Board is asking for.

CHAIRWOMAN SCOTT: Okay. All right. Any further discussion? Ms. Rowe, to the motion? MS. ROWE: Yes, I would like to speak to the motion.

CHAIRWOMAN SCOTT: Yes.

MS. ROWE: So given that MYIPAS is not available to the public, I'm unwilling to make a decision to downgrade Towson High School and remove Dulaney High School, knowing that adding them back to the list will be difficult and they will lose their priority placement in the list. I'm also unwilling to take projects off

you for the time.

19

20

$\overline{}$	Page 120		Page 140
1	the list that have legitimate needs, leaving them	1	There's Montgomery County, Harford County, lots
2	in the position of having no solution in any plan	2	of our counties in Maryland that are going to be
3	whatsoever. The point of a multiyear plan was to	3	also pushing for dollars for their planning and
4	meet all needs and to itemize all those needs and	4	their schools as well, so we have to put forward
5	when they would be met, and all means all. I	5	a plan that the state will accept that is
6	don't see a high school plan that meets all	6	equitable, that's fair and not just centered
7	needs, so I don't support removing or downgrading	7	around central and northeast. Northeast is where
8	projects. We need to ask for what we need and	8	I live, so full disclosure, it should be
9	also wait for the state's assessment. This is	9	equitable to southeast and northwest, Lansdowne
10	not the problem with this Board to find the	10	and Dulaney and everybody. So to just make a
11	money. We need to ask for what we need because	11	blanket statement, look at a report and reject it
12	if we don't ask for something it never gets	12	outright because you don't like it, and put in
13	funded. Let the county executive and the General	13	something that's coming in from community or
14	Assembly worry about where to find the money and	14	Facebook friends, I don't think that's something
15	they can tell us what they're willing or	15	I will support. I'm going to support the Cannon
16	unwilling to fund, but we need to ask for all	16	group's recommendation. Thank you.
17	needs to be met.	17	CHAIRWOMAN SCOTT: Thank you. Ms. Henn,
18	CHAIRWOMAN SCOTT: Thank you. Ms. Jose,	18	would you like to speak to the motion?
19	would you like to speak to the motion?	19	VICE CHAIR HENN: Yes, thank you, Madam
20	MS. JOSE: Yes. So you know, I do like	20	Chair. When I was appointed to the Board in 2016
21	to point out that when the Sage group did the	21	one of the first pieces of advice I received was
1	report, Ms. Causey and her group did not like	1	ask for what you need. This Board does not have
	that report, which is why Ms. Causey, you pushed		taxing authority. We need to ask for what we
	for this independent study to be done by an		need and ask for what our students need. We are
	independent consultant, which cost the taxpayers		not subtracting from this plan, we are adding to
	over \$1 million, and now you don't like the		it. That's what this motion does, it asks for
	recommendations. These are independent equitable		what we need. Towson and Dulaney need new
	recommendations based on facts and numbers.		schools. It's as simple as that. Sage
8	I'm not biased against any school, again		recommended it, our communities know they need
	like I mentioned, but there is a need here that		it, and we are asking for what we need. As
	Dundalk High will be 656 seats in deficit, 480		Ms. Rowe stated, we are advocating for the needs
	Towson in 2026, six years. As somebody that does		of all, and all means all. Towson and Dulaney
	planning, that is not a lot of time to push this		need new schools, they need to be on this plan.
	can down the road and to grandstand and make	13	Thank you.
	political motions, but if this is what a group	14	CHAIRWOMAN SCOTT: Thank you.
	that does this for a living is recommending, to	15	MR. MCMILLION: Ms. Scott.
	come in there and add a new school and actually	16	CHAIRWOMAN SCOTT: Anyone else who would
	take dollars away from item 23, which is roof		like to speak to the motion? Mr. McMillion?
	replacement for maybe Randallstown, or roof	18	MR. MCMILLION: Yes, please. Mr. Dixit,
	replacement for another elementary school,	19	I absolutely hate to see communities pitted
201	boiler, so that's going to take money away to	20	against each other for capital projects.

Page 142 Page 144 this list, what happens to the southeast area we have shared with you, we have shared with high schools and middle schools? Thank you. county and they have indicated that they will CHAIRWOMAN SCOTT: Mr. Dixit, are you consider it. Now if that doesn't go through, if available to answer Mr. McMillion's question? you add something else, I don't know, I can't MR. DIXIT: Absolutely. So I do want to predict what's the funding level that county has, remind the Board that this is not our plan, this so I can't answer that question. is the recommendation from the independent MR. MCMILLION: Thank you very much. 8 consultant, and the recommendation from MS. JOSE: Ms. Scott, if I may real independent consultant is start with the projects 9 quick? 10 that you can quickly deliver, you can deliver it CHAIRWOMAN SCOTT: Yes, Ms. Jose. Were ¹¹ in a short amount of time. Keep working for the there any other board members before Ms. Jose who projects that are needed but are going to take we have not heard from that would like to speak to this motion or have questions? Okay, we'll some time. The southeast, Sparrows Point and those projects, they need a deeper dive. If we come back to you, Ms. Jose. Mr. Kuehn has a 15 could do it, we could start designing, if we had 16 a sit we would start right now and include that MR. KUEHN: I don't have a question, I also. But the two projects that we have on top just wanted to speak to the motion. 18 there, which is the addition to Dundalk, and so CHAIRWOMAN SCOTT: Or speak to the we're not pitting any community against any 19 motion, yes. 20 ²⁰ community, one is in the southeast, the other is MR. KUEHN: So I would reiterate what on the north side in the central area. Those two Ms. Rowe is advocating for, to make additions to Page 143 Page 145 projects do not need a new site, they require the this list, not removing anything. We all realize design work, the design work can be started there that there are tremendous needs in our county and quickly delivered. So this is not putting regarding school construction, and I think by not aside -- the worst rated school, Mr. McMillion, removing, right, the Dulaney and the Towson ⁵ there, is Sparrows Point in the MYIPAS study. If ⁵ schools, we're asking for what we need, as well we had a site that would be the first project on as the southeast area high school that's listed 7 the list that you would see here, but we don't, ⁷ there, and the northeast/central area which so we have to do some more work, and that's why should be the Perry Hall area, that's all on this 9 it's not there. Towson is the second one which list. So you know, I'm a proponent of adding and 10 is why it's on the list, Lansdowne is already on asking our politicians to add the funding as there, and Dundalk-Sparrows Point is the fourth required. I understand this is all taking time, one, so that's our rationale for including it. it has been moving slow since I've gotten here. 13 It is notour recommendation, it is the And you know, we're talking about ¹⁴ recommendation of the independent consultant. ¹⁴ Lansdowne. I think, Mr. Dixit, you just said 15 MR. MCMILLION: But I don't think you Lansdowne wouldn't be completed until 2030? Is ¹⁶ answered my question. If Dulaney and Towson, if that what you just stated? 17 this motion passes and Dulaney and Towson are put 17 MR. DIXIT: Depending on the -back on the list, how does that affect the 18 MR. KUEHN: Okay, ten years from now for 19 funding for the southeast area schools? something that's already on the list and 20 approved. That's such a long process, it's just MR. DIXIT: There is only so much funds 21 to go around. What I can tell you, that the plan challenging to understand.

1	Page 146	1	Page 148
2	MR. DIXIT: And that's why the earlier we start the process, it's a big problem, we have	2	I'm listening to every word.
3	1		CHAIRWOMAN SCOTT: Thank you. Could you
4	to nibble at it one at a time and we just can't	4	repeat your question to Mr. Dixit please?
5	wait, because design itself takes anywhere from	5	MR. MCMILLION: I asked if Dulaney and
6	12 to 18 months. So we have two projects here		Towson were added back on the list,
7	that are included that are recommended by Cannon		realistically, what does that do to the projects
8	that are supported by county, so it gives us the		in the southeast area? And I kind of agree with
9	opportunity to start the design of those		Ms. Jose, there's only a limited amount of money
10	projects.		and money is going to go wherever it goes and
	MR. KUEHN: Right, and my comments are		then we're going to run out of it. Thank you.
	to add projects, and Towson High School and the	11	CHAIRWOMAN SCOTT: Okay, thank you.
12	The state of the s		Okay. Was there another question particularly to
13	or removation or the semoor that in good		this motion? If not we need to take it to a
	shape, that has 12-plus outdoor, what do we call		rollcall and to vote.
	them, temporary classrooms that have been there	15	MS. CAUSEY: Madam Chair, I had put into
	for over a decade. We need to address it.		the chat that I had not spoken to my motion.
17	CHAIRWOMAN SCOTT: Thank you, Mr. Kuehn.	17	CHAIRWOMAN SCOTT: Oh, I thought you
	Ms. Jose, do you want to speak to this motion?		spoke to it at the very beginning.
19	MS. JOSE: Not so much to this motion as	19	MS. CAUSEY: No. I used my two minutes
20	much as Mr. McMillion's question that he had		for the agenda item and then I made the motion,
21	about what would that do if we added something.	21	but I didn't speak to my motion.
1	The county only has a certain amount of dollars	1	CHAIRWOMAN SCOTT: Yes, if you could
2	and	2	speak to your motion please?
3	MS. ROWE: Excuse me, Ms. Scott, point	3	MS. CAUSEY: Thank you. A lot of very
4	of order. I think it would be more appropriate	4	important points have been made, but the most
5	for staff to answer Mr. McMillion's questions as	5	important point is that it is the Board's
6	Ms. Jose is not staff, and I believe staff	6	responsibility to ask for what we know is going
7	already answered the questions and questions are	7	to provide the best benefit for our students, as
8	only	8	well as being fiscally responsible. My students
9	MS. JOSE: Thank you very much,	9	and many other students have gone through
10	Ms. Rowe. Mr. Dixit, if you could answer that	10	renovations in place, they take longer to
11	question?	11	complete, they are more costly, and they are also
12	MR. DIXIT: So if he will repeat the	12	dangerous. In a renovation in place at Hereford
13	question, maybe I'll understand it better this	13	High School an air conditioning unit fell through
14	time.	14	the roof into a classroom, breaking open
15	CHAIRWOMAN SCOTT: Okay. Mr. McMillion,	15	sprinkler pipes and ruining a music room where
16	could you repeat your question to Mr. Dixit? I	16	students were no longer able to take music for
17	believe he asked what would happen to the schools	17	the rest of that school year.
18	in the southeast region if these schools are	18	So when we're speaking about needs and
19	added back to the list. That's a summarizing,	19	can't wait, Towson High School, that can has been
20	but Mr. McMillion, are you still there?	20	kicked down the road, and they are the most
21	MR. MCMILLION: Yes, of course I'm here,	21	consistently chronically and crippling

1	overcrowded school right now, not a projection.	1	page 152 a rollcall vote?
2	In addition to the facilities scores, it	2	MS. GOVER: Ms. Rowe?
3	is, Dulaney, it has been vetted by as I said,	3	MS. ROWE: Yes.
4	funding partners, state, local, you name it. The	4	MS. GOVER: Ms. Causey?
5	other issue is other board members have said that	5	MS. CAUSEY: Yes.
6	we shouldn't pit communities against each other,	6	MS. GOVER: Ms. Mack?
7	but that is exactly what would be happening if	7	MS. MACK: Yes.
8	Dulaney is removed completely, asking for nothing	8	MS. GOVER: Mr. McMillion?
9	for them to help them with all of the documented	9	MR. MCMILLION: I'm very sorry, no.
10	need, and then pushing Towson to an inadequate	10	MS. GOVER: Ms. Jose?
11	renovation, because we've seen that and the Board	11	MS. JOSE: No.
12	rejected that for Lansdowne, and now Lansdowne is	12	MS. GOVER: Ms. Henn?
13		13	VICE CHAIR HENN: Yes.
14		14	MS. GOVER: Mr. Muhumuza? I'm sorry.
15		15	Mr. Offerman?
16		16	MR. OFFERMAN: Yes.
17		17	MS. GOVER: Ms. Pasteur?
18		18	MS. PASTEUR: I'm sorry, I abstain.
19	So there's been a lot of discussion.	19	MS. GOVER: Mr. Kuehn?
20	The last thing I will say is for the Cannon	20	MR. KUEHN: Yes.
21	Design	21	MS. GOVER: Dr. Hager?
1	Page 151	1	Page 153
2	orn in the orn in second or orange, we have time.	2	DR. HAGER: Yes.
	wis. Cross 1. way be someone else can piek	3	MS. GOVER: Ms. Scott?
3	and up related to now the metres were involved.		CHAIRWOMAN SCOTT: Abstain.
4	CITAIR WOM IN SCOTT. Oray. Thank you for	4	MS. GOVER: Seven in favor.
5	that, Ms. Causey. So I believe we've spoken to	5	MS. ROWE: I'm sorry. Ms. Scott
6	are motion, his. eausey spoke to the motion, we ve	6	CHAIRWOMAN SCOTT: Ms. Rowe, we can't
7	ina questions asked. That so, 1415. Gover, may we	7	quite hear you.
8	nave a remean vere prease on the method on the	8	MS. ROWE: Did the student member vote
9	noor.	9	on that?
10	ivis. Tris i Berti. It is even so long, can i	10	MS. GOVER: I don't believe the student
11	inear the motion again prease.		member
12	em men of min sectif. Test his educey,	12	MS. HOWIE: The student member is not
13	course your repeat your motion preuse.		eligible to vote on those matters, ma'am.
14	ivid. Criober. Columny. Timove to	14	CHAIRWOMAN SCOTT: Okay. I'm not sure
15	lestore project mile trems 1, and 10,	15	that could you review the count?
16	lepinoenioni, 2 diane, and 10 moon ingit sensois,	16	MS. GOVER: Seven in favor, two opposed,
17	from the fiscal year 2022 state capital budget	17	two abstained.
18	request as time items 17 and 10 to the fiscal	18	MS. ROWE: Okay, thank you.
19	July 2022 county capital request with the	19	CHAIRWOMAN SCOTT: Thank you, Ms. Gover,
20	specifications.	20	okay. And Dr. Hager had a question?
21	CHAIRWOMAN SCOTT: Ms. Gover, may I have	21	DR. HAGER: Yes, thank you. I have two

18

1

6

7

10

11

12

13

16

Page 154

Page 155

3

questions. One has to do with Lansdowne being eighth on the list as a priority and then the comment that it may not be until September of ⁴ 2030 when they would open. Given that they're already started with their, with the funding 6 moving towards design and planning, are they then prioritized eighth so the other seven schools will be build before them or is it just, you know, is the listing somewhat arbitrary in that 10 they will all be built at some point?

MR. DIXIT: So I want to understand the question right. All of the projects ahead of Lansdowne in that spreadsheet, they are all ranked in order, so priority one will be funded first, second later and on and on. What, 16 Lansdowne will be the first project from the high schools.

DR. HAGER: So there will be seven schools built before Lansdowne even though Lansdowne's process has already begun, because the other seven schools rank higher?

MR. DIXIT: The other seven schools have already been designed. I want to make sure we are talking about the same thing. When you talk about seven schools, you're talking about the priority on the spreadsheet that is in front of you?

DR. HAGER: Yes.

MR. DIXIT: Yes, so all of those schools have been designed, they are waiting for state funding.

DR. HAGER: So similar to Lansdowne, then?

MR. DIXIT: That's right, so they have to be funded first and then the fund for 15 Lansdowne comes later on.

DR. HAGER: Okay. There was a big concern tonight and I was looking back at the Cannon metrics that went into kind of how these things were calculated. Since it's so heavy on ²⁰ elementary schools at the top, do you have any ²¹ idea if their formulas do give preference to

Page 156 elementary schools, or is it just a problem that most of the schools at the top priority are elementary schools?

MR. DIXIT: All of the elementary schools that you see, they are before Cannon's 6 involvement. So Cannon was hired to develop high school plan first as part of Phase I and this is before your time, before you came to the Board, and the second part of their program will be to study the remaining elementary schools and middle schools. So how it started, that the discussion on high schools has always been very passionate, therefore, and condition of high schools need improvement, there are eight high schools that are in poor condition according to Cannon. The unfortunate part is that the funding stream is limited, so instead of us deciding which schools go first, which school gets renovated, which schools get constructed in high school and other schools, the Board advocated for an independent study. So this is the Board's study, they said

up to Lansdowne is fine, but priority of high schools after that will be part of the Cannon study.

4 So now Cannon is recommending that let's do, when you look at the capacity, it's a combination of capacity, facility condition and educational adequacy. When you look at all these three factors, then which schools are rated high, and the schools that are included in here, which is Towson and Dundalk additions, they are rated high in their study, and what they are saying is that Sparrows Point, which is the top rated really, we will need to go deeper into it to find out where to build it. For these two schools, 15 you don't need to find a site, it's already 16 there.

DR. HAGER: Thank you for the explanation, I appreciate it. MR. MCMILLION: Ms. Scott, I have a question.

CHAIRWOMAN SCOTT: Excuse me. Is that

Office (410) 821-4888 CRC Salomon, Inc.

17

18

19

20

Page 157

Page 158 Page 160 Mr. McMillion? MS. PASTEUR: Ms. Scott? 2 2 MR. MCMILLION: Yes, please. CHAIRWOMAN SCOTT: Great, thank you very 3 CHAIRWOMAN SCOTT: Yes? much for that. Yes, Ms. Pasteur? MR. MCMILLION: Mr. Dixit, one quick 4 MS. PASTEUR: Normally I don't try to question. Now that Dulaney and Towson are back explain my votes unless I have some solid in the mix, who's going to determine where they 6 comments to make, but I want to say very quickly, ⁷ I'm glad Ms. Scott just asked that question, and fall on this list? 8 MR. DIXIT: Well, the funding is 8 I'm glad I got to hear your answer. I feel provided by county, and county is the one that particularly for Towson, that's just, I mean, has hired Cannon Design, to the Board can add for they're just squeezed in a little spot, I would 11 their consideration, but in the end those who like something to be done for them now, I know write the check decide the priority. that they want a new building, but they need some 13 CHAIRWOMAN SCOTT: Thank you for that, support immediately. But I also feel for what and I just had a brief question, Mr. Dixit. We Mr. McMillion is saying, but when you say that, 15 heard a lot about the schools in the northeast. and this is not an attack on you, Mr. Dixit, 16 16 schools also in the southeast, and I wanted to because you know I love you, but when you say the hear a little bit as far as schools in the schools on the west side are in better shape, every single time we do capital improvement, northwest, where they fall, and how those schools in the northwest work in to everything. Thank something is being patched, particularly at ²⁰ Randallstown. I lived Randallstown for ten 20 you. 21 MR. DIXIT: Okay. So that's a very good years, and every single year something was being Page 159 Page 161 question, Madam Chair, and the good news is that patched and patched and patched. We had to move most of the high schools on the west side are out and sit at Deer Park while big things were 3 relatively better when you look at it from the being patched. 4 So -- and when I was on that equity capacity utilization, physical condition and ⁵ educational adequacy, they are relatively better. committee speaking to the inequity about when ⁶ Because in the top eight auto, and I'll read it does it become a significant problem for a ⁷ to you, Sparrows Point, Towson, Lansdowne, school, so that we stopped just patching and we 8 Dundalk, Catonsville is there on the west side, did ask for this study, and the people gave what Dulaney, Perry Hall, Eastern Tech, these are in they thought made sense to them or what metric they used to come up with their order. And so we the worst condition, they are ranked lowest, or can't just throw the baby out with the water 11 highest in terms of poor condition. 12 So after that comes Owings Mills and on because the baby didn't get as clean as we and on, Western Technical. So Milford Mill has thought it should, it is, this is the report. ¹⁴ already gone through renovation once, so that's ¹⁴ And I'm having some feeling, I understand ¹⁵ in a better condition. Franklin is in a better everybody's feelings about this because I had, ¹⁶ like Ms. Scott brought up, I had some feelings condition. So the picture on the high school 17 17 side for high schools is that on the western side about nothing being said about all of these years these schools, particularly Randallstown, had relatively they are better. When you go to 19 been patched and patched and patched, and no one second phase, the situation might be different because we have built a lot of new schools on the 20 cared. eastern side. CHAIRWOMAN SCOTT: Thank you so much for

11

15

8

17

that, Ms. Pasteur, and thank you, Mr. Dixit for your updates and everything. So thank you.

Okay. And I would like to say that we'll hear more about this, so thank you, members, for robust discussion and everything.

I need to go back to the next item on the agenda, it was changed, and so we'll have to go back a little bit because I went forward to the work session, but the next item is the discussion on the reopening of schools, and for that I call on Dr. Williams.

12 DR. WILLIAMS: So thank you, Madam Chair Scott, I think we have just a brief presentation. Mr. Corns? Yes, thank you.

So thank you. This was added tonight, 16 but we wanted to provide some updates to the Board, so this is an update to the last presentation at the December 22nd board meeting. We know that as we continue to prepare and ²⁰ monitor the metrics and continue in this recovery phase of the cyber attack, we will be updating

Page 163

12

the full Board at future meetings. This again is a brief presentation. Next slide please.

You've seen this slide before. It's really just emphasizing the approach to a phase ⁵ in of groups of students and this again was presented at previous presentations to the Board. Next slide please.

As a followup to the last board meeting, this slide is representing some of the data based on some questions that were raised, so based on the questionnaire, the number of families who indicated their students in Phase I would return to in-person instruction in a hybrid setting is ¹⁴ 90 out of 154 responded, which is about 58 percent of respondents. The total enrollment for ¹⁶ Phase I is actually 372, so 41 percent of the families completed the questionnaire.

18 Based on the questionnaire, the number of families indicating their students in Phase II would return to in-person instruction in a hybrid setting is 5,803 out of 9,539 responses, so

Page 162 that's about a 61 percent response. For Phase II

² there are approximately 26,672 students. The

total number of students enrolled in Phase III as

you can see, are grades three to 12 and selected

CTE, is 2,407. However the next one, the total

6 number of students enrolled in Phase IV is

84.837. Phase III and IV are combined, so that

gives a total of 87,244 students, and so we are

in the process of doing our questionnaire so that

the Phase III and Phase IV administration window

will be open January 7th through January 14th.

Also as a followup, I believe

Mr. Muhumuza requested about the extracurricular

activities. What we call EDAs, extra duty

assignments for student groups and activities,

16 there are currently 1,951 EDAs relating directly

to student groups, clubs or extracurricular

activities. Elementary schools, there's

approximately 639, middle schools 473, high

school 829, and public separate day schools there

are ten. Next slide please.

Page 165

Page 164

I wanted to put forth this slide regarding our health metrics. So using the guidance from Maryland State Department of Education and the Maryland Department of Health, we monitor the Baltimore County positivity rates, the Baltimore County cases per 100,000, and the percent of change in new cases per 100,000 and the cumulative cases per 100,000, all as outlined

So as you can see from this slide as of January 1st, the Baltimore County positivity rate was at a 6.21 percent, clearly over five percent, and the Baltimore County cases per 100,000 was at ¹⁴ 32.86, clearly over 15 cases. Next slide please.

in our safety, or our True North document.

As we prepare we look at several areas in terms of the facilities. All facilities have been cleaned and sanitized, ongoing cleaning and sanitization are purged as needed. The heating, ventilation and air conditioning or HVAC systems are operating as designed. Temperatures are set back at nights and on weekends for energy

10

15

Page 166 Page 168 conservation. Our water outlets in all schools the vaccine by the end of the month, or at least ² are currently being flushed on a regular basis the rollout to be by the end of the month. Have and all ventilation equipment has been inspected you worked at all with the Baltimore County 4 to verify the equipment is functioning as ⁴ Health Department to prioritize the availability ⁵ designed. If any repairs, modifications or of vaccines for Baltimore County staff? 6 adjustments are needed, that will happen prior to DR. WILLIAMS: I will start the response the return of staff and students. and I don't know if Ms. Somerville or Dr. Zarchin 8 So tonight, I think that might be the want to add to it. But just to remind the Board, last slide, so tonight we have members of the I meet weekly with Dr. Branch and again, the design team and members of our COVID-19 task priority as you said, 1-A would be the emergency ¹¹ force for any additional followup. As stated, personnel, healthcare personnel. There's we're happy to return to the Board on an ongoing questions about how much of the vaccines would be basis to provide additional information available but to that point, we have started the regarding, one, our COVID-19 metrics; two, any conversations about staff being on the list, the updated information on our reopening plan; and priority list, how would we go about looking at 16 more importantly, any updates regarding our the priority of staff. And it goes back to the recovery phase related to instruction and what's discussion that we had in December about the 18 happening in buildings based on the ransomware phased in and which phases would begin, which attack. So tonight we have Dr. Mary then would require -- well, we would then look at ²⁰ Boswell-McComas, our chief academic officer; the number of staff. 21 ²¹ Ms. Christina Byers, our community superintendent I think we need clarity, and maybe Page 167 Page 169 ¹ central zone; Dr. Racquel Jones, community Ms. Somerville, Dr. Zarchin, when they say superintendent west zone; Dr. George Roberts, teachers, we want to make sure that may be inclusive of all those adults who would be community superintendent east zone; Dr. Brian Scriven, chief administrative and operations working with our students. So Ms. Somerville --⁵ officer; and Dr. Michael Zarchin, chief of school MS. MACK: If I said teachers, I thought ⁶ climate and safety. In addition to other staff I said any staff. So if I said teachers, I meant members such as Ms. April Lewis, Dr. Amalio any staff, and I would hope that our school 8 Nieves, I believe Ms. Barbara Burnopp and nurses would be included in our plans to Ms. Debbie Somerville are present to capture any vaccinate our employees, because I'm sure they next steps or to respond to any questions at this have that ability to do so. 11 11 time. CHAIRWOMAN SCOTT: Yes. The logistics 12 So at this time I will turn it back over and the next steps would be an ongoing conversation. but I don't know at this time if 13 to Chairwoman Scott. 14 CHAIRWOMAN SCOTT: Thank you for that, ¹⁴ Ms. Somerville wants to add anything at this ¹⁵ Dr. Williams, and we have a question from 15 time. 16 16 Ms. Lisa Mack? MS. SOMERVILLE: Thank you, 17 MS. MACK: Good evening, Dr. Williams. Dr. Williams, I'd be happy to add. We have over 18 I think this might be a question for 40 of our school nurses participating in the 19 Ms. Somerville but I'll just put it out there. Baltimore County Health Department vaccinations The governor recently announced that teachers are right now, so our school nurses are actively in group 1-B, which could put them in line to get ²¹ involved in the vaccination process. I've had

12

13

14

15

21

16

Next we have Dr. Hager.

Page 170 daily conversations with Health over the vaccination rollout plan and so we're working on details about process and logistics. We're not 4 at a phase, at a point that I can report ⁵ anything, but absolutely we are in conversations 6 about you know, how this will roll out, and I think there's a lot of factors that need to be worked out before I could give an answer about 9 what the process and logistics will be. 10 MS. MACK: Thank you, Dr. Williams and

Ms. Somerville, for the information that you provided. CHAIRWOMAN SCOTT: Thank you, Ms. Mack.

DR. HAGER: Hi, thank you. I have a lot of questions so I will try to keep it to my two minutes. One is a recommendation and that would 18 be I know we have a nice detailed plan that's in PDF form and I love the dashboard, I think that was very well done, so thank you for that.

I think it would be really great if

folks out there could hear what will happen when we hit that metric, and you don't need to do it tonight, perhaps it will be for the next meeting, but once we really hit those numbers that we are ⁵ targeting, you know, what is the next exact step? So do we need to find out exactly which kids are coming into the building and how they're going to get there, because all those details that are giving a lot of people anxiety knowing that we might actually have an opportunity to get back in the buildings, and so it's just a request to essentially provide that really detailed planning information to the Board and to the public sooner rather than later. I don't know if you want to 15 respond to that or --

DR. WILLIAMS: Sure. You know, we've had the plans but like for anything, it's actually implementing the plan, and so we will be ¹⁹ happy to follow up. For us we have a different additional layer, and the additional layer is our ²¹ recovery phase regarding the ransomware cyber

Page 172 attack. So to your point, we're happy to kind of describe what that would look like, kind of like ready, set, go and what that may look like, so yes. And I can actually follow up with Dr. Hager about some of the additional questions you have ⁶ if we don't get to them tonight.

DR. HAGER: Thank you, I appreciate that. And I feel like one of the biggest barriers that we've discussed in the past is just making sure there's enough buy-in from all of our communities, for our teachers and staff to really get back into buildings, and so have we made progress with insuring that everybody is on board with all of the safety measures that are in place and everything like that? So do we have an official signature, I guess, to get back in the buildings?

DR. WILLIAMS: Working with the staff -ask that question one more time. I want to make sure I understand.

DR. HAGER: Just the buy-in from the

Page 173

teachers and the staff to go back in, are all of our folks that are in our broader community on board with coming back into buildings, and have they agreed through a formal MOU or some sort of an agreement to come back when we're ready?

DR. WILLIAMS: So our point of reference ⁷ is George Duque who is working with our unions with the MOUs and so there's still questions about the metrics at this point, and there's some other things about logistics, and so we're still having those conversations.

DR. HAGER: Okay, I appreciate that. And lastly, has there been a discussion about whether if we do a hybrid model, whether the teachers all have to come back into buildings, or can some opt to continue to teach on line, given that children will be vaccinated? We know that they won't be vaccinated but the teachers will be vaccinated, so I imagine there will still be some children who will stay at home even if we do reopen.

18

20

21

12

17

Page 171

Page 176 Page 174 DR. WILLIAMS: Well, I think this appreciate that we have these many activities discussion about educators being on the 1-B may going on but I would like to see the type of help, so since that was recently shared, we'll activity in each individual school, so thanks ⁴ circle back and see. I will say in terms of again, Dr. Williams. planning as many of the folks who are on the DR. WILLIAMS: Yes. 6 design team have been former principals, as well CHAIRWOMAN SCOTT: Thank you. Next we as we have principals, teachers, other have Ms. Henn. 8 stakeholders provide feedback, what's that VICE CHAIR HENN: Thank you, Madam saying, it will take a village to do what we're Chair. Good evening, Dr. Williams. Inasmuch as trying to do with hybrid. So we're still going you can speak to it, and I understand there are 11 to work through finer details with all of that, details you can't share, could you share with us ¹² but I think just hearing that about the educators the impact of the ransomware attack on the being on the list may, may lessen some of that reentry plan and what critical systems need to be 14 anxiety. But again, that was just a recent recovered in order to move us forward? DR. WILLIAMS: So I am not at this time message, so we haven't worked through that 16 announcement. 16 able to speak to all of the specifics, as we just 17 returned and the team, our members are still DR. HAGER: Yes, and I'm so excited working on the recovery. We do know that our about that news, it's wonderful news, so I'll end there, but thank you very much for your answers. Internet at the schools are limited if not 20 functioning, but I think when we come back on the DR. WILLIAMS: Yes, thank you. CHAIRWOMAN SCOTT: Thank you. Next we 21 19th, if that's the next board meeting, I may be Page 175 Page 177 1 have Mr. Muhumuza. able to provide a much more thorough update on that, because I know we have been working, we, MR. MUHUMUZA: Yes, thank you. the Department of IT and other staff members and Dr. Williams, my question was about the extracurricular activities or EDAs. So I our partners in Baltimore County have been great, ⁵ but we have been working trying to restore what ⁵ appreciate you providing the numbers. My we have and looking at backups. But I think as ⁶ initial, when I initially requested that ⁷ information I wanted like a breakdown of each ⁷ we get close to the very end of all the work 8 individual school, and the activities that each that's happening regarding what happened with the school provided. Was that request feasible for ransomware cyber attack, and as we bring some 10 closure or some next steps with that, we'll be you and your staff? DR. WILLIAMS: So we have the total happy to be very specific. Because that's why I stated that as we looked at the reentry plan as I number, the aggregate. If you give us some time, we can provide that data. Let me just check in was responding to Dr. Hager, we have a third with the community superintendents, is that 14 component that we have to deal with, which is the 15 accurate? ransomware cyber attack and how that may hinder 16 DR. MCCOMAS: That is correct, some of our next steps. Dr. Williams, and Mr. Muhumuza. 17 VICE CHAIR HENN: Sure. And I think 17 18 DR. WILLIAMS: Yes, we will be happy to when we think about the impact of it, at least 19 follow up, Mr. Muhumuza. when I do, I think about our virtual learning 20 MR. MUHUMUZA: Okay, thank you, because environment. But as I talk to teachers, their ²¹ I really want to see each individual school. I concerns about reentry have to do with the

16

21

17

19

Page 178

physical school environment and they bring up things such as security, such as systems that you wouldn't necessarily think of as being critical ⁴ to the reentry, so I think the Board would be interested and would have a greater appreciation of all of the boxes we still have to check in order to make this happen, and fully understand the real impact. Because as you said, it was catastrophic, and think it would be helpful to understand what that looks like in terms of the physical environment of our facilities and things we may not have considered. You mentioned Internet, but are there other things we should be considering and that we need to be updated on?

DR. WILLIAMS: Absolutely, and that's why I said that's another -- I'm sorry. That's another layer that we have to look at as we look at reentering, so it's that responding and trying the recovery phase of the ransomware cyber attack, so thank you.

VICE CHAIR HENN: Sure. So there is,

Page 179 somewhere someone is assigned to looking at these are systems that are critical to reopen, versus I guess in terms of criticality, we need these to open the doors, these would be nice to have, you ⁵ know, in terms of levels of priority in our IT teams looking at that?

DR. WILLIAMS: So remember the priorities, there were two priorities. The priorities were operational, you know, how do we continue to operate, as well as trying to bring students and staff together, and so the internal teams are looking at all of the different aspects. And again, this just adds another layer as we're talking about reentry plan so, you know, 15 it is my hope by the 19th we can give a little bit more specificity around this, as much as we can as to where we are with all of this in terms of the reentry.

Again, this, back in November that really impacted us as a system and so we're just looking at how best to recover and what we can do added to this whole reentry plan, so it's a lot

2 of work and I really have to thank the teams for

really working hard, and our school-based staff

4 has been very instrumental in providing feedback

and working with us, so I understand the question.

7 VICE CHAIR HENN: Okay, thank you. And

to Dr. Hager's point, I think the more detailed

information we can provide, because again, a lot

of this is -- - (buzzer) I'm sorry, I'll finish

my comment. The ransomware has added to that

exponentially, so I would, I just want to agree

with Dr. Hager's comments about the need --

CHAIRWOMAN SCOTT: I'm sorry, Ms. Henn,

15 it's late and other members do want to speak, so

16 I do want to make sure we're respectful of

everyone's time. I believe it was Ms. Rowe who

wanted to speak next, so I don't want to encroach

19 on her time. Ms. Rowe?

14

20

6

MS. ROWE: Thank you, Madam Chair.

Dr. Williams, just from what I think you just

Page 181

Page 180

said, are you saying that even if the metrics

were perfect today and we could begin a reopening

plan, that the ransomware attack and the effect

that had would present an obstacle to immediately

beginning to reopen?

DR. WILLIAMS: I'm saying that the ransomware attack has impacted us in terms of, as you recall when we had to close schools, so as we are looking at the recovery phase, I have to be realistic as we're looking at our plan. Just really building what Ms. Henn is saying, we have to look at all the other components by bringing students and staff in a hybrid model, will we be able to do that so folks have access to what they need in the school building. And so I'm simply saying that's another factor that we have to take in place as we look at the reentry plan.

MS. ROWE: Okay. My other question is, have we done any work as far as reopening pricing out the PPE that would be necessary to reopen? I'm aware that one school system that's slightly

17

Page 182

12

smaller than we are spent \$12 million just on masks alone, and once we price out all the PPE and extra cleaning and other safety things that 4 we need, what funding sources are available to ⁵ fund those things since they're not in our current budget, and also as that pertains to buses, et cetera. I guess I'm looking for cost implications of reopening or hybrid, et cetera.

DR. WILLIAMS: So thank you for that. I'll start and then I'll turn it over to ¹¹Dr. Scriven. So as you well know, we received ¹² CARES Act funds to support us, and in addition the county executive gave us, gave each school an allocation specifically around PPE, hand sanitizers and other equipment, and so we have as ¹⁶ I shared earlier in the year, we have been stocking up on our PPE, but I just want to see if Dr. Scriven could add any additional information to that. And we can always circle back with some specifics as we're coming back at the next board meeting and subsequent meetings to provide

Page 183

updates. But Dr. Scriven, anything? DR. SCRIVEN: Yes, sir. So Ms. Rowe, I will put together an update where we itemize the number of PPE items we were able to purchase for ⁵ each school. Principals really took the lead in 6 terms of identifying what they felt was needed 7 with respect to PPE, but county government was extremely generous with those items, we potentially may have even exceeded the 11.5 million that was allocated. So we have the detailed report, those items actually will start 12 to come in the end of this month, so we could

provide a weekly update for you and also give you 14 the timeline moving forward, and not just for

you, but of course for the whole Board. 15

16 MS. ROWE: Okay, thank you. That's all 17 the questions I have.

18 CHAIRWOMAN SCOTT: Thank you, Ms. Rowe.

19 Next we have Mr. Kuehn.

MR. KUEHN: Thank you, Ms. Scott.

²¹ Dr. Williams, thank you for the information you

provided, I appreciate it, I know this is not an easy situation.

I want to start with managing some expectations and understanding what we're willing to do. So if the positivity rate drops significantly to under five percent and the metrics are in line on, say Thursday, when do you expect to open schools after that? When would teachers and staff be required to be back in schools and then students be available and back in the schools?

DR. WILLIAMS: So there's an additional area that again, looking at the recovery phase, so right now, and Deb Somerville and Dr. Zarchin can add on to this. If all looks well at 16 whatever point, it is then notifying and getting our teachers and staff to prepare now for the hybrid, meaning they would then have to have access to the facilities, the schedules as we're dealing with the questionnaire, so there's legwork that needs to take place before, so

Page 185

Page 184

developing the schedules, who's coming in, who's part of Cohort A or B, who's just going to stay virtual. And so right now I'm hesitant in giving a date or timeframe because of the logistics.

We do know that our original plan was to begin for second semester for hybrid, but because of the circumstances we're in and because of the metrics, we're constantly watching. And again, our health folks are always advising about the phase-in, so unfortunately I can't narrow it down, but we are targeting a second semester, but because of our circumstances and what it looks like as a county, I don't know if that is doable. ¹⁴ But Deb Somerville, Dr. Zarchin, anything you 15 want to add? 16

DR. ZARCHIN: Yes. I can certainly add based on my conversations with Dr. Branch, and I'll let Deb Somerville chime in as well. What we have been asked to do is to watch and wait for two consistent weeks of the score being under that five and 15 that the Maryland State

18

20

Page 186

2

Department of Education and the Department of ² Health have recommended. Now what we could do after the first week when there's an indication 4 that this is going to be a continue to drop, is ⁵ let teachers know that they need to be prepared 6 to return after that second week as long as the scores continue to trend in the right direction.

In the research that's been coming out most recently, the one piece that continues to surface about the spread in schools is that it is 11 not as great when the numbers are lower in the 12 community. When the numbers are high and ¹³ hospitalization is higher, that's when we're seeing, or the researchers are seeing spread in schools, so making sure that that number drops ¹⁶ below the guidelines provided by MSDE and MDH are going to be very important.

And I'll let Deb sound in as well.

19 Ms. Somerville?

MS. SOMERVILLE: Thank you, Dr. Zarchin.

²¹ I don't have too much to add. I can say that the

Page 187 numbers aren't going to just arrive at 15 overnight, it's going to be a trend that we will be able to see based on, you know, the numbers show really clear trends, and I think we will be ⁵ able to predict that we are approaching them and 6 be really in a planning mode rather than in a ⁷ reacting mode, so that as Dr. Zarchin described, we might be announcing after one week, you know, ready, set, go is going to happen soon. So I am ¹⁰ certainly not in a position to say the time, but I can say if you look at the trends, if you look 12 at the graph, there's bubbles but we're not going to react to bubbles, we're going to be looking at ¹⁴ consistent trends that really reflect the true 15 nature of the disease in our community. 16

MR. KUEHN: Okay, thank you. I understand that this isn't going to magically snap and we're going to be changing and moving ¹⁹ forward immediately, but that's why I asked the question, so that everybody understands that we have to have trending and the right numbers in

order to move forward.

The other question I have, and this is where I think it might get a bit more complicated, if staff is vaccinated, if they have the option to be vaccinated, are we going to then open regardless of the metrics, if everyone has been vaccinated, or all the staff?

DR. WILLIAMS: Well, good question, can't answer that. We do know all the staff in terms of Baltimore County Public Schools, all the staff, I'm questioning if that's going to be the case just knowing that we are, I believe Ms. Mack said 1-B, and we're not the healthcare providers, and so those are the logistics and Ms. Somerville and Dr. Zarchin are speaking to. Because even 16 with the vaccine, if the metrics still present the cases, these high numbers, the five percent and over 15, that's the conversation with the health department and Deb Somerville that will guide us in what we can do with that. So I appreciate that question. We at this point can't

answer that at this time.

6

10

11

17

18

MR. KUEHN: Okay. I think that this is a conversation that Ms. Somerville and Dr. Zarchin need to address, because that's a situation we may be in relatively soon. Thank you.

CHAIRWOMAN SCOTT: Yeah, that sounds like the time, and also, you can always email questions, and this is obviously an ongoing conversation. So next we have Ms. Causey.

MS. CAUSEY: Good evening. Thank you very much for questions and answers so far, Dr. Williams. A quick question for ¹⁴ Dr. Somerville. We mentioned that it's 60 nurses that are helping the county health department provide vaccines. Those nurses have already received their own; is that the case?

MS. SOMERVILLE: It's my understanding, yes, ma'am, that the county health department offered vaccines to the vaccinators.

MS. CAUSEY: Wonderful. The other thing

Page 189

Page 188

Office (410) 821-4888 CRC Salomon, Inc.

3

10

21

Page 190

14

18

19

20

4

6

that I wanted to speak to is, number one, it's ² very encouraging that the teachers in group 1-B, and as we know, vaccines are getting approved and ⁴ rolled out so we can anticipate an exponential recovery so that as you're planning, unlike the surges that we've had of infection, we'll know that there's a countermeasure with the vaccines.

Dr. Williams, at the last board meeting we had asked you to have a conversation with Dr. Branch about the phased-in approach and I know that we had the holidays so if you didn't have time that's okay, but did you have the opportunity to do that? And also, does MSDE also need to approve the reopening plan?

15 DR. WILLIAMS: So Dr. Branch and I have 16 had conversations. Thank you for just reiterating, I did have a small winter break so I chose not to follow up with too many people because I think we all needed a little bit of a ²⁰ break. Again, just this Monday he and I have had a conversation, and we may be able to provide

Page 191 some updates regarding that. Again, his team and our team have really worked well together.

MS. CAUSEY: Great, thank you. I also wanted to acknowledge the hundreds of emails that ⁵ we have been receiving from parents, teachers and students in supporting reopening because of the ⁷ impact that the pandemic and the remote learning ⁸ have had on our students. Have all those emails that come into the Board, are all of these being sent in to the reopening and design teams' email?

DR. WILLIAMS: So I could ask someone ¹² from the design team. It's my understanding 13 those emails are being forwarded to the design team, but anybody from the design team want to give any clarifying information at this time? There has been a lot of emails and we saw a 17 little bit of a slowdown process because of the cyber attack, but I would just ask anybody from the design team that would like to give any additional information about emails.

DR. ROBERTS: Yes, we do, we receive on

a daily basis an update and with the actual emails that come through the Board or through the

reopening website. We have access to the link,

as well as emails that are sent to the Board of

Education are shared with us as well.

MS. CAUSEY: Fantastic, because some of the emails are heartbreaking with the impacts on our students, especially, a teacher sent a survey she had done with some of her students, many of them with special needs, and just the losses that they're suffering during this pandemic process, but also many of them are very encouraging in that the community is asking how they can help.

So my next set of questions relates to resources. So a report on the grant funding would be helpful with the actual dollar amount spent and yet remaining, and --

CHAIRWOMAN SCOTT: Sorry, it's time, and you can always email your questions over.

MS. CAUSEY: Yes, and I just wanted to acknowledge that there were a lot of supports

Page 193

Page 192

offered from the county and just to see how we as a community can come together and how we apply all the resources.

CHAIRWOMAN SCOTT: Thank you, Ms. Causey. Okay, next we have Mr. McMillion.

MR. MCMILLION: Great. I've talked about this before, the students that love virtual learning and want to stay on virtual learning for whatever reason, a myriad of reasons, as you design the hybrid plan, are these young people going to have the opportunity to stay in a hybrid setting if they've been productive and them and their parents want them to remain in a virtual setting in their own home? Thank you.

DR. WILLIAMS: So just a reminder, you know, the questionnaire helps with that to say what are the desires of the family to be a part of the hybrid model or to say virtual. So that's a part of the work that we want to find out so we can plan but, any additional information from the ²¹ design team?

15

15

16

Page 194

DR. MCCOMAS: Good evening, thank you, Dr. Williams. I would just add for Mr. McMillion, as Dr. Williams indicated, yes, while we are in hybrid, students and families would have the option to maintain a virtual option. Once we return to normal full in-person school, that virtual option would go away.

However, as you know from being a member of our curriculum committee, we do offer e-Learning programs for students at the secondary ¹¹ level. If you recall, we did a presentation just ¹² a little over a year ago that talked about where we are in those opportunities for students, so thank you.

MR. MCMILLION: Okay. Dr. McComas, if I'm not mistaken with the e-Learning a lot of those classes have not been certified by the State Department of Education towards graduation requirements; is that correct?

20 DR. MCCOMAS: No, that's an inaccurate understanding, Mr. McMillion. What we do not

Page 195 1 have is a complete set of courses for a student to do all of high school, so there are some high school credits that a student must do in a brick and mortar setting. We do, however, offer quite ⁵ an extensive menu of requirements that students ⁶ can complete in the e-Learning program; however, ⁷ it's just not the complete menu required for a state diploma. But we continue to expand and work through that as we shared last year. Last year I specifically remember talking to you because we were piloting the physical education program that way, so we'll continue to provide you updates in the curriculum committee as that program expands. But I understand certainly your vision, Mr. McMillion, and I appreciate your 16 persistence in the conversation, so thank you.

MR. MCMILLION: Thank you. And are all of our e-Learning classes right now certified by the state?

DR. MCCOMAS: I'm not clear what you mean, sir, by certified by the state, but all of

Page 196 our e-Learning programs are authorized courses and have master course files that have been registered with the state.

MR. MCMILLION: Okay. When I say certified, I mean certified toward graduation requirements. So if some kid goes on e-Learning and takes six credits, are all of those classes then, can they be applied toward graduation requirements?

10 DR. MCCOMAS: They all count towards the transcript and if it is a graduation required class that is part of the e-Learning program, yes. But again, the e-Learning program does not offer every single graduation requirement. And I'm happy to follow up in a curriculum committee, Mr. McMillion, I know this is a passion of yours, so I just don't want to take up the entire reopening plan on that, but I'm happy to do more 19 followup.

> MR. MCMILLION: Thank you. DR. MCCOMAS: My pleasure, thank you.

> > Page 197

CHAIRWOMAN SCOTT: Thank you. Next we have Ms. Lily Rowe.

3 MS. ROWE: Thank you, Madam Chair. I really wanted to, I was actually going to bring up what Mr. McMillion brought up, that as we are considering reopening, one of the things that 7 happened doing schooling virtual has taught us is that things before that were thought not possible or that the school system doesn't have the capacity to do, that they are possible. So one of the things I would like our school system to look at in the reopening is home and hospitals should look like virtual learning, it shouldn't ¹⁴ be just six hours of instruction a week, it should look like this, e-Learning should look like this. And I see no reason why we can't have 17 a virtual home schooling option for parents who want to home school, so we're not losing federal and state funding to home schoolers. So those are things that I think that we should consider

as offerings in our school system and I hope that

17

18

19

20

20

Page 198

as we reopen that we are looking at those things. Thank you.

CHAIRWOMAN SCOTT: Thank you, that's time, and last we have Ms. Mack?

MS. MACK: Thank you, Ms. Scott. Mr. McMillion and I have discussed his question and I fully support looking into that, and I just wanted to say I appreciate Dr. McComas, you agreeing to discuss this further in curriculum and instruction, but I would encourage the system 11 to look at it as a solution, kind of what 12 Ms. Rowe was saying as far as home and hospital, to not bring kids back to school and then come up with a plan, but look at a way as we are looking at bringing kids back of making the e-Learning more robust and allowing more students to stay in it. I think it would help with school overcrowding, it helps with bullying, it helps with student morale for students who want to work ²⁰ from home who do well. I would like it to be more formalized, I guess is what I am saying,

Page 199

1

2

10

15

1 that we look at it in a formal manner and have a readout on it. Thank you.

CHAIRWOMAN SCOTT: Thank you, Ms. Rowe

or, I'm sorry, thank you, Ms. Mack. DR. WILLIAMS: Madam Chairperson Scott,

⁷ e-Learning and what Dr. McComas was saying, for 8 it to then replace what we currently have would

⁹ be some work that we would have to do with the

6 if I could just respond, the whole concept about

¹⁰ State Department of Education. It is, it

requires approval or next steps and it will

require some work. I do know across the country

there's been some other districts looking at

that, but because of our configuration, and

¹⁵ Dr. McComas can correct me if I'm going down a

path that she needs to correct me, but that does

17 require the State Department of Education and it

18 does require work, and approval. The e-Learning

¹⁹ are courses, but what I hear is e-Learning or

virtual learning to replace the option of coming

in to a building. That has been discussed in my

Page 200

meetings with the state superintendent and I just

know at this point that's going to require some

work. We're not afraid of the work, but I'm

basically saying it just can't happen overnight

because there's going to have to be some

approval, just like the e-Learning courses had to

have some approval. But you've mentioned this

several times, and even hearing from the kids

that this seems to be working for some students

is just, it's going to require us some work to

even consider that, but definitely we have to

work with the state at the present time.

Dr. McComas, was I on point with that, or is that

something we need to follow up later? 15

DR. MCCOMAS: No, sir, you were 16 absolutely correct. As you shared, the state is exploring that. There is not currently, you know, we don't have a 100 percent replacement option for students at the high school level for graduation requirements, and so you were on

point. Thank you, Dr. Williams.

Page 201

DR. WILLIAMS: Thank you.

CHAIRWOMAN SCOTT: Great, thank you for

that. Okay. And the next item on the agenda is an update on in-person graduations, and for that

again we would call on Dr. Williams.

DR. WILLIAMS: Well, since I have been talking for the last several minutes, I'm going to pivot and I'm going to ask Dr. Michael Zarchin or Dr. Amalio Nieves to just provide an update at this time about in-person graduation.

DR. ZARCHIN: Thank you, Dr. Williams.

¹² So Kim Ferguson is our lead on graduations but

Dr. Nieves is very involved, so I'm going to ask

¹⁴ Dr. Nieves to give an over view for you now.

DR. NIEVES: Thank you, Dr. Zarchin.

¹⁶ Good evening, Madam Chair, Madam Vice Chair,

¹⁷Dr. Williams and members of the board. As

¹⁸ Dr. Williams mentioned earlier this evening, ¹⁹ COVID-19 has impacted all of our operations and

graduation is notwithstanding. With the unknown

of the continuous impact of COVID-19.

Baltimore County Board of Education Meeting Page 202 Page 204 Ms. Ferguson began to convene meetings with the Board's attention and we will be happy to stakeholder groups, so we had a meeting with follow up in the near future with some updates. 3 school leaders, with our graduation coordinators, CHAIRWOMAN SCOTT: Okay. Thank you. 4 with our students and with our caregivers, our And it looks like we have a question from parents and caregivers to discuss alternative Ms. Causey. 6 strategies and brainstorm options and venues for MS. CAUSEY: Good evening and thank you conducting in-person graduation ceremonies. very much for that update. We appreciate the At this point our traditional venues, work to really try and accommodate as wonderful a Towson University and the University of Maryland graduation as we can for these students that have of Baltimore County have not made decisions lost so much. My question relates to the timing ¹¹ regarding the availability of their venues for that you just mentioned, May 18th to the 6th to 12 hosting our graduation ceremonies. What we did the 7th. I'm wondering if that early, given what 13 hear as recently as this morning is that Towson happened last year when we went into virtual University hopes to have a decision for us by the learning, but also related to the advanced end of January as to whether they will be able to placement tests, do you have information or could 16 16 host us for in-person ceremonies. The graduation you provide it related to the advanced placement testing window? dates for 2021 have been approved by cabinet and 18 we will be communicating those dates to all DR. WILLIAMS: So usually the advanced 19 stakeholders in the next week or so. placement testing window is the beginning of May 20 What Ms. Ferguson will be doing as a and so we try to work, we have worked around followup to some of the discussions around the that. As you well know, the assessment last Page 203 Page 205 graduation ceremonies and awaiting a decision spring because we were virtual, the assessment from our two venues is we're going to start itself was changed. Once we get more convening some stakeholder meetings to discuss information, we will be happy to share that. and finalize some venues and logistics for the What Dr. Nieves was just describing was the ⁵ ceremonies should Towson University and UMBC not graduation window but at some point we're going be available, and we want to be able to have a to have to look at plan B or plan C, and keep in firm plan in place no later than the end of mind, we still would have to abide by the 8 February. That way we can provide sufficient capacity and any other restrictions if we are notice to all our stakeholders and we can begin able to proceed with an in-person graduation preparations for our graduation ceremonies, which ceremony. So again, you know, we can always are scheduled to take place beginning May 18th follow up as we get into information regarding 12 and continuing until June 7th, 2021. the specifics, so thank you for that question. 13 13 CHAIRWOMAN SCOTT: Thank you. Is that MS. CAUSEY: Thank you. 14 the end of the presentation? 14 CHAIRWOMAN SCOTT: Thank you. Next we 15 DR. NIEVES: Yes, I'm sorry. Yes. have Ms. Henn. 16 CHAIRWOMAN SCOTT: Okay, thank you. 16 VICE CHAIR HENN: Thank you, Madam ¹⁷Dr. Williams, is there any additional Chair, and thank you Dr. Williams and thank you information? 18 Dr. Nieves, for this last minute update. I

DR. WILLIAMS: Not at this time. The

added agenda was just a status report and that's

all we can provide at this time, so I appreciate

19

greatly appreciate is as I know our community

Dr. Nieves, I understood you to say we

members do as well.

14

18

2

10

have backup sites should Towson not be able to accommodate us; is that correct?

DR. NIEVES: We have some suggestions 4 that our stakeholder groups have offered to us, ⁵ and as a matter of fact in speaking to 6 Ms. Ferguson earlier today, even as late as this evening we've had suggestions provided from members of the community, so we are compiling that information at this moment and then it is our hope that when we convene this next work group that this work group will vet these suggestions and make some recommendations.

VICE CHAIR HENN: Wonderful. Thank you very much.

15 DR. NIEVES: Thank you.

16 CHAIRMAN SCOTT: Thank you, Ms. Henn, and next we have Ms. Rowe.

MS. ROWE: Thank you, Madam Chair. I just would like to know when we're discussing ²⁰ in-person graduation, do those follow the same metrics as reopening school or is that a

1 different consideration?

DR. WILLIAMS: So your question, it would be an event and it would fall right now with the restrictions that we have with large groups, and that's what we were looking at, if you recall last spring, and so at this point because it's an event, we would have to look at the restrictions that are put in place for large groups. Dr. Nieves, anything you want to add to that?

DR. NIEVES: You're right, Dr. Williams. ¹² The only thing that I would add is that when we have held our first set of focus groups, we, the way we presented the information to the focus groups was that we would always take into consideration the metrics at the time that we 17 were making decisions, but we know that our plans would have to be fluid based on the metrics at any given moment, and so we would have to have various scenarios in place in case those metrics change, including a virtual option, although we

Page 208 know that's not the preferred option. We wanted

to make sure we have all those options on the table and very concrete plans in place so that we

can move swiftly.

5

11

Page 207

Page 206

MS. ROWE: Okay, and has anyone considered Bengie's Drive-In as an option?

DR. NIEVES: Yes, that's one of the options that has been offered, and that is under consideration.

10 MS. ROWE: Thank you.

CHAIRWOMAN SCOTT: Okay, thank you.

Next we have Mr. Muhumuza.

13 MR. MUHUMUZA: Yes, Dr. Williams, I just had a quick question about the process of like senior celebrations. I understand that the 16 school system, specifically central office provides a lot of input for graduations, but in terms of other senior celebrations like prom, awards, senior awards, picnic, those kinds of things, are those decisions made by individual schools or are those also made by your team?

DR. WILLIAMS: So we had to make some

Page 209

decisions last year because of the metrics and the order about large groups. The actual events themselves as you well know, the location of prom and all those activities are school decisions. ⁶ I'm sure their guidance, definitely when it comes ⁷ to where we used events before or venues before, but again, those senior activities may fall into a similar category as we had to experience unfortunately last year where we had to cancel those activities because of the metrics.

MR. MUHUMUZA: So are those also going to be discussed with this graduation?

DR. WILLIAMS: We had to last year, I'm sure we will have to it this year as we look at how to close out another school year.

MR. MUHUMUZA: Okay, thank you. And then I don't know if this was mentioned but I would like to know like when should we expect a plan or an update? Is this going to be a couple months, is the decision going to be made a couple

12

13

14

17

1

8

Page 210

4

months before May when usually these events occur? And I know with prom sometimes it starts like in April, so are we going to have an update prior to?

DR. WILLIAMS: Dr. Nieves gave an update regarding graduation. Let us follow up. I'm sure our principals are waiting. Last year we tried to wait as late as possible because we didn't really want to cancel but we had to cancel, and so we'll just have to follow up with that, Mr. Muhumuza, looking at the time in which decisions will be made. And again, for those senior activities, we tried to, and graduation, we tried to wait as late as possible hoping that there would be some opportunity. So I can just 16 say at this point since it's just January, please stay tune and we'll work through as much as we can, but a lot of it is just the state where we are in terms of the pandemic around dates that they usually have senior activities.

MR. MUHUMUZA: Okay. Thank you, sir.

211 Page

CHAIRWOMAN SCOTT: Okay, thank you so much for that. And as we move along, the next item on the agenda is the superintendent's proposed fiscal year 2022 operating budget, and ⁵ this budget presentation is a report and questions can be submitted, and for that I call on Dr. Williams.

DR. WILLIAMS: Wow, so good evening, Madam Chairwoman Scott, Vice Chair Henn and members of the Board. I know it's been a long meeting. I appreciate this opportunity to present my proposed FY-2022 budget tonight. I will be able to go through just some highlights ¹⁴ and then we will finalize presenting the schedule and some next steps when it comes to the budget, so thank you. Next slide please.

17 As you're aware, the pandemic has caused us to dramatically alter our learning plans and 19 insure that there are personal connections with each student. We have seen the impact and will continue to work through these challenges. One

area that has been impacted is a temporary decrease in our elementary enrollment. Next 3 slide.

the following areas: High quality teaching and learning, social-emotional learning and community building, specifically teaching and learning aligned with the state and national standards; equity, resources and additional supports, looking at identifying and mitigating barriers to engagement; and significant improvements over the spring of school year 2019-20. Next slide.

The COVID-19 pandemic led us to focus on

13 Since March 13th our staff has worked to provide services to students, which included meals to every student who was in need and a 16 device to every student. Food and nutrition services delivered 1.7 million meals to families in need from September through December 2020. 70 locations, 87 summer sites and 300 community bus routes stood up to deliver food daily. 37,000 student devices were mailed pre-ransomware,

Page 213

Page 212

36,000 devices were distributed at the start of the school year, and 82,000 staff and student devices will be exchanged due to the ransomware attack. Next slide.

Last June you recall I presented our new strategic plan, The Compass, Our Pathway to ⁷ Excellence. Next slide please.

Within the plan was based on my 100-day entry plan and feedback, and led to these five areas of focus: Learning accountability and results; safe and supportive environment; high-performing workforce and alignment of human capital; community engagement and partnerships; and operational excellence. Next slide.

Although the strategic plan was completed for the 2020 summer and this current school year, the needs of our system continue to rise. The pandemic has stretched resources to the breaking point, especially with regard to our most vulnerable populations. Our financial resources also have been stretched. The county

15

11

12

21

17

19

20

Page 214

Page 215

was only able to provide a maintenance of effort budget for FY-21, this current school year. Next slide.

So here you can see this mismatch between required resources and what was able to ⁶ be funded by Baltimore County. \$108 million dollars in 418 FTEs in my FY-2021 request could not be funded by the county due to the financial outlook. We now have to look at what and how we are providing services due to this financial outlook. Next slide.

Although we have seen a decline in our enrollment due to the pandemic, the needs of our students are increasing. We have a rapidly growing second language population and an ¹⁶ increase of students eligible for free and reduced price meals. As of September 30th our enrollment was 111,084 students with 53 percent of our students eligible for free and reduced price meals. Next slide.

Our student population continues to be

diverse and we celebrate that diversity. Please note the students we served in 1986 versus the current school year. We are now educating a much more diverse population with 40.1 percent African American, 7.3 percent Asian, 11.9 percent ⁶ Hispanic, 5 percent multiracial, and .1 percent ⁷ Pacific Islander. There has been a significant 8 demographic shift. Next slide.

Since back in 1977 BCPS has been transformed from a dominantly white school system to one that demonstrates considerable diversity, no longer minority. In fact, beginning in school year 2007 BCPS had more nonwhite students than white students. This graphic, as I shared last year, this graphic explains why we need to do things differently. This change didn't happen overnight, we now have to look at what and how we're providing services due to our financial outlook. Next slide.

This graph shows that high mobility

persists, though it's reduced from ten years ago.

For example, one out of every five children is moving within the system. We saw a significant FY-2020 spike, we believe this may be tied to the pandemic. I believe that we have to continue our focus on our supports to schools and to lessen

the variance from school to school or zone to

zone. Next slide.

8

We have seen a 44 percent increase in the number of students eligible for free and reduced price meals over the past decade. Our English language learners have grown close to 162 percent and the number of homeless children increased by 105 percent over the past ten years. 14 Next slide.

15 So our FARMs rate took a steep jump this 16 year related to the pandemic-related economic disruptions. The rate was already extremely high, reflecting the deep needs of our students. So this is an aggregate report. As we look at individual schools based on the required federal calculations we have elementary school as high as

Page 217

Page 216

100 percent FARMs and another school as low as 3.3 percent FARMs. We actually have 14, 14 secondary schools with a FARMs rate at 70 percent or higher. Next slide.

We still celebrate our 87.6 overall graduation rate for the class of 2019. The BCPS graduation rate exceeds the Maryland state average of 86.9 percent. So you may ask why do we have the class of 2019 and not the class of 2020. Well, the class of 2020 data will be available from MSDE in the next few months. We have based on this data, we still have work to do and will continue to insure our students are college and career ready as defined by MSDE. 15 Next slide.

We still have work to do with increasing our graduation rates for Hispanic and African American students and our multi-race students, and we have work to do for our students who are English language learners and those students receiving special education services. Next

8

9

18

slide.

We have seen that some students need more time to develop a positive trajectory and graduate. I believe this extra time helped prepare our students to access college and career options and our staff will continue to support our students in postsecondary options. Next slide.

Although our dropout rate for the class of 2019 was at about 8.8 percent, there's still more work to be done. We will analyze the root causes for certain student groups and strive to lessen these percentages. I believe targeting students as early as middle schools and developing a six-year plan with access and 16 opportunities to programs, activities and courses can help to decrease these dropout rates. Next slide.

19 Several student populations requiring the most intensive support grew much faster than overall enrollment. These students required

greater support and specifically trained staff. Baltimore County Public Schools now serves significantly more students receiving special education services, including autism, a growth of ⁵ 34 percent; developmentally delayed, increase of 6 38 percent; and those students with multiple ⁷ disabilities, an increase of 53 percent than five years ago. We have worked with our special ed department to reexamine how we support our schools and provide the necessary resources to 11 our students. Next slide.

12 Our English language learners increased by 162 percent over the past decade. The ¹⁴ decrease for the September 2020 is temporary, ¹⁵ driven by the COVID-related enrollment drop. ¹⁶ Even with the enrollment decrease we have seen an ¹⁷ increase of English language learners over the past two years of 1,165 students. We will ¹⁹ continue to provide the necessary resources and supports so our English language learners have

equitable access to all specialized academic and

nonacademic programming. Next slide.

Page 218

7

14

17

Page 219

2 Strong enrollment growth had continued through FY-2020. COVID-19 caused what we believe ⁴ is a temporary drop of 3,954 students in FY-2021 based on the September 2020 enrollment data. 6 Next slide.

Enrollment declines hit our youngest learners while we still saw some growth in secondary. In-person instruction is especially critical for our youngest and neediest learners, and our reopening plan addresses the hybrid model when it's safe to have small groups of students to attend in person. Next slide.

BCPS is in the process of revising its 15 projected enrollment, taking into account the effects of COVID. Next slide. 16

So student enrollment overall dropped as I shared earlier by 3,954, while those eligible for funding dropped by 2,991 versus the September ²⁰ 2019 data, having a potentially devastating impact on funding. Legally mandated revenue at

Page 221

Page 220

the state and county levels are projected to be a \$43 million below FY-21. Without any hold harmless modifications to the state formula. revenue will drop \$20 million. Given lower enrollment across the state, it is not clear if such funding will be available, so maintenance of effort, Baltimore County is required to provide the same funds per pupil as the prior year, based on the September 30th student count. In a year with declining enrollment, the MOE drops, in this case by \$23 million. However, my proposed budget assumes roughly flat state revenue to FY-21 and county funding \$16 million above the FY-21 to support potential employee compensation change. 15

So our budget, next slids, is really about the people. Salaries and benefits make up 83 percent of our budget. The budget contain a modest compensation increase for our hardworking staff to keep them competitive with surrounding jurisdictions. Although no new initiatives could be funded, the budget maintains instructional

Page 224

9

16

17

18

Page 222

staffing ratios and materials, school per pupil budgets, facilities maintenance, technology infrastructure and capital programs. Next slide.

The budget responsibly identifies savings that are used to support increases in benefit and contractual inflation. The largest item is a drop in vacant teaching positions to match our reduced enrollment. Next slide.

As already mentioned, our budget is all about the people. The budget contains a modest ¹¹ compensation increase to keep staff competitive, as well as fringe benefit increases. The budget also contains minimum wage increase, CEP expansion to 87 schools, special education, charter school increase to include fifth grade, and utility rate inflation. Next slide.

So the summary. Next slide.

The proposed general fund budget which contains almost all of the day-to-day spending ²⁰ for schools and offices, including most salaries, ²¹ is proposed at \$1.67 billion for FY-22. The two

largest segments are the county, the proposed budget, represent funding of 16.3 million over ³ FY-21 or 5.1 percent above maintenance of effort ⁴ level. For the state, overall state general fund

⁵ revenues are expected to drop slightly by \$1.6 6 million, BCPS projecting that the state will hold

7 harmless the state aid funding formula to offset 8 the BCPS drop in enrollment. Next slide please.

The BCPS FY-2022 proposed budget for all ¹⁰ funds including general fund, special revenue or grant fund, capital projects fund, debt service, and enterprise or food service fund totals \$2.31 billion. The special revenue fund covers restricted grants, the two largest are ¹⁵ Individuals with Disabilities Education Act and ¹⁶ Title I, make up 59 percent of the total budget. The capital projects fund, the capital spending 18 increase of \$343 million is due to the county bonding cycle and the bond issuance approved by

voters last November. And the enterprise, the

enterprise fund is used to account for all

financial activities of the food services

program. Next slide. Last slide.

hard copies by next week.

12

20

Page 223

3 So on January 12th we are scheduled to have a board public hearing and work session and then on January 19th we're scheduled to have a ⁶ Board of Education work session number two, and then on February 9th we're scheduled to have the 8 Board vote to approve the FY-2022 operating budget. So the FY-2022 proposed budget has been posted on line and board members will receive

Please note that because of the ransomware attack and associated lack of system and data access, the proposed budget book is considerably slimmer than before. We expect to have all the data gaps filled in the final adopted budget book which will be published in July. So with that, I'll turn this back over to Chairwoman Scott.

CHAIRWOMAN SCOTT: Thank you very much for that, Dr. Williams, for that presentation,

Page 225 and now I will go to the next item on the agenda is board member -- sorry. The next item on the agenda is board member comments and with that we will start with Ms. Rowe. Ms. Rowe?

MS. ROWE: Hi, thank you, Madam Chair.

So I would just like to clarify a couple of things that have been stated. When the Board asked for a multiyear plan, the idea behind that multiyear plan was started by advocates for BCPS

schools and teachers for equitable facilities, and the whole entire concept of a multiyear was that there would be an actual plan that would list and outline all of the needs and the dates 14 they would be met no matter how far off those dates are, and the priority order that would be relatively static in nature. And that is not

what we got in the Cannon Design plan.

So to say that this plan that the county 19 has come up with is the plan that the Board asked for is inaccurate. The Board asked for money in a budget to do a plan, the county issued the RFP

17

17

Page 226 Page 228 and is doing what has always been done with every continued participation by stakeholders to ² consultant, which is to form advice from the continue to advocate in their roles for the Board consultant, change capital budgets according to of Education, the school system to do our best 4 that advice, or maybe not completely according to for our students. The school system under the ⁵ that advice, and then for projects that the government authority and responsibility of the 6 communities know they need that are not in the ⁶ Board of Education is popularly known as capital request, we still have absolutely no idea Baltimore County Public Schools. Baltimore when any of those needs are going to get met. County Public Schools is not a separate entity, And so in my mind we still do not have an it is the school system that is governed by the equitable facilities plan that lays out all of Board of Education. We have hired a 11 the needs and explains when all of those needs superintendent to provide the administration of are going to be met so that we can communicate to that school system. 13 or funding partners what the needs are, and I This is also an aspiration to the would still like to see that. Thank you. Board's new Chair Makeda Scott and continuing 15 Vice Chair Julie Henn that they receive the CHAIRWOMAN SCOTT: Thank you. Next we 16 16 have Ms. Causey. appropriate and necessary engagement, 17 MS. CAUSEY: Good evening, and I just communication and support from colleague board want to associate myself with Ms. Rowe's members, the superintendent, staff, students, statements. So while we appreciate that the work families, elected officials and communities, so ²⁰ is done, there is more to be done. I'm going to that they can do their important job of take a different tack. Given the recent urgent facilitating and coordinating the work of the Page 227 Page 229 and concerning emails and communications from 1 Board. 2 many stakeholders, I felt it was important to I did not realize that we had a two-minute deadline for this, but I do want to provide a response to them. These stakeholders have included parents; students; families; say that all of the concerns related to ⁵ teachers; staff; county council members; county communications and governance and oversight and 6 executive; Baltimore County government officials, accountability are ones that the Board can including law enforcement; all Baltimore County address and that we've made tremendous progress 8 senate delegation legislators; several Baltimore in the last two years, and I will conclude my County delegate legislators; our bargaining remarks and at another time I will say a bit 10 units, TABCO, CASE, AFSCME, ESPBC and OPE. more. Thank you very much. 11 And as a recent chair of the Board of CHAIRWOMAN SCOTT: Thank you, Education of Baltimore County for the past two Ms. Causey. Next we have Ms. Mack. 13 years and a board member since 2015, I have a MS. MACK: Thank you. I'm hoping that ¹⁴ unique perspective along with institutional all BCPS staff and BCPS families were able to ¹⁵ knowledge. I want to be clear that these remarks spend some time decompressing over the holiday are not as the spokesperson for the Board. These break. I'm happy to hear that Governor Hogan 17 indicated that teachers are in group B for the 17 are my personal remarks reflecting my individual opinions, experiences, beliefs, concerns and COVID vaccine, since the quicker we all get questions. The purpose for my remarks is to vaccinated the quicker we get our students back

acknowledge the communications and concerns from

our stakeholders. It's also an encouragement for

20

in school.

I was glad to hear just now

Page 230 Page 232 Dr. Williams' proposed budget prioritizes people, this time to remember one volunteer in ² because people are who our students are going to particular, whom I was saddened to learn passed need when they return to the classroom. They are unfortunately on Christmas Day this year, and going to need counselors, they are going to need ⁴ that is Mrs. Marilyn Ryan. Mrs. Ryan served BCPS ⁵ their teachers to be able to acknowledge them and at Carney Elementary and other Parkville area 6 look them in the eye, they're going to need schools, as well as the PTA Council of Baltimore school counselors to help them over the impact of County for over half a century, along with her virtual learning and COVID. So I look forward to 8 husband John. And in the words of a community seeing the budget and seeing that prioritization member, they just don't make them like Marilyn of people because nothing right now will be more anymore. Marilyn, you will be remembered fondly 11 important to our students than people. And I as part of the heart of Team BCPS. Thank you for would just like to say I wish everyone a safe your service, may her memory and her legacy live ¹³ 2021. Thank you. on and inspire others to continue serving the 14 CHAIRWOMAN SCOTT: Thank you, Ms. Mack. students and staff of Team BCPS. And I extend my 15 Next we have Mr. McMillion. deepest condolences to her husband John, to her 16 16 MR. MCMILLION: I read fast, I'm going family, to her friends and all those within BCPS to try to slow down. We need to think out of the who knew and loved her. Thank you. 18 18 box; the box has been broken down and recycled, CHAIRWOMAN SCOTT: Thank you, Ms. Henn. that ship has sailed. We need to plan right now 19 In and next we have Mr. Muhumuza. 20 ²⁰ to improve public education so our students can MR. MUHUMUZA: I don't have any truly compete on a global level. Thank you. comments. I just want to share with everyone a Page 231 Page 233 1 CHAIRWOMAN SCOTT: Thank you. And next happy new year, and hopefully we can get this we have Ms. Jose. year rolling. Thank you. 3 3 MS. JOSE: Thank you, Ms. Scott. I want CHAIRWOMAN SCOTT: Thank you, to wish everyone a happy new year, and may this Mr. Muhumuza. Next we have Mr. Offerman. year be a year of healing and peace for all, MR. OFFERMAN: Yes. I'd like to thank especially our teachers and students. all the staff for their continuing hard work in ⁷ these very difficult times, and ask the I also want to make a quick comment on 8 Ms. Rowe's inaccurate version of the capital stakeholders to understand that these are ⁹ budget. This independent report was specifically complicated issues and we would love to have ¹⁰ requested by Ms. Causey at the cost of \$1.2 simple solutions, but that just not, that just million of taxpayer dollars. This report is does not fit at this time. Thank you and bye. 12 ¹² countywide, systemwide, and not just for the CHAIRWOMAN SCOTT: Thank you, 13 central area. We have to be equitable in our Mr. Offerman. Next we have Ms. Pasteur. 14 actions and decisions, and remove politics when MS. PASTEUR: Back in early November a we're making our decisions. Thank you and peace Towson High School senior, Joshua Maliza 16 out. (phonetic) wrote me an email because he wanted to 17 17 CHAIRWOMAN SCOTT: Thank you. And next know how to create a course. He is in Towson's 18 we have Ms. Henn. law and public policy magnet, and part of their 19 VICE CHAIR HENN: Thank you, Madam responsibility was to right a piece of policy Chair. I want to give thanks to all of our that would help solve a problem. And his second volunteers and education advocates and to take reason for writing the course that he did

	Č		·
1	entitled modern politics was because, and he	1	Page 236 regarding your college applications before too
2			long.
3		3	I am going to be focused on trying to
4	left, and it pains me to see our society failing	4	move things forward for kids to get back into
5	in basic understandings of capitalism,	5	school and I'm actually very hopeful that the
6	institutionalized racism, Obama care, Trump care	6	vaccine will be made available to educators and
7	and so much more. And he goes on to herald his	7	staff, and that we can get the system up and
8		8	running again. I know it's been extremely
9	in social studies.	9	difficult, and I thank everyone for all of the
10	Joshua has written a magnificent course	10	work they've done. Thank you.
11	that in some way needs to be implemented. I want	11	CHAIRWOMAN SCOTT: Thank you, Mr. Kuehn.
12	to thank Ms. Margaret Ann Howie, Dr. McComas, who	12	Next we have Dr. Hager.
13	took the ball from me after Joshua sent the	13	DR. HAGER: Yes. My remarks will be
14	information to me, to give him guidance on where	14	brief. I just want to thank BCPS for their work
15	to look in terms of state policy, how to fashion	15	in getting the COVID dashboard up and running,
16	a course, and he has done that. Dr. Williams,	16	and I know I am going to be watching it weekly.
17	I'm going to send you Joshua's course outline,	17	It will be published on Fridays so if you want to
18	Dr. McComas, you will get a copy. Joshua said	18	log on, it's really accessible on their website.
19	so.	19	I also look forward to the clear and
20	And I bring it up to say thank you to	20	transparent updates on the reopening plan that we
21	our students who in spite of this are doing	21	will be hearing at future meetings, and am glad
1	wonderful things to stay on point with their	1	that that motion passed tonight, so we will be
2			hearing until every child is back in the
3	you.		
4	CHAIRWOMAN SCOTT: Thank you,		
5			updates will support an improved community trust
6			moving forward.
7		7	I just want to say that I share
8	-	8	Ms. Mack's enthusiasm about the vaccination news
9	_		for our teachers and staff because I've always
10			·
11		11	essential, and thrilled to hear that news. And
12		12	I'm happy 2020 is behind us and I'm looking
13			forward to 2021, and just wanted to wish everyone
14		14	a happy new year.
15		15	MS. CAUSEY: Madam Chair Scott, this is
16		16	Ms. Causey. I just needed to call a point of
17		17	order and clarify, if I may?
18		18	CHAIRWOMAN SCOTT: For board member
19	_	19	comments?
20	want people to stay focused, seniors to stay	20	MS. CAUSEY: Yes.
21	focused. Hopefully you all hear good news	21	CHAIRWOMAN SCOTT: Yes, what is your

Page 240 Page 238 point of order? to respect each other as members of this Board, 2 MS. CAUSEY: So we have policy and board and respect everyone's opinion, and everyone's norms in terms of not being disruptive and not position on various opinions. providing disparaging remarks and I think that We have had a robust conversation, we needs to be reinforced, and I appreciate the have heard differing views. We are each here to comments that you had made earlier to the Board represent the children, we're here to represent regarding civil commentary. staff, we're here to represent parents, but we're 8 I also want to clarify that it is the also here to work together and to lead by an county and the county executive, as was example, and being able to communicate mentioned, that did not provide funding to the effectively with one another and respect each 11 Board of Education, but they took on the project other and respect the rules is something that themselves with the RFP -should be the core of everything that we do. 13 13 (Inaudible colloquy, multiple speakers.) So going into 2021, one of the things I 14 UNIDENTIFIED SPEAKER: She's would like to see for us as a board to do to lead 15 unbelievable. by example, by working well together, speaking 16 MS. JOSE: She's out of order --16 kindly to each other and acknowledging that we 17 MS. CAUSEY: I am not out of order. may have differing views but respecting each 18 MS. JOSE: -- bringing back a comment on other for their views and being able to 19 board member's comment. communicate our views in an effective and 20 CHAIRWOMAN SCOTT: Board members have a professional manner. Because we set the tone, we right to make their board member comments, and I set the example for staff, for everyone else, and Page 241 Page 239 did comment earlier about us being civil, having especially for the children who are watching, so civil discourse and respecting each person and we need to lead by example. 3 each person's role on this Board. And so board And with that note, I would like to wish members are entitled and allowed to make board everyone a happy new year. I thank you, staff, ⁵ member comments, which is what we are going ⁵ for staying with us until 11 at night. For all of the parents and everyone who may be listening, around and what we are doing now, and it's ⁷ I thank you for staying with us, and for actually my turn now to make my comments. 8 MS. CAUSEY: Madam Chair, I'm calling a supporting us. And also I thank every member of point of order and if we can ask Mr. Brousaides ⁹ this board. We may have differing opinions, but to clarify, but you gave me the floor to ¹⁰ I respect each of you and I enjoy working with each of you, and I'm very proud of the work that acknowledge my point of order, and it is a point 12 of order that is allowed to provide clarifying we have done and we are doing, and the work that 13 information. we will continue to do. So thank you for your 14 So there was information that was stated service, thank you for your volunteerism. 15 15 with my name personally attached that was So with that, the next item on the 16 inaccurate and I was clarifying that. Thank you. agenda is consideration of agenda items for 17 17 future board meetings, and with that I would CHAIRWOMAN SCOTT: During board member start with Ms. Rowe. Ms. Rowe? Okay. So we'll comment? Okay. Well, I would like to say that again, it's my turn to make board member, for my 19 go around, this is consideration of items --20 comments, and as I said before, we need to be MS. ROWE: I was on mute, sorry. able to have civil discourse, we need to be able CHAIRWOMAN SCOTT: Oh, sorry, Ms. Rowe.

Page 242 Page 244 1 MS. ROWE: Yes, it takes a minute for MR. OFFERMAN: Nothing, thank you. 2 star six to catch up. CHAIRWOMAN SCOTT: Next we have 3 CHAIRWOMAN SCOTT: Okay. Ms. Pasteur. MS. ROWE: I do not believe that I have 4 MS. PASTEUR: Again I ask for a report any future agenda items at this time besides the on adequate facilities. Thank you. 6 one that was stated at the last meeting, which is CHAIRWOMAN SCOTT: Thank you, to have an update and general meeting for the APF Ms. Pasteur. Next we have Mr. Kuehn. 8 8 task force. MR. KUEHN: Okay, I've got three items. 9 CHAIRWOMAN SCOTT: Thank you, Ms. Rowe. First I would like to know about planning for the 10 Ms. Causey? SAT tests for juniors. I know we usually do this 11 MS. CAUSEY: Thank you, Madam Chair in the spring and focus our energies to provide them with that opportunity. ¹² Scott. I would ask that we have an agenda item 13 to reflect updating the community on the ransom The next item that I'm continuously attack recovery, and I also agree with Ms. Rowe interested is AP tests, what's available across 15 in having the APFO, because that's important. the entire organization, or our entire enterprise 16 And in previous meetings Ms. Mack had of Baltimore County, and what are the results that we're getting. asked about analysis of the projections and 18 18 development of the student counts report, so I And then the last question, I think we think that that's timely to have on the agenda. just touched on it today, but we really need to 20 Thank you. focus on and this will be part of the update, but 21 CHAIRWOMAN SCOTT: Thank you, answer questions around vaccine availability for Page 243 Page 245 staff and its impact on our opening plan going 1 Ms. Causey. Next we have Ms. Mack. MS. MACK: I have nothing at this time, forward. Thank you. 3 Madam Chair, thank you. Have a good evening. CHAIRWOMAN SCOTT: Okay, thank you for 4 CHAIRWOMAN SCOTT: Thank you, Ms. Mack. that, Mr. Kuehn. Next we have Dr. Hager. Next we have Mr. McMillion. DR. HAGER: Yes, I have two quick things 6 6 to add. The first we talked about earlier in the MR. MCMILLION: No thank you. 7 meeting and that was the kind of step-by-step CHAIRWOMAN SCOTT: All right. Next we 8 reopening plan, explaining exactly what would have Ms. Jose. 9 MS. JOSE: Thank you, Ms. Scott, you're 9 happen once we meet those metrics, I think 10 ¹⁰ Dr. Williams called it the ready, set, go plan doing a great job. I'm going to follow Mr. McMillion, no thanks. which, I really like the name of that. 12 12 CHAIRWOMAN SCOTT: Thank you, Ms. Jose. And then the second topic is last 13 Next we have Ms. Henn. meeting Dr. Williams mentioned focus on academic 14 VICE CHAIR HENN: Nothing at this time. ¹⁴ learning centers during the fall semester. I 15 would love an update on how that went, or how Thank you, Madam Chair. 16 CHAIRWOMAN SCOTT: Thank you, Ms. Henn. 16 it's going, and lessons learned, and perhaps that 17 could be in an equity committee meeting or even 17 Next we have Mr. Muhumuza. 18 MR. MUHUMUZA: No thanks, Madam Chair. during regular open session. That's it. 19 19 CHAIRWOMAN SCOTT: Okay. Thank you for I appreciate you. 20 CHAIRWOMAN SCOTT: Thank you very much, that, Dr. Hager. And last is me, and I do not Mr. Muhumuza. Next we have Mr. Offerman. have any items for future board meetings, so

Page 246 thank you all. The last item on the agenda is announcements. The Board's public hearing and ⁴ work session on the FY-2022 operating budget that was presented this evening will be held virtually 6 on Tuesday, January 12th, 2021, beginning at 6:30 p.m. The Board's next meeting will be held virtually on Tuesday, January 19th, 2021 at 6:30 p.m. as well. 10 So thank you, everyone, for joining us 11 tonight. The meeting is now adjourned. 12 (Meeting adjourned.) 13 14 15 16 17 18 19 20 21 Page 247 STATE OF MARYLAND. **BALTIMORE COUNTY: SS** 3 I, Paul A. Gasparotti, a Notary Public in and ⁵ for the State of Maryland, Baltimore County, do 6 hereby certify that the foregoing is a true and accurate transcription of the recording to the 8 best of my ability. I further certify that I am not of counsel to any of the parties nor in any way interested in the outcome of these proceedings. 12 As witness, my hand and notarial seal this 13 13th day of January, 2021. 14 15 16 Paul A. Gasparotti 17 18 19 20 21

WORD INDEX	12 102: <i>17</i>	2015 227: <i>13</i>	3,954 220:4, 18	6:30 246:6, 8
	146:5 164:4	2016 140:20	3.3 217:2	6:45 17:3
<\$>	1290 79:3, 7, 13	2017 128: <i>14</i>	30 121: <i>16</i>	6:50 17:3
\$1 116: <i>16</i>	12-plus 146: <i>14</i>	134:9	300 212: <i>19</i>	60 3:11 97:4
139:5	12th 224:3	2018 130: <i>13</i>	30th 214: <i>17</i>	189:14
\$1.2 103: <i>18</i>	246:6	2019 217:6, 9	221:9	6000 80:19
104:1 231:10	13th 5:21	218:10 220:20	31st 95:8, 9, 12	81:4 83:8
\$1.6 223:5	212:13 247:13	2019-20 212: <i>12</i>	32.86 165: <i>14</i>	86:11, 15 87:9,
\$1.67 222:21	14 217:2	2020 1:11 5:21	34 219:5	12, 16 91:12
\$100 104:8	14th 164:11	87:4 89:13	359 101: <i>12</i>	6002 87: <i>10</i>
\$108 214:6	15 32:17 46:7	212:18 213:16	36,000 213: <i>1</i>	88:21 90:15, 17
\$12 182: <i>I</i>	165:14 185:21	217:10 219:14	37,000 212:20	93:1
\$140 104:8	187:1 188:18	220:5 237:12	372 163:16	61 164: <i>1</i>
\$16 221: <i>13</i>	154 163:14	2021 5:5 55:16	38 219:6	632 100:6
\$17.5 68:21	16 97:17, 19	57:2 66:1	.4.	639 164:19
69:14	16.3 223:2	108:9, 11	<4>	641 101:2
\$2.31 223: <i>12</i> \$20 221: <i>4</i>	162 3:14	202:17 203:12	40 72:8 104:4	65 97:4
•	216:11 219:13	230:13 235:19	169:18	650 116: <i>19</i>
\$200 104:7	17 98:2, 7	237:13 240:13	40.1 215:4	656 139:10
\$23 221: <i>11</i> \$343 223: <i>18</i>	136:7, 9 151:15, 18	246:6, 8 247:13 2022 55:16	41 163: <i>16</i> 418 214: <i>7</i>	657 100: <i>18</i> 119: <i>3</i>
\$4 69:8	18 126:21	94:20 136:8, 10	42 105:4, 14	6th 204:11
\$4 09.8 \$43 221:2	136:7, 10 146:5	151:17, 19	44 216:8	0tii 204.11
\$500,000	151:15, 18	211:4	46 3:5	<7>
109: <i>13</i> 110: <i>1</i>	180 71: <i>1</i>	2026 100:7	473 164: <i>19</i>	7 3:4
\$ 62.5 65:20	18th 203:11	101:7, 11 119:4,	480 101: <i>11</i>	7.3 215:5
\$8 69: <i>10</i>	204:11	5 121:15	116:19 119:5	70 104:5
\$9 69:10	1949 131:7	139:11	139:10	212:18 217:3
φ 9 09.10	1977 215:9	2030 121: <i>19</i>	49 3:6	7610 79:4
<1>	1986 215:2	145:15 154:4	3.0	78 3:12
1 215:6	19th 136:18	21 105:4, 13	<5>	7th 164:11
1,055 71:8	176:21 179:15	211 3:18	5 1:11 3:2, 3	203:12 204:12
1,149 101:7	224:5 246:8	21st 129:7, 21	215:6	203.12 204.12
1,165 219: <i>18</i>	1-A 168:10	21 30 125.7, 21 22 113:1	5,803 163:2 <i>1</i>	< 8 >
1,241 100:7, 16,	1-B 167:21	225 3:19	5.1 223:3	8.8 218: <i>10</i>
18	174:2 188:13	22nd 108:2	50 3:7 67:3	80 122:6
1,951 164: <i>16</i>	190:2	162:18	71:18, 20 72:1,	82,000 213:2
1.7 212: <i>17</i>	1st 66:1 165:11	23 139:17	8, 13, 19	829 164:20
100 84:8 104:6		24 28:12	53 214: <i>18</i>	83 221: <i>17</i>
200:18 217:1	<2>	241 3:20	219:7	8314 42:2
100,000 165:6,	2 75:20	246 3:21 4:2	55 3:8 97:4	84,837 164:7
7, 8, 13	2,407 164:5	24th 89: <i>13</i>	56 3:9	86.9 217:8
100-day 213:8	2,991 220:19	25 32:17	58 163: <i>14</i>	87 212: <i>19</i>
105 216: <i>13</i>	20 32:17 98:2,	131: <i>16</i>	59 3:10 223:16	222:14
11 51: <i>12</i> 241: <i>5</i>	7	26,672 164:2	5th 5:5 7:6	87,244 164:8
11.5 183:9	2002 81: <i>19</i>	28th 69:7	112:9	87.6 217:5
11.9 215:5	2007 215: <i>13</i>			8th 56:12
11:59 50:8	201 3:16	<3>	<6>	
111,084 214: <i>18</i>	2014 131: <i>13</i>	3 75:20	6.21 165:12	< 9 >
115,000 28: <i>19</i>				

9,539 163:21	132:17
90 163:14	accepted 10:18
911 54:3	accepting 49:12
94 3: <i>13</i>	access 52:3
99 135:10	55:2 109:2, 8,
99.5 118:5	11 181:14
9th 224:7	184:19 192:3
7111 224./	218:5, 15
< A >	219:21 224:14
abate 27:9	
	accessibility 126:20
abide 205:7	
ability 169:10	accessible
247:8	49:18 236:18
able 6:15	accommodate
27:13, 14 53:13	204:8 206:2
54:6 56:9	accomplished
62:20 66:21	25:18
67:6 91: <i>13</i>	account 72:2
95:7 100:2 <i>1</i>	220:15 223:21
111: <i>12</i> 127: <i>19</i>	accountability
149: <i>16</i> 176: <i>16</i>	213:10 229:6
177: <i>1</i> 181: <i>14</i>	accuracy 118:4
183: <i>4</i> 187: <i>3</i> , <i>5</i>	135:10, 15
190:21 202:15	accurate 29:21
203:6 205:9	30:8 118:5
206:1 211:13	175: <i>15</i> 247: <i>7</i>
214:1, 5 229:14	accurately
230:5 239:21	66:16
240:9, 18	accused 119:19
absolutely	acknowledge
104: <i>19</i> 119: <i>7</i>	52:19 105:18
120:2, <i>4</i> 141: <i>19</i>	106:5 191:4
142:5 170:5	192:21 227:20
178:15 200:16	230:5 239:11
226:7	acknowledging
Abstain 77:5	240:16
93:12 152:18	Act 6:15 45:2,
153: <i>3</i>	21 125:13
abstained	182:12 223:15
153:17	Action 3:10
abuse 30:18	10:6 59:18
academic 52:13	60:1
166:20 219:2 <i>1</i>	actions 231:14
245:13	active 66:10
accept 9:13	actively 169:20
11:8, <i>18</i> , <i>20</i>	activities 51:18
12:6 78:14, 21	164:14, 15, 18
82:12, 14 140:5	175:4, 8 176:1
acceptable	209:5, 8, 11
acceptable	207.5, 0, 11

```
210:13, 20
218:16 224:1
activity 176:3
actual 31:14
192:1, 16 209:3
225:12
Adams 57:10
add 7:7 8:17
12:20 25:15
39:12 42:3, 9,
16 45:7 70:15
81:1.10 83:2.3
122:7 123:19
139:16 144:4
145:10 146:11
150:16 158:10
168:8 169:14,
17 182:18
184:15 185:15,
16 186:21
194:2 207:9, 12
245:6
added 10:5
34:21 38:20
124:2 146:21
147:19 148:5
162:15 180:1.
11 203:20
adding 9:8
123:20 137:18
141:4 145:9
addition 8:16
52:1 100:12
101:15 103:12
106:7 115:6
126:4 127:8
130:18 131:4
142:18 146:12
150:2, 16 167:6
182:12
addition/renovat
ion 101:16, 18
Additional
16:19 26:18, 21
34:13 63:13
75:5 84:18
87:6 89:15
92:19 106:2
116:3 129:20
130:21 131:21
```

166:11, 13 171:20 172:5 182:18 184:12 191:20 193:20 203:17 212:9 Additionally 135:1 150:14 additions 103:10 106:7, *12* 107:*3* 144:21 157:10 address 8:7 16:9, 15 58:5 105:2 146:16 189:4 229:7 addressed 16:12 17:18 addresses 220:11 adds 97:20 179:13 adequacy 107:15 125:6, 10. 15. 19 157:7 159:5 Adequate 125:12, 14 135:5 244:5 **adhere** 50:5 adjourned 246:11, 12 Adjournment 4:2 adjust 67:15, 20 127:3 137:4 adjustments 166:6 administration 164:10 228:11 **Administrative** 3:5 46:18 47:1, 5 55:3 167:4 administrators 23:7 **adopted** 113:16 224:17 **adoption** 114:*17* **adopts** 108:11 adults 169:3

advance 25:20, 21 27:13 34:15 35:4 advanced 204:14, 16, 18 Advancement 51:14 advantage 68:10, 15 **advice** 11:15 60:18 140:21 226:2, 4, 5 **advise** 61:1 advising 185:9 advocate 228:2 advocated 113:11 118:13 156:20 advocates 32:1 225:9 231:21 advocating 123:1 141:10 144:21 affect 33:20 143:18 affirmative 81:10 **afloat** 73:1 **afraid** 200:3 African 215:4 217:17 **AFSCME** 227:10 **Agenda** 3:4, 20 7:4, 5, 6, 7 8:16, 20, 21 9:8 10:5 12:20 13:3, 4 16:8, 10 17:6, *15, 16* 18:*3* 19:1 20:17 22:15 24:17 26:2 30:16, 20 34:20 35:1 39:13 40:8 42:4, 9 44:21 45:7, 10, 13 46:16, 18 50:10 55:20 56:4 57:16 59:18

60:4, 12, 19

70.0 04.12
78:8 94: <i>12</i>
116:2 <i>1</i> 148:20
162:7 201:3
203:20 211:3
225:1, 3 241:16
242:5, 12, 19
246:2
agendas 9:2
13:6 14:5 16:8
17:2 19: <i>4</i>
20:19 40:10
aggregate
175:12 216:19
aggregated
107: <i>12</i>
aging 105:8
ago 32:12
125: <i>13</i> 131:9,
<i>11</i> 194: <i>12</i>
215:2 <i>1</i> 219:8
agree 33:13
agree 33: <i>13</i> 35: <i>15</i> 91: <i>11</i>
132:19 148:7
190.19 140.7
180: <i>12</i> 242: <i>14</i> agreed 71: <i>17</i>
agreed /1:1/
91:12 127:7
173:4
agreeing 198:9
agreement
67:19 68:16
72:20 173:5
ahead 14:10
55:12 62:4
87:13 103:7
136:2 154:12
aid 223:7
air 149: <i>13</i>
165: <i>19</i>
aligned 212:8
alignment
0
213:12
Allegiance 5:6,
11, 12
Allegiance/Mom
ent 3:3
allocated 18:3
99:7 183:10
allocation
182: <i>14</i>
allotment 29:3

allow 6:9, 12 32:15 57:6 70:8 121:7 allowed 239:4, 12 **allowing** 198:16 **alter** 211:18 alternative 202:5 **Amalio** 167:7 201:9 **amend** 12:20 63:7 78:15 79:2 82:11 amended 5:20 11:2 39:4, 6 40:1 60:13 62:9, 16, 18 83:9 86:10 amending 8:16 amendment 8:15 9:13 10:10, 12, 16, 17, 20, 21 11:3, 9, 11, 17, 19, 21 12:6, 7, 13, 17 13:10, 16 14:16 15:*4* 16:*3*, *7*, *15* 18:11, 12 20:2, 9, 10, 11, 15 22:10, 11 26:7 29:14 30:16 36:20 37:9 39:8, 21 40:3 78:19 81:1, 10 82:13, 14 amendments 14:4, 9, 15, 18 38:19 American 215:5 217:18 **amount** 31:*12* 109:18, 20 110:7 142:11 147:1 148:8 192:16 235:10 **analysis** 135:*15* 242:17

analyze 218:11

and/or 6:16 Ann 234:12 announced 167:20 announcement 174:16 **Announcements** 3:21 246:3 announcing 187:8 answer 17:21 56:19 62:20 70:11 72:18 74:14, 17, 19 98:6 112:2 132:4 133:5, 12 142:4 144:6 147:5, 10 160:8 170:8 188:9 189:*1* 244:2*1* answered 23:19 24:1 26:18 30:4 128:3 143:16 147:7 answering 30:9 95:12 115:18 130:11 answers 25:2 27:14 30:2, 3, 7, 19 31:19 33:5 34:11 36:3 112:2 116:5 174:19 189:12 anticipate 190:4 anticipated 68:21 **anxiety** 171:9 174:*14* **anybody** 122:5 191:14, 18 **anymore** 232:10 **AP** 244:14 **apart** 66:17 **APF** 242:7 **APFO** 242:15 **apiece** 32:18 apologies 35:12 apologize 42:7 61:15 65:7 119:18 120:12

123:10 134:7 135:17 **appeal** 11:9, 13 12:2, 7, 8 applicable 7:3 application 56:13, 16 applications 57:2 236:1 **applied** 196:8 **apply** 70:7 193:2 **applying** 56:15 appointed 140:20 appointees 46:4 appointment 46:1, 18 47:1 53:18 **Appointments** 3:5 47:6 appreciate 8:4 16:*6* 18:2*1* 23:13 29:19 49:8 91:16 115:11 130:11 157:18 172:7 173:12 175:5 176:*1* 184:*1* 188:21 195:15 198:8 203:21 204:7 205:19 211:11 226:19 238:5 243:19 appreciation 178:5 approach 163:4 190:10 approaching 187:5 appropriate 10:6 11:6, 16, 21 14:14 49:9 61:3 82:5, 7, 12 83:10, 12 90:9, *12* 136:2*1* 147:4 228:16 approval 47:2 60:11 73:5

89:3 108:4

109:*17* 115:*1* 117:6 118:17 137:5, 6 199:11, 18 200:6, 7 approve 45:9, *13* 47:5 61:*10* 64:21 79:7 80:19 86:15 98:5 114:16 190:14 224:8 approved 5:20 12:14 16:15 18:12 34:21 44:21 73:5 97:12, 18, 20 99:1 103:14 105:16 110:15 112:15 113:8, *13* 128:*12* 132:10 145:20 190:3 202:17 223:19 approves 97:7 129:14 approving 86:11 approximately 67:11 106:10 164:2, 19 **April** 108:9 167:7 210:3 arbitrary 154:9 architect 133:19 architectural 127:15 129:11 132:6. 14 architecturally 132:13 arduously 57:15 area 92:7 99:21 100:6 101:3 107:4 108:15 115:7, 8 142:1. 21 143:19 145:6, 7, *8* 148:7 184:*13* 212:1 231:13 232:5

areas 99:19	assignments	142:4 168:13	97:11	58:3 63:4 70:7
165:15 212:5	164:15	182:4 184:10	backing 132:11	215:9, 13 217:6
213:10 assist 51:20		203:6 217:11	backup 206:1	220:14 223:6, 8,
argument 62:17	Assistant 52:21	221:6 236:6	backups 177:6	9 225:9 229:14
arrangements	associate 226:18	244:14	bad 122:12	232:4, 11, 14, 16
109:5	associated	average 72:1	ball 234:13	236:14
arrive 187: <i>1</i>	112:11 224:13	104:3, 5 118:4	ballpark 121:2	Bed 51:4
arriving 102:9	assume 121: <i>11</i>	217:8	BALTIMORE	began 53:9
Art 53:2	assumes 221:12	AVID 51:15	1:2 5:5, 9, 16	202:1
artificial 29:5,	assured 54:3	awaiting 203:1	49:15 69:21	beginning
11	attached 239:15	awarded	96:5 97:6, 8, 9	19: <i>13</i> 77: <i>1</i>
Asian 215:5	attachment	109:21 123:13	98:8 100:17	148: <i>18</i> 181: <i>5</i>
aside 143:4	92:14 97:18	Awards 3:11	102:13 108:6	203:11 204:19
asked 70:18	107:2 <i>1</i>	60:5 208:19	109:8 114:19,	215:12 246:6
135:5 147:17	attack 50:19	aware 68: <i>14</i>	20 120:9 125:7	begun 154:20
148:4 151:7	53:8 54:15	131:2 181:2 <i>1</i>	165:5, 6, 11, 13	behalf 58:16
160:7 185: <i>19</i>	58:4 160:15	211: <i>17</i>	168:3, 5 169:19	beliefs 227:18
187: <i>19</i> 190: <i>9</i>	162:2 <i>1</i> 166: <i>1</i> 9	awareness 33:7	177:4 188:10	believe 7:15
225:8, 19, 20	172: <i>1</i> 176: <i>12</i>		202:10 214:6	9:14, 21 10:6,
242:17	177:9, 15	< B >	219:2 221:7	<i>15</i> 11:6, <i>15</i>
asking 13:18	178:20 181:3, 7	baby 161:11, 12	227:6, 7, 8, 12	13:12 14:7
24:1 37:2	191: <i>18</i> 213: <i>4</i>	back 20:3, 10	228:7 232:6	16: <i>7</i> , <i>14</i> 17: <i>11</i> ,
106:6 113: <i>18</i>	224:13 242:14	28:1, 16 30:10	244:16 247:2, 5	19 20:5 24:16,
115: <i>16</i> , <i>21</i>	attend 6:13	34:18 50:13	Barbara 167:8	20 26:15, 16
126:7 137:8	92:1, 3 220:13	60:13 62:10	barely 100:21	32:6 39:18
141:9 145: <i>5</i> , <i>10</i>	attendants	63:7 66:11	bargaining	65:8 73:20
150:8 192: <i>13</i>	71:13	71:11 74:20	227:9	74:13 75:18
asks 78:14, 21	attention 204:1	85:2 90:10	barriers 172:9	136:18 147:6,
141:5	audience 100:2	91:7 93: <i>1</i>	212:10	<i>17</i> 151:5
aspects 179:13	audit 90:19	103:12 105:2	based 19:11	153:10 164:12
aspiration	92:15	112:3 118:11	27:19 29:21	167:8 180:17
228:13	Audits 87:4	128:20 137:19	34:21 54:14	188:12 216:3, 4
Assembly	89:12, 14	141:21 143:18	55:13 90:19	218:4, 13 220:3
138:14	authority 65:19	144:14 147:19	98:17 125:18	237:4 242:4
assertion 19:10	66:3 141:2	148:5 155:17	126:17 130:19	believed 237:10
assess 123:14	228:5	158:5 162:6, 8	131:14, 19, 21	benefit 149:7
125:1	authorization	165:21 167:12	134:11 135:9	222:6, 12
assessment	73:10	168:16 171:10	139:7 163:9, 10,	benefits 221:16
82:6 83:11	authorized	172:12, 16	18 166:18	Bengie's 208:6
98:18 123:19	196: <i>1</i>	173:1, 3, 5, 15	185:17 187:3	best 59:12, 13
124:4, 6, 13, 20	autism 219:4	174:4 176:20	207:18 213:8	110:21 120:21
125:5, 7, 11, 17	auto 159:6	179:19 182:19,	216:20 217:12	149:7 179:2 <i>1</i> 228:3 247:8
126:15, 18	availability	20 184:9, 10	220:5 221:8 hagin 234:5	
138:9 204:2 <i>1</i> 205: <i>1</i>	168:4 202:11 244:21	198: <i>13</i> , <i>15</i> 215:9 224: <i>18</i>	basic 234:5 basically 31:18	better 55:13 147:13 159:3, 5,
assessments	available 54:12	229:19 233:14	45:19 200:4	
46:9 54:10	62:20 81:4	236:4 237:2	basis 166:2, 13	15, 18 160:17 beyond 27:15
40.9 34.10 124:21	107:8 115:10	238:18	192:1	biased 139:8
assigned 179:1	121:14 125:20	background	BCPS 1:8	bid 106:3
assignment 46:1	121:74 123:20	Dackgi vullu	50:12 56:18	bids 109:20
		I		107.20

1. 00.14
big 99:14
146:2 155: <i>16</i>
161:2
biggest 172:8
billion 103:18
104: <i>1</i> 222:21
223:13
binder 122: <i>14</i>
bit 72:15
97: <i>11</i> 101: <i>17</i> 158: <i>17</i> 162:8
158: <i>17</i> 162:8
179: <i>16</i> 188: <i>3</i>
190: <i>19</i> 191: <i>17</i>
229:9
blanket 140: <i>11</i>
blend 82:5
02.10.04.2.0
83:10 84:2, 8,
10, 12
block 17:4
BOARD 1:1, 7
2:1, 3 3:9, 12,
19 5:4, 19, 21
6:2, 4, 6, 7, 10,
0.2, 4, 0, 7, 10,
17 7:1, 9 8:5,
<i>19</i> 11: <i>10</i> 12: <i>3</i> ,
8, 9, 14, 20 13:2
14:21 15:5
16: <i>11</i> 17: <i>5</i> , <i>8</i> ,
17, 19 18:2, 17
19:1 22:14
17.1 22.14
23:4, 8, 17
24:21 25:15, 20
28:12, 17 29:2,
7 30:1, 2, 5, 7,
13, 18 33:5, 8
34:12 35:3
36:15 37:1
39:14 42:1, 2
43:8 45:1, 19
46:16, 20 49:8,
11, 12 50:1, 9
55:15, 21 56:2,
8, 14 60:8, 11
63:8 65:21
73:5, 18 74:3,
15 75:1 76:14,
16, 18 78:9, 13,
14, 16, 17, 21
79:2 80:2 <i>1</i>
81:2, <i>17</i> 87: <i>1</i>

92:20 94:18
95:19 96:2
97:7, 12, 17, 20
98:4 99:16
103:13 105:15
110:16 113:10
116:13 118:13
124:11, 17, 19
126:6, <i>14</i> 128: <i>11</i> , <i>12</i>
129: <i>14</i> 132: <i>7</i>
135:4, 5, 14
137:5, 8 138:10
140:20 141:1
140:20 141: <i>1</i> 142:6 144: <i>11</i>
150:5, 11 156:8,
20 158:10
162:17, 18
163:1, 6, 8
171.13 172.13
166: <i>12</i> 168:8 171: <i>13</i> 172: <i>13</i> 173: <i>3</i> 176:2 <i>1</i>
178:4 182:20
178: <i>4</i> 182:2 <i>0</i> 183: <i>15</i> 190: <i>8</i>
191:9 192:2, <i>4</i>
201:17 211:10
224:4, 6, 8, 10
225:2, 3, 7, 19,
20 227:11, 13,
16 228:2, 6, 10, 17 229:1, 6
237:18 238:2, 6,
11, 19, 20, 21
239:3, 4, 17, 19
240:1, 14 241:9,
17 245:21
BoardDocs
46:15 50:2
73:19 Board's 50:5
56:4 60:8
113:3 126:16
149:5 156:2 <i>1</i>
204:1 228:14
246:3, 7
body 46:7
boe@mybcps.inf

o 49:21

boiler 139:20

```
boilers 105:8,
14
bond 104:7
223:19
bonding 223:19
bonds 96:15
book 224:14, 17
books 52:3
Boren 53:1
Boswell-
McComas
52:13 166:20
bottom 123:21
boundaries
131:18
box 230:18
boxes 178:6
brainstorm
202:6
Branch 168:9
185:17 190:10,
15
break 51:8
53:15 56:11, 17
190:17, 20
229:16
breakdown
175:7
breaking
149:14 213:19
Brian 55:3
167:3
brick 195:3
brief 158:14
162:13 163:2
236:14
bring 46:21
63:7 177:9
178:1 179:10
197:4 198:13
234:20
bringing
181:12 198:15
238:18
broadcasted
6:19
broader 173:2
broken 230:18
```

brought 60:13 62:10 81:9 161:16 197:5 **Brousaides** 10:2, 11, 14, 15, 21 12:10, 12 13:20 14:3, 11, 12, 20 15:6 39:1, 3 59:20, 21 60:3 61:1, 2 82:10, 17 83:2, 5 86:9, 13 89:20 90:1 136:20 239:9 **bubbles** 187:12, 13 **Budget** 3:13, 18 55:*15*, *17* 94:*14*, 20 108:9, 11 112:14 126:7 136:9 151:*17* 182:6 211:*4*, *5*, *12*, *15* 214:2 221:11, 15, 17, 21 222:4, 9, 10, 12, 18 223:2, 9, 16 224:9, 14, 17 225:21 230:1, 9 231:9 246:4 **budgets** 120:8 222:2 226:3 **build** 100:9 106:15 107:2 154:8 157:14 **building** 60:6, 9, 14 62:10 79:5 102:5 105:6, 7, 9, 10 122:10 126:19 127:15 129:7, 11, 15, 17, *21* 130:*1* 132:13 160:12 171:7 181:*11*, 15 199:21 212:7 237:3 **buildings** 79:3 104:16, 19 125:1, 3 166:18 171:11 172:12, *17* 173:3, *15*

built 131:7 150:13 154:10, 19 159:20 **bullying** 198:18 **burned** 31:12 **Burnopp** 167:8 **bus** 65:13 66:7, 19 72:12 76:1 212:19 buses 66:7, 9 70:1, 10 71:9, 10, 14 72:3, 11 182:7 Business 3:5, 10, 11, 12, 14, 15 7:8 8:18 9:1 13:1, 5 20:18 38:21 39:13 40:9 42:17 66:21 67:5 70:3 **bussing** 65:12 66:6 **buy** 97:1 **buy-in** 134:*1* 172:10, 21 **buying** 128:2 buzzer 74:6, 14 180:10 **bve** 233:11 **Byers** 166:21 < C > **C&I** 91:9, 16 **cabinet** 202:17 cafeteria 129:4 133:4 calamitous 58:3 calculated 155:19 calculations 216:2*1* **Call** 3:2 5:3

46:19 54:3

59:19 60:5

94:14 99:1, 12

100:4 132:16

146:14 162:11

78:9 81:2

roceedings
164.14 201.5
164: <i>14</i> 201: <i>5</i> 211: <i>6</i> 237: <i>16</i>
called 245:10
calling 239:8
campaign 57:16
campus 150: <i>15</i> cancel 209: <i>10</i>
210:9, 10
Cannon 98:7
99:16 101:14
102: <i>1</i> 103: <i>17</i> 104: <i>18</i> 106: <i>20</i>
104:18 106:20
107:10 116:12
131:2, 21 133:2,
7, 14 135:8, 13
140:15 146:6
150:20 155:18
156:6, <i>15</i> 157:2,
4 158:10
225:17
Cannon's 101:5
156:5
capacity 99:15,
18 104:20
107: <i>16</i> 125:9 157: <i>5</i> , <i>6</i> 159: <i>4</i>
157:3, 0 159:4
197:10 205:8
Capital 3:13
67:14 94:13, 20
96:5, 6, 13, 20
108:2 112: <i>14</i>
113:1 128:12
136:9, 10
141:20 151:17,
19 160:18
213:13 222:3
223:11, 17
226:3, 7 231:8
capitalism
234:5
capture 167:9
cards 54:7
care 19:14
104:20 105:12
104:20 103:12 106:11, 13, 17 107:17, 18
10/:1/, 18
109:9 125:5
234:6
cared 161:20

career 57:10 217:14 218:5 caregivers 202:4, 5 **CARES** 182:12 **Carney** 232:5 carries 22:8 case 99:17 110:6, 21 126:1 127:11 188:12 189:17 207:20 221:11 227:10 cases 165:6, 7, 8. 13. 14 188:17 **cash** 104:2 catastrophic 50:18 178:9 **catch** 242:2 catching 51:8 category 209:9 Catonsville 51:6 159:8 cause 34:13 **caused** 109:4 211:17 220:3 causes 116:21 218:12 Causev 2:5 7:13, 17, 21 8:2, 3, 11 9:5, 20 10:8 21:6, 7 24:6, 7, 13 33:1, 2 34:2 37:13, 16, 17 40:18, 19 43:4, 6, 7, 12, 13, 15, 19 47:14, 15 61:19, 20 62:2, 3, 5 63:18, 19 69:18, 19 71:7, 15 73:3, 17 74:4, 13, 17 75:4, 10, 11, 17, 21 76:4 77:4, 5 78:10, 12 79:10, 11, 16, 17 80:20 81:15, 18 83:18, 19, 20, 21 84:11, *17* 85:4, 5 86:19, 21 87:10,

13, 18, 19 89:1,

9, 11 91:6, 11, 17, 19 92:11 93:5, 6 94:8, 11 123:7 128:8, 9, *10*, *20* 130:*5*, *7* 134:4, 5, 6 135:21 136:1, 4, 13, 19 137:2 139:1, 2 148:15, *19* 149:*3* 151:2, 5, 6, 12, 14 152:4, 5 189:10, 11, 21 191:3 192:6, 20 193:5 204:5, 6 205:13 226:16, 17 229:12 231:10 237:15, 16, 20 238:2, 17 239:8 242:10, 11 243:1 Causey's 74:8 celebrate 215:1 217:5 celebrations 208:15, 18 centered 140:6 centers 245:14 **central** 107:4 140:7 142:21 167:1 208:16 231:13 **Century** 129:8, 21 232:7 **CEP** 222:13 ceremonies 42:18 202:7, 12, 16 203:1, 5, 10 ceremony 205:10 certain 23:3 29:2 76:16 109:18, 20 113:8 116:12 147:1 218:12 certainly 8:5, 6 27:11 55:12 89:11 91:9 92:11 128:17

151:*14* 185:*16* 187:10 195:14 **certified** 194:17 195:18, 21 196:5 **certify** 247:6, 9 cetera 84:16 182:7, 8 Chair 2:3, 4 3:6 6:2, 3 7:13 8:12, 14 9:17, 18, 20 10:8, 13 11:5, 8, 10, 13, 18, 20 12:2, 3, 4, *5*, *9*, *16*, *19* 13:9 14:8 16:2, 5 17:10 18:4 19:20 20:12, 16 21:15 22:12, 13 24:14 25:12, 14 28:7, 9 29:15 33:2 35:10 36:9, 21 38:4 40:7 41:6 42:10, 11 43:7 44:6 45:4 46:21 47:21 56:7 60:1, 6, 7, 8, 17 61:8, 19 62:8, 19 64:6 69:19 74:13 77:13 78:10, 12 80:4 83:18 85:13 86:19 88:6 89:1 90:4 93:14 94:8, 17 95:21 130:9 133:13 136:12 140:19, 20 148:15 152:13 159:1 162:12 176:8, 9 177:17 178:21 180:7, 20 197:3 201:16 205:16, 17 206:13, 18 211:9 225:5 227:11 228:14, *15* 231:*19*, *20*

237:15 239:8

242:11 243:3, 14, 15, 18 **CHAIRMAN** 130:*4* 136:*1* 206:16 Chairperson 34:5 199:5 Chair's 3:8 55:21 **CHAIRWOMA N** 5:2, 3 7:11, 15, 19 8:1, 10, 13 9:11, 19 10:3, 17 11:4, 12 12:10, 15, 18 13:12 14:2, 6, 10, 17 15:2, 7, 9 16:4, 18 18:6, 16, 20 19:5, 8, 21 20:5, 13 21:1 22:6, 8, 18, 20 23:10 24:5. 12 25:7, 10, 13 26:13 27:2 28:6, 8 29:16, *18* 31:*1*, *4*, *8* 32:8, 20 34:1 35:6, 11 36:7 37:5, 11 38:16, 18 39:5, 18 40:2, 5, 13 41:18, 20 42:7, 12, 15, 19, 21 43:10, 13, 16 44:18, 20 45:5, 8, 12, 15 47:4, 9 48:12, 14 49:5 55:19 59:16 60:2, 15, 21 61:4, 7, 9, 15 62:1, 3, 7, 14 63:2, 10, 13 64:18, 20 65:3, 7 69:15 74:7, 12, 16 75:2, 5, 14, 19 76:4, 12 78:4, 6 79:6, 9, 12 80:16, 18 81:3 82:8, 16 83:1, 14, 16, 20

Q1.1Q Q6.1 6 Q
84:18 86:4, 6, 8, 14, 20 87:9, 12,
<i>15</i> 88: <i>18</i> , <i>20</i>
89:5, 8, 19 90:3,
5, 7, 11, 16, 21
91:2, 5 92:4, 18
94:5, 7, 10
110.5 115.0 14
112:5 115:9, 14,
<i>19</i> 116:8
120:15 123:6, 9
128:7, 17, 19
133:11 134:3
135:18 136:20
137:10, 14
138: <i>18</i> 140: <i>17</i>
141: <i>14</i> , <i>16</i>
142: <i>3</i> 144: <i>10</i> ,
18 146:17
147:15 148:2,
11, 17 149:1
151: <i>1</i> , <i>4</i> , <i>12</i> , <i>21</i>
153:3, 6, 14, 19
157:2 <i>1</i> 158: <i>3</i> ,
13 160:2
161:2 <i>1</i> 167: <i>13</i> ,
<i>14</i> 169: <i>11</i>
170: <i>13</i> 174:2 <i>1</i>
176:6 180: <i>14</i>
183:18 189:7
192:18 193:4
197: <i>1</i> 198: <i>3</i>
197.1 190.3
199:3 201:2
203:13, 16
204:3 205:14
208:11 211:1, 9
224:19, 20
226:15 229:11
230:14 231:1,
17 232:18
233:3, 12 235:4
236:11 237:18,
21 238:20
239:17 241:21
242:3, 9, 21
243:4, 7, 12, 16,
20 244:2, 6
245:3, 19
challenge 107:7
122: <i>19</i>
144.17

challenged
51:2 <i>1</i>
challenges
50:15 57:21
211:2 <i>1</i>
challenging
53:5 145:2 <i>1</i>
change 32: <i>4</i> 86: <i>11</i> 99: <i>8</i>
86:11 99:8
106:3 112:12,
<i>18</i> 113: <i>14</i> , <i>21</i>
114:4, 11 165:7
207:21 215:16
221: <i>14</i> 226: <i>3</i> changed 162: <i>7</i>
changed 162:7
changes 69:9
112: <i>10</i> , <i>11</i> 114: <i>3</i> 124:8
114.3 124.8 127: <i>1</i> , <i>3</i>
changing 114:2
187: <i>18</i>
charged 94:19
charter 222:15
chat 148:16
check 158:12
175: <i>13</i> 178: <i>6</i> Cheryl 2: <i>12</i>
chief 52:13
55:3 166:20
167: <i>4</i> , <i>5</i>
child 237:2
children 24:10
27:11 173:17,
20 216:1, 12
240:6 241: <i>1</i>
chillers 105:8,
9, 14
chime 185:18
choice 127:4
chooses 24:21
chose 190:18
Christina
166:2 <i>1</i>
Christmas
232: <i>3</i>
chronically
149:2 <i>1</i>

Church 51:3

circle 174:4 182: <i>19</i>
circled 34:18
circumstances
90:6, 9 185:7,
12
citizens 49:9
civil 238:7
239:1, 2, 21
claiming 53:21
clarification
37:9
clarify 70:18
84:2, 9 118:18 225:6 237:17
225:6 237:17
238:8 239:10
clarifying 191: <i>15</i> 239: <i>12</i> ,
16
clarity 74:11
168:21
clarity's 83:5
class 196: <i>12</i>
217:6, 9, 10
218:9 235: <i>13</i>
classes 51:21
194: <i>17</i> 195: <i>18</i>
196:7
classroom 52:5
100:4 101:9 149: <i>14</i> 230: <i>3</i>
classrooms
51:3 146: <i>15</i>
Clay 49:2
clean 161:12
cleaned 165:17
cleaning 165:17
182:3
clear 66:5
71:16 115:12
120: <i>11</i> 127: <i>21</i> 135: <i>4</i> 137: <i>6</i>
187:4 195:20
221:5 227:15
236:19
clearly 113:2 165: <i>12</i> , <i>14</i>
climate 167:6
Hillatt 107.0

```
close 72:13
177:7 181:8
209:16 216:11
Closed 3:10
5:17 45:2, 20
46:14 59:19
69:9
closing 79:3
closure 59:4
79:4 177:10
clubs 164:17
code 127:3
cognizant 58:20
cohort 118:6
185:2
collaborate
91:14
collaborative
51:18
collaboratively
94:21 119:20
colleague
228:17
colleagues 58:11
collections 52:8,
college 217:14
218:5 236:1
colloquy 238:13
Columbia 49:1
combination
157:6
combined
71:13 101:6
164:7
come 20:3, 10
28:1 32:10, 13,
18 43:5 59:9
72:6 82:3 85:2
92:7, 8 101:3
103:12 105:1
111:17 113:15
114:15 121:12,
13 123:2
128:20 129:13,
15 139:16
144:14 161:10
173:5, 15
176:20 183:12
```

191:9 192:2

```
193:2 198:13
225:19
comes 48:18
65:4 96:13
97:2, 6 106:14
155:15 159:12
209:6 211:15
coming 104:3
116:14 118:2,
15 121:7 127:2
140:13 171:7
173:3 182:20
185:1 186:8
199:20
commence 59:7
Comment 3:6
15:11 18:9
19:19 35:9
49:7, 13, 14
50:2, 3 78:20
120:13 131:20
154:3 180:11
231:7 238:18,
19 239:1, 18
commentary
238:7
Comments
3:19 14:13
18:17 25:9
29:20 36:14, 17
49:12, 19 50:5,
6, 7 56:2
120:19 134:14
146:10 160:6
180:13 225:3
232:21 237:19
238:6, 21 239:5,
7, 20
commitment
55:7
committed
49:17
committee 6:4
60:6, 9 62:9, 11
65:5 78:11, 13,
21 83:21 90:10,
18 91:9, 10
92:2, 13 161:5
```

clock 29:12

194:9 195:*13*

196:*15* 245:*17*

committees
91: <i>13</i>
committee's
78: <i>15</i> 79: <i>1</i>
communicate
226:12 240:9,
19
= -
communicated
133: <i>10</i>
communicating
202:18
communication
49:18 73:21
81:6 228:17
communications
227:1, 20 229:5
communities
109:7 141:8, 19
150:6 172: <i>11</i>
226:6 228:19
community
24:11 52:2
55:10 57:21
102:8, <i>12</i>
103:10 127:11,
14 120.1 16 17
<i>14</i> 130: <i>1</i> , <i>16</i> , <i>17</i> ,
<i>19</i> 132: <i>11</i> , <i>16</i> ,
<i>21</i> 133:2 <i>1</i>
134:15 137:7
140: <i>13</i> 142: <i>19</i> ,
20 146:12
166:2 <i>1</i> 167: <i>1</i> , <i>3</i>
173:2 175:14
1/3.2 1/3.14
186:12 187:15
186: <i>12</i> 187: <i>15</i> 192: <i>13</i> 193:2
205:19 206:8
212:6, 19
213:13 232:8
237:5 242:13
companions
81:2 <i>0</i>
company 68:9
70:3 117:20
70: <i>3</i> 117:20 132:9
70:3 117:20 132:9 Compass 213:6
70:3 117:20 132:9 Compass 213:6 compensation
70:3 117:20 132:9 Compass 213:6 compensation
70:3 117:20 132:9 Compass 213:6 compensation 46:2 221:14, 18
70:3 117:20 132:9 Compass 213:6 compensation 46:2 221:14, 18 222:11
70:3 117:20 132:9 Compass 213:6 compensation 46:2 221:14, 18
70:3 117:20 132:9 Compass 213:6 compensation 46:2 221:14, 18 222:11

competitive 221:19 222:11 compiling 206:8 **complete** 98:*19* 100:20 110:17 111:19 123:14 124:6 127:1, 19 129:6, 9, 19 133:16 135:2 149:11 195:1, 6, completed 109:19 111:7 145:15 163:17 213:16 completely 29:21 129:20 133:6 150:8 226:4 completion 124:3 complex 96:7 **Compliance** 48:20 110:5 complicated 188:4 233:9 component 67:3 177:14 components 56:16 181:12 composure 76:14 comprehensive 133:5 comptroller 134:21 concept 124:15, *16* 199:6 225:11 concepts 51:20 concern 16:9 66:15 91:17 92:7 155:17 concerned 66:11 112:12 concerning 59:2 121:21 122:15 123:17

concerns 16:7, 12, 16 27:8 31:11 49:10 53:11 59:11 96:8 177:21 227:18, 20 229:4 conclude 229:8 concludes 55:18 94:8 concrete 208:3 condition 98:17 102:4 107:14 156:13, 15 157:6 159:4, 10, 11, 15, 16 conditioning 149:13 165:19 conditions 123:17 125:8, *16, 18* 131:*15* condolences 232:15 conduct 6:20 76:15 conducted 114:18 conducting 202:7 configuration 199:14 **confirm** 70:9 conglomerate 135:11 congratulations 49:4 connections 51:9 211:19 consensus 102:10 103:14 conservation 166:1 consider 119:15 144:3 197:20 200:11 considerable 215:11 considerably

Consideration 3:4, 20 7:6 115:*1* 158:*11* 207:1, 16 208:9 241:16, 19 considered 60:20 124:10 178:12 208:6 considering 33:19 178:14 197:6 consistent 72:21 185:20 187:14 consistently 149:21 Consolidated 49:3 constantly 185:8 constituents 23:15 constitute 46:9 constrained 109:17 constraints 126:13 constructed 156:19 constructing 131:8 construction 99:11 111:1, 2 117:6, 7 121:13, 14 122:19 145:3 consultant 116:16 118:16 139:4 142:8, 9 143:14 226:2, 3 consultation 6:2 consulting 117:20 **contact** 89:16 contacted 53:20 **contain** 221:*17* contains 222:10, 13. 19 **context** 70:16

continue 36:*15* 59:10 95:12 98:16 99:4 108:19 131:18 162:19, 20 173:16 179:10 186:4, 7 195:8, *12* 211:21 213:17 216:4 217:13 218:6 219:19 228:2 232:13 241:13 Continued 4:1 220:2 228:1 continues 50:16 186:9 214:21 continuing 203:12 228:14 233:6 continuous 201:21 continuously 244:13 Contract 3:11 60:5 62:16 65:11, 20 66:6, 9.19 69:1 75:12 76:1 109:21 123:13 contracted 70:20 contractor 68:3, 13 72:7, 9 contractors 66:8 67:9 68:7 71:2, 4, 8 72:10, 13 73:11, 14 contractor's 72:2 contracts 60:6, 9, 14 62:11 70:21 contractual 222:6 contributions 54:18 **control** 122:1

227:1

224:15

controlling

32:14

convene 202:1	council 108:7, 9,	225:18, 21	cumulative	daughter
206:10	10, 11 227:5	227:5, 6, 7, 9, 12	165:8	235:13
convening 203:3	232:6	228:7, 8 232:7	curious 68:11	day 51:1 59:4,
conversation	counsel 10:9	238:9 244:16	current 20:2, 8	8 164:20 232:3
63:6 100:15	60:18 247:9	247:2, 5	52:10 65:19	247:13
101:8, 21	counselors	countywide	66:3 67:7	days 51:9
103:15, 16	230:4, 7	231:12	131:17 182:6	55:13 71:1
120:20 169: <i>13</i>	count 153:15	couple 57:14	213:16 214:2	day-to-day
188: <i>18</i> 189: <i>3</i> ,	196: <i>10</i> 221:9	113:7 120:18	215:3	222:19
10 190:9, 21	countermeasure	209:20, 21	currently 5:17	deadline 56:13,
195:16 240:4	190:7	225:6	48:18 49:11	17 95:14 229:3
conversations	counties 140:2	course 10:19	58:6 66:10	deal 58:3
168: <i>14</i> 170: <i>1</i> , <i>5</i>	countless 58:11	22:12 28:2	70:10 100:6	177: <i>14</i>
173:11 185:17	country 199:12	50: <i>17</i> 147:2 <i>1</i>	164: <i>16</i> 166:2	dealing 184:20
190: <i>16</i>	counts 242:18	183: <i>15</i> 196:2	199:8 200: <i>17</i>	dealt 36:18
cooperation	COUNTY 1:2	233:17, 21	curriculum	Deana 52:20
113:6	3:13 5:5, 9, 16	234:10, 16, 17	52:11, 14, 16	Deb 184: <i>14</i>
coordinating	49: <i>15</i> 63: <i>4</i>	courses 195: <i>1</i>	82:4 83:9, 21	185: <i>14</i> , <i>18</i>
228:21	70:1 95:3 96:5,	196: <i>1</i> 199: <i>19</i>	87: <i>4</i> 91:8 92: <i>1</i>	186:18 188:19
coordinator	6, 15, 16, 17, 19,	200:6 218:16	194:9 195: <i>13</i>	Debbie 167:9
47:2 48:17	21 97:3, 6, 8, 9,	234:8	196: <i>15</i> 198:9	debt 67:13
coordinators	21 98:8 99:19	cover 67:13	cut 119:9	223:11
202:3	100:17 102:14	125: <i>15</i>	cyber 46:7	decade 146: <i>16</i>
copied 31: <i>16</i>	104: <i>5</i> 105: <i>16</i> ,	covers 223:13	58: <i>4</i> 162:2 <i>1</i>	216:10 219:13
copies 224:11	<i>17</i> , <i>20</i> 108: <i>1</i> , <i>6</i> ,	COVID 220:16	171:2 <i>1</i> 177:9,	December
copy 234:18	7, 8, 10, 11	229:18 230:8	<i>15</i> 178: <i>19</i>	32:12 69:6
core 240:12	109:6, 9 110:8,	236:15	191: <i>18</i>	95:8, 12 108:2
Corns 98:11,	<i>15</i> 111:9, <i>14</i>	COVID-19 6:2	cycle 110:10,	162:18 168:17
<i>18</i> 103: <i>1</i> , <i>5</i> , <i>7</i>	113:6 114: <i>13</i> ,	50:16 166:10,	12 223:19	212:18
109:10 162:14	<i>19</i> , <i>20</i> 119: <i>14</i>	<i>14</i> 201: <i>19</i> , 2 <i>1</i>		decide 11: <i>11</i>
correct 11: <i>16</i>	120:1, 5, 9	212: <i>4</i> 220: <i>3</i>	< D >	127:12 158:12
14:1, 2, 6, 8, 20	121: <i>13</i> 122: <i>19</i>	COVID-related	D-1 47:6	decided 29:6
66:6 73:6, 8	123:19 124:8,	219: <i>15</i>	daily 170: <i>1</i>	deciding 156: <i>17</i>
90:16 115:19	19 125:7 127:7	Cox 81:15	192: <i>1</i> 212:20	decision 11:8, 9,
117:8, 10, 11, 16	131:17 132:7	create 233:17	dangerous	13 12:2, 4, 5, 8
119:7 120: <i>1</i>	134:19 135:6	creation 52:7	149:12	114:10 137:17
129: <i>4</i> 175: <i>16</i>	136: <i>10</i> 138: <i>13</i>	credits 195:3	dashboard	202:14 203:1
194: <i>19</i> 199: <i>15</i> ,	140:1 144:2, 5	196:7	170:19 236:15	209:21
16 200:16	145:2 146:7	crime 54: <i>3</i>	data 53:20	decisions 33:6,
206:2	147: <i>1</i> 151: <i>19</i>	crippling	59: <i>1</i> 163:9	<i>13, 17</i> 119: <i>13</i>
correctly 28:3	158:9 165: <i>5</i> , <i>6</i> ,	149:2 <i>1</i>	175:13 217:10,	202:10 207:17
cost 97:5	11, 13 168:3, 5	critical 46: <i>13</i>	12 220:5, 20	208:20 209:2, 5
116: <i>16</i> 139: <i>4</i>	169: <i>19</i> 177: <i>4</i>	103:9 176: <i>13</i>	224:14, 16	210:12 231:14,
182:7 231:10	182: <i>13</i> 183: <i>7</i>	178:3 179:2	date 46:16	15
costing 110: <i>12</i>	185: <i>13</i> 188: <i>10</i>	220:10	51:12 69:5	declare 6:3
costly 149:11	189:15, 19	criticality 179:3	100:12 111:16	decline 26:2, 5
costs 67:13, 16	193:1 202:10	crucial 51:9	185:4	214:12
110:11, 12	213:21 214:6, 8	CTE 84:5	dates 202:17,	declines 220:7
	219:2 221: <i>1</i> , 7,	164:5	18 210:19	declining
	13 223:1, 18		225:13, 15	221:10

Troccomigs
decompressing
229:15
decorum 76:15
decrease 212:2
218:17 219:14,
16
dedication 55:7
deep 216:18
deeper 106:8, 9 142:14 157:13
deepest 232:15
Deer 51:5
161:2
deficit 100:1, 4,
<i>5</i> , <i>16</i> 101: <i>1</i> , <i>6</i> , <i>7</i> ,
11, 12 102:3
119:3, 4 139:10
deficits 116:20
define 133:19
defined 217:14
definitely 74:1
200:11 209:6
degradation
122: <i>10</i>
delay 87:1
delayed 117:10
119: <i>1</i> 219:5
delegate 227:9
delegation
134:20 227:8
deliberate 33:5,
9
deliberating
33:12
deliberations
33:18
deliver 142:10
212:20
delivered 143: <i>3</i>
212: <i>17</i>
demographic
215:8
demonstrates
215:11
demotion 46:2
denying 120:5
Department
47:2 48:17, 19
95: <i>1</i> 118:7, 9
165:3, 4 168:4

169: <i>19</i> 177: <i>3</i>
186: <i>1</i> 188: <i>19</i>
189: <i>15</i> , <i>19</i>
194: <i>18</i> 199: <i>10</i> ,
<i>17</i> 219:9
departments
55:5 120:8
depending
100:11 145:17
depends 25:17 deployments
46: <i>10</i> , <i>12</i>
describe 172:2
described 187:7
describing
205:4
design 97:1
98:8, 21 99:12
100:9 101:15
102:7, 10, 16
106:21 107:11 109:16, 18, 19
110: <i>13</i> , <i>14</i> , <i>15</i>
110.13, 14, 13
117:6. 9 118:19.
117:6, 9 118:19, 21 121:4 122:3,
9 126:21 127:1,
8, 9, 12, 18
129:2 <i>1</i> 131: <i>3</i>
132:10, 17, 20,
21 133:15, 20
134:1 135:7, 9
143:2 146:4, 8
150:21 154:0
150:21 154:6 158:10 166:10 174:6 191:10,
12, 13, 14, 19
193:10, 21
225:17
designed 155:2,
9 165:20 166:5
designing 100:8
127:5, 6 133:17
142:15
Design's 99:17
135:13
desire 126: <i>16</i> desires 193: <i>17</i>
ucon co 1/3.1/

despite 6:11

detailed 170:18
171: <i>12</i> 180:8
183: <i>11</i>
details 54:11,
19 96:9 170:3
171:8 174: <i>11</i>
176: <i>11</i>
Determination
51: <i>14</i>
determine
107:2 158:6
determined
113:3
determines
46:8 91:2 <i>1</i>
devastating
220:20
develop 54:4
114:12 156:6
218:3
developed
133: <i>18</i>
developing
120:8 185: <i>1</i>
218:15
development
242: <i>18</i>
developmentally
219:5
device 53:12, 16, 17 212:16
devices 46:14
53:9 212:21
213:1, 3
dialogue 92:10
difference
235:16
differences
97:14
different 72:8,
16 84:6 96:14
102:10 103:11
123:16 159:19
171:19 179:12
207:1 226:21
differently
72:15 215:16
differing 240:5,
17 241:9

difficult 137:19
233:7 236:9
digital 51:16,
17 52:4 82:5
83:10 84:3, 8
diligence 107:1
diligently
109:11
diploma 195:8
direct 109:7
112: <i>17</i>
directed 10:4
direction 5:15
103:11 186:7
103:11 186:7 directly 39:19
164: <i>16</i>
disabilities
219:7 223:15
disagree 12:5
disagrees 11:7
12: <i>1</i>
discipline 46:2
disclosure 140:8
discourages
49: <i>13</i>
discourse 239:2,
21
discuss 15: <i>12</i> 46: <i>1</i> , 7 98: <i>5</i>
198:9 202:5
203:3
discussed 32:11
33:6 81: <i>18</i>
94.1 172.0
84: <i>1</i> 172:9 198:6 199:2 <i>1</i>
209:13 235:14
discussing
23: <i>17</i> 33: <i>15</i>
206:19
discussion 7:3,
14 8:17 12:21
16: <i>16</i> , <i>19</i> 18: <i>15</i> 21:2 26:2 <i>1</i>
32:21 46:8
47:10 63:4, 14
65:8 75:6 79:10 83:17
/9:10 85:1/ 94:10 01:11 14
84: <i>19</i> 91: <i>11</i> , <i>14</i> 92: <i>3</i> , <i>19</i> 93:2
7/:7. 19 91:/

108:6 134:7

105 11 150 10
137:11 150:19
156:11 162:5,
10 168:17
173:13 174:2
235:9
discussions 8:6
33:16, 17
202:2 <i>1</i>
disease 187:15
disparaging
238:4
disruptions
216: <i>17</i>
disruptive 238:3
disseminate
50: <i>1</i>
distributed
213: <i>1</i>
District 49:1, 3
·
51: <i>4</i> 135: <i>11</i>
districts 199:13
dive 106:8, 9
142: <i>14</i>
diverse 215:1, 4
diversity 215:1,
11
divide 13:10,
15, 19
dividing 14:13
Dixit 94:15
95:5, 15, 17, 19,
20 102:19
103:4, 5, 8
112:6, 9, 20
112:6, 9, 20 113: <i>12</i> 114:8,
112:6, 9, 20 113:12 114:8, 11, 12 116:1, 3,
112:6, 9, 20 113:12 114:8, 11, 12 116:1, 3,
112:6, 9, 20 113:12 114:8, 11, 12 116:1, 3,
112:6, 9, 20 113:12 114:8, 11, 12 116:1, 3, 7, 11, 17 117:11, 17 120:1, 2, 14,
112:6, 9, 20 113:12 114:8, 11, 12 116:1, 3, 7, 11, 17 117:11, 17 120:1, 2, 14, 17 121:5, 11, 17,
112:6, 9, 20 113:12 114:8, 11, 12 116:1, 3, 7, 11, 17 117:11, 17 120:1, 2, 14, 17 121:5, 11, 17, 19 123:17
112:6, 9, 20 113:12 114:8, 11, 12 116:1, 3, 7, 11, 17 117:11, 17 120:1, 2, 14, 17 121:5, 11, 17, 19 123:17
112:6, 9, 20 113:12 114:8, 11, 12 116:1, 3, 7, 11, 17 117:11, 17 120:1, 2, 14, 17 121:5, 11, 17, 19 123:17 124:14 125:12
112:6, 9, 20 113:12 114:8, 11, 12 116:1, 3, 7, 11, 17 117:11, 17 120:1, 2, 14, 17 121:5, 11, 17, 19 123:17 124:14 125:12 126:10 128:4
112:6, 9, 20 113:12 114:8, 11, 12 116:1, 3, 7, 11, 17 117:11, 17 120:1, 2, 14, 17 121:5, 11, 17, 19 123:17 124:14 125:12 126:10 128:4 129:2, 5, 17
112:6, 9, 20 113:12 114:8, 11, 12 116:1, 3, 7, 11, 17 117:11, 17 120:1, 2, 14, 17 121:5, 11, 17, 19 123:17 124:14 125:12 126:10 128:4 129:2, 5, 17
112:6, 9, 20 113:12 114:8, 11, 12 116:1, 3, 7, 11, 17 117:11, 17 120:1, 2, 14, 17 121:5, 11, 17, 19 123:17 124:14 125:12 126:10 128:4 129:2, 5, 17 130:10 132:3
112:6, 9, 20 113:12 114:8, 11, 12 116:1, 3, 7, 11, 17 117:11, 17 120:1, 2, 14, 17 121:5, 11, 17, 19 123:17 124:14 125:12 126:10 128:4 129:2, 5, 17 130:10 132:3 133:11, 13
112:6, 9, 20 113:12 114:8, 11, 12 116:1, 3, 7, 11, 17 117:11, 17 120:1, 2, 14, 17 121:5, 11, 17, 19 123:17 124:14 125:12 126:10 128:4 129:2, 5, 17 130:10 132:3 133:11, 13 134:4 135:19
112:6, 9, 20 113:12 114:8, 11, 12 116:1, 3, 7, 11, 17 117:11, 17 120:1, 2, 14, 17 121:5, 11, 17, 19 123:17 124:14 125:12 126:10 128:4 129:2, 5, 17 130:10 132:3 133:11, 13 134:4 135:19 136:2 141:18
112:6, 9, 20 113:12 114:8, 11, 12 116:1, 3, 7, 11, 17 117:11, 17 120:1, 2, 14, 17 121:5, 11, 17, 19 123:17 124:14 125:12 126:10 128:4 129:2, 5, 17 130:10 132:3 133:11, 13 134:4 135:19 136:2 141:18
112:6, 9, 20 113:12 114:8, 11, 12 116:1, 3, 7, 11, 17 117:11, 17 120:1, 2, 14, 17 121:5, 11, 17, 19 123:17 124:14 125:12 126:10 128:4 129:2, 5, 17 130:10 132:3 133:11, 13 134:4 135:19 136:2 141:18 142:3, 5 143:20
112:6, 9, 20 113:12 114:8, 11, 12 116:1, 3, 7, 11, 17 117:11, 17 120:1, 2, 14, 17 121:5, 11, 17, 19 123:17 124:14 125:12 126:10 128:4 129:2, 5, 17 130:10 132:3 133:11, 13 134:4 135:19 136:2 141:18

Proceedings
12, 16 148:3 154:11 155:1, 8, 13 156:4 158:4, 8, 14, 21 160:15 162:1 doable 107:6 185:13 document 73:18 137:4 165:9 documented
150:9
doing 19:12 29:12, 13 68:13 76:20 108:19 110:2 118:10 120:3 164:9 197:7 202:20 226:1 234:21 239:6 241:12 243:10 dollar 118:12 192:16 dollars 103:21 139:17 140:3 147:1 214:7 231:11 dominantly
215:10
doors 59:6 179:4 doubt 74:11
dovetail 69:20
downgrade
124:5 137: <i>17</i>
downgraded
126:3
downgrading
124:3 131:10
138:7
Dr 22:3, 4
30:5 34:2, 4
35:7, 8, 10, 12,
13, 16 36:6, 7
38:13, 14 41:15,
16 42:8, 10
44: <i>15</i> , <i>16</i> 46: <i>19</i> , 20 48: <i>9</i> , <i>10</i> , <i>15</i>
49:6 50:11, 12
52:12 55:3, 20

```
57:10 64:15, 16
70:12, 14, 16, 17
71:20 73:7, 20
74:9, 10, 16, 18
75:3 78:1, 2
80:13, 14 81:11,
16 86:1, 2
88:15, 16 91:21
92:14 94:2, 3,
14, 16, 17 95:20
96:1 116:4, 5
152:21 153:1,
20, 21 154:18
155:7, 11, 16
157:17 162:11,
12 166:19
167:1, 2, 3, 5, 7,
15, 17 168:6, 7,
9 169:1, 17
170:10, 14, 15
171:16 172:4, 7,
18, 21 173:6, 12
174:1, 17, 20
175:3, 11, 16, 17,
18 176:4, 5, 9,
15 177:13
178:15 179:7
180:8, 13, 21
181:6 182:9, 11,
18 183:1, 2, 21
184:12, 14
185:14, 16, 17
186:20 187:7
188:8, 15 189:4,
13, 14 190:8, 10,
15 191:11, 21
193:15 194:1, 2,
3, 15, 20 195:20
196:10, 21
198:8 199:5, 7,
15 200:13, 15,
21 201:1, 5, 6, 8,
9, 11, 13, 14, 15,
17, 18 203:15,
17, 19 204:18
205:4, 17, 18, 21
206:3, 15 207:2,
9, 11 208:7, 13
209:1, 14 210:5
211:7, 8 224:21
```

230:1 234:12,
16, 18 236:12,
10, 18 230.12, 13 245:4, 5, 10,
13, 20 13, 20
dramatically 211:18
Drive-In 208:6
driven 52:6
130: <i>1</i> 219: <i>15</i>
drivers 66:7
drivers 66:7 70:2, 6, 7, 10
71:11, 12
drop 186:4
219: <i>15</i> 220: <i>4</i>
221:4 222:7
223:5, 8
dropout 218:9,
17
dropped
220: <i>17</i> , <i>19</i>
drops 184:5
186: <i>15</i> 221: <i>10</i>
due 106:3
107:1 213:3
214:8, 10, 13
215:18 223:18
Dulanev 101:19
Dulaney 101: <i>19</i> 108: <i>15</i> 109: <i>13</i>
112:11 113:2,
19 115:4
122:16, 20, 21
123:4 124:2
126:2 128:14
134:8 136:7
137:18 140:10
141:6, 11, 21
143:16, 17
145:4 148:4
150:3, 8 151:16
158:5 159:9
Dundalk 99:20
100:19 101:15,
16 116:18
117:9 119:2
127:8 139:10
142:18 157:10
159:8
Dundalk-
Sparrows

```
143:11
Duque 173:7
duty 164:14
dynamic 26:9
< E >
earlier 34:18
45:1, 19 60:9
89:4 146:1
182:16 201:18
206:6 220:18
238:6 239:1
245:6
earliest 121:14
early 15:21
111:8 204:12
218:14 233:14
easily 25:18
east 167:3
Eastern 159:9,
21
easv 184:2
e-binders 51:16
economic
216:16
Ed 48:19 219:8
EDAs 164:14.
16 175:4
Edmondson
51:3
educating 215:3
EDUCATION
1:1 5:4, 9 6:18
49:15 59:14
165:4 186:1
192:5 194:18
195:11 199:10,
17 217:21
219:4 222:14
223:15 224:6
227:12 228:3, 6,
10 230:20
231:21 235:2
238:11
educational
107:15 125:5,
10, 15, 19 129:8
133:18 134:10
157:7 159:5
```

```
Education's
5:20
Educator 53:2
educators 51:7
52:19 174:2, 12
236:6
effect 65:21
181:3
effective 240:19
effectively
240:10
effects 220:16
efficiency 70:8
efficiently 6:20
effort 130:14
214:1 221:7
223:3
eight 108:16
117:5 125:3
126:11 156:14
159:6
eighth 154:2, 7
either 11:1
127:4
e-Learning
194:10, 16
195:6, 18 196:1,
6, 12, 13 197:15
198:15 199:7,
18, 19 200:6
elected 228:19
elections 57:2
electrical
134:12
elementary
51:5 53:1, 2
139:19 155:20
156:1, 3, 4, 10
164:18 212:2
216:21 232:5
eligible 153:13
214:16, 19
216:9 220:18
eliminate 27:21
email 30:4
74:9 92:12
116:4 189:8
191:10 192:19
233:16
emailed 49:20
```

emails 31:16	enrolled 164:3,	especially	examiners
191:4, 8, 13, 16,	6	192:8 213:19	62:17
20 192:2, 4, 7	enrollment	220:9 231:6	example 17:2
227:1 235:15	54:18 117:13,	241: <i>1</i>	33: <i>1</i> 51: <i>13</i>
emergency 6:1	14, 18, 21 118:3	essence 68:8	72:4 105:6, 7
106: <i>1</i> 168: <i>10</i>	163:15 212:2	essential 237:11	216:1 240:9, 13
empathize	214:13, 18	essentially	21 241:2
58:13	218:21 219:15,	171: <i>12</i>	exceed 65:19
emphasize	16 220:2, 5, 7,	establishment	exceeded 183:9
101:7 118: <i>3</i>	15, 17 221:5, 10	6:9	exceeds 217:7
119:2 127:10	222:8 223:8	estimate 120:21	excellence 53:4
emphasizing	enrollments	et 84:16 182:7,	213:7, 14
163:4	118:4	8	exchanged
employee 49: <i>14</i>	entered 72:20	evaluation 46:3	213:3
221:14	enterprise	evening 5:2	excited 174: <i>17</i>
employees 46:4	223:12, 20, 21	6:21 16:14	Excuse 9:20
68:10 169:9	244:15	45:1, 19 46:20	10:8 37:12
employment	enthusiasm	50:12 56:6	43:7 65:8
46: <i>1</i>	237:8	59:21 60:10, 12,	75:11, 19 76:8,
empty 92:8	entire 196: <i>17</i>	20 70:17 94:16	12 78:17 86:19
encourage	225:11 244:15	95:10, 16, 21	102:19 123:9
198:10	entirety 6:5	130:12 167:17	128: <i>15</i> 135: <i>1</i> ,
encouraged	entitled 234: <i>1</i>	176:9 189: <i>11</i>	17, 21 147:3
70:6	239:4	194: <i>1</i> 201: <i>16</i> ,	157:2 <i>1</i>
encouragement	entity 228:8	<i>18</i> 204:6 206:7	executive
227:21	entry 213:9	211:8 226:17	134:19 135:6
encouraging	environment	243:3 246:5	138:13 182:13
50:20 190:2	177:20 178:1,	event 5:21	227:6 238:9
192:12	11 213:11	207:3, 7	executive's
encroach	environmentally	events 209:3, 7	95: <i>3</i> 114: <i>14</i>
180:18	150:17	210:1	122:19
ends 23:5	environmental-	everybody 17:5	exercise 98:4
enduring 53:4	related 110:3	23:1, 13 115:13	exfiltration
energies 244:11	envision 129: <i>12</i>	140:10 172:13	53:20
energy 165:21	equipment	187:20	Exhibit 47:6
enforcement	67:14 84:6	everybody's	63:7 69:6
227:7	97:2 166:3, 4	161:15	existing 104:16
engage 51:18	182:15	everyone's	expand 195:8
engaged 56:21	equitable 52:3	180:17 240:2	expands 195:14
engagement	119:13 139:6	evidence 53:19	expansion
107:1 212:11	140:6, 9 219:2 <i>1</i>	exacerbated	222:14
213:13 228:16	225:10 226:10	58:7	expansive
engaging 50:21	231:13	exact 71:12	133:10
English 216: <i>11</i>	equity 125:10	81:12, 13, 17	expect 65:18
217:20 219:12,	161:4 212:9	82:15 171:5	184:8 209:19
17, 20	245:17	exactly 67:8	224:15
enjoy 56:10	Erin 2:7	69:11 71:20	expectations
241:10	Eshleman	126:4 127:17	184:4
enjoyed 51:2	48:16 49:4	137:8 150:7	expected 54:10
enormous 28:18	ESPBC 227:10	171:6 245:8	223:5

expeditiously 91:15 expending 65:15 expenditures 40:9, 15, 69:8 experience 48:21 209:9 183:9 experienced 217:7 53:11 **e** 53:4 experiences 227:18 **explain** 62:*15* 65:14 97:15 174:*17* 126:4 160:5 explained 84:14 95:7 explaining 9 76:8, 245:8 7 86:19 **explains** 215:*15* 226:11 explanation 157:18 exploration 106:18 exploring 182:*13* 200:17 exponential 190:4 exponentially 180:12 **extend** 16:13 232:14 extensive 102:7 130:16 195:5 extra 53:10 104:16 129:16, 17 164:14 182:3 195:*14* 218:4 extracurricular 164:13, 17 175:4 extremely 34:9 183:8 216:17 236:8 **eye** 230:6 < F > 54:10 face 58:6 107:8

Tocccunigs
Facebook
Facebook
140:14
faced 50:15
facilitating
228:2 <i>1</i>
facilities 67:14
95: <i>1</i> 102: <i>4</i>
123:17 125:13,
14, 18 131:15
150:2 165:16
178:11 184:19
222:2 225:10
226.10 244.5
226:10 244:5
facility 98:17
125: <i>16</i> 126: <i>5</i> 133: <i>7</i> 157: <i>6</i>
facing 28:14
29:10 103:19
fact 11:20
31:15 33:11
57:13 66:17
115:6 125:15
206:5 215:12
factor 33:20
181: <i>16</i>
factors 157:8
170:7
facts 139:7
fail 67:5 117:2,
3
failing 234:4
fair 140:6
fall 123:1
130:13 158:7,
18 207:3 209:8
245: <i>14</i>
false 120:4
families 53:15
54:4, 5, 8, 21
55:8 58:2, 10
59:3 163:11, 17,
<i>19</i> 194: <i>4</i>
212:17 227:4
228:19 229:14
family 193:17
232:16
Fantastic 192:6
far 71:9 124:4
158:17 181:19
150.1/ 101.17

189:12 198:12
225:14
FARMs 216:15
217:1, 2, 3
fashion 234:15
fast 230:16
faster 218:20
favor 38:17
43:17, 19 44:19
78:5 153: <i>4</i> , <i>16</i>
fearful 73:13
feasibility
127:16
feasible 175:9
Feather 51:4
February 54:11
203:8 224:7
federal 197: <i>18</i>
216:20
feedback 53:13
57:7 102:9
174:8 180: <i>4</i>
213:9
feel 26:19
27:12 90:11
108:18 160:8,
<i>13</i> 172:8
feeling 161: <i>14</i>
feelings 161: <i>15</i> ,
16
fell 149: <i>13</i>
felt 183:6
227:2
Ferguson
201:12 202:1,
20 206:6
fewer 17:20
fiduciary 97:9
field 70:15
95:7, 18 96:12
fifth 222:15
files 196:2
filled 224:16
final 71: <i>16</i>
102: <i>10</i> 137: <i>5</i> , <i>6</i> 224: <i>16</i>
224:16
finalize 203:4
211:14
Finally 57:19

financial
213:20 214:8,
10 215:18
224: <i>1</i>
find 26:8
27:19 29:2
58:1 138:10, 14
157:13, 15
171:6 193:19
findings 89:14
fine 157:1
finer 174:11
finish 180:10
finishes 124: <i>13</i>
firm 203:7 first 7:5 8:18,
first 7:5 8:18,
21 13:1, 4
18:11 20:3, 10,
17 27:11 35:10
40:8 55:11
61:14 66:15
79:7 98:15
99:13 102:11
112:6 118:19
123:8 125:6 126:12 128:16
126:12 128:16
140:21 143:6
154: <i>15</i> , <i>16</i>
155: <i>14</i> 156: <i>7</i> ,
18 186:3
207:13 244:9
245:6
firstly 56:8
fiscal 66:4
111: <i>1</i> 2 113: <i>1</i> , <i>6</i> 126: <i>1</i> 2 136: <i>8</i> ,
10 151:17, 18
211:4
fiscally 149:8
fit 233:11
fits 72:16
five 38:17
65:12 67:4
72:4, 9, 11
100:11 111:17
100: <i>11</i> 111: <i>17</i> 113: <i>1</i> 118:8
165:12 184:6
185.21 188.17
185:2 <i>I</i> 188: <i>I7</i> 213:9 216: <i>I</i>
213.7 210.1

219:7
fix 103:21
fixed 67:13
126.5
126:5
Flag 5:7 flat 221:12
flat 221:12
floated 96:15
floor 76:3, 5
05.16.111.20
95: <i>16</i> 111:20 151:9 239: <i>10</i>
151:9 239: <i>10</i>
flow 104:2
fluid 207:18
flushed 166:2
forms 20.20
focus 30:20
50:19 52:15
57:5, 6, 11
99:14 207:13,
14 212:4
213:10 216:5
244:11, 20
245: <i>13</i>
focused 50:20
51:17 54:6
235:20, 21
236: <i>3</i> folks 72: <i>17</i> 120: <i>7</i> 171: <i>1</i>
folks 72:17
120:7 171: <i>1</i>
173:2 174:5
1/3.2 1/4.3
181: <i>14</i> 185: <i>9</i> follow 110: <i>1</i>
follow 110: <i>1</i>
171: <i>19</i> 172: <i>4</i>
175:19 190:18
196:15 200:14
190.13 200.14
204:2 205:11
206:20 210:6,
10 243:10
followed 130: <i>16</i>
following 8:15
18: <i>13</i> 36: <i>5</i>
45:3, 21 47:1
78: <i>15</i> 79:2
110:16 212:5
followup 49:11
74:2 163:8
164:12 166:11
196:19 202:21
follow-up 16:20
fondly 232:10
10Huly 252:10

Food 212:16,
20 223:12
224:1
footage 104:10
134: <i>11</i>
force 126:19
166:11 242:8
foregoing 247:6
form 33:9
89:21 170:19
226:2
formal 173:4
199: <i>1</i>
formalized
198:2 <i>1</i>
former 174:6 formula 72:1, 7, 21 221:3 223:7
formula 72.1 7
101111uia /2.1, /,
21 221:3 223:7
formulas 155:21
forth 48:16
04.6 165.1
84: <i>6</i> 165: <i>1</i>
forum 55: <i>1</i>
forward 8:8
35:2 46:2 <i>1</i>
53:11 55:16 57:1 73:9 92:16 95:4
57:1 73:9
02:16 05:4
92.10 93.4
114: <i>4</i> 115: <i>11</i>
116: <i>14</i> 140: <i>4</i>
162:8 176: <i>14</i>
183: <i>14</i> 187: <i>19</i>
188: <i>1</i> 230:8
236:4, 19 237:6,
13 245:2
forwarded
60:11 191:13
found 46:15
foundation
118: <i>20</i>
four 50:7
75.10 102.10
75:18 102:10
111: <i>17</i>
fourth 102:14
143:11
Franklin 159: <i>15</i>
free 214:16, 19
216:9
frequent 16:11
treament [6.7]
frequently

122:13

17:18	150:4 154:5	general 36:5,	105:3 128:16	240:13 243:10
fresh 50:14	155:10 156:16	13 82:11 97:3	130:6, 8 134:5	245:1, 16
Fridays 236:17	158:8 182:4	138:13 222:18	136: <i>1</i> 143:2 <i>1</i>	Good 5:2
friends 140: <i>14</i>	192:15 197:19	223:4, 10 242:7	144:3 148:9	45:18 46:20
232:16	220:19, 21	generous 183:8	156:18 157:13	50:12 56:6
fringe 222:12	221:6, 13 223:2,	George 70:12	159:18 162:6, 8	59:21 70:17
front 24:9	7 226:13	167:2 173:7	168: <i>15</i> 172: <i>3</i>	94:16 95:21
25:19 39:9	238:10	getting 25:18	173: <i>1</i> 187:9	122:11, 17
95:5 155:5	funds 97:3, 4	28:15 30:19	194:7 211: <i>13</i>	146: <i>13</i> 158: <i>21</i>
FTEs 214:7	98:21 99:7	51:10 57:2	225:1 241:19	159: <i>1</i> 167: <i>17</i>
fucking 76:7	110: <i>14</i> 111:9,	102:20 108:14	245:10	176:9 188:8
fuel 67:15	<i>13</i> 118: <i>19</i> , <i>21</i>	150: <i>13</i> 184: <i>16</i>	goal 71:6	189: <i>11</i> 194: <i>1</i>
full 12:3, 8, 9	121:7, 13, 16	190:3 236:15	goes 58:13	201:16 204:6
60:11 69:4	129:2 143:20	244:17	122:11 148:9	211:8 226:17
74:2, <i>15</i> 75: <i>1</i>	182:12 221:8	Giannelli 52:20	168: <i>16</i> 196: <i>6</i>	235:21 243:3
100:13 140:8	223:10	give 12:11	234:7	gosh 117:5
163: <i>1</i> 194: <i>6</i>	further 8:18	27:14 66:20	going 12: <i>14</i>	gotten 31:13
full-time 9: <i>3</i>	13:1 22:13	74:2 90:14	13:9 17: <i>1</i> , <i>7</i>	87:11 145:12
13:7 20:20	62:12 90:18	96: <i>10</i> 111: <i>5</i>	23:21 27:9	Gover 7:12
40:11 70:7	93:2 98:1	120:2 <i>1</i> 121:2, <i>5</i>	29:8 30:8, 18	15:3 21:2, 4, 6,
fully 6:10 9:2	105:3 106:17	155:2 <i>1</i> 170:8	32:16, 17, 18	8, 10, 12, 14, 16,
13:6 16:5	117:10 119:1, 6	175:12 179:15	56:1 66:11, 12	18, 20 22:1, 3, 5,
20:19 40:10	137: <i>11</i> 198:9	183: <i>13</i> 191: <i>15</i> ,	68:11 69:12	7 37:7, 8, 14, 16,
98:21 99:12	247:9	<i>19</i> 201: <i>14</i>	78:16, 17 86:21	18, 20 38:1, 3, 5,
130: <i>17</i> 178: <i>7</i>	future 19:4	231:20 234:14	91:7 94:19	7, 9, 11, 13, 15,
198:7	34:7 51:11	given 18:13	102:15 103:11,	17 39:19 40:15,
functioning	82: <i>1</i> 110:8	23:3 25:1 71:9	21 111:17	<i>16</i> , <i>18</i> , <i>20</i> 41: <i>1</i> ,
166:4 176:20	127:12, 17	90:6, 8 122:18	118: <i>11</i> 119: <i>1</i> ,	3, 5, 7, 9, 11, 13,
fund 104:12	163: <i>1</i> 204:2	124:6 134:10	12 125:1, 11	15, 17, 19 42:4,
126:10 127:7, 8	236:21 241:17	137:15 154:4	127:12 128:15	5, 21 43:2, 4, 6,
132:19 138:16	242:5 245:21	173:16 204:12	130:7 132:21	17, 20 44:1, 3, 5,
155: <i>14</i> 182: <i>5</i>	FY-2020 216:3	207:19 221:4	135:4 139:20	7, 9, 11, 13, 15,
222:18 223:4,	220:3	226:21	140:2, 15	17, 19 45:16
10, 11, 12, 13, 17,	FY-2021 214:7	gives 146:7	142:12 148:9,	47:11, 12, 14, 16,
21	220:4	164:8	10 149:6	18, 20 48:1, 3, 5,
funded 99:11	FY-2022 3:13,	giving 68:9	150:16 158:6	7, 9, 11, 13
138:13 154:14	17 94:13	72:14 171:9	171:7 174:10	61:16 63:14, 16,
155:14 214:6, 8	211:12 223:9	185:3	176:2 185:2	18, 20 64:1, 3, 5,
221:2 <i>1</i>	224:8, 9 246:4	glad 98:6	186:4, 17 187:1,	7, 9, 11, 13, 15,
funding 96:13,	FY-21 214:2	112:1 160:7, 8	2, 9, 12, 13, 17,	17, 19 75:6, 8,
17, 19 97:6, 8,	221:2, 12, 13	229:21 235:15	18 188:5, 11	10, 11, 16 76:2,
10 102:15	223: <i>3</i>	236:21	193:11 197:4	21 77:2, 4, 6, 8,
105:12 106:2	FY-22 222:21	global 230:21	199:15 200:2, 5,	10, 12, 14, 16, 18,
107:7 110:6	C >	Go 14:10 17:7	10 201:7, 8, 13	20 78:1, 3, 5, 7
111: <i>10</i> 113: <i>13</i>	<g></g>	23:2 27:15	203:2 205:5	79:13, 14, 16, 18,
121:12 125:21	gaps 224:16	30:5 31:5 62:3	209:12, 20, 21	20 80:1, 3, 5, 7,
127:7 132:18	garner 57:6	67:5 70:3 71:11 95:17	210:3 226:8, 12,	9, 11, 13, 15, 17
134: <i>17</i> 135: <i>7</i> 137: <i>7</i> 143: <i>19</i>	Gasparotti	98:1 100:10	20 230:2, 4, 6, 16 234:17	81:15 84:19, 21
137:7 143:19 144:5 145:10	1:21 247:4, 16 gathered 94:18	102:6 103:7	236:3, 16 239:5	85:4, 6, 8, 10, 12, 14, 16, 18, 20
	gamered 94.10	102.0 103./		17, 10, 10, 20

86:1, 3, 5 87:17, 18, 20 88:1, 3, 5, 7, 9, 11, 13, 15, 17, 19 92:21 93:3, 5, 7, 9, 11, 13, 15, 17, 19, 21 94:2, 4, 6 151:7, 21 152:2, 4, 6, 8, 10, 12, 14, 17, 19, 21 153:2, 4, 10, 16, 19 governance 229:5 governed 228:9 government 57:1 58:21 63:5 183:7 227:6 228:5 governor
134:20, <i>21</i>
167:20 229: <i>16</i>
grade 51: <i>12</i>
222:15
grades 164:4
graduate 218:4
graduation
42:18 194:18
196:5, 8, 11, 14
200:20 201:10,
20 202:3, 7, 12,
16 203:1, 10
204:9 205:5, 9
206:20 209:13
210:6, 13 217:6,
7, 17
Graduations
3:16 201:4, 12
208:17
grandstand
139:13
grandstanding
36: <i>13</i>
grant 192:15
223:11
grants 223:14
graph 187: <i>12</i>
215:20
graphic 215:14,
15
1.0

great 91:20 134:3 160:2 170:21 177:4 186:11 191:3 193:6 201:2 235:17 243:10 **greater** 26:12 178:5 219:*1* greatly 205:19 grew 218:20 grievance 49:1 Grim 70:14, 16, *17* 71:20 grossly 122:6 **group** 32:9, 13 57:5, 6 116:12 130:14 132:5, 6 138:2*1* 139:*1*, *14* 167:2*1* 190:2 206:11 229:17 **groups** 49:19 57:11 163:5 164:*15*, *17* 202:2 206:4 207:5, 9, 13, 15 209:3 218:12 220:12 group's 140:16 **growing** 214:15 **grown** 216:11 growth 131:19 219:4 220:2, 8 guaranteed 71:1 72:19 guess 39:1, 8 67:21 71:16 75:7 86:8 172:16 179:3 182:7 198:2*1* guidance 10:1, 9 55:13 165:3 209:6 234:14 **guide** 188:20 guidelines 50:5 110:16 186:16 <H>

Hager 2:7

22:3, 4 35:8, 10,

12, 13 36:7 38:13, 14 41:15, 16 44:15, 16 48:9, 10 64:15, 16 78:1, 2 80:13, 14 86:1, 2 88:15, 16 94:2, 3 152:21 153:1, 20, 21 154:18 155:7, *11, 16* 157:*17* 170:14, 15 172:4, 7, 21 173:12 174:17 177:13 236:12, *13* 245:4, 5, 20 Hager's 180:8, 13 half 67:12 106:10, 11, 12 110:6 232:7 **halfway** 57:12 **Hall** 52:20 145:8 159:9 **hand** 7:17 182:14 247:12 **handed** 92:9 114:6 235:14 **happen** 32:16 147:17 166:6 171:*1* 178:7 187:9 200:4 215:16 245:9 happened 177:8 197:7 204:13 happening 15:13 136:5 150:7 166:18 177:8 **happens** 142:*1* happy 35:1 50:13 56:8, 20 96:2 166:12 169:*17* 171:*19* 172:1 175:18 177:11 196:15, *18* 204:*1* 205:*3* 229:16 231:4

233:1 237:12, *14* 241:*4* **hard** 13:*14* 52:2 54:4 180:*3* 224:*11* 233:6 hardworking 221:18 **Harford** 140:1 harmless 221:3 223:7 **hate** 141:19 headed 92:8 **heads** 92:6 **healing** 231:5 **health** 5:18 6:1 58:20 165:2, 4 168:4 169:*19* 170:*1* 185:9 186:2 188:19 189:15, 19 healthcare 168:*11* 188:*13* **hear** 13:14 27:15, 18 28:3 45:18 58:12 70:12 122:1 130:7 151:11 153:7 158:17 160:8 162:4 171:*1* 199:*19* 202:13 229:16, 21 235:15, 21 237:11 **heard** 18:8 20:6 23:14 30:6 31:5 92:20 99:16 135:2 144:12 158:15 240:5 hearing 49:8 62:17 108:8 117:14 174:12 200:8 224:4 236:21 237:2, 3 246:3 **heart** 108:16 232:11

heartbreaking 192:7 **heating** 165:18 heavy 155:19 Heights 51:3 **held** 6:5, 18 207:13 246:5, 7 **help** 73:1 96:11 150:9 174:3 192:13 198:17 218:17 230:7 233:20 **helped** 218:4 **helpful** 15:*15* 25:21 34:9, 14 35:3 36:4 74:15 178:9 192:16 **helping** 189:*15* **helps** 193:16 198:18 Henn 2:4 8:12, 13, 14 9:12, 17 10:11, 13 12:16, 19 14:3, 8 16:2, 4, 5, 18, 21 17:10 18:4 19:11 20:12, 13, 16 21:14, 15 22:10, 12 25:12, 13, 14 26:14 27:18 28:7, 8, 9 33:13 35:7, 8, 10 36:8, 9 37:5 38:3, 4 40:2, 7 41:5, 6 42:11, 13, 14, 15, 16 44:5, 6 47:20, 21 60:5, 7, 15, 17 61:8 62:7, 8, 15, 19 64:5, 6 77:12, 13 80:3, 4 85:12, 13 88:5, 6 93:13, *14* 96:*1* 130:*5*, 7, 8, 9 133:2 136:12 140:17, 19 152:12, 13 176:7, 8 177:17

178:21 180:7,

100000000
14 101 11
<i>14</i> 181: <i>11</i>
205:15, 16
206:13, 16
211:9 228:15
231:18, 19
232:18 243:13,
14, 16
Henn's 9:7
14: <i>15</i> , <i>18</i> 15: <i>4</i>
29:20 37:12
100 10
herald 234:7
Hereford
149: <i>12</i>
hesitant 185:3
Hi 170:15
225.5
225:5
High 51:6
52:7 53:18
57:5 69:2 98:15 99:2, 15,
98.15 99.2 15
18, 20 100:19
101:10, 16, 17,
20 102:2
103:21 104:2, 9,
<i>12, 17</i> 109: <i>13</i>
111:1, 11, 13
112:12 113:3,
<i>13</i> 116: <i>18</i>
118:4 119:3, 4,
<i>10</i> 121: <i>3</i> 122: <i>5</i>
126:2 129:3, 6,
10 130:15, 17,
18 131:16
134:8, <i>14</i>
135: <i>16</i> 136:8
137:17, 18
138:6 139:10
142:2 145:6
146:11 149:13,
19 151:16
154: <i>16</i> 156: <i>6</i> ,
12, 13, 14, 19
157:1, 8, 11
159:2, 16, 17
164:19 186:12
107.17 100.12
188:17 195:2
200:19 212:5
215:20 216:18,
21 233:15

higher 154:21
186: <i>13</i> 217: <i>4</i>
highest 99:18
159: <i>11</i>
highlights
211:13
high-performing
213: <i>12</i> hinder 177: <i>15</i>
hired 98:8
156:6 158: <i>10</i>
228:10
Hispanic 215:6
217: <i>17</i>
historical 102:5,
<i>13</i> 110:5
127: <i>13</i> , <i>15</i> 132: <i>12</i> , <i>15</i>
hit 171:2, 4
220:7
Hogan 229:16
hold 84:13
221:2 223:6
holiday 56:11,
17 229:15
holidays 190:11
home 173:20
193: <i>14</i> 197: <i>12</i> , <i>17</i> , <i>18</i> , <i>19</i>
198:12, 20
homeless 216:12
honest 30:3
73:12
honors 53: <i>3</i>
hope 56:9 59:9
128:3 169:7
179: <i>15</i> 197: <i>21</i> 206: <i>10</i>
hopeful 236:5
hopefully 70:4
233:1 235:21
hopes 202:14
hoping 50:14 111:11 210:14
229:13
hospital 198:12 hospitalization
186: <i>13</i>
hospitals 197:12

1 4 . 202 . 16
host 202:16
hosted 56:18
hosting 57:4
202:12
hour 28:14
hours 16:14
197: <i>14</i>
Howie 81:15
153:12 234:12
hub 54:19
human 213: <i>12</i>
hundred 84:4
hundreds 191:4
husband 232:8,
15
HVAC 165:19
hybrid 6:6
163:13, 20
173:14 174:10
181: <i>13</i> 182:8
184: <i>18</i> 185: <i>6</i>
193:10, 11, 18
194: <i>4</i> 220: <i>11</i>
hypothetically
17:8 18: <i>1</i> , <i>4</i>
17.0 10.1, 4
<i></i>
idea 68:2
155:2 <i>1</i> 225:8
226:7
identical 97:17
identifies 222:4
identifying
183:6 212:10
IEP 123:13
125:2 <i>1</i>
II 163:19 164:1
III 164: <i>3</i> , <i>7</i> , <i>10</i>
imagine 173: <i>19</i>
immediately
66: <i>12</i> 160: <i>13</i> 181: <i>4</i> 187: <i>19</i>
import 50.16
impact 50:16
176: <i>12</i> 177: <i>18</i>
176: <i>1</i> 2 177: <i>1</i> 8 178:8 191:7
176: <i>12</i> 177: <i>18</i> 178:8 191:7 201: <i>21</i> 211: <i>20</i>
176: <i>1</i> 2 177: <i>1</i> 8 178:8 191:7
176: <i>12</i> 177: <i>18</i> 178:8 191:7 201: <i>21</i> 211: <i>20</i>

impacted 109:4
170.20 181.7
201:19 212:1
impacts 192:7
implementation
46:12
implemented
134:2 234:11
implementing
171:18
implications
182:8
importance
19:2 23:14
27:4 31:15
important
15:12 17:13
23:9 24:9
26:15, 19 27:6
28:14 29:10
30:15 35:16, 21
53:9 57:17
68: <i>3</i> 81:20
100:8 103:20
105:10 117:1
149:4, 5 186:17
227:2 228:20
230:11 242:15
importantly
166:16
imposed 59:15
132:2 <i>1</i>
improve 230:20
improved 237:5
improvement 113:5 156:14
160:18
improvements
53: <i>14</i> 105: <i>13</i>
212:11
inaccurate
194:20 225:20
231:8 239:16
inadequacy
134: <i>10</i>
inadequate
126:5 150: <i>10</i>
inappropriate
49: <i>16</i>
Inasmuch 176:9

Inaudible 238:13 include 50:6 82:5 83:10 84:3 92:14 142:16 222:15 included 82:19, 20 89:17 98:2 105:15 146:6 157:9 169:8 212:14 227:4 includes 125:8, 9
including 51:19 99:10 134:10,
99:10 134:10, 19 143:12
207:21 219:4
222:20 223:10 227:7
inclusive 169:3
incomplete
133: <i>15</i> incorporate
126: <i>16</i>
incorporating
114:16 118:16
increase 66:2 100:7 214: <i>16</i>
216:8 219:5, 7,
17 221:18
222:11, 13, 15
223:18
increased 67:3 216:13 219:12
increases 222:5,
12
increasing
65:15 214:14
217: <i>16</i> independent
52:5 116: <i>15</i>
118: <i>14</i> , <i>15</i>
124:18, 21
126: <i>15</i> , <i>17</i> 132:8 139: <i>3</i> , <i>4</i> ,
6 142:7, 9
143: <i>14</i> 156:20
231:9
independently

00.0 117.10
98:9 117:19
INDEX 4:1
indicate 127: <i>16</i>
indicated 72:6
103:17 104:14
107:11 144:2
163: <i>12</i> 194: <i>3</i>
105:12 194:5
229: <i>17</i>
indicates 113:2
indicating
163:19
indication 186:3
individual 6:7
30: <i>5</i> 51: <i>14</i>
175:8, <i>21</i> 176: <i>3</i>
208:20 216:20
227:17
individually
14: <i>15</i>
individuals
46:6 223:15
inequitable 29:4
inequities 58:5
inequity 161:5
infection 190:6
inflation 222:6,
inflation 222:6, <i>16</i>
inflation 222:6, 16 information
inflation 222:6, 16 information
inflation 222:6, 16 information 25:3, 15, 17, 19
inflation 222:6, 16 information 25:3, 15, 17, 19 26:2, 5, 11
inflation 222:6, 16 information 25:3, 15, 17, 19 26:2, 5, 11 27:19 31:21
inflation 222:6, 16 information 25:3, 15, 17, 19 26:2, 5, 11 27:19 31:21 33:8, 11, 14
inflation 222:6, 16 information 25:3, 15, 17, 19 26:2, 5, 11 27:19 31:21 33:8, 11, 14 34:16, 19 46:10,
inflation 222:6, 16 information 25:3, 15, 17, 19 26:2, 5, 11 27:19 31:21 33:8, 11, 14 34:16, 19 46:10, 11 54:1, 17
inflation 222:6, 16 information 25:3, 15, 17, 19 26:2, 5, 11 27:19 31:21 33:8, 11, 14 34:16, 19 46:10, 11 54:1, 17
inflation 222:6, 16 information 25:3, 15, 17, 19 26:2, 5, 11 27:19 31:21 33:8, 11, 14 34:16, 19 46:10, 11 54:1, 17 62:8, 12, 21
inflation 222:6, 16 information 25:3, 15, 17, 19 26:2, 5, 11 27:19 31:21 33:8, 11, 14 34:16, 19 46:10, 11 54:1, 17 62:8, 12, 21 73:19 74:6
inflation 222:6, 16 information 25:3, 15, 17, 19 26:2, 5, 11 27:19 31:21 33:8, 11, 14 34:16, 19 46:10, 11 54:1, 17 62:8, 12, 21 73:19 74:6 109:2, 8 166:13,
inflation 222:6, 16 information 25:3, 15, 17, 19 26:2, 5, 11 27:19 31:21 33:8, 11, 14 34:16, 19 46:10, 11 54:1, 17 62:8, 12, 21 73:19 74:6 109:2, 8 166:13, 15 170:11
inflation 222:6, 16 information 25:3, 15, 17, 19 26:2, 5, 11 27:19 31:21 33:8, 11, 14 34:16, 19 46:10, 11 54:1, 17 62:8, 12, 21 73:19 74:6 109:2, 8 166:13, 15 170:11 171:13 175:7
inflation 222:6, 16 information 25:3, 15, 17, 19 26:2, 5, 11 27:19 31:21 33:8, 11, 14 34:16, 19 46:10, 11 54:1, 17 62:8, 12, 21 73:19 74:6 109:2, 8 166:13, 15 170:11 171:13 175:7
inflation 222:6, 16 information 25:3, 15, 17, 19 26:2, 5, 11 27:19 31:21 33:8, 11, 14 34:16, 19 46:10, 11 54:1, 17 62:8, 12, 21 73:19 74:6 109:2, 8 166:13, 15 170:11 171:13 175:7
inflation 222:6, 16 information 25:3, 15, 17, 19 26:2, 5, 11 27:19 31:21 33:8, 11, 14 34:16, 19 46:10, 11 54:1, 17 62:8, 12, 21 73:19 74:6 109:2, 8 166:13, 15 170:11
inflation 222:6, 16 information 25:3, 15, 17, 19 26:2, 5, 11 27:19 31:21 33:8, 11, 14 34:16, 19 46:10, 11 54:1, 17 62:8, 12, 21 73:19 74:6 109:2, 8 166:13, 15 170:11 171:13 175:7 180:9 182:18 183:21 191:15, 20 193:20
inflation 222:6, 16 information 25:3, 15, 17, 19 26:2, 5, 11 27:19 31:21 33:8, 11, 14 34:16, 19 46:10, 11 54:1, 17 62:8, 12, 21 73:19 74:6 109:2, 8 166:13, 15 170:11 171:13 175:7 180:9 182:18 183:21 191:15, 20 193:20 203:18 204:15
inflation 222:6, 16 information 25:3, 15, 17, 19 26:2, 5, 11 27:19 31:21 33:8, 11, 14 34:16, 19 46:10, 11 54:1, 17 62:8, 12, 21 73:19 74:6 109:2, 8 166:13, 15 170:11 171:13 175:7 180:9 182:18 183:21 191:15, 20 193:20 203:18 204:15 205:3, 11 206:9
inflation 222:6, 16 information 25:3, 15, 17, 19 26:2, 5, 11 27:19 31:21 33:8, 11, 14 34:16, 19 46:10, 11 54:1, 17 62:8, 12, 21 73:19 74:6 109:2, 8 166:13, 15 170:11 171:13 175:7 180:9 182:18 183:21 191:15, 20 193:20 203:18 204:15 205:3, 11 206:9 207:14 234:14
inflation 222:6, 16 information 25:3, 15, 17, 19 26:2, 5, 11 27:19 31:21 33:8, 11, 14 34:16, 19 46:10, 11 54:1, 17 62:8, 12, 21 73:19 74:6 109:2, 8 166:13, 15 170:11 171:13 175:7 180:9 182:18 183:21 191:15, 20 193:20 203:18 204:15 205:3, 11 206:9 207:14 234:14 235:8, 11, 17
inflation 222:6, 16 information 25:3, 15, 17, 19 26:2, 5, 11 27:19 31:21 33:8, 11, 14 34:16, 19 46:10, 11 54:1, 17 62:8, 12, 21 73:19 74:6 109:2, 8 166:13, 15 170:11 171:13 175:7 180:9 182:18 183:21 191:15, 20 193:20 203:18 204:15 205:3, 11 206:9 207:14 234:14 235:8, 11, 17 239:13, 14
inflation 222:6, 16 information 25:3, 15, 17, 19 26:2, 5, 11 27:19 31:21 33:8, 11, 14 34:16, 19 46:10, 11 54:1, 17 62:8, 12, 21 73:19 74:6 109:2, 8 166:13, 15 170:11 171:13 175:7 180:9 182:18 183:21 191:15, 20 193:20 203:18 204:15 205:3, 11 206:9 207:14 234:14 235:8, 11, 17
inflation 222:6, 16 information 25:3, 15, 17, 19 26:2, 5, 11 27:19 31:21 33:8, 11, 14 34:16, 19 46:10, 11 54:1, 17 62:8, 12, 21 73:19 74:6 109:2, 8 166:13, 15 170:11 171:13 175:7 180:9 182:18 183:21 191:15, 20 193:20 203:18 204:15 205:3, 11 206:9 207:14 234:14 235:8, 11, 17 239:13, 14
inflation 222:6, 16 information 25:3, 15, 17, 19 26:2, 5, 11 27:19 31:21 33:8, 11, 14 34:16, 19 46:10, 11 54:1, 17 62:8, 12, 21 73:19 74:6 109:2, 8 166:13, 15 170:11 171:13 175:7 180:9 182:18 183:21 191:15, 20 193:20 203:18 204:15 205:3, 11 206:9 207:14 234:14 235:8, 11, 17 239:13, 14 informational

infrastructure
46:13 55:6
222:3
initial 175:6
initially 175:6
initiatives
221:20
injustice 28:18
29:13
In-Person 3: <i>15</i> 9: <i>3</i> 13:7 20: <i>20</i>
40:11 42:17
59:8 163: <i>13</i> , 20 194:6 201: <i>4</i> , <i>10</i>
202:7, 16 205:9
206:20 220:9
input 127:11
130:2 134:15,
16 208:17
inputted 114:6
inquiries 87:6
inquiry 52:6
inspected 166:3
inspire 232: <i>13</i>
Instagram
56:19
instance 84:8
instances 84:7
institutional
227:14 institutionalized
234:6
instruction 9:4
13:8 20:21
27:10 40:12
50:21 52:5, 15,
16 82:6 83:11
84:12 91:8
92:1 163:13, 20
166: <i>17</i> 197: <i>14</i>
198:10 220:9
instructional
221:21
instrumental
180:4 insufficient
134: <i>11</i>
insure 52:2

211:19 217:13

```
insuring 172:13
intended 112:1
intensive 218:20
interest 18:7
56:1 91:18
interested 49:9
178:5 244:14
247:10
interests 104:15
interim 56:18
internal 179:11
Internet 176:19
178:13
interrupt
102:20
interrupting
103:4
introduced
108:1
investigated
110:3
investment 52:7
invite 5:6
involved
102:16 120:6, 7
129:2, 3 151:3
169:21 201:13
involvement
102:7 156:6
Islander 215:7
issuance 223:19
issue 24:9
28:14 29:10
30:15, 17 99:15
102:4 103:18
106:14 134:8
135:8 150:5
issued 89:12
225:21
issues 33:19
54:20 57:15, 16
66:14 99:15
104:12, 20
110:3, 4 233:9
item 7:4, 5, 7
8:18, 20, 21 9:1
10:4 13:1, 3, 4,
5 16:8, 11
17:16 18:3
```

```
30:17, 20, 21
34:19 36:17
38:21 39:12, 14
40:8, 9 42:3
46:17 49:7
50:10 55:20
56:3 59:18
60:4, 11, 19
61:13, 18, 21
62:1 65:1 78:8
94:12 139:17
148:20 162:6, 9
201:3 211:3
222:7 225:1.2
241:15 242:12
244:13 246:2
itemize 138:4
183:3
Items 3:20
6:21 13:11
60:10 61:10
64:21 96:21
97:16 107:19
136:7, 9 151:15,
18 183:4, 8, 11
241:16, 19
242:5 244:8
245:21
its 6:5 26:4
49:18 124:13
220:14 245:1
IV 164:6, 7, 10
IX 47:2 48:17
< J >
J-1 60:10, 16
61:10 64:21
75:20
J-3 60:10, 16
61:11 65:1
J-4 60:12, 19
61:5, 18 62:1
J-5 60:10, 16
```

61:11 65:1

JANUARY

1:11 5:5 7:6

32:12 56:12

112:9 164:11

165:11 202:15

75:20

210 16 224 2 5
210:16 224:3, 5
246:6, 8 247:13
Jim 98:11
job 28:15, 17
29:12 228:20
243:10
John 2:11
232:8, 15
joining 246: <i>10</i>
joining 246: <i>10</i> Jones 167: <i>1</i>
Jose 2:6 7:10
9:6, 12 21:12,
13 37:4 38:1, 2
39:16 40:4
41:3, 4 43:5
44:3, 4 47:20
61:12, 16 62:13,
<i>14</i> , <i>15</i> 63:1, 9
64:3, 4 77:10,
11 80:1, 2
85:10, 11 88:3,
4 93:11, 12
116:9, 10
117:12 119:8
120: <i>12</i> , <i>15</i>
127:21 128:18
136: <i>15</i> , <i>19</i>
138:18, 20
144:8, 10, 11, 14
146:18, 19
147:6, 9 148:8
152: <i>10</i> , <i>11</i>
231:2, 3 238:16,
18 243:8, 9, 12
Josh 29:17
Joshua 2:14
233:15 234:10,
13, 18
Joshua's 234:17
Jr 2:11
Julie 2:4
228:15
July 66:1
121:15 224:18
jump 70:15
216: <i>15</i>
June 66:13
203:12 213:5
juniors 244:10

20:17 22:15

inviduation	149:6 150:17	152.10 20	179:13	lesser 71:4
jurisdiction 46:5	154:9 160:11,	152:19, 20 183:19, 20	lays 226:10	lessons 245:16
jurisdictions	16 162:19	187:16 189:2	lead 5:10	Letter 81:11
70:20 73:1	168:7 169: <i>13</i>	235:5, 6, 7, 19	58:15 183:5	82:4 83:9
221:20	170:6, 18 171:5,	236:11 244:7, 8	201:12 240:8,	112:4
justify 131:10,	14, 16 173:17	245:4	14 241:2	letters 58:11
20	176:18 177:2	Kuehn's 122:13	leaders 57:9	level 67:7
20	170.18 177.2	Kueiii 8 122.13	58:2, 15 59:12	144:5 194:11
< K >	182:11 184:1	< L >	202:3	200:19 223:4
Kathleen 2:5	185:5, 13 186:5	labor 67:15, 18	leadership 19:2	230:21
keep 28:2 71:5	187:3, 8 188:9	68:6	leading 132:8	levels 179:5
76:14 108:14	190:3, 6, 11	lack 224:13	leaking 105:6	221: <i>1</i>
127:4 142:11	193:16 194:8	land 107:1	learn 232:2	Lewis 167:7
170:16 205:6	196:16 199:12	Lane 51:3, 4	learned 245:16	liaison 92:13
221:19 222:11	200:2, 18	language 36:10	learners 216:11	library 52:1, 9
keeping 68:3	204:21 205:10,	76:9 82:18, 19	217:20 219:12,	lieutenant
key 102:11	19 206:19	87:6 214:15	17, 20 220:8, 10	134:20
103:2, <i>14</i>	207:17 208:1	216:11 217:20	learning 52:17	life 51:16
104: <i>17</i> , <i>21</i>	209:4, 18, 19	219:12, 17, 20	57:7 59:8, 10	110:10, 12
kicked 57:3	210:2 211:10	languages 83:4	84:7 177:19	light 59:5
149:20	226:6 233:17	Lansdowne	191:7 193:8	likes 114:1
kid 196:6	236:8, 16 244:9,	99:2, <i>10</i> 111: <i>1</i> ,	197:13 199:20	Lily 2:13 197:2
kids 171:6	10	11, 13 113:9, 14	204:14 211:18	limit 8:19 9:9
198: <i>13</i> , <i>15</i>	knowing 69:12	120:19 121:3	212:6, 7 213:10	13:2 14:21
200:8 236:4	137:18 171:9	120:19 121:3	230:8 245:14	15:15, 16, 20
Kim 201:12	188:12	128:13 134:14	leave 101:1	17:12 22:14
kind 13:14	knowledge	135:3 140:9	111:20 124:12	25:4 26:7
18: <i>14</i> 70: <i>18</i>	227:15	143:10 145:14,	leaving 138:1	28:19 29:5, 8,
98:19 112:15	known 228:6	15 150:12	led 212:4 213:9	11 36:11, 21
148:7 155:18	knows 27:9	154:1, 13, 16, 19	left 75:7 117:4	37:1
172:1, 2 198:11	130:20	155:11, 15	234:4	limitations
245:7	Kuehn 2:8	157:1 159:7	legacy 98:20	107:6
kindly 240:16	22:1, 2 31:9, 10	Lansdowne's	99:1, 9, 10, 13	limited 131:5,
kinds 208:19	37:13 38:11, 12	154:20	232:12	10 148:8
kitchen 129:4	41:13, 14 44:13,	large 24:11	legal 10:9	156:17 176:19
133:3	14 48:7, 8	119:15 207:4, 8	12:11 63:5	limiting 36:11
knew 232:17	64:13, 14 65:6,	209:3	Legally 220:21	limits 15:5
know 19:15	9, 10 66:5 67:8,	larger 67:2	Legislative	17:1 24:15, 19
31:20 35:21	17, 21 68:20	largest 222:6	87:3 89:12, 13	26:15, 20 30:17
36:15 53:6	69:16, 20 70:5	223:1, 14	92:15	32:2, 5, 11 33:1
68:1, 2, 3, 17	76:9 77:20, 21	Lastly 8:20	legislators	35:15 59:14
81:13 111:21	80:11, 12 85:20,	13:3 173:13	227:8, 9	line 136:6, 9
112: <i>16</i> 114: <i>1</i>	21 88:13, 14	late 16:9 75:21	legitimate	151: <i>15</i> , <i>18</i>
115:11 117:2, 4,	93:21 94:1	180:15 206:6	124:1 126:8	167:21 173:16
12 119:16, 18	102:19 112:7, 8	210:8, 14	138:1	184:7 224:10
120:4 121:6	113:12 114:10	law 227:7	legwork 184:21	link 192:3
125:2 130:20	115:3, 10, 15, 16	233:18	lengthy 16:16	Lisa 2:9
131:15 136:4	116: <i>4</i> 144: <i>14</i> ,	layer 102:6	lessen 174:13	167:16
138:20 141:8	16, 20 145:18	171:20 178:17	216:5 218:13	list 119: <i>19</i>
144: <i>4</i> 145: <i>9</i> , <i>13</i>	146:10, 17			122:3, 16 123:1,

2, 5, 21 126:3	186:6 211: <i>10</i>	100: <i>13</i> 101: <i>19</i>	230:14 242:16	221:6 222:2
132: <i>14</i> 134: <i>9</i>	235:9 236:2	108: <i>14</i> 117: <i>14</i>	243:1, 2, 4	223:3
137:19, 20	longer 100:14	134:7 139: <i>12</i>	Mack's 237:8	major 97:5
138: <i>1</i> 142: <i>1</i>	149: <i>10</i> , <i>16</i>	149: <i>3</i> 150: <i>19</i>	Madam 7:13	127:13
143:7, 10, 18	215:12	158: <i>15</i> 159:20	8:12 9:18, 20	majority 42:2
145: <i>1</i> , <i>9</i> , <i>19</i>	long-range	170: <i>7</i> , <i>15</i> 171:9	10:8 11:5	Makeda 2:3
147: <i>19</i> 148: <i>5</i>	124:18	180: <i>1</i> , <i>9</i> 191: <i>16</i>	12:16 13:9	5:3 228:14
154:2 158:7	long-term 53:7	192:2 <i>1</i> 194: <i>16</i>	16:2 18:2 <i>1</i>	making 7:2
168: <i>14</i> , <i>15</i>	longwinded	208:17 210:18	19:19 22:12	8:4 9:15 11:12
174:13 225:13	36:17	235:8	24:14 25:12	23:5 33:12, 17
listed 145:6	look 55:16	lots 140:1	28:7 29:15	53:14 83:3
listen 6:15	<i>57:1 71:11</i>	loud 58:17	33:2 34:5	115:12 136:6,
listened 114:3	97:18 103:20	love 160: <i>16</i>	42:10, 11 43:7	<i>16</i> 137: <i>3</i>
listening 53:13	104:2 107:9	170: <i>19</i> 193:7	45:4 46:21	172: <i>10</i> 186: <i>15</i>
148: <i>1</i> 241: <i>6</i>	112:9, <i>21</i>	233:9 245:15	56:6 59:21	198: <i>15</i> 207: <i>17</i>
listing 154:9	140: <i>11</i> 157: <i>5</i> , <i>7</i>	loved 56:10	60:7, 17 61:19	231:15 235:15
literally 68:8	159: <i>3</i> 165: <i>15</i>	232:17	69:19 74:13	Maliza 233:15
117: <i>3</i> 235: <i>13</i>	168: <i>19</i> 172:2, <i>3</i>	low 217: <i>1</i>	78:12 83:18	Management
little 27:5	178: <i>17</i> 181: <i>12</i> ,	lower 186: <i>11</i>	86:19 89:1	95:2
70:16 72:15	<i>17</i> 187: <i>11</i>	221:4	90:4 94:8, 17	managing 184: <i>3</i>
97:11 100:12	197:12, 13, 15	lowest 134:13	130:9 133: <i>13</i>	mandate 58:14
101:17 158:17	198: <i>11, 14</i>	159: <i>10</i>	140:19 148:15	mandated 5:15
160: <i>10</i> 162:8	199: <i>1</i> 205:6	LPP 235:12	159: <i>1</i> 162: <i>12</i>	220:21
179: <i>15</i> 190: <i>19</i>	207:7 209:15		176:8 180:20	manipulative
191: <i>17</i> 194: <i>12</i>	214:9 215:17	< M >	197:3 199:5	84:4
Live 6:19	216:19 230:6, 8	ma'am 73:7	201:16 205:16	manner 6:7
56:19 140:8	234:15 236:19	74: <i>10</i> 116:7	206:18 211:9	123: <i>15</i> 199: <i>1</i>
232:12	looked 177:12	153: <i>13</i> 189: <i>19</i>	225:5 231:19	240:20
lived 160:20	looking 30:1	Mack 2:9 21:8,	237:15 239:8	March 66:18
LIVESTREAM	55:12 109:15	9 22:16, 18, 19,	242:11 243:3,	212:13
1:8	112: <i>19</i> 121: <i>1</i>	21 23:1, 10	15, 18	Margaret
living 120: <i>1</i>	155: <i>17</i> 168: <i>15</i>	24:8 27:4	magically	234:12
139: <i>15</i>	177:6 179: <i>1</i> , 6,	37:18, 19 40:20,	187: <i>17</i>	Marilyn 232:4,
load 68:9	12, 21 181:9, 10	21 42:20 43:20,	Magnet 51:5	9, 10
loans 68:10	182:7 184: <i>13</i>	21 47:7, 16, 17	54:9 233:18	mark 128:8
local 150:4	187: <i>13</i> 198: <i>1</i> , <i>7</i> ,	61:6 63:20, 21	234:8	Mary 52:12
location 209:4	<i>14</i> 199: <i>13</i>	65:2 75:18	magnificent	166: <i>19</i>
locations 212:19	207:5 210:11	77:6, 7 79:18,	234:10	Maryland 6:15
log 236:18	212:10 237:12	19 85:1, 6, 7	magnitude	52:21 53:2
Logan 53:1	looks 62:16	86:17, 18 87:20,	104:13	102:12, 14
logic 18: <i>13</i>	68:20 178:10	21 90:20 93:7,	mailed 212:2 <i>1</i>	117:15, 21
logistics 169: <i>11</i>	184: <i>15</i> 185: <i>12</i>	8 120: <i>16</i> , <i>17</i>	main 13:21	118:7, 9 132:12,
170: <i>3</i> , <i>9</i> 173: <i>10</i>	204:4	121:9, 17, 20	31:18 134:8	<i>14</i> 140:2 165: <i>3</i> ,
185: <i>4</i> 188: <i>14</i>	Lord 27:9	131:7 152:6, 7	maintain 5:18	4 185:21 202:9
203:4	lose 137:20	167: <i>16</i> , <i>17</i>	52:9 194:5	217:7 247:1, 5
long 19: <i>17</i>	losing 197:18	169: <i>5</i> 170: <i>10</i> ,	maintains	masks 182:2
23:16 28:4	losses 192:10	<i>13</i> 188: <i>12</i>	221:2 <i>1</i>	master 196:2
50:2 58:19	lost 204:10	198: <i>4</i> , <i>5</i> 199: <i>4</i>	maintenance	match 222:8
102:16 132:19	lot 30:3 35:15,	229:12, 13	67: <i>16</i> 214: <i>1</i>	
145:20 151:10	<i>17</i> 57: <i>13</i> 96:8			

materials 52:8	196:5	126:1 163:1	memo 71: <i>17</i> ,	Mill 51:6
81:19 82:1, 6	meaning 184:18	182:21 200:1	19 73:4	159:13
83:11 222:1	meaningful	202:1 203:3	memorandum	million 65:20
matter 28:2, 4	92:10	236:21 241:17	66:19	68:21 69:8, 10,
46:5 206:5	means 101:8	242:16 245:21	memory 98:10,	14 104:4, 6, 7, 8
225:14	102:5 105:5	meeting's 17:14	12 232:12	116:17 118:12
matters 23:3	118:21 138:5	26:1	memos 74:5	139:5 182:1
49: <i>14</i> 153: <i>13</i>	141: <i>11</i>	meets 138:6	mention 29:1	183:10 212:17
McComas	meant 169:6	Member 2:14	58:5	214:6 221:2, 4,
81: <i>11</i> 91:2 <i>1</i>	measure 32:2	3:19 6:10 8:20	mentioned	11, 13 223:2, 6,
92:14 175:16	measures	13: <i>3</i> 14:2 <i>1</i>	139:9 178:12	<i>18</i> 231: <i>11</i>
194: <i>1</i> , <i>15</i> , <i>20</i>	172:14	15:5 17:8	189: <i>14</i> 200: <i>7</i>	Mills 159:12
195:20 196:10,	mechanical	22:14 23:8	201:18 204:11	mind 27:16
<i>21</i> 198:8 199:7,	134:12	28:12 29:7	209:18 222:9	205:7 226:9
<i>15</i> 200: <i>13</i> , <i>15</i>	mechanism 6:9	37:1 56:2, 4, 14	238:10 245:13	minds 8:7
234:12, 18	media 52: <i>3</i>	153:8, 11, 12	menu 195:5, 7	minimizes 28:16
McMillion 2:10	medical 6:1	194:8 225:2, 3	message 174:15	minimum
18: <i>18</i> , <i>20</i> , <i>21</i>	59:1	227:13 232:9	messages	222:13
19:6 21:10, 11	meet 28:13	237:18 238:21	102:21 104:17	minority 215:12
25:5, 6, 7, 8, 11	58:1 73:15	239:5, 17, 19	met 23:7 45:1,	minute 205:18
31:2, 4, 7 32:8,	100:21 119:13	241:8	20 60:9 138:5,	242:1
9, 21 37:20, 21	138:4 168:9	MEMBERS	17 225:14	minutes 23:8
41:1, 2 44:1, 2	245:9	2:1 6:6, 7 7:1	226:8, 12	28:12 29:7, 8
47: <i>18</i> , <i>19</i> 64: <i>1</i> ,	MEETING 1:7	16:11 17:17, 20	method 118:6	32:18 46:14
2 77:8, 9 79:20,	5:4, 21 6:4, 11,	18:2, 8, 17	metric 161:9	148:19 170:17
21 85:8, 9 88:1,	14, 15, 16, 18, 20	23:18 25:20	171:2	201:7
2 93:9, 10	7:8 15:18, 19,	26:16 29:2	metrics 58:21	misinformation
141:15, 17, 18	21 17:7 19:13,	30:5, 14, 18	151:3 155:18	234:2
143:4, 15 144:7	14, 16 23:5	33:8 36:15	162:20 165:2	mismatch 214:4
147:15, 20, 21	24:18 28:12	43:8 45:18	166:14 173:9	mistaken
148:4 152:8, 9	32:3, 5, 6, 15	46:21 49:8, 20	181:1 184:7	194: <i>16</i>
157:19 158:1, 2,	33:14 34:12	56:7 60:8	185:8 188:6, 16	misunderstandin
4 160:14 193:5,	35:3 39:15	76:14, 17, 18	206:21 207:16,	g 234:3
6 194:3, 15, 21	46:16 50:9	78:13 91:21	18, 20 209:2, 11	misunderstood
195:15, 17	62:11 76:16	92:20 94:18	245:9 Michael 167:5	27:18
196:4, 16, 20	81:9 82: <i>12</i> 84: <i>14</i> 87:2, 8	95:2, <i>19</i> 96: <i>1</i> 116: <i>13</i> 119: <i>15</i>	201:8	mitigating 212:10
197:5 198:6 230:15, 16	89:4 108:3, 4	128:11 144:11	MICROSOFT	mix 158:6
243:5, 6, 11	137:4 162:18	150:5 162:5	1:9 6: <i>19</i>	Moalie 2:6
McMillion's	163:8 171:3	166:9, 10 167:7	midcourse	7:10
142:4 146:20	176:21 182:21	176:17 177:3	98:20	mobility 215:20
147:5	190:8 202:2	180:15 201:17	Middle 51:5	mode 76:15
MDH 186: <i>16</i>	211:11 235:9	205:20 206:8	52:20 57:5	187:6, 7
meals 212:15,	242:6, 7 245:7,	211:10 224:10	68:1 119:9	model 173:14
17 214:17, 20	13, 17 246:7, 11,	227:5 228:18	142:2 156:10	181:13 193:18
216:10	12	238:20 239:4	164:19 218:14	220:11
mean 10:19	meetings 16:10	240:1	midnight 15:21	modern 129:21
29:6 121:2 <i>1</i>	23:2, 16, 21	Member's 3:9	23:2, 21	133:6 234:1
160:9 195:2 <i>1</i>	24:2 30:1, 2, 7	17:5 238:19	midst 53:6	modest 221:18
100.0 100.21	34:7 45:2, 21		Milford 159:13	222:10
	· · · · · · · · · · · · · · · · · · ·	I	1	

Tocccunigs
modification
65: <i>12</i> 112: <i>16</i>
modifications
166:5 221: <i>3</i>
modified 112:15
MOE 221:10
moment 5:7, 13
52:18 206:9
207:19
Monday 50:8
190:20
money 66: <i>13</i> 72: <i>17</i> 104: <i>3</i> , <i>5</i> ,
9 105:20 117:9
121:4 122:3, 9,
11 126:6
138:11, 14
139:20, 21
148:8, 9 225:20
monitor 162:20
165:5
Montgomery
140:1
month 28:13
50:18 168:1, 2
183:12
months 57:14
102:17 126:21
146:5 209:2 <i>1</i>
210:1 217:11
month's 54:17
morale 198: <i>19</i>
morning 202:13 mortar 195:4
mortar 195:4
motion 7:2, 15
8:4, 16 9:7, 10,
<i>15</i> , <i>16</i> , <i>21</i> 10: <i>3</i> ,
<i>5</i> , <i>7</i> , <i>10</i> , <i>18</i> 11: <i>1</i> ,
2, 9, 13, 17, 18,
19, 21 12:7, 14
13:21 15:11
20:2, 6 22:8
24:3 31:14
35:14 36:6, 10
38:20 39:2, 4, 5,
7, 11, 18 40:1
45:7 47:5
60:19 61:5, 10
64:21 76:2, 5 79:7 80:19
79:7 80: <i>19</i>

83:3, 6 86:12, 15 87:8 89:21 90:12 136:6, 14 137:3, 11, 13 138:19 140:18 141:5, 17 143:17 144:13, 17, 19 146:18, 19 148:13, 16, 20, 21 149:2 151:6, 8, 11, 13 237:1 motions 33:9, 10 42:6 137:1 139:14
MOU 67:8 173:4
MOUs 173:8
move 7:7 8:19.
move 7:7 8:19, 21 12:19 13:2,
4 20:8, 16
22.13 24.2 21
39:12 40:8
42:16 53:10
83:7 90:9, 13,
17 91:15 92:16
93:1 98:19
103:6 115:4, 11
151: <i>14</i> 161: <i>1</i>
151: <i>14</i> 161: <i>1</i> 176: <i>14</i> 188: <i>1</i>
208:4 211:2
236:4
moved 47:7
61:6 65:2 73:9
79:8 86:16, 17
moving 8:8
35:2 36:14
42:1 43:16
48: <i>16</i> 95: <i>4</i> 114: <i>4</i> 145: <i>12</i>
114:4 145:12
154:6 183: <i>14</i>
187:18 216:2
237:6
MSDE 186: <i>16</i>
190:13 217:11,
14
Muhumuza
2:14 5:10 15:8,
10 16:20 17:11

18:1 19:12

21:16, 17 23:11, 12 24:6 29:15, 17, 18, 19 38:5, 6 41:7, 8 44:7, 8 48:1, 2 56:5, 6 59:17 64:7, 8 77:14, 15 80:5, 6 85:14, 15 88:7, 8 93:15, 16 152:14 164:13 175:1, 2, 17, 19, 20 208:12, 13 209:12, 17 210:11, 21 232:19, 20 233:4 243:17, 18, 21
Muhumuza's
16:6 25:9
multiple 219:6
238:13
multi-race
217:18 multiracial
215:6
multiyear
113:4, 10 138:3
225:8, 9, 11
music 149:15,
16
mute 43:8
241:20
mutually 96:20 MYIPAS 95:6
98:3 101:5
109:2 113:15
114:5, 17, 18
123:16 124:15
137:15 143:5
myriad 193:9
< N >
name 50:6
150:4 239: <i>15</i>
245:11
named 52:21
53:2

```
narrow 185:10
national 212:8
nationally 132:9
natural 17:19
26:9
naturally 17:15
nature 187:15
225:16
near 204:2
necessarily
178:3
necessary
181:20 219:10,
19 228:16
need 10:1, 16,
18 14:18 16:13
18:14 23:4
25:16 27:15
28:17 31:18
32:6 33:1 43:8
60:18, 19 61:13
74:1 82:13
85:2 89:20
101:20 107:3
108:17 115:5
118:3, 17 123:3
124:17 125:3
126:8, 11
127:10, 17, 18
130:21 131:15,
18 138:8, 11, 16
139:9 141:1, 2,
3, 6, 8, 9, 12
142:14 143:1
145:5 146:16
148:13 150:10
156:13 157:13,
15 160:12
162:6 168:21
170:7 171:2.6
176:13 178:14
179:3 180:13
181:15 182:4
186:5 189:4
190:14 200:14
212:15, 18
215:15 218:2
226:6 230:3, 4,
6, 17, 19 239:20,
```

```
21 241:2
244:19
needed 65:4
67:2 87:5
89:15 100:19
101:2 103:21
105:12, 20
109:15 123:18
131:12, 14, 16
136:3 142:12
165:18 166:6
183:6 190:19
237:16
neediest 220:10
needing 122:20
needs 23:6
26:2, 5 72:15
73:15 106:11,
17 107:12, 16,
18 119:13
124:1 126:5, 9
130:20 138:1, 4,
7, 17 141:10
145:2 149:18
184:21 192:10
199:16 213:17
214:13 216:18
225:13 226:8,
11, 13 234:11
238:5
negotiated
66:18 71:3
neighboring
70:19
network 46:11
never 30:6
122:12 123:5
135:12 138:12
New 3:5, 10, 11
50:13 56:9
65:20 96:2
113:20 115:5
130:15, 17
131:12, 14, 18
133:3 139:16
141:6, 12 143:1
146:12 159:20
160:12 165:7
213:5 221:20
228:14 231:4
```

names 7:2

233:1 237:14
241:4
news 54:19
159: <i>1</i> 174: <i>18</i>
235:21 237:8,
11
nibble 146:3
nice 170:18
179:4
Nieves 167:8 201:9, 13, 14, 15
203:15 205:4,
18, 21 206:3, 15
207:9, 11 208:7
210:5
night 16:9
241:5
nights 165:21
nine 78:5
nonacademic
220:1
non-print 52:8
nonwhite
215: <i>13</i>
normal 58:18,
<i>19</i> 194:6
Normally 160:4
norms 238:3
north 142:21
165:9
northeast 101:4
106:8 107: <i>4</i> 115:8 140: <i>7</i>
158:15
136.13
northeast/central
101:6 145:7
northwest
140:9 158:18,
19
notarial 247:12
Notary 247:4
note 113:1
215:2 224: <i>12</i> 241: <i>3</i>
notes 51:17
notice 203:9
notifying 184:16
notion 27:17

120:3 **notour** 143:13 notwithstanding 201:20 November 87:4 89:13 179:19 223:20 233:14 number 28:15, 17 65:12 72:3 73:15 79:2 90:14 100:14 112:21 132:6, 7, 9 135:11 163:11, 18 164:3, 6 168:20 175:12 183:4 186:15 190:1 216:9, 12 224:6 numbers 28:10, 11 71:12 117:13, 14, 21 119:2 134:13 139:7 171:4 175:5 186:*11*. *12* 187:1, 3, 21 188:*17* nurses 169:8, 18, 20 189:14, 16 **nutrition** 212:16 < 0 > **Obama** 234:6 objection 123:20 oblivious 59:2 obstacle 55:10 181:4 obtain 25:2 Obviously 69:4 71:14 72:8 132:18 189:9 occur 210:2 occurred 112:13 114:4 October 5:21 **offer** 8:15 81:13 194:9 195:4 196:*14*

offered 189:20 193:1 206:4 208:8 **offering** 53:17 **offerings** 197:21 Offerman 2:11 18:8, 10 21:18, 19 38:7, 8 41:9, 10 44:9, 10 47:8 48:3, 4 64:9, 10 76:7, 10 77:16, 17 80:7, 8 85:16, 17 88:9, 10 93:17, 18 128:18, 21 129:1, 12 130:3, *5* 133:*5* 152:*15*, 16 233:4, 5, 13 243:21 244:1 Offerman's 19:10.18 **Office** 48:20 52:14 57:10 87:3 89:11, 13 95:3 208:16 **officer** 52:13 55:4 166:20 167:5 offices 5:16 222:20 official 172:16 officials 46:4 227:6 228:19 **offset** 223:7 **Oh** 31:4 37:13 42:7 45:14 61:15 65:7 81:3 123:9 128:17 148:17 241:2*1* Okay 7:17 9:17 11:4 12:15 14:17 15:2 18:6, 16 20:5, 13 21:1, 2 22:9 28:3, 6 36:2 37:6 38:18 39:6

43:16 44:20 45:14 60:4, 15, 21 61:4, 9 63:2 64:20 67:21 69:15 73:3 74:7, 12 75:2, 5, 6 78:8 79:6, 9, 12 84:19 86:8, 14 87:15 88:21 89:5 90:3 92:21 112:20 115:3, 9 116:8 121:20 123:6, 12 124:14 128:17 130:6 133:11 134:3 137:10 144:13 145:18 147:15 148:11, 12 151:*1*, *4* 153:*14*, 18, 20 155:16 158:21 162:3 173:12 175:20 180:7 181:*18* 183:16 187:16 189:2 190:12 193:5 194:*15* 196:4 201:3 203:16 204:3 208:5, 11 209:17 210:21 211:1 239:18 241:18 242:3 244:8 245:3, 19 **OLA** 90:19 old 72:5 122:7 once 31:6 55:9 59:6, 8 96:16 109:17 129:18 133:20 159:14 171:4 182:2 194:6 205:2 245:9 ones 56:10 229:6 one-third 104:10 **ongoing** 63:4, 6 165:17 166:12

169:12 189:9

online 55:*1* 57:7 84:7 **OPE** 227:10 **open** 6:14, 15 9:2 13:6 20:18 31:20 33:15 36:1, 3 40:10 45:2, 20 54:17 59:7 66:11.17 67:6 69:13 111:20 149:14 154:4 164:11 179:4 184:8 188:6 245:18 opening 121:15, 18 245:1 operate 71:8 179:10 Operating 3:18 165:20 211:4 224:8 246:4 operational 9:7 55:5 179:9 213:14 operations 50:17 55:4 167:4 201:19 operators 67:5 **opinion** 12:*11* 32:15 240:2 opinions 227:18 240:3 241:9 opportunities 16:12 17:17 27:7 194:13 218:16 opportunity 6:10 36:16 69:17 106:5 118:18 146:8 171:10 190:13 193:11 210:15 211:11 244:12 **opposed** 43:18 153:16 opt 173:16 **optimum** 107:5

41:20, 21 42:21

option 7:18

103:13 188:5

Toccedings
194:5, 6, 7 197:17 199:20 200:19 207:21 208:1, 6 options 25:2 84:10 102:8 132:15 202:6 208:2, 8 218:6, 7
oral 62: <i>17</i>
Order 3:2 5:3,
17 6:20 9:6
11:6, 11, 15
20:9 33:8 52:9
61:12 76:8, 13
107:17 125:20
107: <i>17</i> 125: <i>20</i> 136: <i>15</i> 147: <i>4</i>
154:14 161:10
174.14 101.10
176: <i>14</i> 178: <i>7</i> 188: <i>1</i> 209: <i>3</i>
188: <i>1</i> 209: <i>3</i>
225:15 237:17
238:1, 16, 17
239:9, 11, 12
organization
118:2, 10
244: <i>15</i>
organize 51:16
original 11:1, 2
37:9 38:19
39:2, 3, 5, 7
118: <i>11</i> 185: <i>5</i>
originally 29:6
outbursts 76:16
outbursts /0.10
outcome 247:11
outdoor 146: <i>14</i>
outlets 166: <i>1</i>
outline 225:13
234:17
outlined 165:8
outlook 214:9,
11 215:19
outright 140:12
outright 140:12 outside 33:14
outstanding
52:19
overall 107: <i>12</i>
217:5 218:2 <i>1</i>
220:17 223:4

```
overcrowded
119:12 122:6
150:1
overcrowding
125:16, 19
198:18
overnight
187:2 200:4
215:17
oversees 55:4
oversight 229:5
Owings 51:6
159:12
< P >
p.m 50:8
246:7, 9
Pacific 215:7
paid 54:14
68:18 71:2
pains 234:4
pandemic 8:9
33:19 58:4, 7
68:1 70:4 73:2
191:7 192:11
210:19 211:17
212:4 213:18
214:13 216:4
pandemic-
related 216:16
panic 116:21
parent 54:7
parents 23:6
24:10 31:21
191:5 193:13
197:17 202:5
227:4 240:7
241:6
Park 51:5
161:2
Parkville 232:5
parliamentary
11:7, 15
part 20:15
22:10, 11 50:4
67:19 68:15
91:10 97:6
98:15 105:4
```

108:12 109:14

113:*18* 115:*1*

```
118:19 127:13,
15 129:8, 11, 18
133:1 156:7, 9,
16 157:2 185:2
193:17, 19
196:12 232:11
233:18 244:20
partial 66:20
participate
6:11 51:13
participating
6:8 169:18
participation
228:1
particular 27:5
36:17 232:2
particularly
148:12 160:9,
19 161:18
parties 81:14
247:10
partner 102:11
partners 57:9
70:20 102:11
113:6 132:18
134:17 137:7
150:4 177:4
226:13
partnerships
213:13
parts 13:10, 16
112:21
pass 26:7
passed 40:4, 6
125:13 232:2
237:1
passes 143:17
passion 196:16
passionate
156:12
Pasteur 2:12
19:7, 8, 9 21:20,
21 27:1, 2, 3
28:21 38:9, 10
41:11, 12 44:11,
12 45:11 48:5,
6 64:11, 12
77:18, 19 78:19
80:9, 10 81:1, 2,
3, 5 82:9, 21
```

83:7 84:11 85:18, 19 86:7, 10, 12, 16 87:11 88:11, 12 89:6 91:1, 2, 4, 6, 19 92:5, 11, 17 93:19, 20 151:10 152:17, *18* 160:*1*, *3*, *4* 162:1 233:13, 14 235:5, 11, 18 244:3, 4, 7 **Patapsco** 99:21 **patched** 160:19 161:*1*, *3*, *19* patching 161:7 **path** 199:16 Pathway 213:6 **Paul** 1:21 247:4, 16 pay 68:10, 12 71:4 pavcheck 54:15 **paying** 66:7 67:9, 11, 12, 17 68:5, 6 71:18 payment 69:6 70:19 72:9 payments 66:20 68:16, 17 72:14 payroll 54:14, 19 **PDF** 170:19 peace 231:5, 15 peer 51:20 peninsula 119:*11* **people** 32:17 68:7 117:14 119:2*1* 161:8 171:9 190:*18* 193:10 221:16 222:10 230:1, 2, 10, 11 235:20 **peoples** 31:*11* percent 67:4 71:18, 21 72:1, *19* 84:4, 8 97:4 118:5, 8 131:16

135:10 163:15, *16* 164:*1* 165:*7*, *12* 184:6 188:17 200:18 214:18 215:4, 5, 6 216:8, 12, 13 217:1, 2, 3, 8 218:10 219:5, 6, 7, 13 221:17 223:3, 16 percentages 218:13 perfect 121:9 181:2 performance 46:3 **period** 57:20 109:16 132:20 permanent 79:4 permission 66:2 **Perry** 52:20 145:8 159:9 persevere 58:1 persistence 195:*16* **persists** 215:21 **person** 28:11 48:15 114:9 120:3, 10 220:13 239:2 personal 49:16 53:21 211:19 227:17 personally 239:15 personnel 46:5, 13 168:11 **person's** 114:9 239:3 perspective 227:14 pertains 182:6 **Pete** 103:7 phase 55:17 156:7 159:19 162:21 163:4, 12, 16, 19 164:1, 3, 6, 7, 10 166:17 170:4

Toceedings
171.21 170.10
171:21 178:19
181:9 184: <i>13</i>
phased 168:18 phased-in
190: <i>10</i>
phase-in 185:10
phases 168:18
phone 55:1
85:2
phonetic 233:16
physical 6:6
125:8 159:4
178: <i>1</i> , <i>11</i>
195: <i>11</i>
physically 6:12
112: <i>18</i>
pick 151:2
picnic 208:19
picture 159:16
piece 103:15
106:6 127:13
186:9 233:19
pieces 140:21
piloting 195:11
pipes 149:15
pit 150:6 pitted 141:19
pitting 141.19
pitting 142:19 pivot 53:14
201:8
place 27·7
32:5 54:10
108:7 129:8
149:10. 12
172: <i>14</i> 181: <i>17</i> 184:2 <i>1</i> 203: <i>7</i> ,
184:2 <i>1</i> 203:7,
11 207:8, 20
208: <i>3</i>
placed 7:9
39:14 43:14
placement 14:5
137:20 204:15,
16, 19
placing 16:8
17:14 26:1
plan 97:7 99:9
113:5, 10
114: <i>15</i> 115:2 117:2, <i>3</i> 124: <i>18</i>
117:2, 5 124:18
126:20 131:20

132:7, 8 138:2,
<i>3</i> , <i>6</i> 140:5
141:4, 12 142:6
143:2 <i>1</i> 156:7 166: <i>1</i> 5 170:2,
18 171:18
176: <i>13</i> 177: <i>12</i> 179: <i>14</i> 180: <i>1</i>
181: <i>3</i> , <i>10</i> , <i>17</i> 185: <i>5</i> 190: <i>14</i>
193:10, 20
196: <i>18</i> 198: <i>14</i>
203:7 205:6
209:20 213:6, 8,
9, 15 218:15
220:11 225:8, 9,
12, 17, 18, 19, 21
226:10 230:19
236:20 245:1, 8,
10
planner 116:20
119: <i>16</i>
planners 120:6
planning 51:11
70:8 95:2
117:6 118:7
121:4 122:3, 9 130:14 135:7
139:12 140:3
154:6 171: <i>12</i>
174:5 187:6
190:5 244:9
plans 114:12
120:7 131:2, <i>3</i>
169:8 171: <i>17</i>
207:17 208:3
211:18
please 5:10
7:12, 19, 20
12:11, 18 13:13
20:14 21:3
22 17 21 7
20: <i>14</i> 21: <i>3</i> 22: <i>17</i> 31: <i>7</i>
37:7 40: <i>3</i> , <i>14</i>
37:7 40: <i>3</i> , <i>14</i>
37:7 40:3, 14 43:1 54:1, 20 61:1, 17 63:15
37:7 40:3, 14 43:1 54:1, 20 61:1, 17 63:15 65:5 70:15
37:7 40:3, 14 43:1 54:1, 20 61:1, 17 63:15 65:5 70:15 76:11, 21 79:13
37:7 40:3, 14 43:1 54:1, 20 61:1, 17 63:15 65:5 70:15

99:13 106:19

126:4 131:20
141: <i>18</i> 148: <i>3</i> 149:2 151: <i>8</i> , <i>11</i> ,
149.2 131.8, 11, 13 158:2 163:2,
7 164:2 <i>1</i>
165: <i>14</i> 210: <i>16</i>
211:16 213:7
215: <i>1</i> 223:8 224: <i>1</i> 2
pleasure 196:21
Pledge 3:3 5:6,
11, 12
plenty 24:18
plights 59:3
plumbing 134: <i>13</i>
Point 9:6 11:5,
<i>14</i> 19: <i>17</i> 28: <i>21</i>
29:7 32:10, 13
33:3 34:4
35: <i>17</i> 36: <i>10</i> , <i>19</i> 61: <i>12</i> 66: <i>8</i> , <i>15</i>
67:1, 10, 18
69:13 73:18
76:8, <i>13</i> 99:21
107:10, 13
119:8 122: <i>13</i> 126: <i>18</i> , <i>19</i>
120.18, 19 127:18, 19
129:13 136:15
138: <i>3</i> , <i>21</i>
142:13 143:5,
11 147:3 149:5 154:10 157:12
154.70 157.72 159:7 168: <i>13</i>
170: <i>4</i> 172: <i>1</i>
173:6, 9 180:8
184: <i>16</i> 188:2 <i>1</i>
200:2, <i>13</i> , <i>21</i> 202:8 205:5
207:6 210:16
213:19 235:1
237:16 238:1
239:9, 11
points 149: <i>4</i> police 54: <i>2</i>
Policies 3:12
7:9 39: <i>15</i> 78:9,
16

T 11 10 0
Policy 42:2
78:10, 13, 21
79:2, 3, 4, 7, 13
80:19 81:4
83:8 86:11, 15
87:9, 16 88:21
89:3 90:10, 14,
17 92:2, 13
130:14 132:5
233:18, 19
234:15 238:2
political 116:21
139: <i>14</i>
politicians
145:10
politics 119:16
221.14 224.1
231:14 234:1
poor 156:15
159: <i>11</i>
popularly 228:6
population
134:12 214:15,
21 215:4
populations
213:20 218:19
portal 54:7
portion 96:6
portion 96:6 97:5
portion 96:6
portion 96:6 97:5
portion 96:6 97:5 portions 6:13, 16
portion 96:6 97:5 portions 6:13, 16 position 56:14,
portion 96:6 97:5 portions 6:13, 16 position 56:14, 15, 20 138:2
portion 96:6 97:5 portions 6:13, 16 position 56:14, 15, 20 138:2 187:10 240:3
portion 96:6 97:5 portions 6:13, 16 position 56:14, 15, 20 138:2 187:10 240:3 positions 222:7
portion 96:6 97:5 portions 6:13, 16 position 56:14, 15, 20 138:2 187:10 240:3 positions 222:7 positive 32:14
portion 96:6 97:5 portions 6:13, 16 position 56:14, 15, 20 138:2 187:10 240:3 positions 222:7 positive 32:14 218:3
portion 96:6 97:5 portions 6:13, 16 position 56:14, 15, 20 138:2 187:10 240:3 positions 222:7 positive 32:14 218:3
portion 96:6 97:5 portions 6:13, 16 position 56:14, 15, 20 138:2 187:10 240:3 positions 222:7 positive 32:14 218:3 positivity 165:5,
portion 96:6 97:5 portions 6:13, 16 position 56:14, 15, 20 138:2 187:10 240:3 positions 222:7 positive 32:14 218:3 positivity 165:5, 11 184:5
portion 96:6 97:5 portions 6:13, 16 position 56:14, 15, 20 138:2 187:10 240:3 positions 222:7 positive 32:14 218:3 positivity 165:5, 11 184:5 possible 74:8
portion 96:6 97:5 portions 6:13, 16 position 56:14, 15, 20 138:2 187:10 240:3 positions 222:7 positive 32:14 218:3 positivity 165:5, 11 184:5 possible 74:8 197:8, 10 210:8,
portion 96:6 97:5 portions 6:13, 16 position 56:14, 15, 20 138:2 187:10 240:3 positions 222:7 positive 32:14 218:3 positivity 165:5, 11 184:5 possible 74:8 197:8, 10 210:8, 14
portion 96:6 97:5 portions 6:13, 16 position 56:14, 15, 20 138:2 187:10 240:3 positions 222:7 positive 32:14 218:3 positivity 165:5, 11 184:5 possible 74:8 197:8, 10 210:8, 14 possibly 122:4,
portion 96:6 97:5 portions 6:13, 16 position 56:14, 15, 20 138:2 187:10 240:3 positions 222:7 positive 32:14 218:3 positivity 165:5, 11 184:5 possible 74:8 197:8, 10 210:8, 14 possibly 122:4, 8
portion 96:6 97:5 portions 6:13, 16 position 56:14, 15, 20 138:2 187:10 240:3 positions 222:7 positive 32:14 218:3 positivity 165:5, 11 184:5 possible 74:8 197:8, 10 210:8, 14 possibly 122:4, 8 posted 224:10
portion 96:6 97:5 portions 6:13, 16 position 56:14, 15, 20 138:2 187:10 240:3 positions 222:7 positive 32:14 218:3 positivity 165:5, 11 184:5 possible 74:8 197:8, 10 210:8, 14 possibly 122:4, 8 posted 224:10 postpone 87:8
portion 96:6 97:5 portions 6:13, 16 position 56:14, 15, 20 138:2 187:10 240:3 positions 222:7 positive 32:14 218:3 positivity 165:5, 11 184:5 possible 74:8 197:8, 10 210:8, 14 possibly 122:4, 8 posted 224:10
portion 96:6 97:5 portions 6:13, 16 position 56:14, 15, 20 138:2 187:10 240:3 positions 222:7 positive 32:14 218:3 positivity 165:5, 11 184:5 possible 74:8 197:8, 10 210:8, 14 possibly 122:4, 8 posted 224:10 postpone 87:8 89:3
portion 96:6 97:5 portions 6:13, 16 position 56:14, 15, 20 138:2 187:10 240:3 positions 222:7 positive 32:14 218:3 positivity 165:5, 11 184:5 possible 74:8 197:8, 10 210:8, 14 possibly 122:4, 8 posted 224:10 postpone 87:8 89:3 postsecondary
portion 96:6 97:5 portions 6:13, 16 position 56:14, 15, 20 138:2 187:10 240:3 positions 222:7 positive 32:14 218:3 positivity 165:5, 11 184:5 possible 74:8 197:8, 10 210:8, 14 possibly 122:4, 8 posted 224:10 postpone 87:8 89:3 postsecondary 218:7
portion 96:6 97:5 portions 6:13, 16 position 56:14, 15, 20 138:2 187:10 240:3 positions 222:7 positive 32:14 218:3 positivity 165:5, 11 184:5 possible 74:8 197:8, 10 210:8, 14 possibly 122:4, 8 posted 224:10 postpone 87:8 89:3 postsecondary

potentially 18:2
183:9 220:20
PPE 181:20
182:2, 14, 17
183:4, 7
PPP 68:10, 15
70:5
practice 34:9
praying 59:5, 6,
7
PRC 90:18
91:7, 12 93:2
predict 66:16
144:5 187:5
preference
103: <i>11</i> 155:2 <i>1</i>
preferred 208:1
preparation
73:11
preparations
203:10
prepare 51:7
162:19 165:15
184:17 218:5
prepared 34:6
35:5 69:6
95: <i>10</i> 113: <i>5</i>
118:9 186:5
preparing 54:9
preplanning
109: <i>14</i>
pre-ransomware
212:2 <i>1</i>
presence 6:6
present 6:12
34:11 55:15
81:17 103:13
167:9 181: <i>4</i> 188: <i>16</i> 200: <i>12</i>
211:12
presentation
95:6 108:12
120:14 162:13,
18 163:2
194:11 203:14
211:5 224:2 <i>1</i>
presentations
163:6
presented 47:6

65:21 73:4

Toccedings
132: <i>15</i> 163:6 207: <i>14</i> 213:5 246:5
presenting 34:12 35:2 102:8 211:14
preservation 129:10 preserve
127:14, 16 preserved 132:13
president 56:18 pretty 107:17 previous 48:21
69: <i>1</i> 112: <i>14</i> 163: <i>6</i> 242: <i>16</i>
previously 23:15 price 182:2
214:17, 20 216:10 prices 106:4
pricing 181:19 Principal 52:21 principals
174:6, 7 183:5 210:7
print 52:8 82:5 83:10 84:4
prior 124: <i>3</i> 166: <i>6</i> 210: <i>4</i> 221: <i>8</i>
priorities 97: <i>16</i> 98:7 99:8 105: <i>3</i> , <i>13</i> 179:8,
9 prioritization 230:9
prioritize 168: <i>4</i> prioritized 53: <i>16</i> 154: <i>7</i>
prioritizes 230:1 priority 97:19
98:1 99:18 123:21 137:20 154:2, 14 155:5 156:2 157:1

```
158:12 168:10,
15, 16 179:5
225:15
private 112:4
117:20
privy 91:16
probably 27:12
69:10 235:14
problem 26:8
104:13 138:10
146:2 156:1
161:6 233:20
235:18
problems 85:2
104:1
procedure 11:7,
16 12:1, 6
proceed 205:9
PROCEEDINGS
5:1 247:11
process 10:1
20:3, 4 31:13
43:11 52:6
53:9 55:17
76:20 80:21
95:7 96:7 97:7
100:10 102:6.
16 108:5
109:14 110:5
117:17, 19
130:16 145:20
146:2 154:20
164:9 169:21
170:3, 9 191:17
192:11 208:14
220:14
processed 42:6
processes
109:16
```

processing 20:9

procurement

87:5 89:15

professional

professionals

productive

193:12

240:20

59:1

33:12

```
program 51:15
68:15 96:5, 7,
13, 18, 20 97:12,
13, 20 98:17
101:5 108:2
156:9 195:6, 12,
14 196:12, 13
224:2 234:8
235:12
programming
220:1
programs
194:10 196:1
218:16 222:3
progress 23:19
26:3 172:13
229:7
progresses 26:4,
progressing
111:4
progression
17:19 26:9
project 97:5
99:2, 3, 4, 9
100:8, 9, 12, 20
105:17 111:2,
15 113:8
118:20 136:6
143:6 151:15
154:16 238:11
projected 100:6
101:10 103:2
116:19 220:15
221:1
projecting
223:6
projection
150:1
projections
117:18 118:1, 2,
3 135:9, 16
242:17
projects 97:19,
21 98:20, 21
99:10, 13 103:9
110:9, 18
111:10 113:9
119:1 123:19,
20 124:2, 5
```

```
126:11, 13
137:21 138:8
141:20 142:9,
12, 14, 17 143:1
146:5, 9, 11
148:6 154:12
223:11, 17
226:5
prolongs 15:18
prom 208:18
209:4 210:2
promotion 46:2
properly 89:18
proponent
145:9
Proposed 3:13,
17 55:15 94:13
211:4, 12
221:11 222:18,
21 223:1, 9
224:9, 14 230:1
protection
53:10
proud 241:11
provide 31:21
34:6 35:1 55:5
59:13 72:11, 12
74:11 75:1
92:3 95:10
149:7 162:16
166:13 171:12
174:8 175:13
177:1 180:9
182:21 183:13
189:16 190:21
195:12 201:9
203:8, 21
204:16 212:14
214:1 219:10,
19 221:7 227:3
228:11 238:10
239:12 244:11
provided 31:17
34:17 54:8
62:9, 21 73:18
97:8 105:21
106:1 111:10
112:10 113:14
115:4 158:9
170:12 175:9
```

```
184:1 186:16
206:7 235:8
providers
66:20 188:13
provides 53:10
54:16, 19 104:7
208:17
providing 34:7,
19, 20 68:4
104:4 175:5
180:4 214:10
215:18 238:4
PSAT 51:12
PTA 232:6
PUBLIC 1:7
3:6 5:16, 17
6:13 25:1
31:16 35:20
36:4 46:7, 8
49:2, 7, 12, 15,
20 50:1, 4 70:1
74:5. 15 102:21
108:8 125:13
135:14 137:16
164:20 171:13
188:10 219:2
224:4 228:7, 8
230:20 233:18
246:3 247:4
published 50:4
58:21 224:17
236:17
pulled 90:1
pulling 120:10
pupil 221:8
222:1
purchase 81:21
183:4
purged 165:18
purpose 23:20
98:3 103:16
137:3 227:19
pursuant 6:14
45:2, 20
push 119:5
128:1 139:12
pushed 116:12
139:2
pushing 140:3
```

150:10

put 27:7 28:10,	questionnaire		readiness 26:4,	received 50:8
19 32:5 38:20	163: <i>11</i> , <i>17</i> , <i>18</i>	< R >	12 12	95:11, 13 96:8
39:2 98: <i>11</i>	164:9 184:20	racism 234:6	reading 52:5	108:13 109:2
104:9 114:21	193:16	Racquel 167:1	readout 199:2	134:18 140:21
119:21 121:8	questions 8:20	raise 7:18	ready 51:10	182:11 189:17
140:4, 12	13:3 15:1, 5, 17	97:10	81:5 130:6, 8	receives 25:15
140.4, 12	17:18, 20 18:8,	raised 104:5	134:5 172:3	receiving 33:11
141.21 143.17 148:15 165:1	17.18, 20 18.8,	163:10	173:5 187:9	102:9 191:5
148.13 103.1 167:19, 21	24:1, 19, 20	raising 11:14	217:14 245:10	217:21 219:3
183:3 207:8	25:1, 16, 20	rampant 234:2	reaffirmed	recite 5:6
putting 19:1	26:17 27:8, 13	Randallstown	99: <i>17</i>	recognition 5:8
24:17 29:5, 11	30:6, 9 31:19	51:4 139:18	real 126:13	recognize 30:15
32: <i>10</i> 143: <i>3</i>	1	160:20 161:18	144:8 178:8	57:13 58:18
32:10 143:3	33:4 34:10, 13,			131:4
۷05	15 35:4, 18 36:2, 11, 12, 16,	range 97:4 rank 125:18	realistic 181:10	
<q></q>	36.2, 11, 12, 10, 21 37:3 56:19		realistically	recognized 132:9
qualifier 121:8		154:21	148:6	
quality 52:7	69:20 74:8	ranked 154:14	realize 145:1	recommend
212:5	75:6 92:19	159:10	229:2	9:15
question 13:19	95:8, 11, 13, 18	ranking 107:13	really 15:15	
14:13 15:8	96:8, 12 98:6	ransom 242:13	28:4, 16 30:7,	recommendation
16:21 17:11, 21	101:19 105:2	ransomware	12 32:6 35:14	65:4 73:8
34:3 61:20	108:13, 14	50:19 53:8	36:4 66:16	78:15 79:1
62:13 65:6, 11	109:1, 12	54:15 109:3	70:11 112:17	87:1 89:2
67:21 69:17	110:19 111:21	166:18 171:21	157:13 163:4	91:20 104:15
70:15, 18 71:7,	112:2 116:2, 3	176:12 177:9,	170:21 171:4,	114:19 130:15
10, 16 72:18	120:18 130:11	15 178:19	12 172:11	131:9 133:3
74:11, 19, 21	132:4 133:12	180:11 181:3, 7	175:21 179:20	140:16 142:7, 8
83:19 110:10,	144:13 147:5, 7	213:3 224:13	180:2, 3 181:11	143:13, 14
20 112:6, 17	151:7 154:1	rapidly 214:14	183:5 187:4, 6,	170:17
115:17, 21	163:10 167:10	rate 71:1, 2, 5	14 191:2 197:4	recommendation
116:17 128:3	168:12 170:16	104:8 121:12	204:8 210:9	s 87:3 89:14,
135:18 136:2	172:5 173:8	165:11 184:5	221:15 236:18	17 90:19 94:19
142:4 143:16	183:17 189:9,	216:15, 17	244:19 245:11	95:4 98:3, 9, 13,
144:6, 15, 16	12 192:14, 19	217:3, 6, 7	reason 24:16	14 104:18
146:20 147:11,	211:6 227:19	218:9 222:16	29:14 31:18	113:4, 16, 17
13, 16 148:3, 12	244:21	rated 143:4	62:18 193:9	114:5, 17, 20
153:20 154: <i>12</i>	quick 16:20	157:8, 10, 12	197:16 233:21	116:14 118:15
157:20 158:5,	34:6 144:9	rates 165:5	reasons 24:16	139:6, 7 206:12
14 159:1 160:7	158:4 189:13	217:17 218:17	45:21 89:4, 9	recommended
167:15, 18	208:14 231:7	ratings 107:10	122:17 134:10	130:14 131:2,
172:19 175:3	245:5	rationale	193:9	11 133:8 141:8
180:6 181: <i>18</i>	quicker 229:18,	101:14 143:12	reassure 58:9	146:6 186:2
187:20 188:2, 8,	19	rationals 99:5	rebuild 54:13	recommending
21 189:13	quickly 33:3	ratios 222:1	recall 181:8	102:1 133:9
198:6 204:4, 10	142:10 143:3	reach 73:15	194:11 207:6	139:15 157:4
205:12 207:2	160:6	react 187:13	213:5	recommends
208:14 244:18	quite 65:14	reacting 187:7	receive 25:17	131:21
questioning	73:12 102:15	read 20:14	51:19 191:21	record 50:4
188: <i>11</i>	153:7 195:4	58:11 83:9	224:10 228:15	135:14
		159:6 230:16		recording 247:7

Proceedings
recover 68:17
179:2 <i>1</i>
recovered
176: <i>14</i>
recovering
50:18
recovery 53:7
162:20 166: <i>17</i>
171:21 176:18
178:19 181:9
184:13 190:5
242:14
recycled 230:18
Red 49:2
reduced 214:17,
<i>19</i> 215:2 <i>1</i>
216:10 222:8
reentering
178: <i>18</i>
reentry 176:13
177: <i>1</i> 2, <i>21</i>
178: <i>4</i> 179: <i>14</i> ,
<i>18</i> 180: <i>1</i>
181: <i>17</i>
reexamine
219:9
refer 49:10
reference 173:6
referencing
70:5 95:1
reflect 187:14
242:13
reflecting
216:18 227:17
refresh 98:10
refreshed 98:12
regard 71:7
213:19
regarding 14:4, 5 34:8 54:7
63:5 65:11
70:10 145:2
70: <i>19</i> 145: <i>3</i>
165:2 166: <i>14</i> , <i>16</i> 171:2 <i>1</i>
177:8 191: <i>1</i> 202: <i>11</i> 205: <i>11</i>
210:6 236: <i>1</i>
238:7
regardless
i egai aicaa

188:6
regards 42:9
region 99:19
100:17 101:6
147:18
register 54:6
registered
51:13 196:3
regret 109:3
rogular 65:13
72:12 102:18
166:2 245:18
regularly 51:18
reimaging 53:9,
12, 16, 17
reinforced
238:5
reinstating 26:7
reiterate 36:1
144:20
reiterating
190: <i>17</i>
reject 140:11
rejected 150:12
relate 49:15
related 6:1
57:7 61:20
87:4 89:14
135:8 151: <i>3</i>
166:17 204:14,
<i>16</i> 216: <i>16</i>
229:4
relates 192:14
204:10
relating 46:10
135: <i>3</i> 164: <i>16</i>
relationship
105:19
relatively 159:3,
<i>5</i> , <i>18</i> 189: <i>5</i>
225:16
relax 56:9
relay 59:11
relentless 52:15 relevant 52:10
relevant 52:10
91:8
relief 107:2
remain 50:20
66:21 69:9

```
remaining
113:9 156:10
192:17
remark 118:12
remarks 49:16
227:15, 17, 19
229:9 236:13
238:4
remember
54:20 56:15
81:8 100:14
116:11 126:20
179:7 195:10
232:1
remembered
232:10
remind 76:11,
18 142:6 168:8
reminded 43:8
reminder 53:19
193:15
REMOTE 1:8
191:7
remotely 6:5, 8,
removal 46:3
61:13, 17
112:11
remove 42:3
60:19 61:5
123:19 124:5
137:18 231:14
removed 60:12
62:6 126:2, 14
150:8
removing 17:12
124:2 138:7
145:1, 4
renamed 79:3
Renard 57:10
renovate
104:16, 18
renovated
156:18
renovating
129:2
renovation
```

```
122:5 125:4
126:12 129:5, 7,
9, 10, 13, 19
131:4, 11 133:9,
16 135:2
146:13 149:12
150:11 159:14
renovation/addit
ion 110:18
renovations
149:10
renumbered
79:4
reopen 73:13
117:7 173:21
179:2 181:5, 20
198:1
reopened 9:3
13:7 20:20
40:11
Reopening 3:14
7:8 8:17 12:21
15:13 26:4
34:8 39:13
73:12 162:10
166:15 181:2,
19 182:8
190:14 191:6,
10 192:3
196:18 197:6.
12 206:21
220:11 236:20
245:8
repair 53:7
98:16
repairing 109:6
repairs 166:5
repeat 13:13
15:16 20:6
89:6. 9 147:12.
16 148:3
151:13
repeated 23:17
30:14 45:16
repeatedly
124:7
repeating 30:13
replace 199:8,
20
```

replacement 108:17 122:21 125:4 126:11 135:5 136:7 139:18, 19 151:16 200:18 replacing 105:8 **Report** 3:7, 8, 9, 17 17:3 50:11 53:8 54:3, 7 55:18, 21 56:1, 5 60:1 78:9, 14 79:1 87:4 89:12 92:15 94:9, 11 139:1, 2 140:11 161:13 170:4 183:11 192:15 203:20 211:5 216:19 231:9, 11 242:18 244:4 represent 223:2 240:6, 7 represented 84:10 representing 163:9 request 10:1 26:11 50:3 54:21 78:16 112:19 113:21 114:*1* 117:8 124:1, 8, 9, 12 126:7 128:12 136:9, 10 151:18, 19 171:11 175:9 214:7 226:7 requested 95:13 105:15 164:13 175:6 231:10 requesting 7:3 9:9 13:15 66:2 reguests 112:14 **require** 33:18 90:12 143:1 168:19 199:12,

193:13

100:13 103:12

106:16 108:18

105:*5*, *11*

17, 18 200:2, 10

Proceedings
required 42:3 108:5 145:11 184:9 195:7 196:11 214:5 216:20 218:21 221:7 requirement 71:18 83:3 100:21 196:14 requirements 194:19 195:5 196:6, 9 200:20 requires 110:13 132:12 199:11 requiring 218:19 research 26:19 34:14 52:6 74:1 20 186:8
74:1, 20 186:8
researchers
186:14
reserves 50:1
reset 53:13
resignation 46:3 resolution 5:20
resources 46:10
52:4 192:15
193:3 212:9
213:18, 21
214:5 219:10,
19
respect 183:7
240: <i>1</i> , <i>2</i> , <i>10</i> , <i>11</i> 241: <i>10</i>
respectful
180: <i>16</i>
respecting
239:2 240:17
respectively
116:20
respond 135:19
136:3 167:10
171: <i>15</i> 199: <i>6</i> responded
163: <i>14</i>
respondents
163: <i>15</i>
responding
177:13 178:18
responds 116:1
0.000 (44.0) 0.04 40.00

response 19:11
74: <i>18</i> 115: <i>21</i>
121:5 164: <i>1</i>
168:6 227:3
responses
34:19 35:19
95: <i>10</i> , <i>17</i> 112: <i>3</i>
116:6 163:2 <i>1</i>
responsibility
149:6 228:5
233:19
responsible
149:8
responsibly 222:4
rest 8:8 149:17
restate 11: <i>19</i> 12: <i>17</i> 22: <i>11</i>
39:6, <i>10</i> 40: <i>3</i>
restated 39:9,
21
restore 54:5
136:6 151: <i>15</i>
177:5
restricted
223: <i>14</i>
restriction 17:12
restrictions
205:8 207:4, 8
result 6:17
12:13 17:15
63:6
results 213: <i>11</i>
244:16
retirement
54:18
retreat 32:11
return 29:1
163: <i>12</i> , <i>20</i>
166:7, <i>12</i> 186:6
194:6 230: <i>3</i>
returned 90:18
176:17
revenue 220:21
221:4, 12
223:10, 13
revenues 223:5 review 53:7

78:10, 13, 21

```
90:18 92:2, 13
93:2 98:4
100:10 113:4
114:15 132:11,
20 153:15
reviewing 57:1
95:3
revised 44:21
revising 220:14
revisit 28:1
29:4
revisiting 26:6
RFP 225:21
238:12
ridiculous 115:7
right 17:1
18:3 19:6 37:1
38:18 39:16
40:14 44:21
46:17 50:1
55:2 68:17
72:10 89:19
94:11 112:19
115:16 116:11
117:1, 2 137:10
142:16 145:4
146:10 150:1
154:12 155:13
169:20 184:14
185:3 186:7
187:21 195:18
207:3, 11
230:10, 19
233:19 234:3
238:21 243:7
rights 97:9
righty 45:17
rigorous 50:21
rise 213:18
risk 46:9
road 27:21
128:3 139:13
149:20
Roberts 167:2
191:21
robust 162:5
198:16 240:4
Rod 25:6
Rodney 2:10
```

role 26:16 56:21 239:3 roles 228:2 **roll** 170:6 235:19 **rollcall** 7:1, 12 15:3 21:3 37:6 39:17 40:14 42:4 43:1 47:10 61:17 63:14 65:5 75:7 76:21 79:13 84:20 87:16 92:21 148:*14* 151:8 152:*1* **rolled** 190:4 **rolling** 233:2 **rollout** 168:2 170:2 **roof** 105:7 139:17, 18 149:*14* roofs 105:7, 14 **room** 149:*15* root 218:*11* roughly 221:*12* **routes** 65:13 67:3 70:9 72:5, 8, 10, 13 73:15 212:20 **Rowe** 2:13 11:5, 14 13:9, *13, 15* 14:7 19:19, 21 20:1, 8 21:4, 5 24:13, 14 25:8 37:14, *15* 39:21 40:16, *17* 43:2, *3* 45:4, 6, 9, 14 47:12, *13* 63:*16*, *17* 75:8, 9 76:8, 11, 13 77:2, 3 79:8, 14, 15 83:13, 14, 15, 16 84:21 86:5 87:18 90:4, 6, 7, 8, 13, *17* 93:3, 4 123:8, 10, 12 125:12 128:4

137:11, 12, 15 141:10 144:21 147:3, 10 152:2, 3 153:5, 6, 8, 18 180:17, 19, 20 181:18 183:2, *16, 18* 197:2, *3* 198:12 199:3 206:17, 18 208:5, 10 225:4, 5 241:18, 20, 21 242:1, 4, 9, 14 **Rowe's** 14:12 37:12 85:1 226:18 231:8 **ruining** 149:15 **rule** 14:14 **rules** 25:3 240:11 run 15:19 17:4 66:12 148:10 running 236:8, 15 runs 32:4 **Russ** 31:5 Russell 2:8 **Ryan** 232:4 < S >

saddened 232:2 **safe** 213:11 220:12 230:12 safely 59:7 **safety** 5:18 47:3 48:18 165:9 167:6 172:14 182:3 **Sage** 130:*14* 131:11 132:5 138:21 141:7 **sailed** 230:19 **sake** 83:6 100:15 **Salaries** 221:*16* 222:20 **Samantha** 56:17 sanitization

sanitized 165:17

165:18

10 000
sanitizers
182: <i>15</i>
Sarris 62:19
63:3, 9, 11, 12
65:17 66:14
67:11, 19 68:14
69:3 70:9, 11,
<i>13</i> 71:2 <i>1</i>
SAT 244:10
satisfactorily
111:4
save 54:1, 2
56:2
savings 222:5
saw 191: <i>16</i>
216:2 220:8
210.2 220.0
saying 16:21
23:13 30:10
58:13 82:19
106: <i>10</i> 127: <i>10</i> 133: <i>14</i> 157: <i>11</i>
133.14 157.11
160: <i>14</i> 174: <i>9</i>
181:1, 6, 11, 16
198: <i>12</i> , <i>21</i>
199:7 200: <i>4</i>
says 72:20
234:2
scenario 110:21
scenarios
207:20
schedule
107:2 <i>1</i> 111:6
211: <i>14</i>
scheduled
203:11 224:3, 5,
7
schedules
184: <i>19</i> 185: <i>1</i>
school 15:13
28:16 33:20
47:3 48:18
49:3, 17 50:16
51:1 52:1, 9, 20
51:1 52:1, 9, 20 55:16 57:5, 9,
17 58:2, 14, 15,
18 59:4, 12
65.12 60.12
65:13 69:12
71:1 79:3, 5
96:6 97:2, 10
99:2, 20 100:13,

```
19 101:10, 16,
17 102:2, 3, 18
104:1, 10, 11, 12,
18 107:16
109:14 111:1,
11, 13 115:5
116:18 119:3, 4,
10 121:3 122:2,
6, 16, 19, 21
123:4 125:14,
15 126:2 128:4,
5 129:3, 6, 10
130:15, 18, 21
131:7, 12, 14, 16
132:2 134:8, 14
135:6, 16
137:17, 18
138:6 139:8, 16,
19 143:4 145:3,
6 146:11, 12, 13
149:13, 17, 19
150:1 156:7, 18,
19 159:16
161:7 164:20
167:5 169:7, 18,
20 175:8, 9, 21
176:3 178:1
181:15, 21
182:13 183:5
194:7 195:2, 3
197:9, 11, 18, 21
198:13, 17
200:19 202:3
206:21 208:16
209:5, 16
212:12 213:2,
17 214:2 215:3,
10, 12 216:6, 21
217:1 222:1, 15
228:3, 4, 9, 12
229:20 230:7
233:15 236:5
237:4
school-based
107:12 180:3
schoolers
197:19
schoolhouse
59:6
```

schooling 197:7, 17 **Schools** 3:14 5:16 7:9 8:17 9:2 12:21 13:6 20:19 39:14 40:10 49:2 51:5, 6 53:18 55:8 66:17 67:6 70:1 98:15 99:15, 18, *21* 101:20 104:2 106:19 107:2 108:17 113:3, 5, 13, 20 115:10 117:7, 21 119:14 123:3, 15 125:20 126:16 134:18 136:8 140:4 141:7, 12 142:2 143:19 145:5 147:17, 18 151:16 154:7, 17, 19, 21 155:1, 4, 8, 20 156:1, 2, 3, 5, 10, 11, 12, 13, 14, 17, 19, 20 157:2, 8, 9, 14 158:15, 16, 17, 18 159:2, 17, 20 160:17 161:18 162:10 164:18, 19, 20 166:1 176:19 181:8 184:8, *10*, *11* 186:*10*, *15* 188:10 208:21 216:5, 20 217:3 218:14 219:2, 10 222:14, 20 225:10 228:7, 8 232:6 **scope** 129:18 131:5 133:19 **score** 185:20 scores 150:2 186:7 **Scott** 2:3 5:2,

8:1, 10, 13 9:6, 11, 19 10:3, 17 11:4, 12 12:10, 15, 18 13:12, 21 14:2, 6, 10, 17 15:2, 7, 9 16:4, 18 18:6, 16, 18, 20, 21 19:5, 8, 21 20:5, 13 21:1 22:5, 6, 8, 16, 18, 20 23:10 24:5, 12 25:5, 7, 10, 13 26:13 28:6, 8 29:16. 18 31:1, 2, 4, 8, 10 32:8, 20 34:1, 5 35:6, 11 36:7 37:5, 8, 11 38:15, 16, 18 39:5, 18 40:2, 5, *13* 41:*17*, *18*, *20* 42:5, 7, 12, 15, 19, 21 43:10, 13, 16 44:17, 18, 20 45:5, 8, 12, 15 47:4, 9 48:11, 12, 14 49:5 55:19 59:16 60:2, 15, 21 61:4, 7, 9, 12, 15 62:1, 3, 7, 13, 14 63:2, 10, 13 64:17, 18, 20 65:3, 7, 10 69:15 74:7, 12, *16* 75:2, 5, *14*, 19 76:12 78:3, 4, 6 79:6, 9, 12 80:15, 16, 18, 20 81:3, 16 82:8, 10, 16, 17 83:1, 14, 16, 20 84:18 86:3, 4, 6, 8, 14, 20 87:9, 12, 15 88:17, 18, 20 89:5, 7, 8, 19 90:3, 5, 7, 11, 16, 21 91:1, 2, 5 92:4, 18 94:4, 5, 7, 10 95:21

112:5, 8 115:9, 14, 19 116:8, 10 120:15 123:6, 8, 9 128:7, 17, 19 130:4 133:11 134:3, 6 135:18 136:15, 20 137:2, 10, 14 138:18 140:17 141:14, 15, 16 142:3 144:8, 10, *18* 146:*17* 147:3, 15 148:2, 11.17 149:1 151:*1*, *4*, *12*, *21* 153:2, 3, 5, 6, 14, 19 157:19, 21 158:*3*, *13* 160:*1*, 2, 7 161:16, 21 162:13 167:13, *14* 169:*11* 170:13 174:21 176:6 180:*14* 183:18, 20 189:7 192:*18* 193:*4* 197:*1* 198:3, 5 199:3, *5* 201:2 203:*13*, *16* 204:*3* 205:14 206:16 208:11 211:1, 9 224:19, 20 226:15 228:14 229:11 230:14 231:1, 3, 17 232:18 233:3, 12 235:4, 7 236:11 237:15, 18, 21 238:20 239:17 241:21 242:3, 9, 12, 21 243:4, 7, 9, 12, 16, 20 244:2, 6 245:3, 19 screen 98:11 **SCRIVEN** 70:12, 14 73:7, 20 74:9, 10, 16, 18 75:3 94:14, *16* 95:20 116:5

3 7:11, 15, 19

Tocccumgs
167: <i>4</i> 182: <i>11</i> ,
18 183:1, 2
seal 247:12
seat 100:1, 4, 5,
16, 21 101:1, 5,
7, 11, 12 102:3
116:19 119:3, 4
seats 100:18
101:2, 7, 11
106:12 107:4
119: <i>3</i> , <i>5</i> 129: <i>16</i> ,
<i>18</i> , <i>20</i> 131: <i>1</i> , <i>16</i> ,
17, 19 139:10
Second 7:10
9:5, 7 10:10
16:7, <i>15</i> 18: <i>11</i> ,
12 20:3, 12, 14,
15 22:9, 11
42:19, 20 47:8
50:17 61:8
65: <i>3</i> 83: <i>13</i>
86:17 90:20
98: <i>10</i> , <i>18</i> 101: <i>3</i>
102:12 110:11
126:18 134:13
136:12 143:9
136: <i>1</i> 2 143:9 154: <i>1</i> 5 156:9
159: <i>19</i> 185: <i>6</i> ,
11 186:6
214:15 233:20
245:12
Secondary
52.21 104.10
52:2 <i>1</i> 194: <i>10</i> 217: <i>3</i> 220: <i>9</i>
seconded 9:21
10:6 37:10, 11
76:5
seconding 7:2
section 45:20
54:16
securing 73:11
security 46:7, 9,
11, 12, 13 178:2
see 23:20 27:5
56:20 58:19
66: <i>3</i> 81: <i>18</i>
102:2 <i>1</i> 103: <i>3</i>
111:3 119:8
126: <i>1</i> 138: <i>6</i> 141: <i>19</i> 143: <i>7</i>
141:19 143:7

150:18 156:5
164: <i>4</i> 165: <i>10</i>
174: <i>4</i> 175:2 <i>1</i> 176:2 182: <i>17</i>
176:2 182:17
187: <i>3</i> 193: <i>1</i>
197: <i>16</i> 214: <i>4</i>
226:14 234:4
240:14
seeing 23:21 186:14 230:9
seen 150: <i>11</i> 163: <i>3</i> 211:20
214: <i>12</i> 216:8 218:2 219: <i>16</i>
234:2
segments 223:1
selected 110:16
164: <i>4</i>
semester 185:6,
<i>11</i> 245: <i>14</i>
senate 227:8
send 27:7, 13
28:4 81:6
92:12 112:3
128:5 234:17
senior 208:15,
18, 19 209:8
210: <i>13</i> , 20 233: <i>15</i>
seniors 235:20 sense 82:1
91: <i>12</i> 122: <i>4</i>
161:9
sensitive 150:17
sent 74:9
191:10 192:4, 8
234:13
separate 9:10,
15, 16 13:11, 17
75:21 164:20
228:8
separately
13:18 14:19
September
95:6 97: <i>13</i>
121:16, 19
123:13 128:13
154: <i>3</i> 212: <i>18</i> 214: <i>17</i> 219: <i>14</i>

214:*17* 219:*14*

220:5, 19 221:9

served 5:8
48:2 <i>1</i> 215:2
232:4
serves 219:2
service 66:20
67:7, 13 68:5
223:11, 12
232:12 241:14
services 63:5
72:7, 9 212:14,
17 214:10
215: <i>18</i> 217:2 <i>1</i> 219: <i>4</i> 224: <i>1</i>
serving 67:1
232:13
Session 3:10
9:2 13:6 20:19
36: <i>1</i> , <i>3</i> 40: <i>10</i>
45:2 46: <i>14</i>
56:19 59:19
94:13 108:3, 10
136:16, 17, 21
162:9 224:4, 6 245:18 246:4
set 165:20
172:3 187:9
192: <i>14</i> 195: <i>1</i>
207:13 240:20,
21 245:10
setting 163: <i>13</i> ,
21 193:12, 14
195:4
seven 44:19
51: <i>4</i> 100: <i>11</i> 117: <i>5</i> 121: <i>1</i>
153:4, 16 154:7,
18, 21 155:1, 4
severely 59:3
shape 146: <i>14</i>
160: <i>17</i>
share 54:2, 11 57:8 96:4, 9
97:3, 21 103:15,
17 105:1, 17 107:20 111:14,
107.20 111.14, 15 176:11
205:3 232:21
237:7
shared 99:5
107:11 133:20

```
144:1 174:3
182:16 192:5
195:9 200:16
215:14 220:18
235:11
sheet 122:20
shift 215:8
ship 230:19
short 142:11
shortfall 106:3
shout 111:5
235:12
show 113:16
187:4
showcase 53:3
shows 105:16
122:20 215:20
side 101:4
106:8, 9, 18
107:9 124:19
142:21 159:2, 8,
17, 21 160:17
signature
172:16
significant
31:12 124:8
134:18 161:6
212:11 215:7
216:2 235:10
significantly
184:6 219:3
Silence 3:3 5:8.
13
similar 35:19
81:19 108:6
123:15 155:11
209:9
simple 141:7
233:10
simplify 100:1
Simplifying
105:5
simply 69:3
114:5 139:21
181:15
sincerely 109:3
single 24:18
160:18, 21
196:14
```

singled 103:9

```
sir 103:8
183:2 195:21
200:15 210:21
sit 122:9
142:16 161:2
site 53:12
106:16 130:20
131:1 143:1, 6
157:15
sites 107:8
206:1 212:19
situation 72:3
84:3 109:3
134:17 159:19
184:2 189:5
six 72:10, 11
102:17 111:18
117:4 127:20
139:11 196:7
197:14 242:2
six-year 126:20
218:15
size 72:16
100:11 150:15
slide 98:18
99:13 106:19,
20 112:9 163:2,
3, 7, 9 164:21
165:1, 10, 14
166:9 211:16
212:3, 12 213:4,
7, 14 214:3, 11,
20 215:8, 19
216:7, 14 217:4,
15 218:1, 8, 18
219:11 220:1, 6,
13, 16 222:3, 8,
16, 17 223:8
224:2
slides 102:21
slids 221:15
slightly 181:21
223:5
slimmer 224:15
slow 145:12
230:17
slowdown
191:17
small 150:15
```

100.17 220.12
190:17 220:12
smaller 182:1
Smith 55:3
SMOB 56:21
57:12
smoothly 15:19
24:3
snap 187: <i>18</i>
social 234:9
social-emotional
212:6
society 234:4
solid 27:14
160:5
solution 107:5,
6 138:2 198:11
solutions 54:5
233:10
solve 233:20
solvent 71:5
somebody
139: <i>11</i>
Somerville
167:9, <i>19</i> 168:7
169:1, 4, 14, 16
170: <i>11</i> 184: <i>14</i>
185: <i>14</i> , <i>18</i>
186:19, 20
188:14, 19
189:3, 14, 18
somewhat 154:9
soon 54:11
104:20 107:17
109: <i>11</i> 187: <i>9</i>
189:5
sooner 171: <i>13</i>
sorry 11:4
sorry 11:4 43:17 87:14
90:13 103:4
115:14 120:17
121:17 128:15,
<i>19</i> 136:4 152:9,
<i>14.18</i> 153:5
178:16 180:10,
14 192:18
199:4 203:15
225:2 241:20,
21
sort 173:4
BUIL 1/J.T

sound 186:18 **sounds** 189:7 **sources** 182:4 southeast 99:19 100:17 106:9, *18* 107:9 115:7 140:9 142:*1*, *13*, 20 143:19 145:6 147:18 148:7 158:16 **space** 100:4 101:9 **Sparrows** 99:21 107:10. *13* 119:8 142:13 143:5 157:12 159:7 **speak** 7:18 16:3 17:8 22:16 26:14 36:12, 13 42:9 59:11 76:15 81:2, 4, 7 133:4 135:10 136:14 137:12 138:19 140:18 141:17 144:12, 17, 18 146:18 148:21 149:2 176:10, 16 180:15, 18 190:*1* **SPEAKER** 238:14 **speakers** 238:*13* speaking 7:20 17:5 103:*1*, *3* 135:2. 14 149:18 161:5 188:15 206:5 240:15 **speaks** 7:16 10:4 17:5 39:19 **spec** 133:*18* **Special** 48:19 54:17 57:9 102:2 192:10 217:21 219:3, 8

222:14 223:10,

13

specialist 48:19 49:*1* specialized 219:21 specific 36:11 37:2 46:6 49:13 72:2 87:2 133:2 177:11 specifically 50:3 182:14 195:10 208:16 212:7 219:*1* 231:9 specifications 136:11 151:20 specificity 179:16 **specifics** 176:*16* 182:20 205:12 speculate 111:16 speculative 121:6 **spend** 26:10 30:9 33:15 68:21 69:4, 10, *12, 14* 101:20 110:7 229:15 **spending** 65:19 66:3 222:19 223:17 **spent** 17:*16* 69:5 110:2 182:1 192:17 **spike** 216:*3* **spite** 234:21 **spoke** 148:18 151:6 **spoken** 148:16 151:5 spokesperson 227:16 sponsoring 57:11 **spot** 160:10 spread 186:10, *14* 234:*3*

spreadsheet 111:3 114:7, 8 154:*13* 155:*5* **spring** 205:1 207:6 212:12 244:11 sprinkler 149:15 **square** 104:10 134:11 squarely 50:20 **squeezed** 160:10 SS 247:2 **stable** 114:2 **staff** 5:19 15:17 23:19 25:18, 21 27:13, 20 49:11 53:4, *15* 54:*13*, *14*, *16*, 21 55:7, 8, 14 71:14 91:10 92:12 116:2 117:18 128:5 137:3 147:5, 6 166:7 167:6 168:5, 14, 16, 20 169:6, 7 172:*11*, 18 173:1 175:10 177:3 179:11 180:3 181:*13* 184:9, *17* 188:4, 7, 9, *11* 212:*13* 213:2 218:6 219:1 221:19 222:11 227:5 228:18 229:14 232:14 233:6 236:7 237:9, 10 240:7, 21 241:4 245:*1* staffing 222:1 stakeholder 49:19 58:16 107:1 202:2 203:3 206:4 stakeholders

49:18 55:14

174:8 202:19

203:9 227:2, 3, 21 228:1 233:8 standalone 9:14, 16 **standard** 81:21 118:5 standards 81:10 82:4 83:8 123:16 125:14 212:8 standing 8:21 13:4 16:10 20:17 30:16, 20 40:8 star 242:2 start 50:14 77:1 87:17 96:3 97:1 100:8, 20 111:1, 2, 15 121:15 126:21 127:5, 18 133:14, 17 142:9, 15, 16 146:2, 8 168:6 182:10 183:11 184:3 203:2 213:1 225:4 241:18 started 76:6 124:17 133:14 143:2 154:5 156:11 168:13 225:9 **starting** 14:16, 20 15:4 **starts** 99:9 110:13 133:20 210:2 **state** 5:15 74:20 96:14, 15, 18 97:12 102:14 104:4 105:15 110:13 111:8, *15* 113:*1* 114:1 117:15 121:7, 11, 16 123:13, 15 124:9, 10, 12, 20

125:4, 10, 17, 18, 20, 21 128:12

136:9 140:5 150:4 151:17 155:9 165:3 185:21 194:18 195:8, 19, 21 196:3 197:19 199:10, 17 200:1, 12, 16 210:18 212:8 217:7 221:1, 3, 5, 12 223:4, 6, 7 234:15 247:1, 5 stated 50:5 131:6, 7 141:10 145:16 166:11 177:12 225:7 239:14 242:6 statement 3:6 19:18 108:16 128:1 139:21 140:11 statements 76:17 226:19 state's 96:18 124:4 138:9 statewide 53:3 static 225:16 status 203:20 stay 73:1 173:20 185:2 193:8, 11 198:16 210:17 235:1, 20 staying 241:5, 7 steep 216:15 step 96:9, 10 97:15 108:20 125:17 171:5
step 96:9, 10 97:15 108:20 125:17 171:5
19:18 108:16 128:1 139:21 140:11 statements 76:17 226:19 state's 96:18 124:4 138:9 statewide 53:3 static 225:16 status 203:20 stay 73:1 173:20 185:2 193:8, 11 198:16 210:17 235:1, 20 staying 241:5, 7 steep 216:15 step 96:9, 10 97:15 108:20 125:17 171:5
128:1 139:21 140:11 statements 76:17 226:19 state's 96:18 124:4 138:9 statewide 53:3 static 225:16 status 203:20 stay 73:1 173:20 185:2 193:8, 11 198:16 210:17 235:1, 20 staying 241:5, 7 steep 216:15 step 96:9, 10 97:15 108:20 125:17 171:5
140:11 statements 76:17 226:19 state's 96:18 124:4 138:9 statewide 53:3 static 225:16 status 203:20 stay 73:1 173:20 185:2 193:8, 11 198:16 210:17 235:1, 20 staying 241:5, 7 steep 216:15 step 96:9, 10 97:15 108:20 125:17 171:5
statements 76:17 226:19 state's 96:18 124:4 138:9 statewide 53:3 static 225:16 status 203:20 stay 73:1 173:20 185:2 193:8, 11 198:16 210:17 235:1, 20 staying 241:5, 7 steep 216:15 step 96:9, 10 97:15 108:20 125:17 171:5
76:17 226:19 state's 96:18 124:4 138:9 statewide 53:3 static 225:16 status 203:20 stay 73:1 173:20 185:2 193:8, 11 198:16 210:17 235:1, 20 staying 241:5, 7 steep 216:15 step 96:9, 10 97:15 108:20 125:17 171:5
state's 96:18 124:4 138:9 statewide 53:3 static 225:16 status 203:20 stay 73:1 173:20 185:2 193:8, 11 198:16 210:17 235:1, 20 staying 241:5, 7 steep 216:15 step 96:9, 10 97:15 108:20 125:17 171:5
124:4 138:9 statewide 53:3 static 225:16 status 203:20 stay 73:1 173:20 185:2 193:8, 11 198:16 210:17 235:1, 20 staying 241:5, 7 steep 216:15 step 96:9, 10 97:15 108:20 125:17 171:5
statewide 53:3 static 225:16 status 203:20 stay 73:1 173:20 185:2 193:8, 11 198:16 210:17 235:1, 20 staying 241:5, 7 steep 216:15 step 96:9, 10 97:15 108:20 125:17 171:5
static 225:16 status 203:20 stay 73:1 173:20 185:2 193:8, 11 198:16 210:17 235:1, 20 staying 241:5, 7 steep 216:15 step 96:9, 10 97:15 108:20 125:17 171:5
status 203:20 stay 73:1 173:20 185:2 193:8, 11 198:16 210:17 235:1, 20 staying 241:5, 7 steep 216:15 step 96:9, 10 97:15 108:20 125:17 171:5
stay 73:1 173:20 185:2 193:8, 11 198:16 210:17 235:1, 20 staying 241:5, 7 steep 216:15 step 96:9, 10 97:15 108:20 125:17 171:5
173:20 185:2 193:8, 11 198:16 210:17 235:1, 20 staying 241:5, 7 steep 216:15 step 96:9, 10 97:15 108:20 125:17 171:5
198:16 210:17 235:1, 20 staying 241:5, 7 steep 216:15 step 96:9, 10 97:15 108:20 125:17 171:5
235:1, 20 staying 241:5, 7 steep 216:15 step 96:9, 10 97:15 108:20 125:17 171:5
staying 241:5, 7 steep 216:15 step 96:9, 10 97:15 108:20 125:17 171:5
steep 216: <i>15</i> step 96:9, <i>10</i> 97: <i>15</i> 108: <i>20</i> 125: <i>17</i> 171: <i>5</i>
step 96:9, 10 97:15 108:20 125:17 171:5
97: <i>15</i> 108:20 125: <i>17</i> 171:5
125: <i>17</i> 171: <i>5</i>
~4~~~ ~~~~
step-by-step 245:7
steps 167:10
169: <i>12</i> 177: <i>10</i> ,
16 199:11
211:15
stick 17:1
stipulate 70:21
stipulates 84:12
stocking 182: <i>17</i>
stood 212:20

```
stop 30:10
stopped 161:7
Strategic 95:2
120:6 213:6, 15
strategies 202:6
stray 37:2
stream 105:11
150:17 156:16
stretched
213:18, 21
strictly 110:1
strive 218:12
Strong 220:2
Student 2:14
3:9 49:13 56:4,
14, 21 57:4
134:11 153:8,
10, 12 164:15,
17 195:1, 3
198:19 211:20
212:15, 16, 21
213:2 214:21
218:12, 19
220:17 221:9
242:18
students 5:18
8:8 9:3 13:7
17:14 20:20
23:6 28:16, 19
29:10 30:15
32:1 40:11
50:21 51:7, 10,
12, 15 52:3
54:6 55:8, 12
56:15, 20 57:5,
8, 17 58:2, 6, 10
59:11, 14 67:1
73:16 84:5
100:3, 7, 16, 18
101:8. 13 141:3
149:7, 8, 9, 16
163:5, 12, 19
164:2, 3, 6, 8
166:7 169:4
179:11 181:13
184:10 191:6, 8
192:8, 9 193:7
194:4, 10, 13
195:5 198:16,
```

19 200:9, 19

202:4 204:9 212:14 214:14, 16, 18, 19 215:2, *13, 14* 216:9, *18* 217:13, 18, 19, 20 218:2, 5, 7, 14, 21 219:3, 6, 11, 18 220:4, 12 227:4 228:4.18 229:19 230:2, *11*, 20 231:6 232:14 234:21 **studies** 132:*1* 234:9 **study** 99:17 116:15 118:12, *13*, *14* 131:*13* 139:3 143:5 156:10, 21 157:3, 11 161:8 subject 6:8 23:3 **submit** 24:20 25:20 submitted 34:11 35:4 95:9 108:5 211:6 submitter 50:7 submitters 50:3 subsequent 9:1 13:5 14:5 16:8 20:18 40:9 182:2*1* subsequently 73:9, 14 subtracting 141:4 **success** 58:14 successfully 71:3 suffering 58:12 192:11 sufficient 203:8 **suggest** 18:10 31:14 32:3 suggested 87:7 89:4

suggestions 206:3, 7, 12 summarizing 147:19 **summary** 46:15 222:17 summer 65:13 212:19 213:16 superintendent 5:15 6:3 31:17 49:10 56:7 73:6 96:1 166:2*1* 167:2, *3* 200:1 228:11, superintendents 175:14 **Superintendent's** 3:7, 17 17:3 50:11 73:10 105:19 114:13 124:16 211:3 supplements 97:13 **support** 8:3, 7 15:11 19:10, 18 24:3, 8 25:8 26:6 27:3, 16 34:7 35:14 36:6, 14 51:20 52:4, 7 53:15 55:1, 2 58:16 68:9 115:3, 7 122:12 123:5 131:1, 3 134:19 138:7 140:15 160:13 182:12 198:7 218:6, 20 219:1, 9 221:14 222:5 228:17 237:5 supported 30:16 96:19, 20, 21 112:13 130:17 132:1 135:6 146:7 supporting 29:13 32:1

55:8 191:6 241:8 supportive 52:10 213:11 **supports** 96:17 146:*12* 192:2*1* 212:9 216:5 219:20 **sure** 18:7 19:3 20:16 23:5 27:17 50:13 65:14 69:16 70:17 73:10 76:14 89:16 115:20 116:4 118:8 125:2 153:14 155:2 169:2, 9 171:16 172:10, 20 177:17 178:21 180:16 186:15 208:2 209:6, 15 210:7 **surface** 186:10 **surges** 190:6 surrounding 221:19 **survey** 110:2 192:8 survival 118:6 suspend 8:19 13:2 15:20 22:13 36:20 suspending 14:21 15:4, 14 25:3 **swiftly** 208:4 system 15:14 26:3, 11 28:15, 19 33:21 49:17 54:14 55:14 57:18 58:14 96:6 97:10 104:11 105:7 128:5 132:2 179:20 181:21 197:9, 11, 21 198:10 208:16 213:17 215:10

suggesting

89:17

216:2 224:13

228:3, 4, 9, 12	110:11 122:5	179:6, 12 180:2	10 26:12, 13	170:10, 13, 15,
236:7 237:4	155:3 177:20	191: <i>10</i>	28:9 29:14	20 172:7
systemic 98:16	talked 120:19	tech 54:21	30:21 31:1, 8,	174:19, 20, 21
105:5, <i>13</i>	122:14 193:6	55:2 159:9	10 32:7, 19, 20	175:2, 20 176:6,
systemics	194:12 245:6	Technical	33:2, 21 34:1, 5	8 178:20 180:2,
105:2 <i>1</i>	talking 27:10	159: <i>13</i>	35:5, 6, 11 36:7,	7, 20 182:9
systems 54:5	28:11, 13 33:10	technology	9 37:3, 5, 14	183:16, 18, 20,
105:6, 9 165: <i>1</i> 9	98:13 145:13	46:11 222:2	40:13 41:19, 20	21 186:20
176:13 178:2	155:3, 4 179:14	tell 69:11	43:12, 20 44:20	187:16 189:5,
179:2	195:10 201:7	103:6 138:15	45:17 47:4, 9	11 190:16
systemwide	targeting 171:5	143:21	48:13, 14, 15	191:3 193:4, 14
231: <i>12</i>	185:11 218:13	Temperatures	49:5 52:12	194: <i>1</i> , <i>14</i>
	task 126:19	165:20	55:6, 9, 18, 19	195:16, 17
< T >	166:10 242:8	templates 51:17	59:15, 16 60:2,	196:20, 2 <i>1</i>
TABCO 227:10	taught 197:7	temporary	7 61:7, 9, 16	197:1, 3 198:2,
table 20:2, 8	taxing 141:2	146:15 212:1	62:5 63:2, 9, 10	3, 5 199:2, 3, 4
208:3	taxpayer 231:11	219:14 220:4	64:19, 20 65:3,	200:21 201:1, 2,
tack 226:21	taxpayers	ten 104:11	10 69:15, 19	11, 15 203:13,
take 18:2	116:16 139:4	121:2 122:8	71:15 73:3, 17	16 204:3, 6
19:14 20:9	Taylor 53:1	145:18 160:20	74:4, 12 75:2, 4	205:12, 13, 14,
26:18 39:16	teach 173:16	164:21 215:21	78:6, 12 79:11	16, 17 206:13,
51:16 52:18	teacher 192:8	216:13	80:17 82:8	15, 16, 18
54:10 65:21	teachers 23:7	tend 15:16	83:16 84:11, 14,	208:10, 11
97:14 102:16	24:10 53:16	term 57:12	16, 17 86:5, 6, 7	209:17 210:21
104:11, 20	58:2 167:20	99:1 100:2	88:19, 20 89:1,	211:1, 16
105:12 106:5,	169:2, 5, 6	terms 27:4	9 90:21 91:5,	224:20 225:5
13, 17 107:17	172:11 173:1,	34:16 50:14	19 92:4, 17, 18	226:14, 15
108:7, 20 109:9	<i>15, 18</i> 174:7	51:10 91:14	94:6, 7, 10, 16	229:10, 11, 13
119:16 123:4,	177:20 184:9,	130:21 134:17	95:20 103:5, 8	230:13, 14, 21
<i>14</i> 125:5	<i>17</i> 186:5 190:2	159:11 165:16	112:5, 8 116:8,	231:1, 3, 15, 17,
137:2 <i>1</i> 139: <i>17</i> ,	191:5 225:10	174:4 178:10	<i>10</i> 118: <i>13</i>	19 232:11, 17,
20 142:12	227:5 229:17	179:3, 5, 17	120:13, 15, 17	18 233:2, 3, 5,
148: <i>13</i> 149: <i>10</i> ,	230:5 231:6	181:7 183:6	121:9, 20 123:6,	11, 12 234:12,
<i>16</i> 174:9	235:2 237:9, 10	188:10 208:18	9, 12 128:5, 7,	20 235:2, 4, 7,
181: <i>16</i> 184: <i>21</i>	teaching 52:16	210:19 234:15	10 130:3, 4, 10	11 236:9, 10, 11,
196:17 203:11	212:5, 7 222:7	238:3	133:13 134:3, 6	14 239:16
207:15 226:21	Team 50:12	testing 57:20	135:19 136:1,	241:4, 7, 8, 13,
231:2 <i>1</i>	52:14 57:10	204:17, 19	13, 19 137:2	14 242:9, 11, 20,
Taken 3:10	58:3 95:15	tests 204:15	138:18 140:16,	21 243:3, 4, 6, 9,
32:9 59:19	105:20 109:10	244:10, 14	<i>17</i> , <i>19</i> 141: <i>13</i> ,	12, 15, 16, 20
60: <i>1</i> 106: <i>11</i>	110:15 111:5	Thank 5:14	<i>14</i> 142:2 144:7	244:1, 5, 6
111:21 234:8	114: <i>13</i> , <i>14</i>	7:11 8:1, 9, 10,	146: <i>17</i> 147:9	245:2, 3, 19
takes 17:6	119:2 <i>1</i> 166: <i>10</i>	14 9:11, 17, 19	148:2, 10, 11	246:1, 10
23:8 72:2	174:6 176: <i>17</i>	12:19 14:10	149:3 151:4	thanks 57:9
100:13 107:18	191:1, 2, 12, 14,	16:1, 5, 16, 18	153:18, 19, 21	103:3 111:9
117:5 126:2 <i>1</i>	<i>19</i> 193:2 <i>1</i>	17:10 18:6	157: <i>17</i> 158: <i>13</i> ,	125:7 176:3
146:4 196:7	208:21 232:11,	19: <i>4</i> , <i>5</i> , <i>9</i> 21: <i>1</i>	19 160:2	231:20 243:11,
242:1	14	22:7, 13, 20	161:2 <i>1</i> 162: <i>1</i> , 2,	18
talk 19:16, 17	TEAMS 1:9	23:10 24:4, 5, 7,	4, 12, 14, 15	theft 53:20
32:17 101:17	6:19 105:19	12, 14 25:4, 9,	167: <i>14</i> 169: <i>16</i>	

thing 13:18	126: <i>19</i> 177: <i>13</i>	108:2 <i>1</i> 109:9,	tonight 18: <i>15</i>	160:9 202:9, 13
15: <i>12</i> 99: <i>16</i>	thorough 177: <i>1</i>	16, 18, 20	34:6, 20 48:16	203:5 206:1
103:2 107:20	thought 82:18	111:2 <i>1</i> 114:2	55:13 81:13	233:15 235:12
108: <i>1</i> 116:20	104:21 148:17	115:17, 18	96: <i>4</i> 108: <i>3</i>	Towson's
117: <i>1</i> 126: <i>12</i>	161:9, <i>13</i> 169:5	116: <i>1</i> 122: <i>10</i> ,	114:16 155:17	131:17 233:17
136:5 150:20	197:8	14, 18 124:19	162:15 166:8, 9,	traditional
155: <i>3</i> 189:2 <i>1</i>	thoughtful	125:6 130:11	19 171:3 172:6	202:8
207:12	33:19	131:8 132:2, 5	211:12 237:1	trained 219: <i>1</i>
things 13:17	thoughts 69:21	135:20 137:7	246:11	trajectory
28:5 36:14	three 13:10, 11,	139:12 142:11,	tonight's 6:17	131:19 218:3
91:15, 17 96:10	16, 17 14:7	13 145:11	8:16 12:20	Transcribed
104:21 135:8	29:6 32:17	146:3 147:14	tools 51:17	1:20
155:19 161:2	46:12 50:6	151:1 156:8	top 8:7 102:4	transcript
173:10 178:2,	51:11 75:12, 14,	160:18 167:11,	142: <i>17</i> 155:20	196: <i>11</i>
11, 13 182:3, 5	16 112:20	12 169:13, 15	156:2 157:12	transcription
	118:20 131:9,	172:19 175:12	159:6	247:7
197:6, 8, 11, 20	11 132:10			
198:1 208:20		176:15 180:17,	topic 15:6, 7	transcripts 54:8
215:16 225:7	134:16 157:8	19 187:10	17:13 19:3	transformed
235:1 236:4	164:4 244:8	189:1, 8 190:12	23:9, 14 27:5	215:10
240:13 245:5	thrilled 237:11	191:15 192:18	31:15 35:15	transparency
think 12:12	throw 161: <i>11</i>	198:4 200:12	245:12	31:20
14:13 15:11, 14,	throwing	201:10 203:19,	topics 29:9	transparent
20 23:3 26:8	122:11	21 207:16	57:8	236:20
28:2, 18 29:10,	Thursday 184:7	210:11 218:3, 4	total 71:9 97:5	transportation
20 30:8, 11, 18,	tied 82:1 216:3	229:9, 15 232:1	98:2 <i>1</i> 100: <i>1</i> , <i>5</i>	70:3
<i>19</i> 32:21 34:14	Tiffany 48: <i>16</i>	233:11 242:5	163:15 164:3, 5,	tremendous
35:2 <i>1</i> 36:4	time 7:7 8:19	243:2, 14	8 175:11	107:3 115:5
74: <i>14</i> 83: <i>5</i>	9:9, <i>13</i> 11: <i>17</i>	timeframe	223:16	145:2 229:7
84:13 91:11, 20	13:2 14: <i>4</i> , <i>16</i> ,	19:15 27:9, 16,	totals 223:12	trend 186:7
96:10 107:18	21 15:5, 15, 16,	<i>17, 21</i> 185: <i>4</i>	touched 244:19	187:2
120:20 123:2	20 16:13 17:1,	timeline 183: <i>14</i>	Towson 101:10,	trending 187:21
127:2 <i>1</i> 140: <i>14</i>	4, 6, 9, 12, 16	timelines 110: <i>1</i>	<i>17, 19</i> 102:2	trends 187:4,
143: <i>15</i> 145: <i>3</i> ,	18: <i>3</i> , <i>7</i> , <i>14</i>	timely 242:19	108:15 109:13	11, 14
<i>14</i> 147: <i>4</i>	22:14 24:15, 18,	timer 115:15, 20	110:6 112:12	tried 210:8, 13,
162: <i>13</i> 166:8	19 25:4, 16	times 15:15	113:2, 19 115:6	14
167: <i>18</i> 168:2 <i>1</i>	26:7, 10, 15, 20	23:16 35:17	116: <i>1</i> 9 117:9	trouble 128:2
170:7, 19, 21	27:12 29:3, 5,	84:1 125:1	119:4 122:5	troubling
174:1, 12	11, 21 30:9, 11,	200:8 233:7	124:3 126:3	116:18 119:11
176:20 177:6,	<i>17</i> 31: <i>12</i> 32:2,	timing 115:20	127:9, 11, 17	True 165:9
<i>17</i> , <i>18</i> , <i>19</i> 178: <i>3</i> ,	10 33:1, 4, 9, 15,	204:10	128:14 129:3, 6,	187:14 247:6
4, 9 180:8, 21	16, 19 35:15	Title 47:2	10 130:15, 17,	truly 230:21
187:4 188:3	36:11, 20 37:4	48:17 223:16	18 136:8	237:4
189:2 190:19	39:12 56:1, 10	today 94:18	137:17 139:11	Trump 234:6
197:20 198:17	58:19 65:16	181:2 206:6	141:6, 11, 21	trust 19:1
230:17 235:9	66:8 68:6 71:2,	244:19	143:9, 16, 17	102:13 110:5
238:4 242:19	9 74:17 78:18	told 113:20	145:4 146:11	132:12, 15
244:18 245:9	89:15 92:8	123:18 124:7,	148:5 149:19	237:5
		125:16 124:7,		
thinking 55:11	95:16 97:15		150:10, 14	try 97:15
third 102:13	100:9 101:12,	Tomorrow 57:4	151:16 157:10	132:4 160:4
	20 102:17	tone 240:20	158:5 159:7	

170:16 204:8, 20 230:17 trying 31:12,
21 71:6 102:20 174:10 177:5 178:18 179:10
236:3 Tuesday 5:5
246:6, 8 tune 210: <i>17</i>
tunnel 59:5 turn 167: <i>12</i>
182: <i>10</i> 224: <i>18</i> 239: <i>7</i> , <i>19</i>
turned 56:16 tutorials 51:19
twice 28:13
two 14:3, 9
18:2 23:8 28: <i>11</i> 29:8
32:10, 12, 16
46:11 48:20
50:4 51:9 52:19 54:21
66:14 84:10
91:13 96:14, 16
99: <i>19</i> , <i>20</i> 103: <i>9</i> 104: <i>7</i> , <i>17</i> 106: <i>7</i> ,
104.7, 17 100.7, 12 113:9 119:1
12 113.9 119.1 124:11 125:13
132:7 135:3
132.7 133.3 142: <i>17</i> , 2 <i>1</i>
146:5 148:19
153: <i>16</i> , <i>17</i> , <i>21</i>
157: <i>14</i> 166: <i>14</i>
170:16 179:8
185:20 203:2
219: <i>18</i> 222:2 <i>1</i>
223:14 224:6
227:12 229:8
245:5
two-minute
229: <i>3</i>
type 73:21
176:2
types 53:5
J F - C C C
< U >
UMBC 203:5

	(
	-
	2
18	
5	-
19	2
	()
	-
	-
	u
, <i>16</i>)3:9	u
06:7,	u
.9:1 [°] 13	u
	(
9	u
1 14	U
8	8
8 2 21 6	5
6 8	u
	4
	u
	Ţ

unbecoming
76: <i>17</i>
unbelievable
238:15
understand
13:20 16:6
31:11 40:7
68:2, 12 78:18
101:2 <i>1</i> 122: <i>1</i>
137:8 145:11,
21 147:13
154: <i>11</i> 161: <i>14</i> 172: <i>20</i> 176: <i>10</i>
172:20 176:10 178:7, 10 180:5
187: <i>17</i> 195: <i>14</i>
208:15 233:8
understanding
66:19 71:18, 19
73:4 74:5
96.11 109.5
133:8 184:4
189:18 191:12
194:2 <i>1</i>
understandings
234:5
understands
115:13 187:20
understood 205:21
unemployed
68:8
unfair 29:4
unfairly 29:3
Unfinished
3:12, 14, 15 7:8
8:18 9:1 13:1,
5 20:18 38:21
39:13 40:9
42:16
unfortunate
58:4 70:2
156: <i>16</i> unfortunately
68:4 185:10
209:10 232:3
UNIDENTIFIE
D 238:14
unions 173:7

unique 227:14

unit 149: <i>13</i>
units 227:10
University
202:9, 14 203:5
unknown
201:2 <i>0</i>
unspent 110:7
unwilling
137:16, 21
138:16
unwise 124:7
Update 3:15
34:6 35:1, 20
36: <i>3</i> 42: <i>17</i> 54: <i>7</i> 74:2 <i>1</i>
162: <i>17</i> 177: <i>1</i>
183: <i>3</i> , <i>13</i> 192: <i>1</i>
201:4, 9 204:7
205:18 209:20
210:3, 5 242:7
210:3, 5 242:7 244:20 245:15
updated 98:2
166: <i>15</i> 178: <i>14</i>
updates 30:4
31: <i>17</i> 34: <i>7</i> , <i>17</i>
35: <i>18</i> 162:2, <i>16</i>
33.10 102.2, 10 166.16 192.1
166: <i>16</i> 183: <i>1</i> 191: <i>1</i> 195: <i>13</i>
191:1 195:13
204:2 236:20
237:3, 5
updating
162:2 <i>1</i> 242:1 <i>3</i>
urgent 107: <i>3</i>
226:21
use 72:21
104: <i>16</i> 117: <i>17</i>
118:5
useful 30:12
usually 204:18
210:1, 20
244:10
utility 222:16
utilization
125:9 159:4
utilize 66:9
utilized 110:8
utilizing 72:14
72.17
< V >

vacant 222:7 vaccinate 169:9 vaccinated 173:17, 18, 19 188:4, 5, 7 229:19 vaccination 169:21 170:2 237:8 vaccinations 169:19 vaccinators 189:20 **vaccine** 168:1 188:16 229:18 236:6 244:21 vaccines 168:5, 12 189:16, 20 190:*3*, *7* **valid** 24:17 132:1 134:9 **value** 27:5 variance 216:6 variety 84:5 **various** 24:19 207:20 235:14 240:3 vehement 120:5 ventilation 165:19 166:3 venues 202:6, 8, 11 203:2, 4 209:7 verbiage 82:11 **verified** 117:15, 20 118:6 **verify** 117:*13* 166:4 version 231:8 versus 179:2 215:2 220:19 vet 206:11 **vetted** 150:3 Vice 2:4 6:3 8:12, 14 9:17 10:13 12:16, 19 14:8 16:2, 5 17:10 18:4 20:12, 16 21:15 22:12 25:12, 14

28:7, 9 35:10 36:9 38:4 40:7 41:6 42:11 44:6 47:21 60:7, 17 61:8 62:8, 19 64:6 77:13 80:4 85:13 88:6 93:14 94:17 95:21 130:9 136:12 140:19 152:13 176:8 177:17 178:21 180:7 201:16 205:16 206:13 211:9 228:15 231:19 243:14 view 6:16 34:5 201:14 views 240:5, 17, 18, 19 vigorous 8:6 village 174:9 virtual 51:2 52:4 54:9 177:19 185:3 193:7, 8, 13, 18 194:5, 7 197:7, *13*, *17* 199:20 204:13 205:1 207:21 230:8 virtually 6:18 59:10 246:5, 8 vision 195:15 **visited** 53:12 visiting 51:2 voice 57:15 58:17 volunteer 232:1 volunteerism 241:14 volunteers 231:21 vote 7:1, 12 10:7, 16, 19, 20, *21* 11:*1* 12:*3* 13:18 14:18 15:*3* 18:*11* 19:12 21:3 22:9 32:15

37:4, 6 39:2, 17	18 182:17	website 54:16	66:2, 5, 11, 12	167: <i>15</i> , <i>17</i>
40:14 42:2, 4	184:3 185:15	109:4, 7, 9, 10	67:11 68:1, 5,	168:6 169:17
43:1, 11, 14	191:14 193:8,	192:3 236:18	14 69:12 72:14	170:10 171:16
47: <i>10</i> 61: <i>13</i> , <i>17</i>	13, 19 196:17	week 54:9	88:21 94:18	172:18 173:6
63:15 65:5	197:18 198:19	56:12 186:3, 6	111:8 112:19	174:1, 20 175:3,
75:7 76:7, 21	203:6 207:9	187:8 197:14	113:17 115:20,	11, 17, 18 176:4,
78: <i>17</i> 79: <i>13</i>	210:9 226:18	202:19 224:11	21 136:16	5, 9, 15 178:15
82:14 84:20	227:15 229:3	weekends	142:19 145:5,	179:7 180:21
86:10 92:21	231:3, 7, 20	165:2 <i>1</i>	13 148:10	181:6 182:9
136:18 148:14	232:21 234:11	weekly 30:4	149:18 166:12	183:21 184:12
151:8 152: <i>I</i>	235:20 236:14,	34:17 35:18, 20	170:2, 3 172:1	188:8 189:13
153:8, 13 224:8	17 237:7 238:8	36:2 168:9	173:5, 10 174:9,	190:8, 15
voted 11:3	wanted 8:3	183:13 236:16	10 179:14, 20	191:11 193:15
45:6, 12 81:9	15:10 28:10	weeks 51:11	180:16 181:10	194:2, 3 199:5
82:10 112:13	33:3 35:13	185:20	182:20 184:4,	200:21 201:1, 5,
voters 223:20	36:9, 19 42:8	weighting	19 185:7, 8	6, 11, 17, 18
votes 136:16	69:20 81:1, 6,	123:16	186:13 187:12,	203:17, 19
160:5	17 84:2, 9 87:7	welcome 50:13	13, 18 188:13	204:18 205:17
voting 6:21	103:15, 17	63:12 92:3	197:18 200:3	207:2, 11
45:9 76:6	105:1 107:20	well 7:3 10:3	203:2 205:5	208:13 209:1,
vulnerable	120:11 126:14	14: <i>14</i> 19: <i>14</i>	206:19 215:18	14 210:5 211:7,
213:20	132:8 135:19	37:1 39:9 40:1	224:5, 7 231:15	8 224:21 230:1
	144:17 158:16	51:8 69:3	240:6, 7 244:17	234:16 245:10,
< W >	162: <i>16</i> 165: <i>1</i>	76:19 113:12	west 159:2, 8	13
wage 222:13	175:7 180:18	115: <i>16</i> 119: <i>11</i>	160:17 167:2	willing 138: <i>15</i>
O	II.			
wait 123:18	190: <i>1</i> 191: <i>4</i>	128: <i>13</i> 131: <i>1</i>	Western	184: <i>4</i>
wait 123: <i>18</i> 124: <i>5</i> 127: <i>4</i>	190: <i>1</i> 191: <i>4</i> 192:20 197: <i>4</i>	128: <i>13</i> 131: <i>1</i> 134: <i>12</i> 140: <i>4</i>	Western 159: <i>13</i> , <i>17</i>	184: <i>4</i> window 164: <i>10</i>
124: <i>5</i> 127: <i>4</i>	192:20 197:4	134:12 140:4	159: <i>13</i> , <i>17</i>	window 164:10
124:5 127:4 138:9 146:4	192:20 197:4 198:8 208: <i>I</i>	134: <i>12</i> 140: <i>4</i> 145: <i>5</i> 149:8	159: <i>13</i> , <i>17</i> we've 23: <i>14</i>	window 164: <i>10</i> 204: <i>17</i> , <i>19</i>
124:5 127:4 138:9 146:4 149:19 185:19	192:20 197:4 198:8 208:1 233:16 237:13	134: <i>12</i> 140: <i>4</i> 145: <i>5</i> 149: <i>8</i> 158: <i>8</i> 168: <i>19</i>	159:13, 17 we've 23:14 31:11 32:12, 13	window 164:10 204:17, 19 205:5
124:5 127:4 138:9 146:4 149:19 185:19 210:8, 14	192:20 197:4 198:8 208:1 233:16 237:13 wanting 24:2	134: <i>12</i> 140: <i>4</i> 145: <i>5</i> 149: <i>8</i> 158: <i>8</i> 168: <i>19</i> 170: <i>20</i> 174: <i>1</i> , <i>6</i>	159:13, 17 we've 23:14 31:11 32:12, 13 36:18 42:5	window 164:10 204:17, 19 205:5 winter 51:7
124:5 127:4 138:9 146:4 149:19 185:19 210:8, 14 waiting 111:8	192:20 197:4 198:8 208:1 233:16 237:13 wanting 24:2 wants 12:4	134: <i>12</i> 140: <i>4</i> 145: <i>5</i> 149: <i>8</i> 158: <i>8</i> 168: <i>19</i> 170: <i>20</i> 174: <i>1</i> , <i>6</i> 179: <i>10</i> 182: <i>11</i>	159:13, 17 we've 23:14 31:11 32:12, 13 36:18 42:5 69:4 72:6, 20	window 164:10 204:17, 19 205:5 winter 51:7 190:17
124:5 127:4 138:9 146:4 149:19 185:19 210:8, 14 waiting 111:8 113:10, 15, 18	192:20 197:4 198:8 208:1 233:16 237:13 wanting 24:2 wants 12:4 127:14 169:14	134:12 140:4 145:5 149:8 158:8 168:19 170:20 174:1, 6 179:10 182:11 184:15 185:18	159:13, 17 we've 23:14 31:11 32:12, 13 36:18 42:5 69:4 72:6, 20 110:14 112:13	window 164:10 204:17, 19 205:5 winter 51:7 190:17 wish 13:17
124:5 127:4 138:9 146:4 149:19 185:19 210:8, 14 waiting 111:8 113:10, 15, 18 127:4 131:6	192:20 197:4 198:8 208:1 233:16 237:13 wanting 24:2 wants 12:4 127:14 169:14 Warfel 56:18	134:12 140:4 145:5 149:8 158:8 168:19 170:20 174:1, 6 179:10 182:11 184:15 185:18 186:18 188:8	159:13, 17 we've 23:14 31:11 32:12, 13 36:18 42:5 69:4 72:6, 20 110:14 112:13 120:19 123:18	window 164:10 204:17, 19 205:5 winter 51:7 190:17 wish 13:17 56:8 126:10
124:5 127:4 138:9 146:4 149:19 185:19 210:8, 14 waiting 111:8 113:10, 15, 18 127:4 131:6 155:9 210:7	192:20 197:4 198:8 208:1 233:16 237:13 wanting 24:2 wants 12:4 127:14 169:14 Warfel 56:18 waste 92:7	134:12 140:4 145:5 149:8 158:8 168:19 170:20 174:1, 6 179:10 182:11 184:15 185:18 186:18 188:8 191:2 192:4, 5	159:13, 17 we've 23:14 31:11 32:12, 13 36:18 42:5 69:4 72:6, 20 110:14 112:13 120:19 123:18 150:11 151:5, 6	window 164:10 204:17, 19 205:5 winter 51:7 190:17 wish 13:17 56:8 126:10 230:12 231:4
124:5 127:4 138:9 146:4 149:19 185:19 210:8, 14 waiting 111:8 113:10, 15, 18 127:4 131:6 155:9 210:7 waiver 32:16 want 18:7 19:10 23:2	192:20 197:4 198:8 208:1 233:16 237:13 wanting 24:2 wants 12:4 127:14 169:14 Warfel 56:18 waste 92:7 wasting 30:11	134:12 140:4 145:5 149:8 158:8 168:19 170:20 174:1, 6 179:10 182:11 184:15 185:18 186:18 188:8 191:2 192:4, 5 198:20 201:6 204:21 205:20 209:4 217:10	159:13, 17 we've 23:14 31:11 32:12, 13 36:18 42:5 69:4 72:6, 20 110:14 112:13 120:19 123:18 150:11 151:5, 6 171:16 172:9	window 164:10 204:17, 19 205:5 winter 51:7 190:17 wish 13:17 56:8 126:10 230:12 231:4 237:13 241:3
124:5 127:4 138:9 146:4 149:19 185:19 210:8, 14 waiting 111:8 113:10, 15, 18 127:4 131:6 155:9 210:7 waiver 32:16 want 18:7 19:10 23:2 24:7 27:3 35:8	192:20 197:4 198:8 208:1 233:16 237:13 wanting 24:2 wants 12:4 127:14 169:14 Warfel 56:18 waste 92:7 wasting 30:11 Watch 76:9	134:12 140:4 145:5 149:8 158:8 168:19 170:20 174:1, 6 179:10 182:11 184:15 185:18 186:18 188:8 191:2 192:4, 5 198:20 201:6 204:21 205:20 209:4 217:10 222:12 232:6	159:13, 17 we've 23:14 31:11 32:12, 13 36:18 42:5 69:4 72:6, 20 110:14 112:13 120:19 123:18 150:11 151:5, 6 171:16 172:9 190:6 206:7	window 164:10 204:17, 19 205:5 winter 51:7 190:17 wish 13:17 56:8 126:10 230:12 231:4 237:13 241:3 withdraw 10:11
124:5 127:4 138:9 146:4 149:19 185:19 210:8, 14 waiting 111:8 113:10, 15, 18 127:4 131:6 155:9 210:7 waiver 32:16 want 18:7 19:10 23:2 24:7 27:3 35:8 55:9 56:8	192:20 197:4 198:8 208:1 233:16 237:13 wanting 24:2 wants 12:4 127:14 169:14 Warfel 56:18 waste 92:7 wasting 30:11 Watch 76:9 185:19	134:12 140:4 145:5 149:8 158:8 168:19 170:20 174:1, 6 179:10 182:11 184:15 185:18 186:18 188:8 191:2 192:4, 5 198:20 201:6 204:21 205:20 209:4 217:10 222:12 232:6 239:18 240:15	159:13, 17 we've 23:14 31:11 32:12, 13 36:18 42:5 69:4 72:6, 20 110:14 112:13 120:19 123:18 150:11 151:5, 6 171:16 172:9 190:6 206:7 229:7 whatsoever 138:3	window 164:10 204:17, 19 205:5 winter 51:7 190:17 wish 13:17 56:8 126:10 230:12 231:4 237:13 241:3 withdraw 10:11 withstanding 55:10 witness 51:7
124:5 127:4 138:9 146:4 149:19 185:19 210:8, 14 waiting 111:8 113:10, 15, 18 127:4 131:6 155:9 210:7 waiver 32:16 want 18:7 19:10 23:2 24:7 27:3 35:8 55:9 56:8 57:19 58:9	192:20 197:4 198:8 208:1 233:16 237:13 wanting 24:2 wants 12:4 127:14 169:14 Warfel 56:18 waste 92:7 wasting 30:11 Watch 76:9 185:19 watching 29:12 125:21 185:8 236:16 241:1	134:12 140:4 145:5 149:8 158:8 168:19 170:20 174:1, 6 179:10 182:11 184:15 185:18 186:18 188:8 191:2 192:4, 5 198:20 201:6 204:21 205:20 209:4 217:10 222:12 232:6 239:18 240:15 246:9	159:13, 17 we've 23:14 31:11 32:12, 13 36:18 42:5 69:4 72:6, 20 110:14 112:13 120:19 123:18 150:11 151:5, 6 171:16 172:9 190:6 206:7 229:7 whatsoever 138:3 white 215:10, 14	window 164:10 204:17, 19 205:5 winter 51:7 190:17 wish 13:17 56:8 126:10 230:12 231:4 237:13 241:3 withdraw 10:11 withstanding 55:10 witness 51:7 247:12
124:5 127:4 138:9 146:4 149:19 185:19 210:8, 14 waiting 111:8 113:10, 15, 18 127:4 131:6 155:9 210:7 waiver 32:16 want 18:7 19:10 23:2 24:7 27:3 35:8 55:9 56:8 57:19 58:9 69:16 99:8	192:20 197:4 198:8 208:1 233:16 237:13 wanting 24:2 wants 12:4 127:14 169:14 Warfel 56:18 waste 92:7 wasting 30:11 Watch 76:9 185:19 watching 29:12 125:21 185:8 236:16 241:1 water 161:11	134:12 140:4 145:5 149:8 158:8 168:19 170:20 174:1, 6 179:10 182:11 184:15 185:18 186:18 188:8 191:2 192:4, 5 198:20 201:6 204:21 205:20 209:4 217:10 222:12 232:6 239:18 240:15 246:9 went 20:7	159:13, 17 we've 23:14 31:11 32:12, 13 36:18 42:5 69:4 72:6, 20 110:14 112:13 120:19 123:18 150:11 151:5, 6 171:16 172:9 190:6 206:7 229:7 whatsoever 138:3 white 215:10, 14 wide 119:14	window 164:10 204:17, 19 205:5 winter 51:7 190:17 wish 13:17 56:8 126:10 230:12 231:4 237:13 241:3 withdraw 10:11 withstanding 55:10 witness 51:7 247:12 wonderful
124:5 127:4 138:9 146:4 149:19 185:19 210:8, 14 waiting 111:8 113:10, 15, 18 127:4 131:6 155:9 210:7 waiver 32:16 want 18:7 19:10 23:2 24:7 27:3 35:8 55:9 56:8 57:19 58:9 69:16 99:8 105:18 106:4	192:20 197:4 198:8 208:1 233:16 237:13 wanting 24:2 wants 12:4 127:14 169:14 Warfel 56:18 waste 92:7 wasting 30:11 Watch 76:9 185:19 watching 29:12 125:21 185:8 236:16 241:1 water 161:11 166:1	134:12 140:4 145:5 149:8 158:8 168:19 170:20 174:1, 6 179:10 182:11 184:15 185:18 186:18 188:8 191:2 192:4, 5 198:20 201:6 204:21 205:20 209:4 217:10 222:12 232:6 239:18 240:15 246:9 went 20:7 155:18 162:8	159:13, 17 we've 23:14 31:11 32:12, 13 36:18 42:5 69:4 72:6, 20 110:14 112:13 120:19 123:18 150:11 151:5, 6 171:16 172:9 190:6 206:7 229:7 whatsoever 138:3 white 215:10, 14 wide 119:14 Williams 30:5	window 164:10 204:17, 19 205:5 winter 51:7 190:17 wish 13:17 56:8 126:10 230:12 231:4 237:13 241:3 withdraw 10:11 withstanding 55:10 witness 51:7 247:12 wonderful 174:18 189:21
124:5 127:4 138:9 146:4 149:19 185:19 210:8, 14 waiting 111:8 113:10, 15, 18 127:4 131:6 155:9 210:7 waiver 32:16 want 18:7 19:10 23:2 24:7 27:3 35:8 55:9 56:8 57:19 58:9 69:16 99:8 105:18 106:4 110:11 111:5	192:20 197:4 198:8 208:1 233:16 237:13 wanting 24:2 wants 12:4 127:14 169:14 Warfel 56:18 waste 92:7 wasting 30:11 Watch 76:9 185:19 watching 29:12 125:21 185:8 236:16 241:1 water 161:11 166:1 way 35:16	134:12 140:4 145:5 149:8 158:8 168:19 170:20 174:1, 6 179:10 182:11 184:15 185:18 186:18 188:8 191:2 192:4, 5 198:20 201:6 204:21 205:20 209:4 217:10 222:12 232:6 239:18 240:15 246:9 went 20:7 155:18 162:8 204:13 245:15	159:13, 17 we've 23:14 31:11 32:12, 13 36:18 42:5 69:4 72:6, 20 110:14 112:13 120:19 123:18 150:11 151:5, 6 171:16 172:9 190:6 206:7 229:7 whatsoever 138:3 white 215:10, 14 wide 119:14 Williams 30:5 34:2, 4 35:7, 16	window 164:10 204:17, 19 205:5 winter 51:7 190:17 wish 13:17 56:8 126:10 230:12 231:4 237:13 241:3 withdraw 10:11 withstanding 55:10 witness 51:7 247:12 wonderful 174:18 189:21 204:8 206:13
124:5 127:4 138:9 146:4 149:19 185:19 210:8, 14 waiting 111:8 113:10, 15, 18 127:4 131:6 155:9 210:7 waiver 32:16 want 18:7 19:10 23:2 24:7 27:3 35:8 55:9 56:8 57:19 58:9 69:16 99:8 105:18 106:4 110:11 111:5 118:12 119:2	192:20 197:4 198:8 208:1 233:16 237:13 wanting 24:2 wants 12:4 127:14 169:14 Warfel 56:18 waste 92:7 wasting 30:11 Watch 76:9 185:19 watching 29:12 125:21 185:8 236:16 241:1 water 161:11 166:1 way 35:16 92:9 96:17	134:12 140:4 145:5 149:8 158:8 168:19 170:20 174:1, 6 179:10 182:11 184:15 185:18 186:18 188:8 191:2 192:4, 5 198:20 201:6 204:21 205:20 209:4 217:10 222:12 232:6 239:18 240:15 246:9 went 20:7 155:18 162:8 204:13 245:15 we're 16:21	159:13, 17 we've 23:14 31:11 32:12, 13 36:18 42:5 69:4 72:6, 20 110:14 112:13 120:19 123:18 150:11 151:5, 6 171:16 172:9 190:6 206:7 229:7 whatsoever 138:3 white 215:10, 14 wide 119:14 Williams 30:5 34:2, 4 35:7, 16 36:6 42:8, 10	window 164:10 204:17, 19 205:5 winter 51:7 190:17 wish 13:17 56:8 126:10 230:12 231:4 237:13 241:3 withdraw 10:11 withstanding 55:10 witness 51:7 247:12 wonderful 174:18 189:21 204:8 206:13 235:1
124:5 127:4 138:9 146:4 149:19 185:19 210:8, 14 waiting 111:8 113:10, 15, 18 127:4 131:6 155:9 210:7 waiver 32:16 want 18:7 19:10 23:2 24:7 27:3 35:8 55:9 56:8 57:19 58:9 69:16 99:8 105:18 106:4 110:11 111:5 118:12 119:2 142:5 146:18	192:20 197:4 198:8 208:1 233:16 237:13 wanting 24:2 wants 12:4 127:14 169:14 Warfel 56:18 waste 92:7 wasting 30:11 Watch 76:9 185:19 watching 29:12 125:21 185:8 236:16 241:1 water 161:11 166:1 way 35:16 92:9 96:17 195:12 198:14	134:12 140:4 145:5 149:8 158:8 168:19 170:20 174:1, 6 179:10 182:11 184:15 185:18 186:18 188:8 191:2 192:4, 5 198:20 201:6 204:21 205:20 209:4 217:10 222:12 232:6 239:18 240:15 246:9 went 20:7 155:18 162:8 204:13 245:15 we're 16:21 23:16 24:17	159:13, 17 we've 23:14 31:11 32:12, 13 36:18 42:5 69:4 72:6, 20 110:14 112:13 120:19 123:18 150:11 151:5, 6 171:16 172:9 190:6 206:7 229:7 whatsoever 138:3 white 215:10, 14 wide 119:14 Williams 30:5 34:2, 4 35:7, 16 36:6 42:8, 10 46:19, 20 48:15	window 164:10 204:17, 19 205:5 winter 51:7 190:17 wish 13:17 56:8 126:10 230:12 231:4 237:13 241:3 withdraw 10:11 withstanding 55:10 witness 51:7 247:12 wonderful 174:18 189:21 204:8 206:13 235:1 wondering
124:5 127:4 138:9 146:4 149:19 185:19 210:8, 14 waiting 111:8 113:10, 15, 18 127:4 131:6 155:9 210:7 waiver 32:16 want 18:7 19:10 23:2 24:7 27:3 35:8 55:9 56:8 57:19 58:9 69:16 99:8 105:18 106:4 110:11 111:5 118:12 119:2 142:5 146:18 154:11 155:2	192:20 197:4 198:8 208:1 233:16 237:13 wanting 24:2 wants 12:4 127:14 169:14 Warfel 56:18 waste 92:7 wasting 30:11 Watch 76:9 185:19 watching 29:12 125:21 185:8 236:16 241:1 water 161:11 166:1 way 35:16 92:9 96:17 195:12 198:14 203:8 207:14	134:12 140:4 145:5 149:8 158:8 168:19 170:20 174:1, 6 179:10 182:11 184:15 185:18 186:18 188:8 191:2 192:4, 5 198:20 201:6 204:21 205:20 209:4 217:10 222:12 232:6 239:18 240:15 246:9 went 20:7 155:18 162:8 204:13 245:15 we're 16:21 23:16 24:17 28:11, 13 29:8,	159:13, 17 we've 23:14 31:11 32:12, 13 36:18 42:5 69:4 72:6, 20 110:14 112:13 120:19 123:18 150:11 151:5, 6 171:16 172:9 190:6 206:7 229:7 whatsoever 138:3 white 215:10, 14 wide 119:14 Williams 30:5 34:2, 4 35:7, 16 36:6 42:8, 10 46:19, 20 48:15 49:6 50:11, 12	window 164:10 204:17, 19 205:5 winter 51:7 190:17 wish 13:17 56:8 126:10 230:12 231:4 237:13 241:3 withdraw 10:11 withstanding 55:10 witness 51:7 247:12 wonderful 174:18 189:21 204:8 206:13 235:1 wondering 204:12
124:5 127:4 138:9 146:4 149:19 185:19 210:8, 14 waiting 111:8 113:10, 15, 18 127:4 131:6 155:9 210:7 waiver 32:16 want 18:7 19:10 23:2 24:7 27:3 35:8 55:9 56:8 57:19 58:9 69:16 99:8 105:18 106:4 110:11 111:5 118:12 119:2 142:5 146:18 154:11 155:2 160:6, 12 168:8	192:20 197:4 198:8 208:1 233:16 237:13 wanting 24:2 wants 12:4 127:14 169:14 Warfel 56:18 waste 92:7 wasting 30:11 Watch 76:9 185:19 watching 29:12 125:21 185:8 236:16 241:1 water 161:11 166:1 way 35:16 92:9 96:17 195:12 198:14 203:8 207:14 234:11 247:10	134:12 140:4 145:5 149:8 158:8 168:19 170:20 174:1, 6 179:10 182:11 184:15 185:18 186:18 188:8 191:2 192:4, 5 198:20 201:6 204:21 205:20 209:4 217:10 222:12 232:6 239:18 240:15 246:9 went 20:7 155:18 162:8 204:13 245:15 we're 16:21 23:16 24:17 28:11, 13 29:8, 12 30:8, 13	159:13, 17 we've 23:14 31:11 32:12, 13 36:18 42:5 69:4 72:6, 20 110:14 112:13 120:19 123:18 150:11 151:5, 6 171:16 172:9 190:6 206:7 229:7 whatsoever 138:3 white 215:10, 14 wide 119:14 Williams 30:5 34:2, 4 35:7, 16 36:6 42:8, 10 46:19, 20 48:15 49:6 50:11, 12 55:20 56:7	window 164:10 204:17, 19 205:5 winter 51:7 190:17 wish 13:17 56:8 126:10 230:12 231:4 237:13 241:3 withdraw 10:11 withstanding 55:10 witness 51:7 247:12 wonderful 174:18 189:21 204:8 206:13 235:1 wondering 204:12 word 84:2, 10
124:5 127:4 138:9 146:4 149:19 185:19 210:8, 14 waiting 111:8 113:10, 15, 18 127:4 131:6 155:9 210:7 waiver 32:16 want 18:7 19:10 23:2 24:7 27:3 35:8 55:9 56:8 57:19 58:9 69:16 99:8 105:18 106:4 110:11 111:5 118:12 119:2 142:5 146:18 154:11 155:2 160:6, 12 168:8 169:2 171:14	192:20 197:4 198:8 208:1 233:16 237:13 wanting 24:2 wants 12:4 127:14 169:14 Warfel 56:18 waste 92:7 wasting 30:11 Watch 76:9 185:19 watching 29:12 125:21 185:8 236:16 241:1 water 161:11 166:1 way 35:16 92:9 96:17 195:12 198:14 203:8 207:14 234:11 247:10 ways 54:21	134:12 140:4 145:5 149:8 158:8 168:19 170:20 174:1, 6 179:10 182:11 184:15 185:18 186:18 188:8 191:2 192:4, 5 198:20 201:6 204:21 205:20 209:4 217:10 222:12 232:6 239:18 240:15 246:9 went 20:7 155:18 162:8 204:13 245:15 we're 16:21 23:16 24:17 28:11, 13 29:8, 12 30:8, 13 32:18 33:10	159:13, 17 we've 23:14 31:11 32:12, 13 36:18 42:5 69:4 72:6, 20 110:14 112:13 120:19 123:18 150:11 151:5, 6 171:16 172:9 190:6 206:7 229:7 whatsoever 138:3 white 215:10, 14 wide 119:14 Williams 30:5 34:2, 4 35:7, 16 36:6 42:8, 10 46:19, 20 48:15 49:6 50:11, 12 55:20 56:7 81:16 94:17	window 164:10 204:17, 19 205:5 winter 51:7 190:17 wish 13:17 56:8 126:10 230:12 231:4 237:13 241:3 withdraw 10:11 withstanding 55:10 witness 51:7 247:12 wonderful 174:18 189:21 204:8 206:13 235:1 wondering 204:12
124:5 127:4 138:9 146:4 149:19 185:19 210:8, 14 waiting 111:8 113:10, 15, 18 127:4 131:6 155:9 210:7 waiver 32:16 want 18:7 19:10 23:2 24:7 27:3 35:8 55:9 56:8 57:19 58:9 69:16 99:8 105:18 106:4 110:11 111:5 118:12 119:2 142:5 146:18 154:11 155:2 160:6, 12 168:8	192:20 197:4 198:8 208:1 233:16 237:13 wanting 24:2 wants 12:4 127:14 169:14 Warfel 56:18 waste 92:7 wasting 30:11 Watch 76:9 185:19 watching 29:12 125:21 185:8 236:16 241:1 water 161:11 166:1 way 35:16 92:9 96:17 195:12 198:14 203:8 207:14 234:11 247:10	134:12 140:4 145:5 149:8 158:8 168:19 170:20 174:1, 6 179:10 182:11 184:15 185:18 186:18 188:8 191:2 192:4, 5 198:20 201:6 204:21 205:20 209:4 217:10 222:12 232:6 239:18 240:15 246:9 went 20:7 155:18 162:8 204:13 245:15 we're 16:21 23:16 24:17 28:11, 13 29:8, 12 30:8, 13	159:13, 17 we've 23:14 31:11 32:12, 13 36:18 42:5 69:4 72:6, 20 110:14 112:13 120:19 123:18 150:11 151:5, 6 171:16 172:9 190:6 206:7 229:7 whatsoever 138:3 white 215:10, 14 wide 119:14 Williams 30:5 34:2, 4 35:7, 16 36:6 42:8, 10 46:19, 20 48:15 49:6 50:11, 12 55:20 56:7	window 164:10 204:17, 19 205:5 winter 51:7 190:17 wish 13:17 56:8 126:10 230:12 231:4 237:13 241:3 withdraw 10:11 withstanding 55:10 witness 51:7 247:12 wonderful 174:18 189:21 204:8 206:13 235:1 wondering 204:12 word 84:2, 10

wording 36:20	worry 106:13	years 32:10, 12
81: <i>12</i> , <i>13</i> , <i>17</i>	138:14	48:20 67:4
82:3, 15 83:8	worst 107:13	69:1 72:3, 4
words 57:20	143:4 159:10	96:17 100:11
232:8	worthwhile	104:7, 12
work 57:13	235:10	111:18 113:7
58:9 68:7, 13	Wow 211:8	117:4 121:1, 2
,		
94:13 108:3, 9	write 158:12	122:7, 8 124:11
109:15 111:4, 6	writing 24:21	125:13 127:20
114:9, 14 120:9	233:21	131:9, 11
124:19 127:5,	written 17:2	134:16 135:3
19 129:5, 18	39:10 49:12	139:11 145:18
133:19 136:16,	234:10	160:21 161:17
21 143:2, 8	wrote 81:11	215:21 216:13
150:18 158:19	233:16	219:8, 18
162:9 174: <i>11</i>	www.bcps.org	227:13 229:8
177:7 180:2	55:2	year's 56: <i>13</i>
181: <i>19</i> 193: <i>19</i>		year-to-date
195:9 198: <i>19</i>	< Y >	69:7
199:9, <i>12</i> , <i>18</i>	Yeah 15:10	yield 95: <i>16</i>
200:3, 10, 12	70:14 76:4	young 193: <i>10</i>
204:8, 20	117:17 128:20	youngest 220:7,
206:10, 11	189:7	10
210:17 211:21	year 34:18	
217:12, 16, 19	50:13, 16 53:1,	< Z >
218:11 224:4, 6	3 55:16 56:9	Zarchin 167:5
226:19 228:21	57:20 58:19	168:7 169: <i>1</i>
233:6 236:10,	65:18 66:4, 18	184: <i>14</i> 185: <i>14</i> ,
<i>14</i> 240:8	68:21 69:4, 5,	16 186:20
241:11, 12	11 96:2, 16	187:7 188: <i>15</i>
246:4	104:3, 6, 9	189:4 201:8, 11,
worked 49:2	106:21 111:7, 8,	15
94:20 168:3	12 113:1	zero 84:3
170:8 174: <i>15</i>	118:21 123:14	zone 167:1, 2, 3
191:2 204:20	124:9, 11	216:6, 7
212:13 219:8	135:12 136:8,	,
workforce	10 149:17	
213:12	151: <i>17</i> , <i>19</i>	
working 52:2	160:21 182:16	
54: <i>4</i> 57: <i>15</i>	194:12 195:9,	
66:10 105:19	10 204:13	
109:10 117:19	209:2, 10, 14, 15,	
142:11 169:4	16 210:7 211:4	
170:2 172:18	212:12 213:2,	
173:7 176:18	17 214:2 215:3,	
177:2, 5 180:3,	13, 15 216:16	
5 200:9 240: <i>15</i>	221:8, 9 231:4,	
241:10	5 232:3 233:1,	
works 115:12	2 237:14 241:4	
worried 23:4, 5	2 231.17 241.4	
wollieu 23.4, 3		