1	BOARD OF EDUCATION
2	BALTIMORE COUNTY
3	
4	
5	
6	
7	PUBLIC BOARD MEETING
8	HYBRID VIA BCPS LIVESTREAM
9	AND MICROSOFT TEAMS
10	
11	MARCH 23, 2021
12	
13	
14	
15	
16	
17	
18	
19	
20	Transcribed by:
21	Paul A. Gasparotti

1	BOARD MEMBERS:	1	Dayana Bergman
2		2	Brenda Pfeifer
3	Makeda Scott, Board Chair	3	New Business, Action Taken in Closed Session 135
4			
5	Kathleen Causey		Report on Multiyear Improvement Plan for All
6	Moalie S. Jose (Absent)	6	Schools 205
7	Erin R. Hager	7	Announcements278
8	Russell T. Kuehn	8	Adjournment 278
9	Lisa A. Mack	9	,
10	Rodney R. McMillion	10	
11	John H. Offerman, Jr.	11	
12	· ·	12	
13	Lily P. Rowe	13	
14	1 · · · · · · · · · · · · · · · · · · ·	14	
15	Joshua Manumuza, Student Member	15	
16		16	
17		17	
18		18	
19		19	
20		20	
21		21	
1	Page 3	1	Page 5 PROCEEDINGS
2	Call to Order5	2	CHAIRWOMAN SCOTT: Good evening, this is
3	Pledge of Allegiance/Moment of Silence 5	3	Chairwoman Makeda Scott, I now call to order the
4	Consideration of the Agenda 7	4	meeting of the Board of Education of Baltimore
5	New Business, Personnel Matters 9	5	County for Tuesday, March 23rd, 2021. I invite
6	New Business, Board Policies	6	you to recite the Pledge of Allegiance to the
7	Public Comments	7	Flag. We will then have a moment of silence in
8	Crystal Francis	8	recognition of those who have served education in
9	Charles Sydnor	9	Baltimore County. Mr. Muhumuza, would you lead
10	Ryan Coleman, Randallstown NAACP71	10	us in the Pledge of Allegiance please?
11	Cindy Sexton, TABCO	11	(Pledge of Allegiance.)
12		12	(Moment of silence.)
13		13	Thank you. Baltimore County Public
14		14	Schools and offices are currently closed to
15	Dayana Bergman	15	maintain the health and safety of our students
16		16	and staff. In accordance with the Board of
17	Public Comment, Policies 6002, 8221, 8311,	17	Education's amended resolution approved at the
18	8314, 8360, 8361, 8362, 8363, 8364, 8365,	18	October 13th, 2020 board meeting, in the event of
19	8366 and 8601		a medical or health emergency related to
20	Dayana Bergman		COVID-19, the board chair in consultation with
21		21	the vice chair and the superintendent may declare

that a board meeting or a board committee meeting be held remotely in its entirety without the physical presence of board members or in a hybrid manner with only some individual board members participating remotely, subject to the exabilishment of a mechanism that would allow each board member the opportunity to fully participate in the meeting despite not being physically present and that would allow the physicall		c		,
be held remotely in its entirety without the physical presence of board members or in a hybrid manner with only some individual board members participating remotely, subject to the establishment of a mechanism that would allow establishment of a mechanism that would allow physically present and that would allow the public to also remotely attend those portions of the meeting that are open pursuant to the Maryland Open Meetings Act by being able to listen and/or view those portions of the meeting is being held both virtually and in meeting is being held both virtually and in first person by board members and broadcasted through Microsoft Teams Live and BCPS-TV. Comcast meeting, all voting items this evening will be done by rollcall vote. Board members will say as applicable, as well as requesting discussion on an agenda item. The first item on the agenda is the consideration of the March 23rd agenda. Dr. Williams, are there any additions or changes to to onight's agenda? DR. WILLIAMS: Good evening. I'm not aware of any additions or changes to tonight's agenda. CHAIRWOMAN SCOTT: Thank you. Hearing Ms. Gover, may I have a rollcall vote please? Oh, we don't, thank you, I applogize. The agenda is approved. Earlier this evening whe Board met in closed session pursuant to the Popen Meetings Act of the following reasons: To, one, discuss the appointment, employment, assignment, promotion, 20 appointment, employment, assignment, promotion, 21 appointment, employment, assignment, promotion, 22 appointment, employment, assignment, promotion, 23 appointment, employment, assignment, promotion, 24 beginned to board members will say 25 beginned to board members will say 26 beginned to the agenda is approved. 27 beginned to the agenda is approved. 28 beginned to the agenda is the consideration of the March 23rd agenda. 29 beginned to the agenda is the consideration of the March 23rd agenda. 20 beginned to the agenda is approved. 21 closed session pursuant to the Open Meetings Act 22 closed the agenda is appro	1		1	
manner with only some individual board members be atablishment of a mechanism that would allow each board member the opportunity to fully participate in the meeting despite not being public to also remotely attend those portions of the meeting that are open pursuant to the public to also remotely attend those portions of the meeting. The meeting that are open pursuant to the proble to also remotely attend those portions of the meeting. The meeting that are open pursuant to the distance and that would allow the public to also remotely attend those portions of the meeting. The meeting that are open pursuant to the distance and that would allow the public to also remotely attend those portions of the meeting. The meeting that are open pursuant to the distance and the appropriate and the area of the meeting. The full that are open pursuant to the distance and that are open pursuant to the distance and the appropriate and the area of any additions or changes to to night's agenda. The first item on the agenda is the consideration of the March 23rd agenda. The first item on the agenda is the consideration of the March 23rd agenda. The first item on the agenda is the consideration of the March 23rd agenda. The first item on the agenda is the consideration of the March 23rd agenda. CHAIRWOMAN SCOTT: Thank you. Hearing agenda. CHAIRWOMAN SCOTT: Thank you. Any discussion, recognition of deceased. CHAIRWOMAN SCOTT: Thank you.	2	be held remotely in its entirety without the	2	appointees, employees or officials over whom it
participating remotely, subject to the establishment of a mechanism that would allow each board member the opportunity to fully participate in the meeting despite not being physically present and that would allow the public to also remotely attend those portions of lib meeting that are open pursuant to the Maryland Open Meetings Act by being able to listen and/or view those portions of the meeting. As a result, tonight's hybrid Board of Education listen and/or view those portions of the meeting. Microsoft Teams Live and BCPS-TV, Comcast Infinity Channel 73, FiOS Channel 34 — excuse meeting is being held both virtually and in lib meeting all voting items this evening will be meeting, all voting items this evening will be done by rollcall vote. Board members will say their names while making and seconding a motion as applicable, as well as requesting discussion The first item on the agenda is the consideration of the March 23rd agenda. The first item on the agenda is the consideration of the March 23rd agenda. The first item on the agenda is the consideration of the March 23rd agenda. The first item on the agenda is the consideration of the March 23rd agenda. The first item on the agenda is the consideration of the March 23rd agenda. The first item on the agenda is the consideration of the March 23rd agenda. The first item on the agenda is the consideration of the March 23rd agenda. The first item on the agenda is the consideration of the March 23rd agenda. The first item on the agenda is the consideration of the March 23rd agenda. The first item on the agenda is the consideration of the March 23rd agenda. The first item on the agenda is the consideration of the March 23rd agenda. The first item on the agenda is the consideration of the March 23rd agenda. The first item on the agenda is the consideration of the March 23rd agenda. The first item on the agenda is the consideration of the March 23rd agenda. The first item on the agenda is the consideration of the March 23rd agenda. The first item on the agenda is th	3	physical presence of board members or in a hybrid	3	has jurisdiction or any other personnel matter
establishment of a mechanism that would allow each board member the opportunity to fully participate in the meeting despite not being plysically present and that would allow the public to also remotely attend those portions of the meeting that are open pursuant to the public to also remotely attend those portions of the meeting that are open pursuant to the public to also remotely attend those portions of the meeting. The meeting that are open pursuant to the determines that relate to the negotiations: and 15, discuss matters if the public body determines that public discussion would of the meeting to information resources to deployments relating to informations; and 15, discuss matters if the public body determines that public discussion would of the remove that public discussion would form the relate to the negotiations; and 15, discuss matters if the public body determines that public discussions would for deployments relating to informations; or deployments relating to informations; or deployments relating to information resources to deployments relating to information resources to relating to information resources t	4	manner with only some individual board members	4	that affects one or more specific individuals;
each board member the opportunity to fully participate in the meeting despite not being physically present and that would allow the public to also remotely attend those portions of the meeting that are open pursuant to the Maryland Open Meetings Act by being able to listen and/or view those portions of the meeting. As a result, tonight's hybrid Board of Education meeting is being held both virtually and in person by board members and broadcasted through Microsoft Teams Live and BCPS-TV, Comcast Infinity Channel 73, FiOS Channel 34 excuse meeting, all voting items this evening will be done by rollcall vote. Board members will say their names while making and seconding a motion on an agenda item. The first item on the agenda is the consideration of the March 23rd agenda. The first item on the agenda is the consideration of the March 23rd agenda. The First item on the agenda spresented. Maryland Open Meetings Act by being able to the negotiations, nine, conduct collective bargaining negotiations, ne, conduct collective bargaining negotiations, recuse me - or onsider matters that relate to the negotiations; and 15, discuss matters if the public body determines that public discussion would onstitute a risk to, one, security assessments or deployments or information resources the through Act by the public discussion or the personnel, critical infrastructure or security through Dara matters, and for that I call on Ms. Lowry. Masters, and for that I call on Ms. Lowry. Masters, and for that I call on Ms. Lo	5	participating remotely, subject to the	5	seven, consult with counsel to obtain legal
each board member the opportunity to fully participate in the meeting despite not being physically present and that would allow the public to also remotely attend those portions of the meeting that are open pursuant to the Maryland Open Meetings Act by being able to Maryland Open Meetings able to Maryland Open Meetings Act by being able to Maryland Open Meetings able to Maryland Open Meetings Act by being able to Maryland Open Meetings able to Maryland Open Meetings able to Maryland Open Meetings despends and the meeting approach Microsoft Teams Live and BCPS-TV, Comcast Microsoft Teams Live and B	6	establishment of a mechanism that would allow	6	advice; nine, conduct collective bargaining
b participate in the meeting despite not being physically present and that would allow the public to also remotely attend those portions of the meeting that are open pursuant to the listen and/or view those portions of the meeting. Maryland Open Meetings Act by being able to listen and/or view those portions of the meeting. As a result, tonight's hybrid Board of Education meeting is being held both virtually and in person by board members and broadcasted through flow meeting is being held both virtually and in person by board members and broadcasted through flow meeting all voting items this evening will be In order to efficiently conduct this meeting, all voting items this evening will be In order to efficiently conduct this meeting, all voting items this evening will be In order to efficiently conduct this as applicable, as well as requesting discussion on an agenda item. The first item on the agenda is the consideration of the March 23rd agenda. Dr. Williams, are there any additions or changes to tonight's agenda? Dr. Williams, are there any additions or changes to tonight's agenda? Dr. Williams, are there any additions or changes to tonight's agenda? Dr. Williams, are there any additions or changes to tonight's agenda. CHAIRWOMAN SCOTT: Thank you. Hearing none, the agenda stands as presented. Mr. Gover, may I have a rollcall vote please? Oh, we don't, thank you, I apologize. The agenda is approved. Earlier this evening the Board ment closed session pursuant to the Open Meetings Act of the meeting and to the dependancy of the meeting appointment, employment, assignment, promotion, breach previous and 15, discuss matters if the public body attentions at fish too, one, security adetermines that public discussion would determines that public discussion would and 15, discuss matters if the public body at the fish tup blic doscussion would and 15, discuss matters if the public body at the fish tageus perlating to information resources the technology, two, network security information, or dehology, t	7	each board member the opportunity to fully	7	
physically present and that would allow the public to also remotely attend those portions of the meeting that are open pursuant to the Maryland Open Meetings Act by being able to Maryland Open Meetings Act Meeting Maryland Open Meetings Act Meeting Maryland Open Meetings Act Maryland Open Meetings Act Meeting Maryland Open Meetings Act Maryland Open Meetings Act Meeting Maryland Open Meetings Act Maryland Open Meetings Act Meeting Maryland Open Meetings Act Maryland Open Meetings Act Meeting Maryland Open Meetings Act Maryland Open Meetings Act Meeting Maryland Open Meetings Act	8		8	_
public to also remotely attend those portions of the meeting that are open pursuant to the the meeting that are open pursuant to the large of the meeting that are open pursuant to the large of the meeting that are open pursuant to the large of the meeting that are open pursuant to the large of the meeting that are open pursuant to the large of the meeting that are open pursuant to the large of the meeting that are open pursuant to the large of the meeting that are open pursuant to the large of the meeting that are open pursuant to the large of the meeting that are open pursuant to the large of the meeting that are open pursuant to the large of the meeting that are open pursuant to the large of the meeting that are open pursuant to the large of the meeting that are open pursuant to the large of the meeting that are open pursuant to the large of the meeting that are open pursuant to the large of the meeting that are open pursuant to the large and to the large of the meeting that are open pursuant to the large and to the large of the meeting that are open pursuant to the large and to the large and to the large of the meeting able to to the large and the large of the large	9			
the meeting that are open pursuant to the Maryland Open Meetings Act by being able to Maryland Orostitute a risk to, one, security and constitute a risk to, one, security on developments that by one devening to determines that public discussion or detending and to orditation for devening to reduct on three, deployments relating to information or security personnel, critical infrastructure or security devices. The minutes of the closed session and informal summary can be found on BoardDoes under this board meeting agenda date. The first item on the agenda is the conditions or changes as applicable, as well as requesting discussion The first item on the agenda is the consideration of the March 23rd agenda. Dr. Williams, are there any additions or changes To tonight's agenda? Dr. Williams, are there any additions or changes to tonight's agenda. MS. MACK: So moved, Mack. MS. MACK: So moved, Mack. MS.	10		10	consider matters that relate to the negotiations;
listen and/or view those portions of the meeting. As a result, tonight's hybrid Board of Education meeting is being held both virtually and in person by board members and broadcasted through Microsoft Teams Live and BCPS-TV, Comcast In firity Channel 73, FiOS Channel 34 excuse meeting, all voting items this evening will be In order to efficiently conduct this meeting, all voting items this evening will be In order to efficiently conduct this the reams while making and seconding a motion as applicable, as well as requesting discussion on an agenda item. The first item on the agenda is the consideration of the March 23rd agenda. Dr. Williams, are there any additions or changes to tonight's agenda. Dr. Williams, are there any additions or changes aware of any additions or changes to tonight's agenda. CHAIRWOMAN SCOTT: Thank you. Hearing none, the agenda stands as presented. Ms. Gover, may I have a rollcall vote please? Oh, we don't, thank you, I apologize. Ms. Gover, may I have a rollcall vote please? Oh, we don't, thank you, I apologize. Ms. Gover? Ms. GOVER: Ms. Rowe? Ms. GOVER: Ms. Rowe? Ms. GOVER: Ms. Roack?	11			_
listen and/or view those portions of the meeting. As a result, tonight's hybrid Board of Education meeting is being held both virtually and in person by board members and broadcasted through Microsoft Teams Live and BCPS-TV, Comcast In firity Channel 73, FiOS Channel 34 excuse meeting, all voting items this evening will be In order to efficiently conduct this meeting, all voting items this evening will be In order to efficiently conduct this the reams while making and seconding a motion as applicable, as well as requesting discussion on an agenda item. The first item on the agenda is the consideration of the March 23rd agenda. Dr. Williams, are there any additions or changes to tonight's agenda. Dr. Williams, are there any additions or changes aware of any additions or changes to tonight's agenda. CHAIRWOMAN SCOTT: Thank you. Hearing none, the agenda stands as presented. Ms. Gover, may I have a rollcall vote please? Oh, we don't, thank you, I apologize. Ms. Gover, may I have a rollcall vote please? Oh, we don't, thank you, I apologize. Ms. Gover? Ms. GOVER: Ms. Rowe? Ms. GOVER: Ms. Rowe? Ms. GOVER: Ms. Roack?	12		12	
meeting is being held both virtually and in person by board members and broadcasted through Microsoft Teams Live and BCPS-TV, Comcast Infinity Channel 73, FiOS Channel 34 excuse me, Verizon FiOS Channel 34. In order to efficiently conduct this meeting, all voting items this evening will be In order to efficiently conduct this meeting, all voting items this evening will be In order to efficiently conduct this meeting, all voting items this evening will be In order to efficiently conduct this meeting, all voting items this evening will be In order to efficiently conduct this meeting, all voting items this evening will be In order to efficiently conduct this meeting, all voting items this evening will be In order to efficiently conduct this meeting, all voting items this evening will be In order to efficiently conduct this meeting agenda date. The next item on the agenda is personnel matters, and for that I call on Ms. Lowry. MS. LOWRY: Thank you. Good evening, Chairwoman Scott, Vice Chairwoman Henn, Superintendent Williams and members of the Board. I would like the Board's consent for the following personnel matters: Retirements, resignations, recognition of deceased. CHAIRWOMAN SCOTT: Thank you. Do I have a motion to approve the personnel matters as presented in Exhibits D-1 through D-3? MS. MACK: So moved, Mack. CHAIRWOMAN SCOTT: Thank you. Hearing none, the agenda stands as presented. Ms. Gover, may I have a rollcall vote please? Oh, we don't, thank you, I apologize. The agenda is approved. Earlier this evening the Board met in closed session pursuant to the Open Meetings Act for the following reasons: To, one, discuss the appointment, employment, assignment, promotion, Is three, deployments or implementation of the closed session and informal informal information information information information information of the closed session and informal devices. The minutes of the closed session and information information information and information and information. The first item on the agenda is pers	13	listen and/or view those portions of the meeting.	13	constitute a risk to, one, security assessments
meeting is being held both virtually and in person by board members and broadcasted through Microsoft Teams Live and BCPS-TV, Comcast Infinity Channel 73, FiOS Channel 34 excuse me, Verizon FiOS Channel 34. In order to efficiently conduct this meeting, all voting items this evening will be In order to efficiently conduct this meeting, all voting items this evening will be In order to efficiently conduct this meeting, all voting items this evening will be In order to efficiently conduct this meeting, all voting items this evening will be In order to efficiently conduct this meeting, all voting items this evening will be In order to efficiently conduct this meeting, all voting items this evening will be In order to efficiently conduct this meeting, all voting items this evening will be In order to efficiently conduct this meeting agenda date. The next item on the agenda is personnel matters, and for that I call on Ms. Lowry. MS. LOWRY: Thank you. Good evening, Chairwoman Scott, Vice Chairwoman Henn, Superintendent Williams and members of the Board. I would like the Board's consent for the following personnel matters: Retirements, resignations, recognition of deceased. CHAIRWOMAN SCOTT: Thank you. Do I have a motion to approve the personnel matters as presented in Exhibits D-1 through D-3? MS. MACK: So moved, Mack. CHAIRWOMAN SCOTT: Thank you. Hearing none, the agenda stands as presented. Ms. Gover, may I have a rollcall vote please? Oh, we don't, thank you, I apologize. The agenda is approved. Earlier this evening the Board met in closed session pursuant to the Open Meetings Act for the following reasons: To, one, discuss the appointment, employment, assignment, promotion, Is three, deployments or implementation of the closed session and informal informal information information information information information of the closed session and informal devices. The minutes of the closed session and information information information and information and information. The first item on the agenda is pers				•
person by board members and broadcasted through Microsoft Teams Live and BCPS-TV, Comcast Infinity Channel 73, FiOS Channel 34 excuse me, Verizon FiOS Channel 34. In order to efficiently conduct this meeting, all voting items this evening will be done by rollcall vote. Board members will say their names while making and seconding a motion as applicable, as well as requesting discussion on an agenda item. The first item on the agenda is the consideration of the March 23rd agenda. Dr. Williams, are there any additions or changes to tonight's agenda? DR. WILLIAMS: Good evening. I'm not aware of any additions or changes to tonight's agenda. CHAIRWOMAN SCOTT: Thank you. Hearing none, the agenda stands as presented. Ms. Gover, may I have a rollcall vote please? Oh, we don't, thank you, I apologize. The following reasons: To, one, discuss the olosed session pursuant to the Open Meetings Act for the following reasons: To, one, discuss the appointment, employment, assignment, promotion, live devices. The minutes of the closed session and informal summary can be found on BoardDocs under this board meeting agenda date. The mext item on the agenda is personnel metters, and for that I call on Ms. Lowry. Ms. LOWRY: Thank you. Good evening, Ms. Lowry: Thank you. Chairwoman Scott, Vice Chairwoman Henn, Superintendent Williams and members of the Board. I would like the Board's consent for the following personnel matters: Retirements, resignations, recognition of deceased. CHAIRWOMAN SCOTT: Thank you. Do I have a motion to approve the personnel matters as presented in Exhibits D-1 through D-3? Ms. MACK: So moved, Mack. Ms. Gover, may I have a rollcall vote please? Oh, we don't, thank you, I apologize. The agenda is approved. Ms. GOVER: Ms. Rowe? Ms. GOVER: Ms. Rowe? Ms. GOVER: Ms. Causey? Ms. CAUSEY: Yes. Ms. GOVER: Ms. Mack?	15			
Infinity Channel 73, FiOS Channel 34 excuse me, Verizon FiOS Channel 34. In order to efficiently conduct this meeting, all voting items this evening will be In order to efficiently conduct this meeting, all voting items this evening will be In order to efficiently conduct this meeting, all voting items this evening will be In order to efficiently conduct this meeting, all voting items this evening will be In order to efficiently conduct this meeting, all voting items this evening will be In order to efficiently conduct this meeting, all voting items this evening will be In order to efficiently conduct this meeting, all voting items this evening will be In order to efficiently conduct this meeting, all voting items this evening will be In order to efficiently conduct this meeting, all voting items this evening will be In order to efficiently conduct this meeting, all voting items this evening will be In order to efficiently conduct this meeting, all voting items this evening will be In order to efficiently conduct this meeting, all voting items this evening will be In order to efficiently conduct this meeting, all voting items this evening will be In order to efficiently conduct this meeting, all voting items this evening will be In order to efficiently conduct this meeting, all voting agenda date. The next item on the agenda is personnel matters, and for that I call on Ms. Lowry. MS. LOWRY: Thank you. Good evening, Chairwoman Scott, Vice Chairwoman Henn, Superintendent Williams and members of the Board. I would like the Board's consent for the following personnel matters: Retirements, resignations, recognition of deceased. CHAIRWOMAN SCOTT: Thank you. Do I have a motion to approve the personnel matters as presented in Exhibits D-1 through D-3? MS. MACK: So moved, Mack. CHAIRWOMAN SCOTT: Thank you. Any MS. Gover, may I have a rollcall vote please, please? Oh, we don't, thank you, I apologize. The agenda is approved. Earlier this evening the Board met in closed session pursuant to the O	16			, ,
Infinity Channel 73, FiOS Channel 34. In order to efficiently conduct this meeting, all voting items this evening will be In order to efficiently conduct this meeting, all voting items this evening will be In order to efficiently conduct this meeting, all voting items this evening will be In order to efficiently conduct this meeting, all voting items this evening will be In order to efficiently conduct this meeting, all voting items this evening will be In order to efficiently conduct this meeting, all voting items this evening will be In order to efficiently conduct this meeting, all voting items this evening will be In order to efficiently conduct this meeting, all voting items this evening will be In order to efficiently conduct this meeting, all voting items this evening will be In order to efficiently conduct this board meeting agenda date. The next item on the agenda is personnel matters, and for that I call on Ms. Lowry. MS. LOWRY: Thank you. Good evening, Chairwoman Scott, Vice Chairwoman Henn, Superintendent Williams and members of the Board. I would like the Board's consent for the following personnel matters: Retirements, resignations, recognition of deceased. CHAIRWOMAN SCOTT: Thank you. Do I have a motion to approve the personnel matters as presented in Exhibits D-1 through D-3? MS. MACK: So moved, Mack. MS. PASTEUR: Second, Pasteur. CHAIRWOMAN SCOTT: Thank you. Any discussion? May I have a rollcall vote please, Please? Oh, we don't, thank you, I apologize. The agenda is approved. Earlier this evening the Board met in closed session pursuant to the Open Meetings Act for the following reasons: To, one, discuss the appointment, employment, assignment, promotion, MS. GOVER: Ms. Mack?	17			
me, Verizon FiOS Channel 34. In order to efficiently conduct this meeting, all voting items this evening will be The next item on the agenda is personnel matters, and for that I call on Ms. Lowry. MS. LOWRY: Thank you. Good evening, as applicable, as well as requesting discussion as applicable, as well as requesting discussion on an agenda item. The first item on the agenda is the consideration of the March 23rd agenda. Dr. Williams, are there any additions or changes to tonight's agenda? DR. WILLIAMS: Good evening. I'm not aware of any additions or changes to tonight's agenda. CHAIRWOMAN SCOTT: Thank you. Hearing none, the agenda stands as presented. MS. Gover, may I have a rollcall vote please? Oh, we don't, thank you, I apologize. The agenda is approved. MS. GOVER: Ms. Rowe? MS. GOVER: Ms. Causey? MS. CAUSEY: Yes. MS. GOVER: Ms. Mack?			18	-
In order to efficiently conduct this meeting, all voting items this evening will be The next item on the agenda is personnel			19	informal summary can be found on BoardDocs under
meeting, all voting items this evening will be The next item on the agenda is personnel	20			-
done by rollcall vote. Board members will say their names while making and seconding a motion as applicable, as well as requesting discussion on an agenda item. The first item on the agenda is the consideration of the March 23rd agenda. Dr. Williams, are there any additions or changes to tonight's agenda? DR. WILLIAMS: Good evening. I'm not aware of any additions or changes to tonight's agenda. CHAIRWOMAN SCOTT: Thank you. Hearing none, the agenda stands as presented. MS. Gover, may I have a rollcall vote please? Oh, we don't, thank you, I apologize. The agenda is approved. Earlier this evening the Board met in closed session pursuant to the Open Meetings Act for the following reasons: To, one, discuss the appointment, employment, assignment, promotion, as applicable, as well as requesting discussion 2	21	-	21	The next item on the agenda is personnel
their names while making and seconding a motion as applicable, as well as requesting discussion on an agenda item. The first item on the agenda is the consideration of the March 23rd agenda. Dr. Williams, are there any additions or changes to tonight's agenda? DR. WILLIAMS: Good evening. I'm not aware of any additions or changes to tonight's agenda. CHAIRWOMAN SCOTT: Thank you. Hearing none, the agenda stands as presented. MS. LOWRY: Thank you. Good evening, Chairwoman Scott, Vice Chairwoman Henn, Superintendent Williams and members of the Board. I would like the Board's consent for the following personnel matters: Retirements, resignations, recognition of deceased. CHAIRWOMAN SCOTT: Thank you. Do I have a motion to approve the personnel matters as presented in Exhibits D-1 through D-3? MS. MACK: So moved, Mack. CHAIRWOMAN SCOTT: Thank you. Hearing none, the agenda stands as presented. MS. PASTEUR: Second, Pasteur. CHAIRWOMAN SCOTT: Thank you. Any discussion? May I have a rollcall vote please, Ms. Gover? The agenda is approved. Earlier this evening the Board met in closed session pursuant to the Open Meetings Act for the following reasons: To, one, discuss the appointment, employment, assignment, promotion, AS. GOVER: Ms. Ms. Causey? MS. GOVER: Ms. Mack?	1		1	
as applicable, as well as requesting discussion on an agenda item. The first item on the agenda is the consideration of the March 23rd agenda. Dr. Williams, are there any additions or changes to tonight's agenda? DR. WILLIAMS: Good evening. I'm not aware of any additions or changes to tonight's agenda. CHAIRWOMAN SCOTT: Thank you. Do I have agenda. CHAIRWOMAN SCOTT: Thank you. Hearing none, the agenda stands as presented. MS. Gover, may I have a rollcall vote please? Oh, we don't, thank you, I apologize. The agenda item. CHAIRWOMAN SCOTT: Thank you. Hearing none, the agenda is approved. Earlier this evening the Board met in closed session pursuant to the Open Meetings Act for the following reasons: To, one, discuss the appointment, employment, assignment, promotion, Agenda. Chairwoman Scott, Vice Chairwoman Henn, Superintendent Williams and members of the Board. I would like the Board's consent for the following personnel matters: Retirements, resignations, recognition of deceased. CHAIRWOMAN SCOTT: Thank you. Do I have a motion to approve the personnel matters as presented in Exhibits D-1 through D-3? MS. MACK: So moved, Mack. MS. PASTEUR: Second, Pasteur. CHAIRWOMAN SCOTT: Thank you. Any discussion? May I have a rollcall vote please, Ms. Gover? MS. GOVER: Ms. Rowe? MS. GOVER: Ms. Rowe? MS. GOVER: Ms. Causey? MS. CAUSEY: Yes. MS. CAUSEY: Yes. MS. GOVER: Ms. Mack?	2		2	-
on an agenda item. The first item on the agenda is the consideration of the March 23rd agenda. Dr. Williams, are there any additions or changes to tonight's agenda? DR. WILLIAMS: Good evening. I'm not aware of any additions or changes to tonight's agenda. CHAIRWOMAN SCOTT: Thank you. Do I have a motion to approve the personnel matters as presented in Exhibits D-1 through D-3? MS. MACK: So moved, Mack. CHAIRWOMAN SCOTT: Thank you. Hearing none, the agenda stands as presented. MS. Gover, may I have a rollcall vote please? Oh, we don't, thank you, I apologize. The agenda is approved. Earlier this evening the Board met in closed session pursuant to the Open Meetings Act for the following reasons: To, one, discuss the appointment, employment, assignment, promotion, Agenda. Lawould like the Board's consent for the following personnel matters: Retirements, resignations, recognition of deceased. CHAIRWOMAN SCOTT: Thank you. Do I have a motion to approve the personnel matters as presented in Exhibits D-1 through D-3? MS. MACK: So moved, Mack. CHAIRWOMAN SCOTT: Thank you. Any discussion? MS. PASTEUR: Second, Pasteur. CHAIRWOMAN SCOTT: Thank you. Any discussion? May I have a rollcall vote please, MS. Gover? MS. Gover? MS. GOVER: Ms. Rowe? MS. GOVER: Ms. Causey? MS. CAUSEY: Yes. MS. CAUSEY: Yes. MS. GOVER: Ms. Mack?	3		3	
The first item on the agenda is the consideration of the March 23rd agenda. Dr. Williams, are there any additions or changes to tonight's agenda? DR. WILLIAMS: Good evening. I'm not aware of any additions or changes to tonight's agenda. CHAIRWOMAN SCOTT: Thank you. Do I have a motion to approve the personnel matters as presented in Exhibits D-1 through D-3? MS. MACK: So moved, Mack. CHAIRWOMAN SCOTT: Thank you. Hearing none, the agenda stands as presented. MS. Gover, may I have a rollcall vote please? Oh, we don't, thank you, I apologize. The agenda is approved. Earlier this evening the Board met in closed session pursuant to the Open Meetings Act por the following reasons: To, one, discuss the appointment, employment, assignment, promotion, I would like the Board's consent for the following personnel matters: Retirements, resignations, recognition of deceased. CHAIRWOMAN SCOTT: Thank you. Do I have a motion to approve the personnel matters as presented in Exhibits D-1 through D-3? MS. MACK: So moved, Mack. MS. PASTEUR: Second, Pasteur. CHAIRWOMAN SCOTT: Thank you. Any discussion? May I have a rollcall vote please, MS. Gover? MS. GOVER: Ms. Rowe? MS. GOVER: Ms. Rowe? MS. GOVER: Ms. Causey? MS. CAUSEY: Yes. MS. GOVER: Ms. Mack?	4		4	
consideration of the March 23rd agenda. 7 Dr. Williams, are there any additions or changes to tonight's agenda? 8 DR. WILLIAMS: Good evening. I'm not aware of any additions or changes to tonight's agenda. CHAIRWOMAN SCOTT: Thank you. Do I have a motion to approve the personnel matters as presented in Exhibits D-1 through D-3? MS. MACK: So moved, Mack. CHAIRWOMAN SCOTT: Thank you. Hearing none, the agenda stands as presented. MS. PASTEUR: Second, Pasteur. CHAIRWOMAN SCOTT: Thank you. Any discussion? May I have a rollcall vote please, please? Oh, we don't, thank you, I apologize. The agenda is approved. Earlier this evening the Board met in closed session pursuant to the Open Meetings Act por the following reasons: To, one, discuss the appointment, employment, assignment, promotion, 6 following personnel matters: Retirements, resignations, recognition of deceased. CHAIRWOMAN SCOTT: Thank you. Do I have a motion to approve the personnel matters: Retirements, resignations, recognition of deceased. CHAIRWOMAN SCOTT: Thank you. Do I have a motion to approve the personnel matters: Retirements, resignations, recognition of deceased. CHAIRWOMAN SCOTT: Thank you. Do I have a motion to approve the personnel matters as presented in Exhibits D-1 through D-3? MS. PASTEUR: Second, Pasteur. CHAIRWOMAN SCOTT: Thank you. Any discussion? May I have a rollcall vote please, MS. GOVER: Ms. Rowe? MS. GOVER: Ms. Rowe? MS. GOVER: Ms. Causey? MS. CAUSEY: Yes. MS. GOVER: Ms. Mack?	5			•
Dr. Williams, are there any additions or changes to tonight's agenda? DR. WILLIAMS: Good evening. I'm not aware of any additions or changes to tonight's agenda. CHAIRWOMAN SCOTT: Thank you. Do I have a motion to approve the personnel matters as presented in Exhibits D-1 through D-3? MS. MACK: So moved, Mack. CHAIRWOMAN SCOTT: Thank you. Hearing none, the agenda stands as presented. MS. PASTEUR: Second, Pasteur. CHAIRWOMAN SCOTT: Thank you. Any discussion? May I have a rollcall vote please, Ms. Gover, The agenda is approved. Earlier this evening the Board met in closed session pursuant to the Open Meetings Act for the following reasons: To, one, discuss the appointment, employment, assignment, promotion, Tresignations, recognition of deceased. CHAIRWOMAN SCOTT: Thank you. Do I have a motion to approve the personnel matters as presented in Exhibits D-1 through D-3? MS. MACK: So moved, Mack. MS. PASTEUR: Second, Pasteur. CHAIRWOMAN SCOTT: Thank you. Any discussion? May I have a rollcall vote please, Ms. Gover? Ms. Gover? Ms. GOVER: Ms. Rowe? Ms. GOVER: Ms. Causey? Ms. CAUSEY: Yes. Ms. CAUSEY: Yes. Ms. GOVER: Ms. Mack?	6	_		
to tonight's agenda? DR. WILLIAMS: Good evening. I'm not aware of any additions or changes to tonight's agenda. CHAIRWOMAN SCOTT: Thank you. Do I have a motion to approve the personnel matters as presented in Exhibits D-1 through D-3? MS. MACK: So moved, Mack. CHAIRWOMAN SCOTT: Thank you. Hearing none, the agenda stands as presented. MS. PASTEUR: Second, Pasteur. CHAIRWOMAN SCOTT: Thank you. Any Ms. Gover, may I have a rollcall vote please? Oh, we don't, thank you, I apologize. The agenda is approved. Earlier this evening the Board met in closed session pursuant to the Open Meetings Act for the following reasons: To, one, discuss the appointment, employment, assignment, promotion, BR. CHAIRWOMAN SCOTT: Thank you. Do I have a motion to approve the personnel matters as presented in Exhibits D-1 through D-3? MS. MACK: So moved, Mack. MS. PASTEUR: Second, Pasteur. CHAIRWOMAN SCOTT: Thank you. Any discussion? May I have a rollcall vote please, Ms. Gover? MS. GOVER: Ms. Rowe? MS. ROWE: Yes. MS. GOVER: Ms. Causey? MS. CAUSEY: Yes. MS. CAUSEY: Yes. MS. GOVER: Ms. Mack?	7			
DR. WILLIAMS: Good evening. I'm not aware of any additions or changes to tonight's agenda. CHAIRWOMAN SCOTT: Thank you. Hearing none, the agenda stands as presented. MS. PASTEUR: Second, Pasteur. CHAIRWOMAN SCOTT: Thank you. Any discussion? May I have a rollcall vote please? Oh, we don't, thank you, I apologize. The agenda is approved. Earlier this evening the Board met in closed session pursuant to the Open Meetings Act for the following reasons: To, one, discuss the aware of any additions or changes to tonight's presented in Exhibits D-1 through D-3? MS. MACK: So moved, Mack. MS. PASTEUR: Second, Pasteur. CHAIRWOMAN SCOTT: Thank you. Any discussion? May I have a rollcall vote please, MS. Gover? MS. GOVER: Ms. Rowe? MS. GOVER: Ms. Rowe? MS. GOVER: Ms. Causey? MS. CAUSEY: Yes. MS. CAUSEY: Yes. MS. GOVER: Ms. Mack?	8		8	
aware of any additions or changes to tonight's agenda. CHAIRWOMAN SCOTT: Thank you. Hearing none, the agenda stands as presented. MS. PASTEUR: Second, Pasteur. CHAIRWOMAN SCOTT: Thank you. Any Ms. Gover, may I have a rollcall vote please? Oh, we don't, thank you, I apologize. The agenda is approved. Earlier this evening the Board met in closed session pursuant to the Open Meetings Act for the following reasons: To, one, discuss the agenda. 10 presented in Exhibits D-1 through D-3? MS. MACK: So moved, Mack. MS. PASTEUR: Second, Pasteur. CHAIRWOMAN SCOTT: Thank you. Any discussion? May I have a rollcall vote please, MS. Gover? MS. GOVER: Ms. Rowe? MS. ROWE: Yes. MS. GOVER: Ms. Causey? MS. CAUSEY: Yes. MS. CAUSEY: Yes. MS. GOVER: Ms. Mack?	9		9	•
agenda. CHAIRWOMAN SCOTT: Thank you. Hearing none, the agenda stands as presented. MS. PASTEUR: Second, Pasteur. CHAIRWOMAN SCOTT: Thank you. Any Ms. Gover, may I have a rollcall vote please? Oh, we don't, thank you, I apologize. The agenda is approved. Earlier this evening the Board met in closed session pursuant to the Open Meetings Act for the following reasons: To, one, discuss the appointment, employment, assignment, promotion, MS. MACK: So moved, Mack. MS. PASTEUR: Second, Pasteur. CHAIRWOMAN SCOTT: Thank you. Any discussion? May I have a rollcall vote please, Ms. Gover? Ms. Gover? Ms. ROWE: Yes. Ms. GOVER: Ms. Causey? Ms. CAUSEY: Yes. Ms. CAUSEY: Yes. Ms. CAUSEY: Yes. Ms. GOVER: Ms. Mack?	10		10	
CHAIRWOMAN SCOTT: Thank you. Hearing none, the agenda stands as presented. MS. PASTEUR: Second, Pasteur. CHAIRWOMAN SCOTT: Thank you. Any Ms. Gover, may I have a rollcall vote please? Oh, we don't, thank you, I apologize. The agenda is approved. Earlier this evening the Board met in closed session pursuant to the Open Meetings Act for the following reasons: To, one, discuss the appointment, employment, assignment, promotion, Thank you. Hearing CHAIRWOMAN SCOTT: Thank you. Any discussion? May I have a rollcall vote please, Ms. Gover? Ms. Gover? Ms. ROWE: Yes. Ms. GOVER: Ms. Causey? Ms. CAUSEY: Yes. Ms. CAUSEY: Yes. Ms. GOVER: Ms. Mack?	11			
none, the agenda stands as presented. Ms. Gover, may I have a rollcall vote please? Oh, we don't, thank you, I apologize. The agenda is approved. Earlier this evening the Board met in closed session pursuant to the Open Meetings Act for the following reasons: To, one, discuss the appointment, employment, assignment, promotion, CHAIRWOMAN SCOTT: Thank you. Any discussion? May I have a rollcall vote please, Ms. Gover? Ms. Gover? Ms. ROWE: Yes. Ms. GOVER: Ms. Causey? Ms. CAUSEY: Yes. Ms. CAUSEY: Yes. Ms. GOVER: Ms. Mack?	12		12	·
Ms. Gover, may I have a rollcall vote please? Oh, we don't, thank you, I apologize. The agenda is approved. Earlier this evening the Board met in closed session pursuant to the Open Meetings Act for the following reasons: To, one, discuss the appointment, employment, assignment, promotion, Ms. Gover? Ms. Gover: Ms. Rowe? Ms. Rowe: Yes. Ms. Gover: Ms. Gover: Ms. Rowe: Yes. Ms. Causey: Ms. CAUSEY: Yes. Ms. Gover: Ms. Go	13		13	
please? Oh, we don't, thank you, I apologize. The agenda is approved. Earlier this evening the Board met in closed session pursuant to the Open Meetings Act for the following reasons: To, one, discuss the appointment, employment, assignment, promotion, Ms. Gover? Ms. Gover? Ms. Rowe? Ms. GOVER: Ms. Rowe? Ms. GOVER: Ms. Causey? Ms. CAUSEY: Yes. Ms. Gover? Ms. Gover: Ms. Gover:	14		14	
The agenda is approved. Earlier this evening the Board met in closed session pursuant to the Open Meetings Act for the following reasons: To, one, discuss the appointment, employment, assignment, promotion, MS. GOVER: Ms. Rowe? MS. GOVER: Ms. Causey? MS. CAUSEY: Yes. MS. CAUSEY: Yes. MS. GOVER: Ms. Mack?	15			
Earlier this evening the Board met in 17 MS. ROWE: Yes. 18 closed session pursuant to the Open Meetings Act 19 for the following reasons: To, one, discuss the 20 appointment, employment, assignment, promotion, 20 MS. GOVER: Ms. Causey? MS. CAUSEY: Yes. 20 MS. GOVER: Ms. Mack?	16			
closed session pursuant to the Open Meetings Act for the following reasons: To, one, discuss the appointment, employment, assignment, promotion, MS. GOVER: Ms. Causey? MS. CAUSEY: Yes. MS. GOVER: Ms. Mack?	17		17	
for the following reasons: To, one, discuss the appointment, employment, assignment, promotion, appointment, employment, assignment, employment, emplo	18	_	18	
appointment, employment, assignment, promotion, 20 MS. GOVER: Ms. Mack?	19		19	-
			20	
	21	discipline, demotion, compensation, removal,	21	MS. MACK: Yes.

			·
1	MS. GOVER: Mr. McMillion?	1	Page 12 MR. MUHUMUZA: So moved.
2	MR. MCMILLION: Yes.	2	CHAIRWOMAN SCOTT: Was that a motion?
3	MS. GOVER: Ms. Henn?	3	MR. MUHUMUZA: Yes.
4	VICE CHAIR HENN: Yes.	4	CHAIRWOMAN SCOTT: Who was that?
5	MS. GOVER: Mr. Muhumuza?	5	MR. MUHUMUZA: Josh.
6	MR. MUHUMUZA: Yes.	6	CHAIRWOMAN SCOTT: Mr. Muhumuza, okay.
7		7	No second is needed since the recommendation
8	Ms. Pasteur?	8	comes from the committee. Is there any
9	MS. PASTEUR: Yes.	9	discussion? It looks like we have Dr. Hager.
10	MS. GOVER: Mr. Kuehn?	10	DR. HAGER: Yeah, I just, I'd like to
11	MR. KUEHN: Yes.	11	discuss the Policies 8311, 8314 and 8601
12	MS. GOVER: Dr. Hager?		separately. Do I have to make a motion to
13			separate those out to have three separate
14	MS. GOVER: Ms. Scott?	14	discussions or is that just something I can ask
15	CHAIRWOMAN SCOTT: Yes.		for?
16	MS. GOVER: Mr. Offerman? Thank you.	16	CHAIRWOMAN SCOTT: We can separate those
17	CHAIRWOMAN SCOTT: Thank you, the motion	17	out.
18		18	DR. HAGER: Thank you.
19	Okay. The next item on the agenda is	19	CHAIRWOMAN SCOTT: Okay. 8311, which is
20	the report on board policies. Members of the	20	meetings; 8314, which is meetings agenda; and
21			8601, which is the new social media policy. So
1	Board accept the committee's approved proposed	1	we're separating out three motions, Dr. Hager put
2	changes to the following board policies: Policy	2	in so we're separating our one, two and
3	6002, selection of instructional materials;	3	actually, yeah, three, four and 12. Thank you.
4	Policy 8221, chair, vice chair duties; Policy	4	Okay. And I just wanted to check; do we
5	8311, meetings; Policy 8314, meetings agenda;	5	need a motion to separate those out, or we can
6	Policy 8360, ethics code applicability and	6	just separate them out for discussion? Okay. So
7	definitions; Policy 8361, ethics code, statement	7	then, would we then approve the others and then
8	of purpose and policy; Policy 8362, ethics code,	8	separate these out? Mr. Brousaides, could you
9	gifts; Policy 8363, ethics code, conflicts of	9	advise on that?
10	interest, prohibited conduct; Policy 8364, ethics	10	MR. BROUSAIDES: Yes, you can vote on
11	code, financial disclosure statements; Policy	11	the others now.
12	8365, ethics code, lobbying; Policy 8366, ethics	12	CHAIRWOMAN SCOTT: Okay. So, yes, was
13	code review panel; and Policy 8601, use of social	13	there a question?
14	media.	14	VICE CHAIR HENN: Yes, this is Ms. Henn.
15	These recommendations are presented to	15	CHAIRWOMAN SCOTT: Yes, Ms. Henn?
16	you on tonight's agenda as Exhibit E. So, do I	16	VICE CHAIR HENN: I would also like to
17	have a motion to accept the recommendation of the	17	ask that we separate 8221.
18	Board's policy and review committee?	18	CHAIRWOMAN SCOTT: 8221, and that is the
19		19	chair, vice chair duties.
20	recommendation of the policy review committee?	20	VICE CHAIR HENN: Correct, thank you.
21	Okay.	21	CHAIRWOMAN SCOTT: Okay. So do I have a

	- -		
1	motion to approve the other policies, other than	1	Page 16 speak to each one individually, so which one do
2	the ones that we are separating out? We're	2	you want to start with?
3	separating out 8221, 8311, 8314 and 8601. Do I	3	CHAIRWOMAN SCOTT: It's up to you,
4	have a motion to approve the other policies	4	either one, if you like, you could go in order.
5	outside of those, and then we can discuss the	5	DR. HAGER: Okay. So I had 8311 listed
6	others?	6	first and so I just, my only main concern was
7	MR. MUHUMUZA: So moved, Josh.	7	that I believe that this policy was meant to
8	CHAIRWOMAN SCOTT: Thank you. No second	8	address part of the inspector general's concern
9	is needed since it comes from the committee.	9	about interruptions during board meetings in
10	Okay. And then, do we have need to take a vote	10	general, and I guess when we come back to
11	on that, Mr. Brousaides?	11	in-person meetings, this is only meant to address
12	MR. BROUSAIDES: Yes, Madam Chair.	12	hybrid meetings, and so will this sufficiently
13	CHAIRWOMAN SCOTT: Okay. If we could,	13	address the inspector general's concern?
14	Ms. Gover, do a rollcall vote? Could someone	14	CHAIRWOMAN SCOTT: I can actually answer
15	please mute their microphone?	15	that. That was, that policy was in regards to
16	MS. GOVER: Ms. Rowe?	16	doing remote meetings and how we would govern our
17	MS. ROWE: Yes.	17	decorum and ourselves remotely. The inspector
18	MS. GOVER: Ms. Causey?	18	general's concern, and both of the letters are in
19	MS. CAUSEY: No.	19	BoardDocs, was around behavior of social media as
20	MS. GOVER: Ms. Mack? I'm sorry?	20	well as decorum so it would address some of that
21	CHAIRWOMAN SCOTT: We can't hear you,	21	but not all of it.
1	Ms. Mack.	1	DR. HAGER: Okay. I don't know if
2	MS. MACK: I'm sorry. Yes.	2	others have questions about 8311.
3	MS. GOVER: Mr. McMillion?	3	CHAIRWOMAN SCOTT: Any other questions
4	MR. MCMILLION: Yes.	4	on 8311?
5	MS. GOVER: Ms. Henn?	5	VICE CHAIR HENN: Yes, Madam Chair, one
6	VICE CHAIR HENN: Yes.	6	comment.
7	MS. GOVER: Mr. Muhumuza?	7	CHAIRWOMAN SCOTT: Yes, Ms. Henn?
8	MR. MUHUMUZA: Yes.	8	VICE CHAIR HENN: So 8311 has been
9	MR. MUHUMUZA: Yes. MS. GOVER: Mr. Offerman? Mr. Offerman?	8	
			VICE CHAIR HENN: So 8311 has been
9	MS. GOVER: Mr. Offerman? Mr. Offerman?	9	VICE CHAIR HENN: So 8311 has been updated as Dr. Hager said with special rules for
9 10	MS. GOVER: Mr. Offerman? Mr. Offerman? Ms. Pasteur? MS. PASTEUR: Yes.	9 10 11	VICE CHAIR HENN: So 8311 has been updated as Dr. Hager said with special rules for virtual meetings, including empowering the chair
9 10 11	MS. GOVER: Mr. Offerman? Mr. Offerman? Ms. Pasteur? MS. PASTEUR: Yes. MS. GOVER: Mr. Kuehn?	9 10 11 12	VICE CHAIR HENN: So 8311 has been updated as Dr. Hager said with special rules for virtual meetings, including empowering the chair to disconnect or mute any board member causing,
9 10 11 12	MS. GOVER: Mr. Offerman? Mr. Offerman? Ms. Pasteur? MS. PASTEUR: Yes. MS. GOVER: Mr. Kuehn?	9 10 11 12 13	VICE CHAIR HENN: So 8311 has been updated as Dr. Hager said with special rules for virtual meetings, including empowering the chair to disconnect or mute any board member causing, quote, undue interference with the meeting. My
9 10 11 12 13	MS. GOVER: Mr. Offerman? Mr. Offerman? Ms. Pasteur? MS. PASTEUR: Yes. MS. GOVER: Mr. Kuehn? MR. KUEHN: Yes.	9 10 11 12 13	VICE CHAIR HENN: So 8311 has been updated as Dr. Hager said with special rules for virtual meetings, including empowering the chair to disconnect or mute any board member causing, quote, undue interference with the meeting. My concern is that undue interference is broad and
9 10 11 12 13	MS. GOVER: Mr. Offerman? Mr. Offerman? Ms. Pasteur? MS. PASTEUR: Yes. MS. GOVER: Mr. Kuehn? MR. KUEHN: Yes. MS. GOVER: Dr. Hager? DR. HAGER: Yes.	9 10 11 12 13 14 15	VICE CHAIR HENN: So 8311 has been updated as Dr. Hager said with special rules for virtual meetings, including empowering the chair to disconnect or mute any board member causing, quote, undue interference with the meeting. My concern is that undue interference is broad and it's not defined in the policy, and it allows for
9 10 11 12 13 14 15	MS. GOVER: Mr. Offerman? Mr. Offerman? Ms. Pasteur? MS. PASTEUR: Yes. MS. GOVER: Mr. Kuehn? MR. KUEHN: Yes. MS. GOVER: Dr. Hager? DR. HAGER: Yes.	9 10 11 12 13 14 15	VICE CHAIR HENN: So 8311 has been updated as Dr. Hager said with special rules for virtual meetings, including empowering the chair to disconnect or mute any board member causing, quote, undue interference with the meeting. My concern is that undue interference is broad and it's not defined in the policy, and it allows for censorship of 11 board members by one board
9 10 11 12 13 14 15	MS. GOVER: Mr. Offerman? Mr. Offerman? Ms. Pasteur? MS. PASTEUR: Yes. MS. GOVER: Mr. Kuehn? MR. KUEHN: Yes. MS. GOVER: Dr. Hager? DR. HAGER: Yes. MS. GOVER: Ms. Scott? CHAIRWOMAN SCOTT: Yes. Thank you, so	9 10 11 12 13 14 15 16	VICE CHAIR HENN: So 8311 has been updated as Dr. Hager said with special rules for virtual meetings, including empowering the chair to disconnect or mute any board member causing, quote, undue interference with the meeting. My concern is that undue interference is broad and it's not defined in the policy, and it allows for censorship of 11 board members by one board member. I'd like to see the committee clarify
9 10 11 12 13 14 15 16	MS. GOVER: Mr. Offerman? Mr. Offerman? Ms. Pasteur? MS. PASTEUR: Yes. MS. GOVER: Mr. Kuehn? MR. KUEHN: Yes. MS. GOVER: Dr. Hager? DR. HAGER: Yes. MS. GOVER: Ms. Scott? CHAIRWOMAN SCOTT: Yes. Thank you, so	9 10 11 12 13 14 15 16 17	VICE CHAIR HENN: So 8311 has been updated as Dr. Hager said with special rules for virtual meetings, including empowering the chair to disconnect or mute any board member causing, quote, undue interference with the meeting. My concern is that undue interference is broad and it's not defined in the policy, and it allows for censorship of 11 board members by one board member. I'd like to see the committee clarify and expand upon that language with specific
9 10 11 12 13 14 15 16 17 18	MS. GOVER: Mr. Offerman? Mr. Offerman? Ms. Pasteur? MS. PASTEUR: Yes. MS. GOVER: Mr. Kuehn? MR. KUEHN: Yes. MS. GOVER: Dr. Hager? DR. HAGER: Yes. MS. GOVER: Ms. Scott? CHAIRWOMAN SCOTT: Yes. Thank you, so that carries. So now we can have discussion on	9 10 11 12 13 14 15 16 17 18	VICE CHAIR HENN: So 8311 has been updated as Dr. Hager said with special rules for virtual meetings, including empowering the chair to disconnect or mute any board member causing, quote, undue interference with the meeting. My concern is that undue interference is broad and it's not defined in the policy, and it allows for censorship of 11 board members by one board member. I'd like to see the committee clarify and expand upon that language with specific instances where the chair would have that authority. I'd also like to get advice from

Page 18 Page 20 CHAIRWOMAN SCOTT: I'm sorry, you said meetings. 2 MR. MUHUMUZA: Thank you. My only you'd like to get legal advice on this Policy 8311 infringing on freedom of speech? comment on this policy, and it's going to be VICE CHAIR HENN: I would like this short, it's not, the insinuation by a board ⁵ member that the chair is going to act policy to go back to committee so that legal can advise on the changes infringing on board 6 unilaterally to remove any board member just for members' freedom of speech. (inaudible, static and background noises). 8 8 CHAIRWOMAN SCOTT: Okay. Because this CHAIRWOMAN SCOTT: I'm sorry, could was reviewed in committee and Ms. Causey was on someone please mute? 10 the committee and she still is, as well as MR. MUHUMUZA: Yeah. Like what occurred 11 Ms. Rowe, when it was first discussed and 11 last meeting where we learned that the ruling of reviewed. 12 the chair could obviously be overturned by a vote of the Board, so it's not like the chair is 13 MS. ROWE: Sorry, I'm no longer on the 14 committee. acting unilaterally without any checks on their 15 power. 15 CHAIRWOMAN SCOTT: No, you're not, but 16 16 you were when this first came up, it was prior to And in terms of free speech, this policy my chairwomanship actually when this policy was only addresses interference with the meeting, it 18 drafted. doesn't reference speech. I mean, you're free to 19 VICE CHAIR HENN: And my concern is that speak when it's your turn to speak but interference with the meeting is more like sounds under interference with the meeting is not defined and is subject to interpretation by the in the background, if a person would have your Page 19 Page 21 credentials, then it's warranted to remove them ¹ chair with this authority. I'd like to see the from the meeting, but it doesn't address anything policy expanded with more specific definitions around that. about speech. Thank you, that's my only comment. CHAIRWOMAN SCOTT: Around undue 4 CHAIRWOMAN SCOTT: Thank you, ⁵ interference, okay. Thank you, Ms. Henn. And Mr. Muhumuza. It looks like, and I'm trying to I'm going in order. It look like Mr. Muhumuza go in order, Ms. Causey and then Ms. Rowe, and then Ms. Henn. and then Ms. Causey. 8 8 MR. MUHUMUZA: Thank you. I guess I MS. CAUSEY: Thank you, Madam Chair. I have a question and a comment. My first, my would support a revisit of this policy given the question would be to Ms. Howie. I remember, and comments about clarifying and having board I don't remember exactly what part from the Open counsel specifically perhaps provide ¹² Meetings Act training that I took earlier in my ¹² clarification in that clause. The board counsel 13 term, but it mentioned the Board had the power to was not at the policy review committee meeting, remove the public if they're causing interference so if it was reviewed by counsel at a later time with the meeting. Did that also mention board ¹⁵ I'm not aware of that, so I would support moving 16 members who were interrupting or causing it back to the PRC. 17 interference with the meeting? 17 The other thing that I would support is 18 MS. HOWIE: So actually, Mr. Muhumuza, really the, and we've seen this from comments the undue interference language comes directly ¹⁹ from constituents and also in terms of comparing from Roberts Rules of Order and it's specifically with other meetings that are virtual, the from the appendix concerning rules for electronic ²¹ consistent use of turning the cameras on so that

Page 24 Page 22 our constituents and our staff, the CHAIRWOMAN SCOTT: Okay. So Ms. Rowe superintendent are aware that the board members has made a motion to move Policy 8311 back to PRC are engaged, paying attention, they are focused a to deliberate on the definitions associated with 4 hundred percent on the very important topics that the policy. That was moved and seconded by Ms., moved by Ms. Rowe, seconded by Ms. Henn. ⁵ we are discussing relating to our students and ⁶ our staff and our families. So I would like Ms. Gover, could we take a rollcall vote please? consideration of that, and I'm not going to make VICE CHAIR HENN: Madam Chair, can I a motion at this time, but if other board members comment before we vote? 9 want to comment on that or if Mr. Brousaides CHAIRWOMAN SCOTT: I thought all the would like to comment on that. comments, I thought we'd well debated this. 11 MS. HOWIE: So, Ms. Causey, I would There's additional comments? 12 ¹² direct your attention to page four, video VICE CHAIR HENN: I had indicated I'd display, which does address the speaker at the like to comment in the chat, after Ms. Rowe. 14 moment, the board member who is speaking, having CHAIRWOMAN SCOTT: Yes, please go ahead. 15 to have his or her video displayed at the time. VICE CHAIR HENN: In response to 16 16 MS. CAUSEY: Yes, so that's the only Mr. Muhumuza's comment that I was inferring that Madam Chair would act unilaterally, that was not time. My last reading of it, it's not when the 18 an inference, it was a statement of what's in the rollcall, it's not when voting occurs. 19 MS. HOWIE: You're correct, ma'am, that policy, the chair makes the decision, the chair ²⁰ mutes or disconnects members, that is my concern. was not discussed in committee, nor was there a It does not say that the chair deliberates with request at that time. Page 23 Page 25 1 MS. CAUSEY: Yes, thank you. the Board to vote on muting or disconnecting the CHAIRWOMAN SCOTT: Thank you. Next is member who is causing undue interference. So it 3 Ms. Rowe. is a decision exclusively made by the chair, and 4 MS. ROWE: I agree that there are I think it warrants clarification and specific ⁵ instances when the chair may use this authority. certain aspects of this which Ms. Henn pointed To mute or disconnect a member from a meeting is out that are vague and require definitions, and those definitions need to be articulated in the a serious consequence. Thank you. 8 policy because right now it is subject to CHAIRWOMAN SCOTT: Thank you. interpretation what constitutes interference with Mr. Muhumuza, you have a follow-up? 10 meetings. MR. MUHUMUZA: Yeah, just, And I move to move this policy back to Mr. Brousaides, yes or no, last meeting, didn't the policy review committee to further deliberate you say last meeting that a ruling by the chair 13 13 on those definitions. can be overturned by the Board by a vote? 14 VICE CHAIR HENN: Second, Henn. 14 MR. BROUSAIDES: Yes, a ruling by the 15 CHAIRWOMAN SCOTT: Could you put that chair can be appealed and they are subject to a 16 motion in the chat please? 16 majority vote. 17 MS. ROWE: The number's 8311, right? 17 MR. MUHUMUZA: So like I said, Ms. Henn, 18 CHAIRWOMAN SCOTT: Yes. Is it in the the chair by -- a ruling by a chair is not 19 chat yet? unilateral, the board can check the powers of the 20 MS. ROWE: Hang on, I'm writing it. chair. That's all. Thank you. Okay, there you go. CHAIRWOMAN SCOTT: Thank you.

	Page 26 VICE CHAIR HENN: And Madam Chair, may I	1	MS. GOVER: Dr. Hager?
2		2	DR. HAGER: Yes.
3	Tonow up.	3	
	CITATION OF THE COLOR OF THE CO	4	MS. GOVER: Ms. Scott?
4 5	to vote on this pieuse.	5	CHAIRWOMAN SCOTT: No.
	VICE CITAIN TIETAN. Thank you. Once mated		MS. GOVER: In favor is nine.
6	or disconnected, which is implied would be	6	CHAIRWOMAN SCOTT: Okay, so 8311 will go
,	instantaneously, the consequence has already been		back to committee. The next one, we're going in
8	denvered. So once, the source course appear the		order, Dr. Hager, which policy would you like
9	decision but the board member has already been	9	to
10	made of discommends. Thank your	10	DR. HAGER: So I had 8314 written down
11	CHAIRWOMAN SCOTT. And Ms. Rowe.		next, which has to do with budget setting or
12	Wist. No WE. 50 years, 1 agree. The way		budget setting agenda setting.
13	the policy is written is the chair can just mute	13	CHAIRWOMAN SCOTT: Okay.
14	of discomicet a coard memoer, that prevents a	14	DR. HAGER: So I read the analysis, I
15	board member from even raising a point of order		looked at the policies that were linked in the
16		16	analysis from Anne Arundel County, Frederick
17	no ruling if the chair has the authority to just	17	County and Harford County, the Prince George's
18	do it. So I believe that the policy needs to go	18	link did not work, it was to an internal drive of
19	back to PRC to more clearly articulate what	19	some sort. And I didn't see in that analysis the
20	constitutes disruption and under what	20	changes that were made specific to our policy,
21	one amount of the chair may simply mate of	21	and so and then I listened to the meeting as
1	disconnect members from the meeting.	1	well and it was still unclear to me as to why
2	CHAIRWOMAN SCOTT: Thank you.	2	these changes were specifically being made, which
3	Ms. Gover, may me do a rollcall vote please?	3	are that once the agenda is set it is set in
4	MS. GOVER: Ms. Rowe?	4	stone until someone would like to make a change,
5	MS. ROWE: Yes.	5	they have to submit it 24 hours ahead of time and
6	MS. GOVER: Ms. Causey?	6	then it needs a unanimous vote.
7	MS. CAUSEY: Yes.	7	I just would also like to say that today
8	MS. GOVER: Ms. Mack?	8	we didn't get some of the materials for this
9	MS. MACK: Yes.	9	meeting until noon, after 12 o'clock, and so I
10	MS. GOVER: Mr. McMillion?	10	think it makes it really hard to make a policy
11	MR. MCMILLION: Yes.	11	that we can't change the agenda except for 24
12	MS. GOVER: Ms. Henn?	12	hours ahead of time, which allows us to not make
13	VICE CHAIR HENN: Yes.	13	time sensitive decisions, especially if we're not
14		14	guaranteed to have all the information we need
15	MR. MUHUMUZA: Yes.	15	for a given meeting, so I just had some concerns
16		16	about those changes.
17		17	CHAIRWOMAN SCOTT: Any other discussion?
18		18	It looks like there's a comment from Ms. Henn.
19		19	VICE CHAIR HENN: Thank you, Madam
20	MS. GOVER: Mr. Kuehn?	20	Chair. Dr. Hager articulated my concerns which
21		21	are the same two aspects of the policy change,

5

one that it requires written notice 24 hours in advance to make a motion to amend the agenda. I agree that we are often not receiving information 4 in a timely enough fashion to be able to prepare a motion 24 hours in advance.

My second concern is that it requires unanimous consent of the whole Board to amend the agenda. This allows for one member through a dissenting vote to control all agendas. Thank you.

11 CHAIRWOMAN SCOTT: Thank you, Ms. Henn. Next, Ms. Rowe?

13 MS. ROWE: Yes. I completely object to Section B which requires unanimous votes to amend 15 the agenda, and I will not ever vote in favor of this policy that contains that. I also 16 completely object to giving motions 24 hours in advance. I think that that is unduly restrictive. It's one thing to supply motions in ²⁰ writing during meetings so they can be read, but there is nothing in Roberts Rules of Order that

Page 31

Page 30

sets a precedent for having to supply motions 24 hours in advance. So I object to both of those things, so I will not be voting in favor of this policy.

CHAIRWOMAN SCOTT: Thank you. Ms. Causey?

MS. CAUSEY: Thank you, Madam Chair. I do not agree with the change to make it a unanimous vote to change the agenda. There are multiple board members, if not the majority of board members, that utilize the ability to add agenda items at the beginning of the meeting, and I would say that many of those times it was very ¹⁴ important and timely to do so. And I would say that as chair, I was not given notice in advance on most of those occasions but with the will of the Board being expressed, then I did facilitate 17 and coordinate the effort of adding those agenda 19 items that were approved.

I would also point out that at just the last meeting, there was an agenda item requested

by the building and contracts chair at the request of the superintendent to add an emergency contract, so there are any number of situations where the agenda may need to be adjusted at the beginning of the meeting.

There have also been many times where over the years and again, I've been on the Board since 2016, where items were removed. There may have been a personnel decision where we were hoping to have all of the paperwork done but then we weren't, and so we could not make an administrative appointment so we had to remove that at the request of the superintendent. So I don't support that at all. And in fact, the history of that is when I first came on the Board that was the case, and it was completely used as a limiting factor for very important topics to be discussed, and the other board member that was on prior with me will recall that there was a number of times that transportation could not be discussed, curriculum issues could not be Page 33

discussed, children could not be discussed, safety issues related to the children could not be discussed because they were not put on the agenda by the chair and in the open meeting it

took a unanimous vote and that was not achieved.

And Vice Chair Henn and I, when we were chair and vice chair in January of 2019, we mad the recommendation to the Board, and I appreciate the board support at that time, to allow this rule to be more inclusive and allow board members

to have collaboration. Thank you. 12

CHAIRWOMAN SCOTT: Thank you, Ms. Causey. I would just say that this is, the comparison that you made to the previous board with this, unanimous consent was drafted or put in there because there have been agenda items that were added at the last minute that were not well vetted, staff was not prepared to present, and I think that does us as the board a disservice, especially when items could have been brought up beforehand. So I feel unanimous

Page 32

20

17

Page 34 Page 36 consent means that if we're going to have our committee to address the concerns mentioned by meetings elongated by various items regardless of board members. 3 what they are, then we all need to agree to that. MS. CAUSEY: Second, Causey. Also, something that I've implemented 4 CHAIRWOMAN SCOTT: Okay, thank you, and ⁵ I will ask once again if you could put that in prior to even becoming chair, was where we do agenda setting at the end of every meeting, so 6 the chat so that motion can be properly stated. everyone has an opportunity so we do hear what Okay, thank you for that, Ms. Henn. 8 people want. So it's not like this is So Ms. Henn moves that Policy 8314 be constricting and we don't have other options or referred back to committee to address the other ways to add to the agenda. concerns raised by board members, and that was seconded by Ms. Causey, I believe? 11 Also, motions in 24 hours, I want to 12 speak to that as well, because I'm sure the MS. CAUSEY: Yes, ma'am. 13 public has heard me ask several times, and board CHAIRWOMAN SCOTT: Thank you. And so it members have heard me ask for motions to come and looks like there is a comment from Ms. Pasteur, to be put into the chat so that they can be and then Dr. Hager. 16 16 properly stated and that still is not happening. MS. PASTEUR: Thank you. My first, the I've asked, I've spoken about it, so that was why first part of my comment goes to the 24 hours. I in the spirit of that, so that we could actually worry that we have so many motions that really state something proper and not just have it at impact and as late I've seen some of those that ²⁰ the last minute and misstate it and restate it, ²⁰ really impact on the system, they impact and be incorrect in the statement, it's some fiscally, they impact in terms of educational Page 35 Page 37 organization and some formality to it. So that process in the system, and I think that all is where that came from. members should have the opportunity to do their 3 homework, to be able to ask questions, to share So now, it looks like we had Ms. Mack 4 information or to glean information before coming next. 5 ⁵ to a meeting and having something that is going MS. MACK: Yes. I just wanted to to have long-term impact on the system put before support what Ms. Rowe said, I do not support the motions 24 hours in advance. The motion I made ⁷ us where we do have to make a decision. Now I 8 at the last meeting to add payroll issues was realize that what goes with that is that made because I was waiting to the last minute to sometimes there are motions that arise that are see if based on the thousands of emails we certainly simpler in nature, but I do believe received, that would have been added to the that either there has to be something about the agenda, and when it was not, I used a motion to language, but 24 hours to me is on the outside, add it to the agenda because it's very important, that some of the motions that are made need to be ¹⁴ and I believe we as board members need the sent in even with more time than that. And ¹⁵ flexibility to add to the agenda when things that again, the notion of the adding to the agenda, again, I think Ms. Scott said it, we've had an are happening to our students, our teachers are 17 not on the agenda to be discussed so I would not 17 opportunity to make notes before meetings have support this, these changes at all. Thank you. ended if we have any additional items that we 19 CHAIRWOMAN SCOTT: Ms. Henn? would like to have included on the agenda, and 20 we're always able, unless I'm incorrect and I VICE CHAIR HENN: Thank you. I move to

²¹ refer Policy 8314 back to the policy review

stand corrected, that prior to agenda setting,

Page 38 Page 40 CHAIRWOMAN SCOTT: No. that members, is that correct, that prior to 2 agenda setting, you can ask one of the officers MS. GOVER: In favor is seven. 3 to add something? Thank you. CHAIRWOMAN SCOTT: So then, that one CHAIRWOMAN SCOTT: Thank you, and also will go back to committee as well, 8314. 5 we do agenda setting around the dais, so, okay. Okay. And next we have, 8601 I believe And Dr. Hager? was next, Dr. Hager? 7 7 DR. HAGER: If this motion does pass and DR. HAGER: Yeah. So this is the social it does go back to the PRC, I really like reading media policy. I really am grateful that the the analysis and looking to the other policies, staff tackled this because I know this was a big and so I would ask that staff kind of find the new policy that we have taken on. So once again precedent or the existing policies that support 11 I read the links in the analysis that the staff 12 some of these actions because, again, the ones had done. There was one link that didn't work to that were listed I couldn't find where in other a policy in Louisiana, one to guidelines out of ¹⁴ counties are following rules, and so I would just Texas, and then one to a New Jersey school board 15 like to see the analysis expanded to kind of help policy which was helpful to read. And I just 16 think that there's a, I think it's a great first 16 justify this type of approach to agenda setting and to the 24-hour motions, so that's it. step, but I think there are a lot of additional 18 CHAIRWOMAN SCOTT: Thank you. Okay. areas that could be addressed in a social media Could take a rollcall vote, Ms. Gover, on the policy. And I'm a little bit concerned about the motion to move 8314 back to committee, or refer violation section, and just how that will be it back to committee? enforced within, and I just feel like again, more Page 41 Page 39 1 content is needed to kind of elaborate on how MS. GOVER: Ms. Rowe? 2 we're going to do that, but then I think that MS. ROWE: Yes. 3 there are areas of existing policies that we MS. GOVER: Ms. Causey? could adapt. MS. CAUSEY: Yes. 5 And I was very surprised to hear at the MS. GOVER: Ms. Mack? 6 meeting when I listened in that there is no MS. MACK: Yes. Maryland LEA with a social media policy but I MS. GOVER: Mr. McMillion? 8 8 imagine there are guidelines that exist somewhere MR. MCMILLION: Yes. 9 out there similar to the Texas guidelines that I MS. GOVER: Ms. Henn? 10 read. This is just one that I felt that I'm not VICE CHAIR HENN: Yes. 11 comfortable personally with this draft, I think MS. GOVER: Mr. Muhumuza? 12 12 it could be enhanced a lot given that it's so MR. MUHUMUZA: No. 13 important and that I'm really glad we're doing MS. GOVER: Mr. Offerman? 14 this, because I just think it needs more content MR. OFFERMAN: No. 15 15 basically. MS. GOVER: Ms. Pasteur? 16 16 MS. HOWIE: So excuse me, Dr. Hager, if MS. PASTEUR: No. 17 I could clarify and I believe it's indicated in MS. GOVER: Mr. Kuehn? 18 the policy analysis, that there are no other MR. KUEHN: Yes. 19 ¹⁹ local boards in Maryland that have social media MS. GOVER: Dr. Hager? 20 policy for board members, not that there are no DR. HAGER: Yes. 21 other LEAs that have social media policies. As MS. GOVER: Ms. Scott?

Page 42 Page 44 you will see when the employee social media content is, and I agree that confidential content policy is brought forward next month, no other should not be shared. However, I think we need greater definition around already public content. local boards have similar policies that control 4 board members or indicate any sort of guidelines Lastly, it states that board members for board member conduct. should always conduct themselves on line in a DR. HAGER: No, and I appreciate that, 6 manner that reflects well of the Board and the and I heard that discussion during the PRC school system, which I agree, and shall avoid meeting as well. So again, I just -- again, I'm posting information that has not been verified sure there's a little bit more of an analysis and made public by the Board or school system. that we can do given how important this is, Again, this places a constraint and it's vague in especially with the inspector general's request what is considered information that has not been that we have something like this, so those are my verified, like verified by whom? Made public by the Board or school system. We don't publish a only comments. 14 CHAIRWOMAN SCOTT: Thank you, Dr. Hager, lot of information either as a board or as a 15 and next, Ms. Henn? school system around a lot of matters, so again I 16 feel we need further definition around the VICE CHAIR HENN: Thank you, Madam chair. I too support the idea of a social media publishing of content. 18 policy; however, I agree with Dr. Hager that the CHAIRWOMAN SCOTT: Thank you, Ms. Henn. current version needs work and I have some 19 Next, Ms. Rowe? 20 specific concerns. One, it states that board MS. ROWE: I agree with everything that members should not deliberate board business on Ms. Henn said, and in particular that Section E Page 43 Page 45 social media. We're in the business of that says board members shall conduct themselves on line in a manner that reflects well of the education, what we post is education related, matters of education in Baltimore County. I can Board and the school system, and shall avoid see that being broadly construed to indicate posting information that hasn't been verified and ⁵ deliberating board business on social media, so I made public by the Board or the school system. believe that that needs expansion and specific The fact of the matter is, the IG's letter did definition about what constitutes board business, not simply illustrate that board members were or alternate terminology used, because according subject to complaints, but school system staff to this any matter we discuss on education could also were subject to complaints, and the letter 10 suggested a policy that deals with both board be construed as violation of the policy. 11 Secondly, it states that board members members and all school system staff. And this policy subjects board members to a stricter set shall not disseminate content generated by the Board or the school system that the Board or the of standards than school system staff are school system has not already released to the participating in on Twitter, and so I do not public. So according to this, anything that is believe that it's appropriate when this Board is already public or discussed in open session that the accountability and public facing 17 accountability elected hybrid Board, for elected 17 is not specifically or explicitly published by members to have what facts or information they BCPS would also be a violation of the policy. So again, I think this needs clarification and can share be limited when in fact school system definition pertaining to exactly what content. staff share anything and everything they want,

It's presumed and it discusses what confidential

whether it's been disseminated by BCPS or not, so

2

Page 46 I object to this.

CHAIRWOMAN SCOTT: Thank you, Ms. Rowe. Next we have -- oh, Dr. Hager, was that a question or -- actually I can answer that. Next it looks like we have a comment from Ms. Mack.

MS. MACK: Yes, thank you, Ms. Scott. I agree with a lot of what was said. I personally 8 have problems with Section E, and shall avoid posting information that has not been verified and made public by the Board or the school system. On my Facebook page I sometimes post academic achievement data. I did not receive ¹³ that data from the school system, I did receive 14 it from a verified source, the Maryland State ¹⁵ Department of Education, the Maryland Report Card, and I would not want anybody to tell me 16 that I cannot post information that I know to be accurate because it's provided to any user via a website. So I have a problem with a lot of this ²⁰ but specifically that piece of it stands out to

that were forwarded in January. Anne Arundel ² County Public Schools, it's an employee policy

but it also, you know, could then be evaluated to

⁴ be adopted, and the fact that they're in Maryland

where we have our own Open Meeting Act law and

6 things of that nature, I would like that to be

fully evaluated, along with a number of other

policies, Washington County, and it was suggested

to look at the Baltimore County Police

Department, which has a social media policy that

we could also evaluate.

12

19

20

21

Page 47

So I -- and I also would like to point out that a board member cannot do board work on a Facebook page or any other social media for that matter, board work is done with the Board in an 16 appropriate meeting, so for -- some of this is related to is a board member doing board work 18 on --

CHAIRWOMAN SCOTT: Thank you, Ms. Causey.

MS. CAUSEY: That's not even relevant.

Page 49

Page 48

CHAIRWOMAN SCOTT: Thank you.

Ms. Causey?

1

me. Thank you.

3 MS. CAUSEY: Thank you, Madam Chair. I also agree that we need to really evaluate having ⁵ this policy and I'm grateful that we've started 6 the work, but in the policy review committee meeting I expressed concerns about this policy that were not addressed. Additionally, as was pointed out about content, there's content that comes from a variety of sources, including research papers. We have, we get articles from the National School Board Association, we get a ¹³ lot of content from the Maryland Association of ¹⁴ Boards of Education, there's a lot of issues in ¹⁵ legislative session related to education that are 16 informational to our constituents and 17 stakeholders around education, so there is a whole manner of content that may be relevant that 19 under this policy would be a violation.

Also, I understand that the OIGE has provided some examples of policies to consider

CHAIRWOMAN SCOTT: Yes, and I just want to interject briefly, because I don't want us to

get away from the reason why this social media policy came into being, was because it was

recommended from the Office of the Inspector

General for Education and these letters are on

BoardDocs if the public or anyone else, or any

board members would like to review, but the

Office of the Inspector General for Education has

received numerous complaints concerning some

board members' decorum while conducting meetings

and communications through the use of social

media with the Baltimore County Public Schools

¹⁴ Board of Education. So there were numerous

complaints about the behavior of board members,

so we can't get away from that. This policy

didn't drop out of the sky, this policy was not

something that we just created just because, it is a reason and I have been directed as the

inspector general has said, he refers it to the

chair for further action. So the action is to

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

20

2201 Old Court Road, Baltimore, MD 21208 www.crcsalomon.com - info@crcsalomon.com Facsimile (410) 821-4889 Page: 13 (46 - 49)

Page 50 Page 52 create a robust policy, and I believe it was specific example regarding a personnel matter. 2 ² Ms. Rowe who said board members should be held to CHAIRWOMAN SCOTT: One moment, 3 higher standards than employees because we are Ms. Causey. Thank you for that. 4 board members and we lead the school system. So Mr. Muhumuza, were you responding asking ⁵ it is not out -- so this is not just falling out for a specific example of an employee who has 6 of the sky, and I think that we're getting away done something, or were you asking -from the reason that this was created, so I just MR. MUHUMUZA: It doesn't even have to wanted to make sure that we said that. be the name of the employee, but the information 9 And I'm sorry, I believe I skipped over specifically that has been released without 10 Mr. Muhumuza, my apologies, sir. verification from the school system, is that VICE CHAIR HENN: I believe I was next, 11 appropriate to ask? 12 CHAIRWOMAN SCOTT: I don't know that 12 Madam Chair. 13 CHAIRWOMAN SCOTT: I thought I saw that would be appropriate to ask. further up where he had a comment, I apologize. Mr. Brousaides, is that an appropriate question 15 Yes, go ahead, Mr. Muhumuza, and then Ms. Henn. for --16 16 VICE CHAIR HENN: I'm sorry, I was next, MR. BROUSAIDES: We would want to steer 17 Madam Chair. away from discussion of any particular employee 18 18 CHAIRWOMAN SCOTT: Mr. Muhumuza has not actions 19 19 yet spoken, Ms. Henn. Go ahead, Mr. Muhumuza. MS. ROWE: I can qualify my statement. MR. MUHUMUZA: Yes. My comment and 20 20 CHAIRWOMAN SCOTT: I don't, I think we first question is not related to this policy, but 21 should go with the advice of Mr. Brousaides. Page 51 Page 53 ¹ I believe Ms. Rowe just, and I believe even you MR. MUHUMUZA: Fine, and I apologize for mentioned it, that staff members have been that, but I just think we have to be very careful if we're going to make that insinuation, because posting on Twitter information that has not been verified by the school system. And since this I don't know what the current policy is for employees but I don't think any employee has ever ⁵ meeting is going to be our official means, our released any information to the public, 6 minutes as that's going to be published to the public, I would like for her to give an example ⁷ especially using their official account or of when has this occurred, because I think that's speaking in their role, and if that's the case, I a big accusation and if without any evidence would like the superintendent, and this doesn't have to be in public, to investigate that, against staff members and without even that being brought to the superintendent, I just think if because that is a very serious claim. we're going to say something to the public, it 12 CHAIRWOMAN SCOTT: Thank you, has to be factual and there has to be evidence Mr. Muhumuza, and now we have Ms. Henn. provided. 14 VICE CHAIR HENN: Thank you, Madam 15 Chair. One last comment and then I have a MS. ROWE: I'm happy to qualify that 16 16 motion. statement. 17 17 MS. CAUSEY: Madam Chair, excuse me, I Professor Elliott King at Loyola have a point of order. I do not believe that it College, who is a specialist in new media, is appropriate to discuss a specific personnel commented to the media on the proposed policy and matter, so I think Mr. Muhumuza has a point, but specifically 8601, stating that the part of the I do not think Ms. Rowe should respond with a policy he finds most objectionable is the portion

1	that describes the possibility of sanctions if	1	Page 56 MS. PASTEUR: Yes.
2	guidelines are violated. I quote, if it would be	2	MS. GOVER: Mr. Kuehn?
3	legitimate for you to say that in a public open	3	MR. KUEHN: Yes.
4	school board meetings it's legitimate for you to	4	MS. GOVER: Dr. Hager?
5	say it on line.	5	DR. HAGER: Yes.
6	So the last concern I wanted to express	6	MS. GOVER: Ms. Scott?
7	is with the sanctions that are austere. We've	7	CHAIRWOMAN SCOTT: No.
8	received several public comments regarding their	8	MS. GOVER: Thank you.
9	severity and I would like the committee to	9	CHAIRWOMAN SCOTT: Thank you, so that
10	revisit that.	10	goes back to committee as well.
11	So with that, I would like to move to	11	Ms. Pasteur, you had a question?
12	refer Policy 8601 back to committee to address	12	MS. PASTEUR: I had a comment which is
13	the concerns raised by board members and the	13	sort of a moot point now, but it goes to the
14	public.	14	whole issue of it's a moot point because it's
15	MS. ROWE: Second, Rowe.	15	going back, and it's just that as Ms. Causey said
16	CHAIRWOMAN SCOTT: And if we could have	16	and Ms. Rowe said, staff and board members, the
17	that again in the chat?	17	IG's letter indicated policy and handbooks, and
18	VICE CHAIR HENN: Yes, Madam Chair, it's	18	my point was, and this is why I moved now,
19	in the chat.		because there needs to be an alignment between
20	CHAIRWOMAN SCOTT: That was quick, thank		what's in our handbooks and what the policy says.
21	you, Ms. Henn. So Ms. Henn has moved to refer	21	And Ms. Causey referenced Anne Arundel County,
1	Page 55	1	the sheriff's office, et cetera, the things that
2	Policy 8601 back to committee to address concerns		were in the letter, and as we create the handbook
3	raised by board members and the public, and it	3	
4	was seconded by Ms. Rowe? MS. ROWE: Yes.		policy, we are taking a look at that, and so they
5			need to be in sync with each other. That was my
6	CHAIRWOMAN SCOTT: Thank you. Ms.	6	point.
7	Gover, may we do a rollcall vote please?		CHAIRWOMAN HENN: Thank you. And next
8	MS. GOVER: Ms. Rowe?		is 8221. That was I believe brought forward by Ms. Henn.
9	MS. ROWE: Yes.	9	
10	MS. GOVER: Ms. Causey?		VICE CHAIR HENN: Yes, thank you, Madam
11	MS. CAUSEY: Yes.	10	Chair. I have similar concerns regarding 8221
12	MS. GOVER: Ms. Mack?		and would like to see the committee revisit this
13	MS. MACK: Yes.		to add definition and clarification.
	MS. GOVER: Mr. McMillion?		Specifically the policy change adds consequences
14 15	MR. MCMILLION: Yes.		for board members who speak on behalf of the
	MS. GOVER: Ms. Henn?		Board up to and including recommending that a
16	VICE CHAIR HENN: Yes.		member be removed from the Board.
17	MS. GOVER: Mr. Muhumuza?	17	My two concerns are, I would like to see
18	MR. MUHUMUZA: Yes.		greater definition on speak on behalf of the
19	MS. GOVER: Mr. Offerman?		Board, because it could be sometiming as immate as
20	MR. OFFERMAN: Yes.	20	saying well, the Board thinks such and such based
21	MS. GOVER: Ms. Pasteur?	21	on a vote that was taken and passed, which would

Page 58 Page 60 be a true statement given that the Board has chair's opinion, it's the chair expressing the taken action on an issue. Secondly, it does not ²|Board's opinion or actions or so forth, and how, detail how the consequences would be administered to clarify how that's separate from an individual ⁴ and by whom, and I believe the Board needs to 4 board member expressing for instance board make that clear and decide as a board how we want policy. They're not speaking on behalf of the 6 those, one, to determine whether a violation has Board, they're speaking on their own behalf, but occurred and, two, to determine what consequence, they are using published documents and sharing if any, would be issued. Thank you. information related to public documents, so there 9 CHAIRWOMAN SCOTT: Thank you. Any other needs to be some clarification, I believe. 10 questions on 8221? I think it is appropriate to have a 11 VICE CHAIR HENN: Madam Chair, I would 11 spokesperson on behalf of the Board and I think like to make a motion following that when I may. it needs a lot more clarity. And I also am 13 CHAIRWOMAN SCOTT: Yes. concerned about the, that really the punitive 14 14 VICE CHAIR HENN: I move to refer Policy aspect was what was added without clarification. 15 15 8221 back to the committee to address concerns CHAIRWOMAN SCOTT: Thank you, 16 raised by board members and the public. 16 Ms. Causey. Next is Ms. Rowe and then Dr. Hager. 17 17 MS. ROWE: Second, Rowe. MS. ROWE: So one of the things that I CHAIRWOMAN SCOTT: Okay. And if you 18 think would improve these consequences sections could put that in the chat? Ms. Pasteur, you of these policies greatly is that I do not ²⁰ believe the consequences of this severity should ²⁰ have a question? Do you want to say something? 21 Okav. be imposed upon a board member without being Page 59 Page 61 1 So Ms. Henn made a motion and it's to reviewed by the Board's ethics review panel, move and refer Policy 8221 back to committee to because they are independent and you can have, address concerns raised by the board members and the Board should not be deciding to impose the public. And that was seconded by Ms. Rowe, I consequences without reviews of the ethics review believe, and a question from Ms. Causey. panel, so I would like to see language requiring the ethics review panel to investigate and review MS. CAUSEY: Madam Chair, did Ms. Henn any accusations prior to anything being done to a speak to her motion? 8 CHAIRWOMAN SCOTT: I believe she did. board member, and I would like to see the Correct me if I'm wrong, Ms. Henn; you spoke to recommendations for punitive actions against board members come from the Board's ethics review it actually before your motion was made. 11 panel, not other board members. I think that's VICE CHAIR HENN: I did speak to it, 12 what the ethics review panel is there for and I thank you, Madam Chair. 13 MS. CAUSEY: Thank you. So I support would like to see that language. sending this back, I won't take a lot of time to 14 CHAIRWOMAN SCOTT: Thank you, Ms. Rowe. 15 Next is Dr. Hager. express why but I just think that there can be improvements that can be made. Additionally, 16 DR. HAGER: I just had a question. It's clarifications around what it means to be the very clear that, the policy says only the board 17 spokesperson for the Board which is, speaking on chair has the right to speak on behalf of the ¹⁹ behalf of the board, positions the Board has Board, but aren't there circumstances where the taken, so it's not, and we know there's not, but board chair may not be able to speak and may appoint someone on their behalf? It's just a not everyone knows this, is that it's not the

			Durantor County Double of Duranton Friedring
1	small, small detail, but given the severity of	1	Page 64 Board provides to hear the views and receive the
2	the consequences, again, it seems like there's		advice of community members. The members of the
3	maybe some	3	Board appreciate hearing from interested
4	CHAIRWOMAN SCOTT: It is in there.	4	citizens; as appropriate we will refer your
5	DR. HAGER: Oh, it is?	5	concerns to the superintendent for followup by
6	CHAIRWOMAN SCOTT: Yeah, where the chair	6	his staff. The Board of Education will conduct
7	can appoint someone.	7	the public portion, the public comment portion of
8	DR. HAGER: Oh, I apologize, I did not		the meeting by allowing those registered to call
9	see that, I'm sorry. I take that back.	9	in by phone. Registration was open to the public
10	CHAIRWOMAN SCOTT: And any other		one week prior to tonight's board meeting and was
11	questions? Okay. So, are we ready to take a	11	closed at three p.m. yesterday for anyone wishing
12	rollcall vote on the motion made by Ms. Henn to	12	to speak at this evening's meeting.
13	refer policy 8221 back to committee? If we could	13	Board practice limits to ten the number
14	do a rollcall vote, thank you.	14	of speakers at a regularly scheduled board
15	MS. GOVER: Ms. Rowe?	15	meeting. Each speaker is allowed three minutes
16	MS. ROWE: Yes.		to address the Board. Of course if fewer than
17	MS. GOVER: Ms. Causey?	17	ten registrants are, or registrations are
18	MS. CAUSEY: Yes.	18	received, all who register will be permitted to
19	MS. GOVER: Ms. Mack?		speak. While we encourage public comment on
20	MS. MACK: Yes.		policy, programs and practices within the purview
21	MS. GOVER: Mr. McMillion?		of this Board and the school system, this is not
1	MR. MCMILLION: Yes.	1	Page 65 the proper forum to address specific student or
2	MS. GOVER: Ms. Henn?		employee matters or to comment on matters that do
3	VICE CHAIR HENN: Yes.		not relate to public education in Baltimore
4	MS. GOVER: Mr. Muhumuza?	1	County. We encourage everyone to utilize
5			existing dispute resolution processes as
6	MR. MUHUMUZA: No.	6	
7	MS. GOVER: Mr. Offerman? MR. OFFERMAN: No.	7	appropriate. I remind everyone that inappropriate
8	MS. GOVER: Ms. Pasteur?		
9		۵	personal remarks or other behavior that disrupts
10	MS. PASTEUR: No.	10	or interferes with the conduct of this meeting
11	MS. GOVER: Mr. Kuehn?		are out of order. We ask that speakers observe the three-minute time limit and conclude remarks
12	MR. KUEHN: Yes.		
13	MS. GOVER: Dr. Hager?	12	when time has expired and you hear the tone. The call will be ended and it could be turned off if
14	DR. HAGER: Yes.		
15	MS. GOVER: Ms. Scott?		a speaker addresses specific student or employee
16	CHAIRWOMAN SCOTT: No.		matters or is commenting on matters not related
16	MS. GOVER: In favor is seven.		to public education in Baltimore County.
	CHAIRWOMAN SCOTT: Okay, so that goes	17	If not selected the public may submit
18	back to committee as well. Okay, great. So		their comments to the board members via email at
19	we've reviewed all of our policies.		boe@bcps.org. More information is provided on
20	All right. So our next item is public		the Board's website at bcps.org under Board of
21	comment. This is one of the opportunities the	21	Education, participation by the public.

9

Page 66 It is the practice of this Board to ² allow elected officials to provide their comments to the Board. First to speak is Dr. Crystal Francis.

DR. FRANCIS: Good evening, Madam Chair, ⁶ Dr. Williams, superintendent, and members of the Board. Thank you so much for all of your hard work during these challenging times for tonight's meeting.

10 I just wanted to make comments regarding 11 the challenges of COVID-19 that have been brought to our attention. I'm calling on behalf of the 13 State Central Committee for Baltimore County and would like the superintendent to just take note 15 of some of the complaints that we've received via ¹⁶ email regarding teachers reaching out indicating that some teachers in different schools do not have the appropriate PPE, teachers are actually purchasing using their own money to buy materials ²⁰ to clean their classrooms, and they don't believe that the school is currently following CDC

guidelines as it relates to health check-ins, but I'm not exactly sure of how, you know, what the superintendent has in place to assure that all schools are following the appropriate CDC guidelines for assuring that people are properly screened before entering buildings.

So these are just concerns that were raised that we would like, you know, the Board and the superintendent to look at further to, number one, assure that teachers do have enough PPE that they're not required to utilize their own funds to purchase that stuff for cleaning of the classrooms, and that the screening is taking place, the health check screening for individuals who have experienced COVID-19 symptoms before entering the building, that there are mechanisms in place to insure that that screening is 17 18 happening prior to entering the building, because ¹⁹ if a person that does have COVID is screened inside the building contamination could have

already taken place, and so those are the items I

Page 68 would like to bring to your attention. Thank you so much for your time.

CHAIRWOMAN SCOTT: Thank you. Next we have Mr. Charles, Senator Charles Sydnor.

5 SENATOR SYDNOR: Thank you and good evening. I wanted to testify briefly on two matters, one is school reopening, as well as Policy 8601.

3

17

Page 67

First I want to acknowledge that there is no one who knows how this virus is going to continue affecting our county while we're moving forward towards the vaccination level that will protect everyone. With that, I appreciate the work that our superintendent and the Board is doing as a way of moving forward in-person 16 learning with all deliberate speed.

There are a number of factors that we still do not know, and I urge this Board to support his efforts as he does what is best for all BCPS students, and not be swayed by those because they make, or may be more vocal. Much

Page 69

has been made about the mental health challenges

for students learning virtually but less has been

said about the anxieties that students must

overcome to feel comfortable simply to sit in a

classroom with others. I will share that when

this session first started for me in January, I

was concerned about precautions that were being

taken so as not to endanger myself or others, and

even with those precautions we still had concerns

about HVAC systems as well as how the virus moved

through those systems, concerns about colleagues

not wearing masks appropriately and taking

precautions noted by our public health officials.

¹⁴ I'm thankful, though, that neither me or any of

my colleagues have been adversely affected by

16 this disease.

> Before we had, and I would like to say before we even had an opportunity to examine how two-day-a-week in-person schooling and virtual learning is working, I've heard that some parents are beginning to petition this Board to open up

17

16

learning.

buildings not just for hybrid learning but to

fully open up schools for five days a week. I

suspect when the system does open in that manner

despite the concerns that families and students

may still have, all students will be forced to

return to regular classes five days a week. I do

not begrudge any family who wants to send their

children back to school if the school system is

ready and capable of providing them with an

environment safe from the virus, but I want the

Board to understand that this new push to reopen

schools completely takes away my family's choice

and I find it unacceptable, and some of our

students are actually thriving within the virtual

The information from the equity committee's report on hybrid learning cohorts clearly shows that when we are looking at hybrid and virtual learning, families in the west zone are using virtual learning at a higher rate than those in the central and east zone, so I simply

ask this Board to take that into consideration.

With regards to Policy 8601, I would ask
that the Board, since it's going to be
reconsidered, look at Davidson versus Randall,
which is a Fourth Circuit opinion, and make
certain that you also include how this Board
intends to censor people after they've made
comments on their pages. This has happened to me
multiple times after statements have been made
about me, and as an elected official certainly I
have thick skin and have no problem with people
making comments, but if comments are being made
one should be able to defend themselves and not
be censored on those pages, so I hope that that
will also be considered. Thank you very much.

CHAIRWOMAN SCOTT: Thank you Mr. Sydnor.

So next is our stakeholders, and for that we have

Mr. Ryan Coleman.

MR. COLEMAN: Good evening Madam Chair

MR. COLEMAN: Good evening, Madam Chair,
Dr. Williams and school board members. My name
is Ryan Coleman, I'm the president of the

Randallstown NAACP. I wanted to thank all the

² Randallstown members signing on tonight to listen

to the school board meeting. Our mission is to

⁴ advocate for all children, especially children of

advocate for an emidren, especially emidren o

color. I have listened to every school board

⁶ meeting since January and I'm very frustrated.

⁷ I'm frustrated with the disrespect that has been

8 shown to Madam Chair, I'm frustrated with the

9 lack of focus of increasing academic achievement

¹⁰ and outcomes for all students, especially

students of color. I'm frustrated that this

¹² Board has forgotten its purpose, which is the

¹³ students of Baltimore County.

The National School Boards Association
has developed indicators of school board
effectiveness. One, effective school boards are
accountability driven, spending less time on
operational issues and more time focused on
policies, to include student achievement. This
Board spends most of its time on being rude to
the chair, on agenda items, committee assignments

Page 73

and micromanagement of Dr. Williams.

Number two, effective school boards commit to a vision of high expectations for student achievement and quality of instruction and defines clear goals towards that vision. The Baltimore County School Board rarely talks about instruction, curriculum, professional development or academic achievement.

Number three, effective school boards
spend most of their time on increasing academic
achievement, yet poor government is characterized
by factors such as micromanagement by the Board,
confusion of the appropriate roles for board
members and superintendent, interpersonal
conflicts between the board chair and members,
and board member disregard for the agenda process
and the chain of command. This is the Baltimore
County School Board in microcosm. This is why
over the past several year test scores, academic
achievement and educational outcomes are all
trending down. The children are the ones that

Page 71

1

3

16

are being hurt by this, by the dysfunction of this Board.

I recommend that the Board immediately ⁴ add academic achievement to every agenda, ⁵ focusing on curriculum, instruction and professional development to raise academic achievement and educational outcomes for all students, especially students of color. I recommend the Board immediately come up with a comprehensive strategic plan with an implementation component to raise test scores and to address specifically low-performing schools.

13 Lastly, I recommend that the members stop filibustering the chair and her agenda. The 15 boards in the past have failed so we need a new ¹⁶ direction. Anything less than this is educational malpractice. The Randallstown NAACP looks forward to partnering with the Board and to hold the Board accountable. Thank you.

20 CHAIRWOMAN SCOTT: Thank you. Next we have Ms. Cindy Sexton.

Page MS. SEXTON: Good evening, Chairwoman Scott, Vice Chair Henn, Dr. Williams and members of the Board.

Some students have now been back in school for three weeks. When I visit schools I see clean buildings and many smiles behind masks. ⁷ I see libraries, gyms, music rooms, classrooms, dismissal at recess and lunchtime. The staff is doing all they can to engage our virtual students and our face-to-face students. This is hard work. Our educators are again going far above and beyond anything any of us could have ¹³ imagined. Instruction is happening and our ¹⁴ educators once again found a way to make it work, 15 but the challenges and obstacles haven't stopped.

This week has already had Internet and Google Meets concerns. We're still gathering and working through payroll, benefits and W-2 issues. ¹⁹ At TABCO we are getting calls, emails and texts around the metrics in Baltimore County and the cases of COVID in schools. In spite of having

health and safety teams at every work site, we

Page 74

still have confusion and concerns over what is

happening when there is a suspected case of COVID

or a confirmed case. Now also add concerns over priority transfers and staffing in schools.

Several weeks ago I requested a special

Board of Ed meeting to be held to address the

questions and concerns around ransomware and

reopening. That motion did not pass when the

Board voted on it. At that time there were 92

pages of questions that our members have. Yes.

some of them have been answered but many have

not. I will be sending those questions to the

Board after my remarks tonight. We still have

questions around contact tracing, cleaning,

16 mitigation, quarantining, accommodations, W-2s,

pay concerns, leave balances, health care

benefits, ventilation, vaccinations,

transportation, ransomware, what the CARES money

²⁰ has been spent on and what's going on with our

state retirement and pension and many more. We

Page 77

Page 76

have been patient, we have given this some time. Patience is thin. Every change in the plan, new

directive and new concern adds to the angst and stress of the year that has already been full of

angst, stress and frustration. BCPS needs to

work with the reopening plan that they have. We

⁷ need to give our students and our staff a chance

to see the plan to fruition and not keep

expecting our administrators to change schedules

again, our educators to learn another new way to

teach, our bus drivers to alter rules, and so

many more changes. Let's work with the plan and

give everyone time to settle into it.

As educators we know our students do

best with a predictable routine. The reopening plan provides that. Let's allow that to be. We

17 continue to ask for collaboration and

communication around all the issues and concerns

facing us, especially with reopening and

ransomware. Let's do all we can to lower stress

while still doing all we can for our students.

Page 78 Page 80 are clear and consistent signs of partisanship, 1 Thank you. 2 CHAIRWOMAN SCOTT: Thank you. Next we ² and to the outside observer it often comes across have Mr. Tom DeHart. as personal dislike for one another in too many 4 MR. DEHART: Good evening, Chair Scott ⁴ instances. Any team or board is only effective 5 and members of the Board. It's been a year -when the individual members work together for a CHAIRWOMAN SCOTT: I'm sorry, excuse me. common cause, and quite simply that common cause I'm sorry, Mr. DeHart, I apologize for is all of our students. 8 interrupting. If everyone could mute, because I have great respect for each of you and 9 we're getting feedback. the time, effort and energy you put into your 10 MR. DEHART: Yeah, I was hearing that as role as a member of this Board, and I get no 11 well. personal satisfaction in bringing this up 12 CHAIRWOMAN SCOTT: Thank you. Please go tonight, but there is an elephant in the room. 13 ahead. The elephant is the unfortunate lack of respect 14 MR. DEHART: Okay. Can I start over? and openness to others' opinions too often 15 CHAIRWOMAN SCOTT: Yes, apologies, you exhibited in the Board's public meetings. This 16 16 may start over. not only gets squarely in the way of leadership, 17 MR. DEHART: No problem. Good evening, the leadership we need and deserve, but sets a Chair Scott, Vice Chair Henn, Dr. Williams and tremendously poor example for all our members of the Board. It's been a year since stakeholders, especially our students. So I'm ²⁰ I've spoken to the Board and while I've sent asking each of you tonight to leave partisanship letters, it's a pleasure to be able to speak to at the virtual door of every future meeting and Page 79 Page 81 work collaboratively and cooperatively with one you live or at least virtually. While I haven't spoken to you in a year I have been watching. So another to lead us through these twin crises and have teachers, school leaders, community members, into the future. various stakeholders and most importantly, our And in your collective leadership role, students. I ask that you keep former NBA Champion Chicago 6 Bulls Coach Phil Jackson's words in mind, the Like the rest of the world, we've strength of the team is each individual member, suffered through a pandemic that affects all of 8 the strength of each member is the team. On us. Additionally, we were hit with a cyber attack which crippled our system. Leadership is behalf of the system leaders who I represent, as well as all stakeholders, I thank you in advance important at any time but with twin crises leadership is crucial. Peter Stark says that in for much needed reflection, and a reset as you a moment of crisis, reaction sets the leaders work together to lead the Baltimore County Public apart from the followers. I would ask the board Schools. Thank you and have a great evening members to reflect on their actions over the last tonight and a great meeting. 15 CHAIRWOMAN SCOTT: Thank you. Next we year. Have you been cohesive consistent leaders of our system and communities, that our system ¹⁶ have Ms. Kyria Joseph. and communities wants and deserves? This is 17 MS. JOSEPH: Greetings, Board President 17 obviously a rhetorical question. 18 Scott, Vice President Henn, Dr. Williams and 19 Every member of this Board is a talented board members. For the past year PSASA's focus intelligent person and there will certainly be has been on helping the black and brown school communities of color with basic needs such as instances of healthy disagreement, but when there

Page 82 Page 84 food, shelter and providing comfort for families two to inform decisions that support all students of community members who have died from COVID-19. ² from all communities. Thank you and have a good 3 3 As the president of PSASA, we are evening. 4 calling attention to a phenomenon that is 4 CHAIRWOMAN SCOTT: Thank you. Next we have Dr. Danita Tolson. ⁵ occurring in BCPS for the reopening plan in our ⁶ black and brown school communities. Einstein DR. TOLSON: Good evening, Chairwoman said not everything that can be counted counts, Scott, Vice Chair Henn, Dr. Williams and members 8 of the Board. I am Dr. Danita Tolson, president and not everything that counts can be counted. This means in some situations you must look at of the Baltimore County branch, NAACP. It the qualitative reasonings and ask deeper appalls me that we are not talking also about ¹¹ questions. We have witnessed parent groups student curriculum and more about the students, representing a few school communities monopolize but I'm going to go on to say this Board selected news conferences, social media and BCPS board ¹³ Dr. Williams in July 2019. 18 months into his meetings. These families provide one perspective first year on the job at a time when a new on reopening. We ask the Board to consider not superintendent should be getting the lay of the making decisions on a single perspective 16 land and learning his job; however, COVID-19, the representing one group of parents. pandemic forced the closure of the Baltimore City 18 We would like to know why the Board is Public Schools for the remainder of the year. not paying more attention to your black parents Dr. Williams and his staff halted the in-person ²⁰ and parents of color on the issue of reopening. learning and switched to completely virtual Why are more black parents and parents of color 21 learning. Page 85 Page 83 opting to keep their children home on virtual Eight months after beginning the learning than white parents? What are the COVID pandemic, the district was blind sided with a implications on our black communities and ransomware attack that completely broke down the communities of color and the schools that serve infrastructure of the district's operating these communities? systems. After a closure of only two days Dr. Williams and staff were able to resume The New York Times wrote an article in ⁷ virtual instruction. Four months after the ⁷ February called Missing in School Reopenings, 8 where they report approximately one-third of ransomware attack and during a global pandemic, black families are not returning their children the district is now providing hybrid instruction to schools. The article highlights some possible for two days a week for in-person instruction, factors as to why black families are not ready to athletes -- for student -- athletics for students have their children return. To further examine with allowance for fans to watch, and vaccines 13 the same phenomenon that is occurring in for the Baltimore County teachers. ¹⁴ Baltimore County Public Schools we ask the Board 14 During the last board meeting several 15 to complete the following action steps. board members spoke about their constituents. 16 Dr. Williams often speaks of family engagement. Step one, look at the data of students who are returning by race, by school and by zone. 17 It leads me to wonder, what are the board members doing to reach out to their constituents, Two, conduct focus groups discussions with black

parents and parents of color on their concerns

with returning their children to schools. And

three, use the knowledge from step one and step

including the NAACP? This Board should be

focused on real solutions during the most

challenging times for all Baltimore County

17

3

8

12

15

16

policies.

Page 86 communities. That includes more discussions on the students and curriculum.

So while making sports available to students, the schoolhouse in secular -- excuse me -- may be important for some. However, our 6 constituents are also more concerned about balancing out the population with the available resources to decrease the overcrowding. There's a lack of equitable experiences for black and brown students in under performing schools across 11 the system, even in some wealthy communities in 12 the county. With these important issues plaguing the district, I keep noticing several policies on the agenda at tonight's school board meeting, all

While this Board is caught up in questioning every decision of the chairwoman, real issues are falling by the wayside and ²⁰ hurting our students and communities. We look forward to continued conversations, including the

but one are in reference to the internal board

Page 87

16

equitable yet balanced approach to a return to in-person learning --

CHAIRWOMAN SCOTT: Thank you. DR. TOLSON: -- while maintaining a robust virtual component for those students.

CHAIRWOMAN SCOTT: Thank you, Dr. Tolson.

DR. TOLSON: Thank you for having me. CHAIRWOMAN SCOTT: Uh-huh. Okay, so that was our stakeholder groups, we've completed that. Next we have general public comment and our first speaker is Ms. Dayana Bergman.

13 MS. BERGMAN: Good evening. Can you 14 hear me?

CHAIRWOMAN SCOTT: Yes, I can. MS. BERGMAN: Okay. (Speaking Spanish). ¹⁷ I want you to listen to what I have to say today. ¹⁸ I want this Board to look at Policy 200, it's the ¹⁹ basic board commitment of responsibilities and duties for our school system. I've been

observing this Board for almost a decade now, our

Page 88 previous appointed board and our current hybrid

board. When you look on the BCPS website one of

the things that we have is a shortage of the

about we teach. There's one sentence. It says

the Board of Education of Baltimore County is

authorized by Maryland law to determine with

advice of the county superintendent the education

policies of county school system. And I find it

very hard pressed to believe that this kind of

board is having such a difficult time respecting

that. I have witnessed certain board members

still make allocations against our staff for no

longer looking at how we help our students or no

longer putting our children first, our education system first.

When is the last time anybody asked our teachers what they needed? Do we get info from everybody? Do we have meaningful two-way communication like it says in our other policy on ²⁰ how we engage the public? The relationships,

Policy 1270, we're supposed to have meaningful Page 89

two-way communication, especially with our families that are part of Title I schools. So we have of a lot of things to work on, and it's very hard when peoples' priorities are more worried about their activity on social media or whether or not they agree with an opinion.

You want to talk about how this Board does things? Well, you know what, tonight we still have a lot of testimony to do, and what I keep seeing is BCPS's version of filibustering, and people being upset about their First ¹² Amendment rights but they didn't think about someone's First Amendment rights as a parent or teacher or staff, or even a student when they express their opinion about our education system. So a lot of these things, I just want you guys to 17 know that you're on the record on how you vote, the words you choose to use, they matter. And at the end of the day as public figures, guess what? You serve the taxpayers, the parents, the

educators of students.

Page 90 Page 92 CHAIRWOMAN SCOTT: Thank you, and the safety procedures, and again, I just 2 Ms. Bergman. wanted to go ahead and share that with the Board. 3 MS. BERGMAN: Thanks for your time. Thank you so much for your time. CHAIRWOMAN SCOTT: Thank you, Ms. CHAIRWOMAN SCOTT: Thank you, Bergman. Next we have Kate Crider. Ms. Crider? Ms. Crider. Next we have Francine Chandler. MS. CRIDER: Yes. Okay, thank you, so that ends our general public CHAIRWOMAN SCOTT: Okay, you're next, comment, and next is public comment on policies 8 Ms. Crider. and our first speaker and I believe our only 9 MS. CRIDER: All right, thank you. speaker on policies is Ms. Dayana Bergman. 10 CHAIRWOMAN SCOTT: Oh, I see you're on MS. BERGMAN: Hello, Madam Chair, can 11 right now, you can go ahead with your statement. you please help me? Are we going to be speaking 12 MS. CRIDER: Okay. Hello, thank you, about every single policy or only the ones that and good evening. I'm a parent of two were not removed? children -- hello? CHAIRWOMAN SCOTT: You can speak on 15 CHAIRWOMAN SCOTT: Yes, we can hear you. whichever policies you would like, and what I was 16 16 MS. CRIDER: Okay, great. Thank you and going to do was read the policies you selected, good evening, everyone. I am calling as a parent the first one, and then just go in that order. 18 18 of two children -- okay, sorry. MS. BERGMAN: Okay, that will be 19 Thank you and good evening. I'm calling 19 helpful; can you please state the first policy? 20 ²⁰ as a parent of two children, a kindergartner and CHAIRWOMAN SCOTT: Yes, I can. So the 21 a fourth grader, and I would just like to call so first one that you selected is Policy 6002, Page 91 Page 93 that I may share some feedback on our family's selection of instructional materials. 2 virtual learning and hybrid learning. MS. BERGMAN: So Policy 6002, I agree CHAIRWOMAN SCOTT: Ms. Crider, you with Policy 6002. It should reflect all student groups. We should also consider language of should probably mute your background. We're ⁵ hearing a little feedback. You should mute your instructional materials and tools that reflect computer, yeah. I apologize for the our groups of learners. Under section two, interruption. definitions, the language that needs to be added is in large print; it should be added as well as MS. CRIDER: That's okay. I have a much needed software for the realtime kindergartner and a fourth grader and I just wanted to share our family's feedback on the interpretations for those with language barriers. virtual and hybrid learning. My kindergartner This policy here went over and we've has started the hybrid learning several weeks ago heard discussion regarding this policy. I'm and I just want to say that we are very happy going to pull it up here a second, pardon me, with that process, we feel we've had some great because it's a lot of policies, but I want to ¹⁵ communication with the school, he's so happy to 15 make sure I get a chance to speak on them. 16 ¹⁶ be back in school, and my daughter should be The policy for selection of 17 starting in a couple weeks as she's in fourth instructional materials and the added, the grade. And I just really wanted to share that we language that's being added on here in bold, we felt the school, administrators and the teachers have technology that's helping a lot of our are working so hard and have been really clear students, our students with a lot of challenges

communicating all the information that we need

when it comes to learning, and we want to make

sure that we don't limit ourselves on identifying resources or materials or exactly what they could access, what the combination is to learning on ⁴ how our children learn to date, okay? Not how did they learn 20 years ago, not how they learned 40 years ago. There is so much technology research that supports children and the way children learn, from audio supports, different tools, and having the flexibility to be able to enter into contracts with vendors to support 11 those new unique ways of how we provide ¹² instruction. That's one of the things that I ¹³ know a lot of people have noted, is how do you get during COVID that we're doing virtual learning, how do you get supports to ¹⁶ instructional materials that are not available in your physical home because they're left behind in the classroom? And I think we should have some language to be able to identify that for students ²⁰ that are learning virtually, they still have access to those learning instructional materials

Page 95

regardless of what environment the student learner thrives in, whether it's hybrid, in person or virtually.

This is something that, we think we need to have that conversation. What is it that's not included in here that clearly identifies those added issues, especially when it comes to large print and Braille for special education students, and advanced technology and software that we have ¹⁰ for students with language barriers that we offer real life, real interpretations of the student's native language so they can access the curriculum. So that's my concern with Policy 14 6002.

CHAIRWOMAN SCOTT: Thank you, ¹⁶ Ms. Bergman, and next is Policy 8221, board officers, chair, vice chair duties.

MS. BERGMAN: Okay. So this policy, I ¹⁹ have -- sorry. I just pulled up the analysis and I wanted to pull up the duties or the responsibilities. I had mentioned in my

testimony earlier regarding the rules and the responsibility of all board members, not just the chair or the vice chair, and it pertains to how our students achieve, how we align and use the advice and guidance from our superintendent and we define those guidelines of what the Board actually believes. So when I'm looking at this policy and listening to board members in discussions regarding Policy 8221 and the rest of the policies discussed tonight, you know, it's one of those things where the chair, they have to be, you know, you put out one through seven of different things you're prioritizing and I'm looking at this, and what does it have to do with instruction? There should be some language added 16 in there that the chair and the vice chair agree with what we have outlined in Policy 200, some

kind of guidance where we believe our school

system has to do with education, you know, not

just asking us on the Board, you know, the board

person, and worry about if the board chair has

Page 97

Page 96

too much power over the representation of the whole Board. Like there's nothing on there that's talking about that you're going to support our superintendent, you're going to support our education system, you're going to support our students and make sure that they're high achievers. We have federal laws too that we have to apply to be able to receive federal funds when it comes to Title I, and stuff like that, the way we communicate with the public.

So yeah, those things that are added that are currently there are just procedures of what we expect the Board to do, but we should have higher expectations, that the belief of whoever takes the role of that chair and the vice chair, is going to be driven towards improving the education experience of our students, and our teachers, and I'm just heartbroken that it's not added on there, and it shouldn't be number eight, it should be number one, that should be the number one priority of the board chair, is that

15

17

18

Page 101

9

10

11

Page 98

2

we have some kind of language acknowledging that the board chair's responsibility and duty is to

work hand in hand as a team supporting our school

system. And it's missing, it's missing here, it doesn't clearly define that, and to me we should

6 have the highest expectation of clearly putting

that out there, that education is first with the achievement.

CHAIRWOMAN SCOTT: Thank you, Ms. Bergman, and the next one is Policy 8311, meetings.

12 MS. BERGMAN: This is regarding the meetings and I know we heard a lot of discussion about the meetings for 8311, so I want to share a story. This has a point. As a member witnessing 16 one of the first, I believe it was the second hybrid meeting in their term, and one of the first meetings that they had that I felt was completely disconnected is how they changed the ²⁰ way agenda items are added to the agenda. It used to have to be like a majority vote with it

Page 99

and it was changed, but it was changed without, without input from the public. We changed a

policy skipping input from the public, like we

were not engaged in the conversation, they didn't ⁵ even consider that, it didn't even come up for

6 discussion, it was just you guys voted and you

did that, and you didn't ask anything whatsoever,

you did not ask a single stakeholder's group, you

did not ask a single student member, anybody how we felt about that in the structure, that it was

just automatically changed, deleted without a

¹² chance. And then we have board members now

talking about First Amendment rights. Well, what

¹⁴ about Open Meetings Act, and how about following

policies and procedures for how you set up your agendas to make sure that you create that

17 community engagement that you're supposed to?

18 So I want to see language on there and put back exactly, similar to what was before, and it goes on the record on how board members

commented regarding this policy. Is my three

minutes up for that policy?

CHAIRWOMAN SCOTT: No, you have a minute and 11 seconds.

4 MS. BERGMAN: Oh, okay. You know, we saw the same thing happen too, how it came up on 6 the agenda to change with the Board in the past,

to change if we had first reader, second reader

and third reader, and you just like skipped a

step in between. And it used to be like it came

up for first reader, and then it came up for

second reader separately, and then the public got

to comment and you guys took it back and worked on it and then it came out and it was amended.

We don't even have that anymore because, again,

that was taken away without consideration on how

16

the public felt about it, you know, and you're

board members, you're elected officials, you're

appointed officials, you are supposed to be

serving us the taxpayers, our educators, our

students, that's who you swore an oath to do, so

I don't understand how some members will sit

there and talk about oh, they object to

something, they object to this and object to

that. This is putting some structure in place to

help you guys get along, like that was guessing

this stuff so, you know, that's my input about 6

that.

10

CHAIRWOMAN SCOTT: Thank you. All right, and the next is Policy 8314, Ms. Bergman, that's the meetings agenda.

MS. BERGMAN: 8314, again, that has to do with what I said, that this Board has a responsibility and is supposed to serve us the taxpayer and the public. When we are looking at these policies here on how you run your meetings and your agendas and how you set things up, you guys have to think about other things too. You 17 know what really bugs me? I'm going to share with you guys what really really bugs me, okay? It bugs me that right now we have vendors that we are in contracts to help our children learn

waiting, waiting while you guys debate back and

Page 102 Page 104 forth on all this stuff and the public, we get to others and our school system as a whole. 2 see how everybody votes and stuff. We have CHAIRWOMAN SCOTT: Thank you for that. people that are actually ready to work and have Were you finished, Ms. Bergman, with 8314? ⁴ been working very hard for our kids and our 4 MS. BERGMAN: Yeah, I'm done with 8314, educators waiting to present their presentations, we can go to the next one. 6 6 okay? Why don't we allow those presentations to CHAIRWOMAN SCOTT: Okay. Well actually, be put on the agenda ahead of time? Okay? I Ms. Brenda Pfeifer called in and she would also always thought it was very disrespectful in the like to speak on 8314, so I was going to let her past when everybody got to talk about whatever speak on that and then we'll go to the next one. 10 and then we waited, everybody weighted patiently MS. BERGMAN: Oh, okay. 11 to announce who we hired, and they had to wait CHAIRWOMAN SCOTT: Ms. Pfeifer? 12 there the whole frigging night, the whole night MS. PFEIFER: Yes, hello. Can you hear 13 waiting, and you know, we didn't seem to me? 14 appreciate someone that we just hired to Team CHAIRWOMAN SCOTT: Yes, we can. 15 ¹⁵ BCPS, and we didn't consider their time and their MS. PFEIFER: Thank you so much. Good 16 16 time away from the family, we just kept them evening. I heard that there was already some robust discussion about this by board members, so right there, which is what we're doing right now, you guys have been filibustering a lot of these as I speak I think you'll hear that I share some meetings. We have our BCPS staff and a lot of of their concerns, and I'm pleased that this has been sent back to committee, but let me share people waiting around to give you a presentation what I have tonight. that has to do with our children achieving their Page 103 Page 105 education experience and access to instruction I do have two main concerns that were and what we do during this whole difficult time brought up. The first is the requirement that of COVID. So we have these people wait around motions to the board meeting agenda be submitted and we don't prioritize them and we should, 24 hours in advance, and we all know that things ⁵ because they're prioritizing education or what can happen up to the last minute, board members 6 this Board is supposed to accomplish. So again, can get more information or speak with stakeholders. We even heard tonight that some you're on the record, you continue to be on the record, you shouldn't get upset when people point board members are saying they don't even get all out things that you've done that's been on the the information they need for the board meeting ¹⁰ record that goes against educating our children. within that 24-hour window, so requiring a 24-hour advance notice to amend the agenda or to That's going to continue to be an ongoing issue. Wherever I catch you, wherever I see you, I'm submit a motion to amend just seems like it's going to bring it up, you're on the record for going to delay board work even more, because if ¹⁴ doing X, Y and Z, I want to know why you did 14 it's not received in time the issue may have to that, and I want to know how you plan to improve wait until the next meeting or even later, our school system as a whole and make it about potentially delaying some business by a couple of 17 education and make it about our kids and our 17 weeks, a month, maybe even more depending on how 18 teachers. long it takes. And I just feel like this would 19 So that's what I have to say about be a huge disservice to the student, to the teachers and to the families of BCPS to keep Policy 8314, about these meeting agendas, that you guys should consider how well you treat delaying work that needs to be addressed. I know

that the Board has operated without this
requirement very well for a while and I'm
confident that the chair could continue to take
board motions in at the time and run the meeting
smoothly, so I feel like this change to Policy
8314 is unnecessary and it could even hinder the
work of the Board.

8 The other amendment to this policy that was also discussed tonight was changing the number of required votes to amend a board meeting agenda from the current requirement of a majority to the proposed requirement of a unanimous vote. ¹³ For one, this is just really not consistent with other board action, other work of the Board requires a majority vote, and to require a 16 unanimous vote simply to amend a board meeting agenda while the other important work of the Board requires only a majority of members to be in agreement. Also, any single member of this ²⁰ Board really would have the power to block certain actions simply by not voting for an

Page 107

amendment on the agenda even if all other 11
members of the Board agree on that amendment.
Think about that. 11 members are in agreement,
one member doesn't agree, and that member can
just block the action by not getting something on
the agenda. This really has a potential to cause
a serious roadblock in board action and
ultimately the potential exists that once the
agenda is set by the chair and the
superintendent, it would become all but
impossible for the agenda to ever be changed,
effectively blocking certain items from ever
being addressed.

So I believe that these changes could have a serious negative impact on the Board's ability to get needed items on the agenda and to get work done, so I don't believe that either of these changes to Policy 8314 are in the best interests of the Board, or the best interests of the students and teachers and families that they represent, so thank you.

CHAIRWOMAN SCOTT: Thank you,

Ms. Pfeifer. Next we go back to Ms. Bergman and she's going to make a comment on Board Policy 8360, ethics code applicability and definitions. Go ahead, Ms. Bergman.

MS. BERGMAN: Hi. I'm here to speak about Policy 8360. First I would like to start off by saying, did you guys know, and I don't know if anybody has brought this up, but this is something I noticed. The ethics review panel, they're selected by the Board of Ed, and I'm just here wondering if the Board of Ed has the power to elect the ethics review panel, is there not a conflict of interest when they're looking at stuff? You know, just let that set in for a 16 minute, because usually when we have people reviewing things themselves, violations or whatever the case is, that's usually a third party entity outside, okay, so there's no biased decision made or anything. But the ethics review panel that reviews stuff for Baltimore County's

Page 109

Board of Ed, okay, it is selected by appointment of board members, they pick those five people.

And I don't think it should be five, I think it should be seven at least to have proper representation of geographic, of the county as a whole, we're a big county.

So here on section two on definitions,
B, there's new language added, and there's
language being deleted, so the deleted language
says a person engaged in business whether profit
or nonprofit regardless of form, and here's the
thing. If this is an issue regarding profit
versus nonprofit, why are we just going with the
operation for profit? There's a lot of companies
out there that we want to question what their
true intent is, okay? Do we have to remind
everybody of what happened with everybody with
all these big Ivy schools and stuff, all the rich
and famous getting prioritized for colleges and
all that conflict of interest that happened all
over the place? We don't want to get ourselves

17

17

Page 113

Page 110

in that mess. We already have a mess that we

- still haven't figured out or resolved, so we
- shouldn't have any conflicts of interest, whether
- 4 it's a nonprofit or a for profit, I think the
- language needs to be there that we should make
- sure that we're not entering into any kind of
- conflict of interest when it comes to these

contributions and stuff.

9 And then it talks about more contributions and that's another thing I think that needs to happen. You know, I'll talk about that in the social media policy when it comes to other businesses too, because some board members also have other private little entities for profit and stuff like that, so they should be able to identify what that business is ahead of time and make sure that they're not trying to promote any kind of business with our school system to sell, you know, paint sales or whatever

okay? So this policy right here, 8361

- establishes behavior wise of everybody, okay?
- Which is a thing I hear a lot about teachers
- that, you know, and you guys talked a little bit
- about this, not too much about this but a little
- 6 bit about it. Why isn't the Board held to the
- same standards of expectations about their
- behaviors, regardless if it's on social media or
- not? You know, out and about, whatever they do,
- we have the same expectations out of our
- teachers, we actually have too much expectations
- out of our teachers, they're supposed to do
- everything, like Inspector Gadget, remember that
- guy? So for Board, like ethically shouldn't we
- have high expectations of our board members and
- their behaviors? Shouldn't we make sure that
- board members are being transparent that they're
- following procedures and the handbook, that
- they're not going around behind peoples' backs
 - lobbying other lawmakers without telling anybody,
 - because that's not cool. No, that's not cool at

at the makeup of this ethics review panel too,

we need to think about that stuff here and look

²⁰ it is they want to sell, or books or whatever, so

- because I don't think it's right that the Board
- gets to pick who investigates them if they do
- ethics violations. I mean, when is it fair to
- investigate --

CHAIRWOMAN SCOTT: Thank you,

⁷ Ms. Bergman, that was the time for that. Okay.

- It looks like we were getting some feedback.
- Thank you. The next one you have, Ms. Bergman,
- ¹⁰ is Policy 8361, ethics code, statement of purpose
- 11 and policy.

12

MS. BERGMAN: Okay. So 8361 is another ethics code, statement of purpose of the policy.

- ¹⁴ Pretty much this stays the same. There's a
- 15 little piece of that notice deleting grammar, and
- someone's adding in the grammar of the policy.
- 17 Overall it kind of looks at the recommended
- 18 behaviors for members of the school board
- candidates and members of the school board,
- superintendent, employees, each of these
- individuals shall be subject to the ethics code.

Page 111

all, but we've had some board members that

- actually, you know, have gone to lawmakers and
- said we want this, we want this, and the poor
- legislative committee chair had no idea that X Y
- ⁵ members went to go lobby our lawmakers. So that
- kind of behavior is unacceptable, you know
- ⁷ better, you know, but as it outlines it here,
- maybe it needs to be more specific in Policy
- 8361, maybe that would be helpful. So that's my
- 10 two cents regarding Policy 8361.

CHAIRWOMAN SCOTT: Thank you,

Ms. Bergman. Next is policy 8362, ethics code,

13 gifts.

11

14 MS. BERGMAN: Oh, this is a big one

here, uh-huh, I see some added language here. Oh

man, these gifts, let me tell you, when it comes

- to some of our board members, I don't think
- people think before they speak or write
- sometimes, because I honestly don't think that
 - because even a mistake, and maybe you know you
 - made a mistake, you had to hit the reset button.

Page 116 Page 114 I don't think it's right that you offer somebody this because it's not cool. All right, let's go ² some kind of gift, to me that's like a bribe, on to the next policy. 3 3 okay? You don't bribe people to hush up, hush up CHAIRWOMAN SCOTT: Okay, thank you. The 4 because you know you made a mistake and you don't next policy is 8363, ethics code, conflict of want anybody else to find out. So we have added interest, prohibited conduct. 6 language here regarding economic value regardless MS. BERGMAN: Oh, this conflict of of the form, or the adequate and lawful interest thing, let me tell you, with technology 8 that we have nowadays, okay, there is absolutely consideration, gift does not include contribution no reason, no excuse that we can't have a as defined in the election law articles. Oh, see, that got my attention. The Annotated Code dashboard, a dashboard that gives us an automatic 11 of Maryland or any other provision of the state information, you know. We end up having like 12 or law, so what makes it so special that the same this whole thing here, right, where board members 13 have to fill out their financial disclosure 13 kind set by Maryland law doesn't apply to you board members? forms, okay? And not only do they set up their 15 You're elected officials, some of you financial disclosure forms, they also have to 16 are. That doesn't seem fair. You have to run a disclose if there could be any potential conflicts of interest. Remember that meeting campaign and everything, who's giving you up for that we had and somebody tried to make a motion what promises, and how does that impact our children? Does that mean that some kids are about a stakeholder group being added in the ²⁰ middle of public comment without following getting a better deal with their education actually policy and procedures of BCPS, okay? because certain gifts are being contributed by X, Page 115 Page 117 Y and Z, or some kids are being left out? We're That's a big no no, that's a big conflict of not doing that anymore, the haves and the haves interest. If a lobbyist group is out there not argument, that is getting so old, it is acting and behaving like a lobbying group they getting so old it's last century old, okay? must register. Not only must they register but Because we passed the blueprint, I ⁵ if a board member has contributed to that ⁶ remember when you guys voted in support of the lobbying group they must disclose it in a ⁷ financial disclosure form. And me as a public ⁷ blueprint. Remember that? And it was supposed to be a world class education for everybody and member, it takes forever to get that feedback, that money was supposed to be rolling out. We're okay? You have to put it in the mail, print out the paper, you know, U.S. Postal Service, it not doing favoritism here, we're not adding new elite companies that have a history of doing bad ain't running that quick like it used to, so we have to send that out and then wait forever to business when it comes to education because they've never actually taught children, they're then look at those financial disclosures. And ¹⁴ just in it for money, so let's talk about that if 14 this whole time we could use technology, put it you want to talk about that. But yeah, we have out there so we know which lobbyist group has to pay attention to this policy here and outline, registered. We can put out there, you know, and we should meet the requirements of the gifts. 17 which board members we have to watch to make sure 17 ¹⁸ Like we can't be gifting people anything, you that they recuse themselves from a vote or any action on the Board because they contribute 19 know, that's expensive, that's not cool, like you know, it's just not happening, it shouldn't financially to a lobbyist group. So that's a happen. You guys to have a conversation about conflict of interest.

3

Page 118 There's other conflicts of interest too. ² Like if you have a different business as a board member, you know what, you should report that you 4 have another business and you should not be selling to our teachers or our principals or 6 anybody about your private little business, okay? You can't be selling books or travel deals, you know, or any pixels, that's not happening, that's a conflict of interest, okay? And the pixel, I don't have anything against pigs, I like pigs, 11 okay, but the pixels on this pig is a little bit 12 like overpriced, but I have nothing to do with education, nothing at all to do with education, so we have to pay attention to these companies and make sure that they're not over here, you 16 know, a conflict of interest with our board members because we're supposed to be focused about the kids, focus about the kids, not about other all the special little gifts and these ²⁰ conflicts of interest. So that's what I have to say about Policy 8363, thank you. Page 119

Page 120 Nowhere did our board members go, are they on ² here? Hey, who took the board members out? You know what, we need to add the board members. Oh ⁴ wait, it's up here, except the student board members, okay? So the student board member 6 doesn't get all mixed up in this mess, but the policy applies to all board members, it's in the very top part, but now they add everybody else to the party. So again, an ethics review panel to look at this and investigate this selected by who? No, not an outsider, selected by the Board of Ed, the current Board of Ed members. Now wouldn't one think that the could go very wrong, very south very quick, because this right here could be used as retaliation against our 16 administrator, assistant chief auditor, our assistant superintendent, our audit manager, our chief, our community superintendents, the comptroller -- we have a comptroller in BCPS?

CHAIRWOMAN SCOTT: Thank you, Ms. Bergman. Next is Policy 8364, ethics code, financial disclosure statements.

MS. BERGMAN: The financial disclosure statements, let me tell you, I ran out of ink, I 6 had to go to Walmart to buy some more ink for my printer because you have to print out the form that's on BCPS. And you know, I want to give a shout out to our technology department because let me tell you, they've got some of those forms back up. Those forms are very important, okay, so you have to sit here and print these out, and again, I don't see no language of advancing this 14 stuff. It says in here, Section B, this policy ¹⁵ applies to all Baltimore County School BCPS employees with the following job titles, 17 administrator, administrative chief, chief auditor, assistant superintendent, audit officer, ¹⁹ I'm looking all this up, where's the board

members, like board members? You're not on here.

21 Oh, wait, designate employees by the Board.

bunch of people, this manager, even the minority business enterprise consultants, whatever. But you guys are here again changing these ethical policies, and the big conflict of interest is that the ethics review panel is appointed by the ⁷ board members and they should be an outside party investigating these allegations and questions that people have, so that's my take on Policy 10 8364.

²⁰ Okay, I guess we have a comptroller in BCPS. The

coordinator, the director, the executive

director, the fiscal officer, there's a whole

CHAIRWOMAN SCOTT: Thank you, Ms. Bergman. Next is Policy 8365, ethics code, lobbying.

MS. BERGMAN: Oh man, ethics code and lobbying, I have an issue with this. You know 16 how intense this is? Let me tell you, I was reading this policy, look at that, pursuant to Board of Education Policy 8365, that's the registration forms, where's the policy here? No, that's the analyst report. Here's a -- no, that's the report page again. Here's the policy

11

13

14

17

Page 121

draft. So we have a policy statement and I'm

going over it, they're changing some numbers from

three to two, and it talks about the ethics

⁴ review panel and at this time lobbying, okay?

⁵ Communication in the presence of a member of the

⁶ School Board or any school official with an

attempt to influence any official action of that

member of the School Board or officer, and

spending over \$25 for food, entertainment or

other gifts during a calendar year in connection

with the communication or intent to influence or,

¹² okay? Number two, engaging in activities having

13 the express purpose of soliciting others to

communicate. Again, it goes back to that meeting

we had with the lobbyist group that failed to

16 register, I couldn't find the register of

anybody. I watched that group behave as a

lobbyist group in Annapolis, yeah, they did, they

actually were asking for vouchers, okay? They

²⁰ were asking for money to have online learning,

okay, without any state oversight. We're not

doing that, not happening, okay?

The Maryland Blueprint, we worked really

hard, we got our Board to vote in the Maryland Blueprint in 2016 before we even knew what we ⁵ were doing to figure that out. We're not going 6 to have these little groups come out of nowhere ⁷ that don't want to follow the rules, go there and 8 influence board members, lawmakers, whoever the case is without following procedures, without ¹⁰ registering and updating people, that's not cool, 11 okay? They have to register, they have to

¹² communicate that. We should be able to see what ¹³ lobbyist groups are doing, hello dashboard,

that's the new thing now, okay? We're supposed

15 to have dashboards, we have technology, okay?

¹⁶ BoardDocs to me is a little bit outdated, it gets

me frustrated, I know it gets a little 17

¹⁸ frustrating for everybody else too, it should be

more interactive, more easy to search. We should

be able to see the activity reports too of the

lobbyist groups, of who they talked to and when,

Page 124 okay? We should be able to know that, you know.

We have the Privacy Information Act, we can

request information and stuff, like the lobbyist

groups, they have to file, there should be a

penalty if they don't file.

CHAIRWOMAN SCOTT: Okay, time,

Ms. Bergman, for that one, thank you. So the

next one is ethics code -- excuse me, 8366,

ethics code, ethics review panel.

MS. BERGMAN: Okay. This is the ethics review panel that I was talking about earlier and

I kept mentioning that think is a conflict of

interest. The policy states, there is an ethics

review panel of the Baltimore County Public

Schools, BCPS, that consists of five appointed by

16 the Board of Education of Baltimore County, okay?

This is what I call investigating yourself on

issues, okay? That's not a real investigation

when you investigate yourself. It is not a real

²⁰ investigation when you appoint the person

investigating you. What kind of investigation is

Page 123

that? I mean, talk to any professional

investigator, you know what, maybe we should talk

to our new state inspector general, let's call

Richard up and ask him if that's a conflict of interest.

6 And five members appointed, why five?

Why five? We have seven districts, okay,

Baltimore County is very huge, it's very big,

okay? How do we know that in this plan we're not

picking five people that live in the same area of

Baltimore County, how is that fair? Did you hear

testimony from everybody else that the west side

of Baltimore County, things aren't going as

peachy and as great as it is for other people?

So we should have at least the opportunity to have a completely different process on how we

select our ethics review panel. And also to be

fair, I don't think the Board should be

appointing, I don't think, you know, the school

system should be appointing this either. Maybe,

I don't know, Johnny O, the county exec, let's

Page 125

ask him to help, because I know he's happy to ² help when it comes to dashboards and stuff, so why not have a panel that represents all of ⁴ Baltimore County, that has experience and that ⁵ doesn't have any ties, any ties and cannot be 6 swayed or, you know, feel bad about saying something because social trends got them on the ethics review panel? You know, so that's kind of my issue with this whole thing it is really wrong. And I'm sure you guys read some of this 11 stuff on Policy 8366. Have you read all the 12 stuff regarding the internal operations of the ethics code? It gets boring, like reading policy, you know, it's overwhelming, but that's another thing.

16 They're able to serve two five-year terms, two five-year terms until another person comes up, makes sense? That is a long time to be there, five years is a long time term. I don't ²⁰ think there should be term limits really. You know what, maybe they should have a two-year term

Page 127 and no term limits, you know? It sounds very

silly, but you know, Congress doesn't have term

limits, a lot of people think they should but

they don't, but you get experience. So you pay

⁵ attention to a lot of these little boards that

people don't know what they do, but they do

⁷ really big things for our school system, they do some major investigations and some major opinions

that they form and stuff, and you have to pay

10 attention to what happens.

CHAIRWOMAN SCOTT: Okay, time. Thank you, Ms. Bergman. So the last policy you had on 13 here is Policy 8601, use of social media.

14 MS. BERGMAN: Okay, so this is a big one, the social media policy, okay? The 16 inspector general wrote not one, but two, two ¹⁷ letters, two letters to this Board because we 18 have board members going wild, okay? Not cool. ¹⁹ Not cool to have board members going wild, okay? Not cool to go on the record and say that you are

against something that we need. We need this.

Page 126 The reason why we need this to have the social

media policy, so this Board can move forward and

actually educate and help our students and

4 teachers, that is why we need this social media policy.

6 There has been too much nonsense on social media, okay, hiding, deleting comments, muting people just because you don't like their opinion, okay? That is unacceptable, okay? Then you want to talk about, oh, First Amendment ¹¹ rights. What about people's First Amendment 12 rights when you delete their comments and the way

they express themselves about their education?

14 And going back to that Policy 1270 about 15 community engagement, okay? Community 16 engagement. How do you have meaningful two-way communication if you've muted or deleted, or blocked somebody, how is that communication meaningful with the parents, with a student, with an educator? Like shame on you for saying elsewhere. This is the type of thing that we

Page 129

Page 128

need, unfortunately we need and we must have it,

because it has violated the First Amendment

rights, not to a board member but to the public,

the public it is supposed to serve, we the people

that you're supposed to help, okay? We expect

this Board to support our superintendent. You

guys hired him, work with him, communicate, have

meaningful two-way communication with him, okay?

Stop cutting stuff and if we have any more money

to, did you see the audit? Compared to our

nearby districts we barely have any more money.

What else are you going to cut, how is that

helping our students and teachers get educated in

¹⁴ Baltimore County, okay? While your focus,

instead of addressing how we barely have enough

money to educate everybody, okay, your focus is 17

on social media nonsense, okay?

I feel like some board members promote their personal little business on their social media platforms. That's a big no no, you should not do that. So the social media policy, you

18

Page 133

Page 130

know what we need to do also that's not added on

- ² here, no one's thought of, we need to add some
- kind of register system, a way that board members
- 4 have to register what social media platforms they
- are using so our school systems identify that
- platform has been registered, and you must also
- register whatever small business that you have to
- make sure that you are not promoting financial
- gain using your board member passport, okay?
- Nobody has talked about that.

CHAIRWOMAN SCOTT: Thank you,

- Ms. Bergman, that's time.
- 13 MS. BERGMAN: Am I done? Thank you very
- 14 much.

11

15 CHAIRWOMAN SCOTT: Yes, thank you,

- 16 Ms. Bergman. Now we have Ms. Brenda Pfeifer, who
- would like to speak on 8601, use of social media
- 18 as well.

20

1

- 19 MS. PFEIFER: Can you hear me?
 - CHAIRWOMAN SCOTT: Yes, we can. Please
 - go ahead.

Page 131

18

MS. PFEIFER: Okay, thank you. So, we

- know that the stated purpose of this new social
- media policy is to lay out standards for board
- members when using social media and other online
- platforms and to define the potential
- consequences if those standards are violated. I
- am not speaking tonight to argue for or against
- 8 having a social media policy in general.
- 9 However, I do believe that this particular policy
- 10 is not a good policy and it needs to be
- rewritten, so I'm glad that it was sent back to
- 12 committee tonight.

13 Generally, I just think that the

¹⁴ language in this policy is simply too vague to be

- ¹⁵ effective. For example, the policy states that
- 16 board members should always conduct themselves on
- 17 line in a manner that reflects well of the Board
- and the school system, but I'm wondering how this
- ¹⁹ will be interpreted. Does a board member have a
- right to respectfully disagree with the school
- system or could that be interpreted as not

little unclear from reading the policy.

Also, the policy prohibits board members

reflecting well of the school system? It's a

from deliberating board business on any online

platform, but what does that mean? I listened to

6 the policy review committee meeting in which the

policy was discussed, and our student board

member asked some very good questions, clarifying

questions about what might count as deliberating

board business on line but in that meeting he

really wasn't able to get clear answers to those

questions. So how is a board member to know

whether he or she is deliberating board business

on line or simply participating in healthy and

robust discussions about the school system? So

16 again, the language is just too vague to really

be effectively implemented.

If there's going to be a policy

governing the use of social media and online

platforms, it must be very clear. One of the

potential consequences listed for violating this

policy is being removed from committee

assignments where board members do much of their

work. So board members must be completely clear

about what is being expected of them when such

serious consequences are at stake. If I were a

board member I'd be very concerned about this

policy as it is written now. It's too vague to

be able to clearly identify when I was in

compliance with the policy or not, and I'd always

be concerned that something I'm saying on social

media could be interpreted as being in violation

of the policy, and this concern would likely

limit my posts and my interactions on line for

¹⁴ fear of violating this nebulous policy.

15 Social media and other online platforms are among the most common ways that people

17 interact and debate current issues these days.

If an overly broad and vague policy like this one

leads to board members limiting their social

media interactions then it could have a

significant negative impact on their engagement

2201 Old Court Road, Baltimore. MD 21208 www.crcsalomon.com - info@crcsalomon.com

Page 134 Page 136 with the very stakeholders that they represent. of Education. Tonight we, the design team and I 2 So if the Board does choose to go forward to have will provide an update regarding our reopening. ³ a social media policy, which I believe it will, We will discuss certain topics such as our 4 it needs much clearer language so that all phased-in approach, data related to the virtual parties will know with certainty if and when versus hybrid learning, extracurricular 6 violations occur. So again, this policy is just activities, CDC guidelines, an overview of our too vague and I'm grateful that it's been sent pacing and our partnership with our health back to committee to be revised. Thank you. experts or our health advisory. Next slide 9 CHAIRWOMAN SCOTT: Thank you. Okay, so 9 please. 10 10 that ends our public comment on policies. The Phase I and Phase II began on March 1st. 11 11 next --We had students attending our public separate day 12 VICE CHAIR HENN: Madam Chair, pardon schools and our preschool through grade two. On 13 me. March 15th in grades three to 12, students CHAIRWOMAN SCOTT: I'm sorry, could you 14 receiving special education services provided 15 identify who is speaking? primarily outside of general education had an 16 16 VICE CHAIR HENN: Oh. Ms. Henn. opportunity to return in a hybrid model. 17 CHAIRWOMAN SCOTT: Yes, Ms. Henn? Additionally, our high school students in select 18 VICE CHAIR HENN: I believe there is CTE programs returned so they could be afforded 19 somebody who has called in who signed up to speak hands-on opportunities tied to credentialing. to policies that has not been acknowledged. Once again, we need to highlight the work of our 21 CHAIRWOMAN SCOTT: And how would you school-based staff servicing students, and the Page 135 Page 137 1 know this, where did that -- because I have a collaboration that has taken place across schools list here of everyone who signed up. and offices in order to welcome back our 3 VICE CHAIR HENN: Would you please check students. Our administrators have partnered 4 with Ms. Gover? across schools within and across feeders to share ⁵ best practices. Teachers volunteered to return CHAIRWOMAN SCOTT: Ms. Gover is shaking 6 her head no, there is no one. Is there somebody early so they could explore and learn how to on line waiting or on the phone? Yeah, Ms. Gover ⁷ implement concurrent instruction. Office support 8 said Ms. Pfeifer was the last one. We just staff worked tirelessly to assist with insuring 9 double checked. families with transportation and that student 10 All right. So the next item on the ¹⁰ information transferred into our new student agenda is action taken in closed session, and for information system. There have been incredible 12 ¹² SEL supports provided to our students as they that I call on Mr. Brousaides. 13 MR. BROUSAIDES: Good evening, returned. Teachers and paraeducators are Ms. Scott. Nothing to report from closed ¹⁴ implementing curriculum and meetings to reunite 15 session. students as communities and our PPWs and social 16 workers are assisting schools with outreach to CHAIRWOMAN SCOTT: Thank you, Mr. Brousaides. The next item on the agenda is 17 our students and families. Our schools are the reopening of schools and for that I call on fostering community partnerships to provide 19 Dr. Williams. 19 wraparound services to our families. 20 DR. WILLIAMS: So good evening, Chair 20 Two schools have partnered with the Scott, Vice Chair Henn and members of the Board LEAF, the Latino Education Achievement, to

21

12

16

Page 138

Page 139

conduct workshops for our families regarding hybrid learning. Central office leaders

participated in a Facebook Live session on somos,

Baltimore Latinos, and answered questions

regarding hybrid learning.

Yesterday, March 22nd, we had welcomed back all of our remaining staff to our schools. Our leaders along with our office professionals and building service workers have done a phenomenal job preparing for their return. ¹¹ Additionally, our sixth and ninth graders entered 12 their middle and high schools for the first time this year. We are thrilled that we were able to

offer them this week to be with staff and in their building ahead of the return of upper

16 grades. Research has indicated how important it is to provide differentiated support to students 18 entering in transitional years.

19 Next slide please. I will turn it over

to Dr. Logan-Washington at this time.

DR. WASHINGTON: Thank you,

¹ Dr. Williams. The graph displays the total percentage of students and families opting for in-person hybrid instruction and the percentage of students and families opting for virtual ⁵ instruction district wide in Phase I and ⁶ Phase II, so you see the two percentages outlined on the slide, the blue representing, the darker ⁸ blue representing our students that are remaining virtual district wide in Phase I and Phase II, and the lighter blue teal color representing our students that are opting for virtual. Next slide please.

13 This graph shows that same information but by zone, so you have the east zone, central 15 zone and the west zone. Next slide please.

This graph shows the students returning in Phases I and II by race, so you see the one graph displays the data with in-person hybrid learning and the other graph virtual learning. At this time I'm going to pass the conversation to Ms. Byers, who will continue.

Page 140 MS. BYERS: So good evening, Chairwoman

Scott and members of the Board. I want to begin

by thanking Dr. Logan-Washington for being with

us this evening. This data that has just been

shared with you had previously been shared with

our equity committee; however, we felt it was

really important to share it with the full Board,

and as Dr. Logan-Washington explained, the data

does reflect Phases I and II.

Dr. Boswell-McComas and Dr. Logan-Washington do plan to share data for our subsequent phases in

future equity committee meetings.

13 So we do want to just pause here for a moment and my colleagues, Dr. Jones, Dr. Roberts and I would just like to share how this data 16 that's been presented compares to what we're seeing when we are in our schools. So as the community superintendent for the central zone, I can share that in my visits to my schools, the reality of what I'm witnessing in my schools is very much aligned to the data that you've just

Page 141

looked at when we compare who has opted into a

hybrid learning pathway versus who has opted into

a virtual learning pathway. Many of our

Baltimore County Public Schools that are

predominantly made up of white students have a

large percentage of students whose families have

opted into hybrid learning. This is in contrast

to what is observed in our schools that are not

comprised of predominantly white students. At

this time I'm going to turn things over to

Dr. Jones to share a little bit about what she's

seen as the community superintendent in the west

13 zone.

14 DR. JONES: Thank you, Ms. Byers, and good evening. These data and the pandemic itself have created another opportunity to listen, learn 17 and respond to what is actually happening in the Lansdowne area, Western Tech, Catonsville, Woodlawn, Milford Mill area, and within the

Randallstown and New Town communities. Those

communities at large represent our west zone. As

Page 142 Page 144 I visit schools and speak to principals and what we're hearing from this community, not just teachers and support staff in the west zone, I from the parents sharing with their principals, hear the anecdotes, tragic losses during the but in opportunities that I've had, and others 4 coronavirus pandemic that understandably have ⁴ like Dr. McComas and others have spoken directly impacted current choices. To that end as west with community members in our Latino communities, 6 zone leaders we will not alienate our black and 6 is they have concerns, they have concerns around brown families. We will not judge, ignore or not the safety of their children within the overlook families that also deserve a high schools but in the community, the community quality education. We must value the decisions spread, and wanted to keep their children virtual of the families that remain in a remote learning for a little bit longer. So with that, our ¹¹ environment as much as we value those that choose principals are focused on providing, as Dr. Jones to participate in in-person learning. Every mentioned, really a high quality education, student, every family, every school community virtual education for our students as well as an 14 matters. in-person education for our students, because the 15 Again, the west zone data is compelling. impact on our black and brown students is real in 16 terms of their willingness to come back and 16 Principals, teachers and staff, thank you for working with our schools to do so. your continued advocacy. We still remain focused 18 on our moral direction and obligation to provide So we wanted to just reiterate these a high quality education to all students, virtual 19 points and add some context to these slides for ²⁰ and in person. Our data tells us that we have to the Board and for the community. So at this do that. Virtual and in-person learning is going point I'll turn it back over to Ms. Byers who Page 143 Page 145 to be important in our reopening discussions and will continue the presentation. MS. BYERS: So thank you, Dr. Roberts. in our reopening planning moving forward. 3 I would like to conclude this portion of our I'll turn it over now to Dr. Roberts. 4 Dr. Roberts? update by just providing some additional 5 ⁵ important context to these data that echos some DR. ROBERTS: Great, thank you, of what you've already hear this evening from our ⁶ Dr. Jones, and good evening, board members and ⁷ Dr. Williams. I wanted to really focus my stakeholders. Our principals across all of our 8 175 school centers and programs have done an comments on our, as you heard referenced earlier from some of our community stakeholders on our incredible job of outreach to their families in ¹⁰ Latino students, particularly in the southeast order to ascertain the choices of our families. area. So as the east zone community They've worked collaboratively with our PPWs, our social workers, our ESOL office and translators superintendent, my zone of schools encompasses from Perry Hall south down through Essex into to reach our families. They've hosted countless ¹⁴ Dundalk and in Edgemere, and a growing population parent evenings. They've used technology to of our Latino students are in these areas. provide information and to inform their parents 16 of what return in a hybrid setting could look So in talking with my principals in the east zone, one of the things that they are doing, 17 like. They've often even done individual 17 the critical work that they're doing is reaching Facebook Live tours with families. I share all out to this particular community to assess their of that because it is important to note that this needs and assess their wants in terms of a data reflects the informed choices of our families. Students and families who are opting virtual and/or an in-person environment. And

Page 146

in to a virtual pathway are doing so based on information that they have received and for reasons that reflect what is in the best interests of the student and the family. As Dr. Jones explained, that choice is and it will continue to be respected by our staff inside and outside of the schoolhouse, and that respect is reflected in our ongoing plans.

At this time we are going to continue with our reentry updates and we are going to shift gears a little bit to talk about our students. So Mr. Corns, if you could please advance to the next slide?

So we do want to provide an update on in-person extracurricular activities. The full Board received information today as did our principals. As you are all aware, our extracurricular activities include both programs and clubs that enhance our students' academic programs. BCPS provides these extracurricular activities in all of our elementary, our middle

and our high schools. So examples of our clubs include the chess club, our student government associations, robotics, and then we also have programs like our honor societies, performing arts groups and fine arts groups.

It is important to note that all of
these activities have taken place in our schools
since the beginning of the school year in a
virtual environment. Our teachers, our staff,
our paraprofessionals who sponsor these
activities have done a remarkable job engaging
students in the virtual setting and they have
been incredibly creative. I've had the privilege
of attending virtual plays, virtual performances,
virtual art shows. So I just want to commend the
job and the creativity of our staff.

Our students will have the opportunity
to participate in these activities in an
in-person setting beginning on April 12th. After
we've received input from our school-based
leaders, we did recognize that this timeline will

Page 148

allow our teachers and our support staff who

² sponsor these activities, as well as our

3 students, to be able to become reacclimated to

⁴ the in-person environment. If a teacher or a

⁵ paraeducator or staff member cannot sponsor an

⁶ activity in a face-to-face setting, our school

⁷ leaders will have the opportunity and the

⁸ flexibility to explore alternatives and to make

⁹ adjustments accordingly. Virtual

¹⁰ extracurriculars have enabled students to stay

¹¹ connected into their school communities since the

¹² fall. Consequently, our in-person activities

will be offered in a concurrent learning model,

14 so that our students who have opted to remain

¹⁵ virtual for very good reasons may still

participate. We want to insure that we are

¹⁷ servicing all of our students and not creating

¹⁸ greater gaps between our white students and our

students of color.

20

Finally, staff in consultation with our high school leaders and the Office of Health

Page 149

Services, will be providing a plan and a guidance document that is related to senior activities.

This plan and guidance document will be shared

4 with our principals this week. So speaking of

⁵ our seniors, at this time I would ask Mr. Corns

6 to advance the slide and I'm going to turn things

over to Dr. Zarchin, who will provide an update

8 on graduation. Dr. Zarchin?

ceremonies. Next slide please.

DR. ZARCHIN: Thank you, Ms. Byers.
Staff continues to plan for modified in-person graduation ceremonies. Information regarding proposed venues and details about health and safety protocols are forthcoming. We are currently waiting for a decision from Towson University regarding the availability of SECU Arena. In the event that the Towson SECU Arena is not available, a work group is exploring alternative outdoor venues across Baltimore County. Health and safety considerations both CDC and local will guide our plans for modified

Page 150 So last Friday the CDC released updated guidance. As you can see, there are some changes, we've moved to three feet of social 4 distancing in classrooms in our elementary schools, or in elementary schools is the guidance 6 where mask use is universal regardless of community transmission. The guidance provided by CDC shares that middle and high schools where mask use is universal, unless community transmission is high, and unless students and teachers change classes. Six feet of social ¹² distancing remains in the guidance between adults 13 in common areas, including during meals, outside of the classroom, and increased exultation, the signing bans and sports where they're more 16 active, the breathing may be more vigorous, that is still six feet of social distancing. 18

So our secondary students change classes
so we would not be able to adopt the three feet
of social distancing in middle and high schools.
We expect the Maryland Department of Health and

Page 151

21

the Maryland State Department of Education to review this guidance in upcoming weeks. Currently Maryland requires schools to provide six feet of social distancing to the extent ⁵ possible. The CDC core principles for social ⁶ distancing between students in classrooms ⁷ includes elementary schools, as I mentioned earlier, students should be at least three feet apart. The guidance as I mentioned in middle and ¹⁰ high schools can be three feet in areas of low, moderate or substantial community transmission. In areas of high community transmission, middle and high school students should be six feet apart ¹⁴ if cohorting is not possible. As I mentioned ¹⁵ earlier, our students change classes in middle school and high school so that cohorting is not 17 in place. Next slide please.

As we are chart a path for our return to full in-person learning, we will gradually add additional layers of groups and activities in a thoughtful way, all along providing safety for

students and staff while making progress towards

² the resumption of full in-person learning. This

the resumption of full in-person learning. This

³ approach mirrors the layered approach we used

⁴ with the mitigation strategies. At this time

⁵ many unknowns remain on the path. With the virus

6 levels remaining high, will they remain stable or

⁷ drop in the next few weeks? Another question is

8 will the state sanction CDC guidelines on social

⁹ distancing in school? We have yet to see that.

What we are showing here is a roadmap
for the next few months that will move us towards
full in-person learning. You can see that in
April two things will be happening. Each week we
will add a new group, new programming and a

higher risk activity, all the while maintaining

strict mitigation measures and monitoring for

spread. We expect that we will see minimal

transmission of COVID in schools and that will be

safely expanded as far as programming for

students in the hybrid environment.

Next as we look towards May, we will

Page 153

Page 152

seek to increase the number of days that students

will be in school. We will begin with our

elementary learners in accordance with what we

know about lowest spread for this group, with the

⁵ target of elementary students being able to

attend four days a week by early May. We have

some operational challenges to address in April,

⁸ for example, what is the impact of the increased

⁹ elementary class size on transportation, how will

we provide the recommended six feet of social

distancing during lunch and when students are not

masked? Our design team operations work group

has been assigned the task of providing

recommended strategies and solutions for these

15 issues. Next slide please.

The timeline to provide all students with the opportunity to return to in-person learning enables us to learn what's working and identify variables that need to be addressed as we increase the number of students in schools.

That learning process and the evaluation along

18

16

Page 157

14

16

8

10

Page 154

the way is incredibly important. We are purposely being conservative as transmission rates have been rising, so we can build on

4 successes and strengthen confidence and trust

across stakeholders. We are both energized and

6 excited about progress towards having students

back in schools five days a week, and we

understand that we will need to address those who

are ready for a full return now and those who are

uncomfortable about the risks associated with the

path we are currently on. We believe that our

current path will build trust and confidence in a

return to in-person learning.

In a meeting with the CDC senior scientists and epidemiologists we received positive feedback on a return to in-person learning. In the meeting we were encouraged to walk, then run, and avoid putting the cart before the horse which would leave us forced to revert ²⁰ back. The CDC doctor encouraged us to maintain a

with our health advisory experts from Johns

Hopkins and the University of Maryland, we had an

deliberate pace. Yesterday in our second meeting

opportunity to share our plan and received

guidance on our plan and pace towards a full

⁵ return to in-person learning. In the meeting it

was reinforced that with cohorts we can put more

students back in schools. Once again, we were

encouraged to continue moving towards bringing

more students back at a purposeful pace while

monitoring transmission in schools.

A key takeaway from the meeting was to move with a focus on quality improvement. We were encouraged to monitor variables as we expand ¹⁴ in-person learning and avoid moving at a pace 15 that would prevent us from having to walk back our return. That would happen or could happen if 17 our pace exceeds our ability to learn and adapt 18 to challenges. The JHU and University of ¹⁹ Maryland doctors emphasized that the risk of secondary transmission increases with age. As a

result, we will focus our early expansion for

elementary schools and then include middle

schools and high schools. We will continue to

monitor our metrics and build upon our mitigation

practices as we deliberately and safely progress

towards a return to in-person learning for all

⁶ five days a week.

It is our goal to be fully open and keep the schools fully open. To that end we are committed to building on successes and learning so students receive the benefits of in-person learning without disruptions or returns back to virtual. Next slide please.

13 So we are extremely thankful for the guidance and support that we have received from local and national experts. Our most recent 16 advisors are working with us to support the school system as a result of the Baltimore County Government's involvement and partnership with our work. Experts in our health advisory are from the Johns Hopkins Consortium for School-Based

Page 155

Medicine. We have continued to work with

Dr. Branch on at least a weekly basis and we are

Health and the University of Maryland School of

in contact with him about many issues that come

up and opportunities for vaccines for our staff

throughout BCPS. We also have a COVID task force

that meets weekly that includes Dr. Chen from the

⁷ Department of Health in Baltimore County. Our

design team and work groups continue to focus on

opportunities to expand in-person learning and as

I mentioned, our new advisory health group has

been a great asset as well. Dr. Williams in his

weekly meetings with superintendents hears from

the Maryland Department of Health as well as

14 MSDE.

15

17

At this time I will turn to Dr. McComas to continue the presentation.

DR. MCCOMAS: Good evening, members of 18 the Board. Mr. Corns, if you could please advance the slide, I'm here to provide you just a reiteration of our update for athletics. As all of you know by now, we have expanded our

Page 158

spectator for our athletic games. It's typically three spectators per student athlete, and of course that can take us up to crowds of approximately 360 persons or so. We certainly need to make adjustments for older and smaller facilities that may not accommodate such large crowd, keeping in mind that spectators still need to maintain six feet distance between the groups that are there, and we are continuing to use our paperless ticketing system, ticket stick it as a way of helping to manage that, as well as to support if and when contact tracing is necessary. Again, safety protocols remain in effect as Dr. Zarchin talked about, wearing masks, maintaining social distancing and of course 16 contact tracings as referenced. Mr. Corns, if you could go on to the next slide? 18

I'm happy to share with you this evening moving forward, I know Dr. Zarchin talked with you about our journey moving forward into the rest of this school year, and I am here to share

Page 159 with you some of our highlights of this upcoming summer learning program.

We are pleased to offer this summer a combination of both in-person or face-to-face ⁵ learning opportunities as well as virtual synchronous instruction for students, and paired also with a self-paced fully virtual option for students as well. Our in-person programs that will be both in person and synchronously virtually are our bridge to kindergarten program which is a brand new program this year, thanks to a state grant, and this is an in-person only opportunity for our students who will be entering ¹⁴ kindergarten. We will as always, we always offer the extended year program which is for students whose IEP requires them to have the extended year 17 learning program. Again, this will be offered in person. Extended learning opportunity for our ¹⁹ Title I schools, our English language learners, these programs prioritize our English language

learners who are level one and level two

speakers. Our extended year learning program which services students at the middle grades and students at the high school grades as well. Our math academy. And for students who participate in the early college access program, that's a

6 magnet program at Woodlawn High School, those students will have a virtual summer program in which they are taking coursework with CCBC.

9 Lastly, we will also offer again this summer what we refer to as the summer learning hike; this is a new program that we offered last year that began the very first week that school closed and ran all the way through to the very last week prior to school starting this year. This program is offered for students that will be 16 in grades K to 12 for next school year. It is entirely optional, students can drop in, this is self paced and they work through the programs as a convenience of themselves and their families. They can take a week off, they can jump back in and work through it, again, in a self-paced Page 161

manner. We did see last year great participation in the summer learning hike, I think particularly our third graders last year used it a great deal throughout the summer, so we are excited to offer that again this summer.

Our intent was to provide a robust ⁷ bridge that spanned this year into next school year and to provide the learning in the formats that we believed would serve our community well. For those families that want to remain virtual, we're offering much of what we're doing in a virtual format. For those families that want and prefer the face-to-face or in-person instruction, we're very pleased to be able to offer that again this summer.

And at that, I believe I conclude the presentation. I think, Mr. Corns, if you could go to the next slide? Thank you, and at this point I will turn it back over to Dr. Williams. Thank you.

DR. WILLIAMS: So thank you, team, for

15

16

Page 162

the update. I will then turn it to Chair Scott. CHAIRWOMAN SCOTT: Thank you. So we can start taking questions. It looks like our first

one is from Mr. Offerman?

MR. OFFERMAN: Yes. First of all, thank ⁶ everyone, it was an extremely well done presentation. I'd like to focus back on the middle and the high school situation. Is it correct to say that what's standing in our way of bringing those students back in larger numbers or 11 for more days is the fact that they are changing 12 classes, is that the primary problem?

13 DR. ZARCHIN: Well, that will come into play if MSDE and the Maryland Department of 15 Health, if and when they adopt the new CDC guidelines. At this point they have not been adopted. With what we have with our percent positivity at this point, we're in the high transmission area, and it's really difficult when 20 you add that to the fact that they are not cohorting, they're moving from class to class, so

Page 163

14

18

19

20

2

12

16

will start.

to your point, yes.

1

2

3

5

8

9

10

19

MR. OFFERMAN: Thank you.

CHAIRWOMAN SCOTT: Thank you,

Mr. Offerman. Next is Mr. Kuehn.

MR. KUEHN: Thank you, Ms. Scott.

⁶ Dr. Zarchin, is your area in charge of the

procurement of PPE for schools?

DR. ZARCHIN: So we work on part of that with facilities. It depends on the PPE that's desired.

MR. KUEHN: So just to clarify, you work in conjunction with facilities to tell them what will be needed in the schools so that's all ¹⁴ available, correct?

15 DR. ZARCHIN: Yes, and I can have ¹⁶ Dr. Scriven and Ms. Somerville speak to details 17 about that, but we do work together on ordering, 18 yes.

MR. KUEHN: Okay, fantastic, thank you. When you were talking about the schedule you were talking about May, June, continuing the expansion

of in-person learning. Are you talking about -you were talking about four-day a week but you only mentioned elementary schools; are you

expecting it to just stop at elementary schools?

DR. ZARCHIN: No, we will start with elementary schools. As I mentioned, one of the critical areas that we're looking at is as we introduce new variables, bringing more students in, we're monitoring lunch, time outside of the building. We hope to expand beyond elementary but what the research is saying is that, and our experts, the spread is lowest with our elementary aged students. So as we expand, that's where we

15 MR. KUEHN: And just so I'm clear, 16 you're not able to move forward any faster in April because of why?

DR. ZARCHIN: I'm not sure of the question.

MR. KUEHN: You said you waited until May to make the expansion. My question is why

Page 165

Page 164

are you waiting all the way until May?

DR. ZARCHIN: Because of monitoring metrics, making sure that as we're still transitioning students back, learning from not only situations in schools that arise, but also athletics, so that's that safe pace to a return, ⁷ and moving at a pace where we can learn along the way and be very careful that we don't get the situation where we go too fast, we have positive cases that send students or cohorts back home because of spread.

MR. KUEHN: So could you just explain, in order for us to expand to four days, what metrics do you need to see in order to agree to 15 that?

DR. ZARCHIN: So the one metric we're looking at right now is, or two actually, total cases per 100,000 based on a seven-day, and percent positivity based on a seven-day. So right now in addition to that, and this may be even more important, it's learning from positive

15

16

3

Page 166

cases that occur in schools, and that's really critical, where are we doing a good job with our protocols, our mitigation practices, and where are we struggling a little bit.

The other piece is as we have returned, the tracking of cases that are our nurses are doing, it requires a great deal of time, contact tracing for one positive can lead to many many interviews with students and staff, so those are things that we're learning to grow with, we're getting better at it but it is taking time and it is really stretching our nursing staff pretty thin right now.

MR. KUEHN: All right, thank you, Dr. Zarchin, I will reserve the rest of my time. DR. ZARCHIN: Thank you. I think one thing that may be helpful is having Ms. Somerville talk about the contact tracing. I think that's an area that is not always understood, the time, effort, energy and

could you give us a quick overview of that contact tracing work?

resources that go into that. Ms. Somerville,

MS. SOMERVILLE: Can you hear me okay? DR. ZARCHIN: Yes, thank you.

MS. SOMERVILLE: Thank you, sorry, I was 6 double muted. So in Baltimore County Schools we're doing a targeted contact tracing. There's places that are just sending whole pods or classrooms home when there's a case, and we feel ¹⁰ like it's important to make sure that we identify persons with close contacts and then notify those persons personally that they had an exposure to ¹³ COVID. So we interview the case and if the case 14 is in a student, we have to interview the 15 teacher, because very rarely will parents know in the classroom who the student was in close contact with. We also have to touch base with 17 the bus driver and look at the bus seating

So what we find is using that targeted approach, which minimizes exclusion, usually that

arrangements, and notify all staff as well.

Page 168 whole class goes home for two weeks, it works,

but it is really kind of using a sledgehammer

when a screwdriver will work. But it really,

that takes a significant amount of time to do

well and to provide the support to our parents

6 and our staff that they need when they learn that they've been exposed to COVID. We link them to

testing resources, we provide them information

and you know, for our staff, information about

leave and working remotely, so that's in a

nutshell the contact tracing.

12

Page 167

3

And I'd like to add just one thing that we're monitoring very closely is the concept of secondary spread, which is, our goal is no transmission in schools. And so we're really 16 monitoring the people that we put out as close contacts and the schools where we have cases to make sure that we do not have secondary spread and if we do, what we can do to mitigate that, because we really need to gain that, keep our students and staff safe and to gain the trust of

Page 169

our community that we can open it up very safely during the pandemic.

CHAIRWOMAN SCOTT: Thank you for that. Next we have Dr. Hager.

DR. HAGER: Thank you so much, Ms. Somerville, and thank you to those of you who did the presentation for your transparency with all the return to school data, and thanks for assembling these great health advisors, and I've just been really excited about where we are right now and given our current positivity rate I actually really appreciate the pace that we're going with and I think we're in, again, a really good position, and I thank you all for your 15 really hard work.

So my questions are really more looking forward a little bit. So April 27th happens to be my birthday and also happens to be the day that 16-year-olds in Maryland are allowed to get vaccinated. So given that are we, do we have a plan in place to track our students that are

19

Page 172 Page 170 going to be vaccinated like we would with any data sharing agreement with Maryland ImmuNet. 2 vaccine, just so we can start to understand kind DR. HAGER: Wonderful, thank you. And of how widespread these vaccines are? I'm also then, is there a plan in place for a timeline for 4 hopeful that our younger children will be allowed when we will release our fall plans? to get vaccinated. DR. WILLIAMS: So I'll start. As CHAIRWOMAN SCOTT: Could everyone mute ⁶ Dr. McComas shared, the bridge between the spring 7 please? and the summer is what we're working on, and if 8 the metrics are looking favorable with all the DR. HAGER: So basically, what do we have in place to prepare, because that is right information and guidance that we receive, I don't see why we wouldn't start, again, if the metrics around the corner. 11 DR. ZARCHIN: Thank you for that are looking favorable and we have the guidance question. So I'll start with the tracking who 12 through all of our partners, CDC of course, the has been vaccinated. That is very difficult ¹³ Maryland Health Department and MSDE. Principals because of privacy. We have been asked, you are already looking at staffing so we are 15 know, how many of our employees have received the anticipating, I can't say a normal start, but vaccine and we really, we can share how many, you 16 16 we're anticipating starting a school year similar know, links we can offer, but beyond that it's to other school years, but at this point as Dr. Zarchin was sharing, we're going to continue very difficult to have a sense of how many employees have received the vaccine, because of to monitor those guidelines and see if anything 20 those privacy issues. I think the same will hold 20 changes. true with our students. 21 As you well know, last year we had to Page 171 Page 173 1 What we do have a sense in with our submit a plan in June and I think we got feedback employees now is that we have fewer and fewer who in July, so we will continue to provide some are reaching out for the vaccines when we have updates once we have received, but yes, the way availability, and the other piece is we don't I'm looking at it is everything is aligned, we 5 know who has gone beyond the clinics that we've are planning for trying to be somewhat of a traditional start of the school year, if you offered in coordination with Baltimore County 7 will. Department of Health. 8 8 DR. HAGER: Thank you. That's all for DR. HAGER: That is real interesting, so would it require something from the Department of 9 now. Health to add the COVID vaccine to some sort of a 10 CHAIRWOMAN SCOTT: Thank you. It looks vaccine list for students, or is that unlikely to like Ms. Mack. 12 12 happen? MS. MACK: Yes, thank you, Ms. Scott. I 13 MS. BYERS: So good evening, Dr. Hager. think this question may tie into what ¹⁴ I'll let Ms. Somerville jump in if I'm incorrect, ¹⁴ Dr. Williams just referenced as the bridge but COMAR dictates required vaccinations for between spring and summer. Yesterday the state 16 students, I believe. superintendent, Karen Salmon sent out a memo with 17 MS. SOMERVILLE: This is Ms. Somerville. 17 some attachments with the subject of second tier COMAR does dictate those immunizations, but our performance metrics, and it appears that BCPS, I weekly downloads of data from Maryland ImmuNet believe all systems were asked to provide data on the fall 2020 semester, and it looks like BCPS includes required and non-required vaccines, so we actually will get that data as part of our reported that seventh graders received 24.3 hours

Page 174 Page 176 a week of synchronous learning. A parent emailed in the Wednesday learning? ² me and perhaps other board members, I think DR. MCCOMAS: Well, it's really yesterday, that her child had only received 14 organized. You need to think about Wednesdays 4 hours a week of synchronous learning. Can and like instructionally what we think about anybody explain how there could be a discrepancy Wednesdays is where, and Ms. Mack, I know you 6 and if there is a discrepancy, what we're doing visit classrooms as many of our board members do, now to make sure that the kids really do get the which we appreciate. You know, in the normal 24 hours a week? setting we would see the teacher pull that small 9 DR. MCCOMAS: Sure, Ms. Mack, I'm happy group and they might work with a small group for 20 or 30 minutes, then they would have those to speak to that. What you will see in that question for the second term performance was that students maybe move on to some independent work the instructional model hours, and that includes into another group. So these Wednesday mornings the small group hours on Wednesday morning, and were really designed to have that kind of those small groups are, they fluctuate and flexibility so that we could provide really focused targeted support for our students. And they're customized by teacher, by subject, by that would not just limit it to interventions, grade level to service students. So those small groups are designed, they can be used for students that need to get caught up, but that students that need additional intervention, they could also be used for students to have can be used for students that need acceleration, enrichment acceleration, and so I hope that you and so that's really what that model, that took can understand how there is variance in the way into account that, and so that's where you may that becomes implemented. Page 177 Page 175 experience variations and fluctuations. MS. MACK: But we would not turn a MS. MACK: So thank you, Dr. McComas, student away who wanted to participate on very much. When we submitted our hours, did we Wednesday learning? extrapolate based on who we thought was attending DR. MCCOMAS: No, but I would say that on Wednesdays or who could attend or who actually it is structured and organized by the classroom 6 attended? teacher, how they utilize that time. DR. MCCOMAS: No, the model, what was MS. MACK: Thank you very much, 8 submitted is what the model is which is a Dr. McComas. universal model, and then the way that gets DR. MCCOMAS: My pleasure as always, 10 implemented is where you get the nuances. 10 thank you. 11 MS. MACK: So in this case where this CHAIRWOMAN SCOTT: Thank you. It looks mom is reporting that her son only got 14 hours, like we have a question from Ms. Henn. 13 would it be safe to say that this child may not VICE CHAIR HENN: Thanks, Madam Chair. ¹⁴ have participated in Wednesday learning? Good evening, Dr. McComas. I had a follow-up 15 DR. MCCOMAS: That's possible. I don't question regarding Wednesday instruction to 16 know the particular, you know, child's schedule Ms. Mack's questions. 17 and when they may or may not have had that 17 DR. MCCOMAS: Yes. opportunity. 18 VICE CHAIR HENN: Are we tracking on a MS. MACK: And one more quick question 19 student level those instructional hours? 20 about that and I know we've talked about it, but DR. MCCOMAS: So that would be, the ²¹ classroom teachers would. I do not at the system 21 is that totally up to the student to participate

9

10

13

14

15

16

17

1

8

15

17

Baltimore County Board of Education Meeting Page 178 Page 180 level have a system for tracking that because we're hearing. 2 that fluctuates classroom by classroom. DR. MCCOMAS: Sure. 3 VICE CHAIR HENN: Thank you. Are DR. WILLIAMS: So Ms. Henn, I'm sorry. ⁴ I would suggest that you share that information teachers required to track it? DR. MCCOMAS: I would say that that with me or Dr. McComas if you're hearing such would just be part of their instructional 6 reports. Thank you. planning for the week. VICE CHAIR HENN: Sure. Thank you. 8 VICE CHAIR HENN: So is that a yes or CHAIRWOMAN SCOTT: Thank you. Next we no? have Mr. Kuehn. 10 DR. MCCOMAS: As a principal I would MR. KUEHN: Thanks, Ms. Scott. I have a expect my teachers to be able to share how that 11 motion, and I'll just read it. I move to direct time is used. the Office of Internal Audit to immediately begin VICE CHAIR HENN: Are principals an audit of the Education and Secondary School required to report it at a system level? Emergency Relief Fund of 23.7 million that was DR. MCCOMAS: No, we do not have a awarded to BCPS through the CARES Act grant on June 26th of 2020. The Office of Internal Audit system level reporting mechanism for that. will provide their final report at the June 8th, VICE CHAIR HENN: So to Ms. Mack's point, she asked about extrapolation for the data 2021 Board of Education meeting. 19 that was sent to MSDE. That assumes that all CHAIRWOMAN SCOTT: Is there a second? students are receiving the 24-and-a-half hours of 20 VICE CHAIR HENN: Second, Henn. 21 synchronous instruction per week. CHAIRWOMAN SCOTT: Thank you. So Page 179 Page 181 DR. MCCOMAS: Yes, and the models that Mr. Kuehn made a motion to direct the Office of were put forward to MSDE way back in the fall, Internal Audit to immediately begin an audit of that was part of what this model puts forward, it the Education and Secondary School Emergency talks about the average of the hours. Relief Fund of 23.7 million that was awarded to VICE CHAIR HENN: So is it expected that ⁵ BCPS through the CARES Act grant on June 26th, 6 2020. The OIA will provide their financial within the six hours on Wednesday, that all report at the June 8th, 2021 Board of Education students would have synchronous contact or meeting. And that was seconded by Ms. Henn. synchronous instruction? DR. MCCOMAS: No, that is really for Would you like to speak to your motion? ¹⁰ customized group work and so that can fluctuate. MR. KUEHN: I'll speak briefly to it. You may have a student who has it one week and a Everybody's very interested in the amount of student that doesn't have it necessarily the next money that has come to the school system and this week depending on how the teacher is using their is just the first part, this is known as CARES small group structures. Act I or people refer to it as CARES Act I. So ¹⁵ I'm talking about the initial amount of money. VICE CHAIR HENN: Because what I'm 16 hearing is that students are not receiving that There is a CARES Act II and that will be a synchronous instruction on Wednesdays and that 17 separate discussion as that money is, as a focus

18 that's the norm rather than the exception. So

¹⁹ I'm asking about tracking so that I have some

data when we hear these things anecdotally to be

able to validate or, you know, invalidate what

of future meetings and of future plans. But this

spent the money on, here are the things that we

bought for that, so that it could be made public

motion is specifically to say this is what we

Page 184 Page 182 as soon as possible. Thank you. getting close to the end of the fiscal year so I 2 CHAIRWOMAN SCOTT: Thank you, Mr. Kuehn. believe we have the ability to do that. Any questions? Okay, Ms. Gover, if we could do a The other point that I would like to 4 rollcall vote please? Oh, I apologize, make is I don't know what the CLA audit is going ⁵ to cover or when it's actually going to happen, Mr. McMillion? 6 but this is a very timely audit and I believe, MR. MCMILLION: Yeah. In conversations with Ms. Barr, and for those that are unaware -and that's the reason why I set a June 8th date 8 8 for the report to be due, was to provide the CHAIRWOMAN SCOTT: Your microphone is 9 not on. information to the public as soon as possible. 10 And I believe all the information should be MR. MCMILLION: They had me turned down 11 low because I'm loud. For those that don't know, available and Dr. Williams and his team will make I'm the chairman of the internal audit committee that all very available to the Office of Inter and in conversation with Ms. Barr, there's a Audit and therefore will have at least CARES Act I, you know, provided to everybody. Thank possibility that the CLA, an external audit 15 | you. group, is looking at these expenditures. So my 16 argument would be why, if we get an answer that CHAIRWOMAN SCOTT: Thank you, Mr. Kuehn. they're doing that, why are we going to duplicate Ms. Causey and then Mr. McMillion again. 18 18 their work? To me that's not working smartly. MS. CAUSEY: Thank you, Madam Chair, and So now, if they're not doing that, yes, that's 19 I appreciate Mr. McMillion as chair of the audit 20 committee discussing his perspective on the use 20 something that the audit committee could look at, ²¹ but I think that, you know, we've got committees of Clifton Larson as the outside auditor, they're Page 183 Page 185 to look at things, why throw something out there? the typical outside auditor, to do the work. And Let the committee look at it, if the committee I would support the motion as presented, and if the Office of Internal Audit decides to utilize justifies it, and I'm a transparent guy, if that's something the committee wants to do, if Clifton Larson to get the work done, then that ⁵ the committee says no, they don't want to do it, would be up to the chief auditor to do so. I we come back to the Board and then we vote on it think it is helpful for the full Board to have ⁷ if the outside audit is not doing this. Thank ⁷ its opinion known about what's important, so I 8 would support the motion, and also support these you. 9 CHAIRWOMAN SCOTT: Thank you, types of motions in terms of having the full Board to express their opinion about what's Mr. McMillion. It looks like there was a comment 11 first from Mr. Kuehn and then Ms. Causey. important and also to the time limit of it. 12 12 MR. KUEHN: Thank you, Ms. Scott. Thank you. 13 Thanks, Mr. McMillion, I appreciate your insight CHAIRWOMAN SCOTT: Thank you. and your comments. Having been the chair of Mr. McMillion, then Ms. Rowe. 15 MR. MCMILLION: Dr. Williams, can we audit committee for nearly two years I understand 16 have Chief Auditor Barr speak to this, is she 16 how it works. And one of the things that I would point out is that we have set aside hours for the 17 available? 17 18 Office of Internal Audit to execute on 18 DR. WILLIAMS: I'm happy to see if ¹⁹ board-directed projects, and this would be a Ms. Barr is on the line. I will just remind the Board we shared how we used the CARES I Act, we board-directed project, so the hours should be in the budget and should be available, and we're shared in a weekly update and we're happy to

Page 188 Page 186 share it again with the Board and some of the significant amount of funds and our understanding ² ideas that we plan to use for the CARES II so, I as what's been reported to the Board is that, you know, this money's been spent. Waiting, I don't know if Ms. Barr is on the line. CHAIRWOMAN SCOTT: While you check, 4 honestly don't -- we're referring to a single perhaps we could go to Ms. Rowe. Thank you. audit that happens every year, it's an annual MS. ROWE: Yes, thank you. I think the 6 thing that happens where an outside auditor comes ⁷ issue is less about has the expenditures been in and makes sure that we're spending money shared with the Board, so much as are these appropriately throughout the entire system. expenditures being shared in a detailed format So I'm not quite sure of the timing, I'm with the public. And if the auditors are looking sure that perhaps some staff could speak to the timing, I don't recall it off the top of my head, 11 into this, then that just means that they're going to verify the numbers. I see no reason why but what I'm seeing is we're getting close to the 13 the Office of Internal Audit cannot ask for the end of the fiscal year, I know that there's, this ¹⁴ information and supply a report that's available is a large dollar item if you want to think of it to the public, and then the external auditors that way, and I think that the Office of Internal Audit could focus on it and do it in this 16 16 will do what they do and confirm if the information is accurate. relatively short amount of time, I have faith in 18 18 And Mr. Kuehn is right in that that them. 19 external audit could take a lot longer, and we're DR. HAGER: And I'd just add that we've getting a lot of scrutiny on people wanting to had updates almost weekly on how the money has know precisely how the CARES Act money was spent, been spent, and so it would surprise me if an Page 187 Page 189 and if we don't offer accountability for how the auditor found something different, you know, first amount was spent, then there's just going because it's been so transparent, so yes, that's to be constant questions about future amounts, just my own perspective. and so I think that we should do this. 4 MR. KUEHN: It doesn't hurt to verify. CHAIRWOMAN SCOTT: Thank you. We have a 5 CHAIRWOMAN SCOTT: Sorry, I didn't mean question from Dr. Hager. to interrupt. Ms. Barr just joined us. DR. HAGER: Yeah, I had a question for Ms. Barr, are you there? 8 8 Mr. McMillion and for Mr. Kuehn. So MS. BARR: Yes, good evening. Mr. McMillion, when would this audit be available CHAIRWOMAN SCOTT: Good evening, and would it automatically be made public, the Ms. Barr, thank you for joining us. 11 one that you're referring to? Mr. McMillion, you had a question of Ms. Barr, or 12 MR. MCMILLION: Ms. Barr's in contact you wanted her to speak to the motion proposed? 13 with a woman name Sherry King and she responded, MR. MCMILLION: Yes, if she could. 14 she emailed her 15 or 20 minutes ago. She won't 14 CHAIRWOMAN SCOTT: Okay. So let me 15 know the details of what they're looking at until restate the motion for you, Ms. Barr, because I 16 tomorrow morning. think she's phoning in and can't see the chat. 17 DR. HAGER: Okay. And then Mr. Kuehn, So Mr. Kuehn made a motion to direct the Office why do you feel this is so urgent that we can't of Internal Audit to immediately begin an audit 19 wait for the audit that Mr. McMillion is of the Education and Secondary School Emergency 20 referring to? Relief Fund of \$23.7 million that was awarded to 21 BCPS through the CARES Act grant on June 26th,

MR. KUEHN: So we're talking about a

Page 190

3

16

18

19

21

Page 191

2020. The OIA will provide their final report at the June 8th, 2021 Board of Education meeting.

So Mr. McMillion asked, and I think it would be helpful for all of us if you could speak to that motion. Particularly, is that something that your office is already doing, would this work be redundant or repetitive, or is this something that is already being undertaken?

MS. BARR: Okay, I do apologize. I lost power, I was watching the meeting, and I missed the conversation about, the conversation about the single audit.

The Board's external auditors, Clifton Larson Allen typically do the audit related to federal expenditures, and at the audit committee back in October, Ms. Sherry King, who is the partner on the job for the Board, expressed that they would be reviewing these expenditures as part of the single audit in this upcoming year. ²⁰ So in order to avoid or eliminate redundancy, I wanted to check with her first to make sure first

part of their single audit process this year. If not, then of course there would be things that we could do in relation to looking at those ⁵ expenditures. But as part of the single audit, 6 there's typically a compliance supplement that is ⁷ issued related to particular areas of funding, 8 for example special education, Title I, there would be that same thing issued related to the ¹⁰ CARES funding money. And so there would be particular things that they would be looking for

related to these expenditures to make sure that the expenditures were made in compliance with our

¹⁴ federal regulations and expectations and that the

of all that they were going to include that as

expenditures were allowable. So I'm not sure when the motion indicates that they want us to audit these expenditures specifically, what would it be that we would be looking for other than those two things, I would seek clarification to the motion.

CHAIRWOMAN SCOTT: Thank you for that,

Ms. Barr. It looks like there's a comment and an amendment from Ms. Henn.

VICE CHAIR HENN: Thank you, Madam Chair, and thank you, Ms. Barr, for joining us and for your comments. I agree that the Board would have to define the scope of the audit that Mr. Kuehn has proposed. Therefore, I'd like to offer the following amendment: I would like to amend the motion on the floor by inserting the statement, the scope of the audit will be determined by the board audit committee, so that Mr. McMillion as chair of the audit committee can oversee that on behalf of the committee and that

And if I may speak, continue to speak to 17 this, Madam Chair?

it can be further clarified and to insure that

the work is not redundant.

CHAIRWOMAN SCOTT: Well, so you made a motion to add to, you made a motion to add an amendment; does that require a second?

MS. ROWE: Second, Rowe.

Page 193

Page 192

CHAIRWOMAN SCOTT: Okay, thank you. So

Ms. Henn's amendment is to add, the scope of the

audit will be determined by the board audit

committee, okay. And it was seconded by

⁵ Ms. Rowe. Yes, Ms. Henn, you may speak to your

motion, or amendment.

VICE CHAIR HENN: Thank you, and thank you to Ms. Barr for speaking to the scope of the external audit, that it does include federal funding. However, this is but one small piece of what an external audit looks at. The focus I see and the depth to which this internal audit would go would be far different. An external audit ¹⁴ always looks at small samples and even given that, the fact that this is a small piece of 16 their work, contrary to what an internal audit 17 could do which would be a much deeper dive, and again, as defined by the scope determined by the

audit committee, I would look to our audit committee to determine exactly what that scope

15

16

21

21 is.

	· ·		•
1	I don't see the two as mutually	1	MS. ROWE: Yes.
2	·	2	MS. GOVER: Ms. Causey?
3		3	MS. CAUSEY: Yes.
4	understand these expenditures. And I appreciate	4	MS. GOVER: Ms. Mack?
5	Dr. Williams' transparency in providing this	5	MS. MACK: Yes.
6		6	MS. GOVER: Mr. McMillion?
7	updates; however, the public also needs to have	7	MR. MCMILLION: Yes.
8	this information at the ready, so I would want to	8	MS. GOVER: Ms. Henn?
9	share this report with the public, and I support	9	VICE CHAIR HENN: Yes.
10	having it presented at the June 8th meeting.	10	MS. GOVER: Mr. Offerman?
11		11	MR. OFFERMAN: Yes.
12		12	Ms. GOVER: Ms. Pasteur?
13	like there's a comment from Ms. Causey on	13	MS. PASTEUR: Yes.
	Ms. Henn's amendment.	14	MS. GOVER: Mr. Kuehn?
15		15	MR. KUEHN: Yes.
16	·	16	MS. GOVER: Dr. Hager?
17	just ask the, I would just ask the audit	17	DR. HAGER: Yes.
18		18	MS. GOVER: Ms. Scott?
19	specific amount indicated by Mr. Kuehn, to also	19	CHAIRWOMAN SCOTT: Yes.
20		20	MS. GOVER: Thank you.
21	Relief Fund for Technology which, I'm not sure if	21	CHAIRWOMAN SCOTT: Thank you, so that
	that's 12 million; the Coronavirus Relief Fund	1	Page 197 was for the amendment. So now we're back on the
	for Tutoring, I think that might be another 12		motion and Ms. Rowe, you have a question about
3			the motion?
4		4	MS. ROWE: Yes, I had a couple questions
5	would just ask them to consider that, and I will		for Ms. Barr. Can you tell me when the external
6	be supporting her amendment.	6	audit is expected to be finished and if the
7	CHAIRWOMAN SCOTT: Thank you. And it		results of that audit would be made public, and
8	looks like Ms. Rowe?		is the audit the CARES Act funding, are they
9	MS. ROWE: So I had questions for		taking samples or are they auditing everything,
10		10	or is there a level of materiality, can you
11	mean, I can ask them now if you want.	11	explain those questions please?
12	•	12	MS. BARR: Sure. So by law they have to
13			complete the CAFR by September 30 and that report
14	•		is public, and the single audit by December 31
15			and that report is public. In the past they have
16			completed both reports, the CAFR and the single
17	process the amendment and then we can go back to	17	audit by September 30. Due to the COVID
18			pandemic, however, this year that deadline for
19	could take a rollcall vote for Ms. Henn's		the single audit was extended I believe until
20	amendment to the motion?		March of this year, so it was a little bit
21			-
	IVIO. OO VER. IVIS. ROWE!		different due to the COVID pandemic. Both

	cecungs		Baitimore County Board of Education Meeting
1	reports are public, they always have been posted	1	MS. PASTEUR: No.
2	on the Board's website, I don't know if they have	2	MS. GOVER: Mr. Kuehn?
3	been restored yet due to the ransomware attack,	3	MR. KUEHN: Yes.
4	but the information is public information.	4	MS. GOVER: Dr. Hager?
5	With respect to their approach, I	5	DR. HAGER: Yes.
6	believe Ms. Rowe as you will recall when you were	6	MS. GOVER: Ms. Scott?
7	the chair of the audit committee, that was	7	CHAIRWOMAN SCOTT: No.
8	explained with respect to materiality with regard	8	MS. GOVER: In favor is six.
9	to the reporting of their findings. They do	9	CHAIRWOMAN SCOTT: Okay, so the motion
10	select samples, but again, it's proprietary	10	did not pass. Thank you. Okay. So, hang on.
11	information for the company with respect to how	11	The next item on the agenda is the
12	they select those samples and how materiality is	12	report on the multiyear improvement plans for all
13	determined.	13	schools or MYIPAS, and for that I call on
14	MS. ROWE: Okay. So Ms. Barr, is it	14	Dr. Scriven and Mr. Dixit.
15	accurate to say that if the Office of Internal	15	MS. CAUSEY: Excuse me, Madam Chair. I
16	Audit did an audit of these CARES Act	16	had not yet spoken to the reopening agenda item
17	expenditures and had it done by June, that if	17	and I had put in the chat that I would like to
18	there were problems, that your findings that you	18	make my comments.
19	had, that you could have corrective actions in	19	CHAIRWOMAN SCOTT: I didn't see it in
20	place for future upcoming CARES Act funding of	20	the chat, I thought I had asked for any more
21	which we're spending substantial amounts well	21	comments, but yes, please go ahead.
1	before we even get the CAFR?	1	MS. CAUSEY: Thank you, Madam Chair, and
2	MS. BARR: If the due date is June 8th,	2	I thought you were referencing Mr. Kuehn's
3	that's a correct statement, yes.	3	motion.
4	MS. ROWE: Thank you, Ms. Barr.	4	So emails that I have sent due to the
5	MS. BARR: You're welcome.	5	limit of two minutes per board member per agenda
6	CHAIRWOMAN SCOTT: Thank you.	6	item in the board meeting, I submitted an email
7	Ms. Gover, may we take a rollcall vote, please,	7	seven pages with links weeks ago, and the answers
8	on Mr. Kuehn's motion?	8	were included in the Board weekly update but not
9	MS. GOVER: Ms. Rowe?	9	attached to BoardDocs as other reopening issues.
10	MS. ROWE: Yes.	10	So I would like an understanding of what is the
11	MS. GOVER: Ms. Causey?	11	rationale of what issues are attached to
12	MS. CAUSEY: Yes.	12	BoardDocs around reopening, as I know that there
13	MS. GOVER: Ms. Mack?	13	were other times, several times other answers
14	MS. MACK: Yes.	14	were answered and attached to BoardDocs.
15	MS. GOVER: Mr. McMillion?	15	I'm just going to quickly list them and
16	MR. MCMILLION: No.	16	any updates that would be available I would
17	MS. GOVER: Ms. Henn?	17	appreciate, a lot was covered tonight, so staff
18	VICE CHAIR HENN: Yes.	18	will understand, Dr. Williams will understand.
19	MS. GOVER: Mr. Offerman?	19	So Cohort B, are there assistance for staff with
20	MR. OFFERMAN: No.	20	BCPS students that need supervision, especially
21	MS. GOVER: Ms. Pasteur?	21	with students only being in class two days until

Page 202 Page 204 on, though, because we have the MYIPAS and they they get expanded. Also, increased instruction ² as Dr. Zarchin said about, with students, ² have been waiting and we're an hour behind, and a especially now that the CDC guidance is three lot of parents are going to want to hear about ⁴ feet, how is it going with CDC guidance for 4 this study, so I want to be respectful of accommodations for teachers and staff with COVID everyone's time. So you said you emailed the ⁶ concerns for in person to be provided the questions and they responded to you, and they're opportunity to telework or virtual instruction, also, you said, in the weekly updates. 8 what is the process? Also a corollary to that, MS. CAUSEY: And my question to which is new, if teachers need to quarantine due Dr. Williams, and this is early on, which is what to possible exposure but they're not ill, can is the rationale for including them in BoardDocs? 11 11 they teach virtually from home? We've discussed CHAIRWOMAN SCOTT: Okay. Can you email 12 increase of in-person instruction but there is that to Kathleen directly so that we can move on still, you know, more understanding needed. The with our agenda items, because that's something 14 hybrid instruction model, right now it's there can be shared in our weekly updates, but 15 it's now 10:21 and we have a very important concurrent and teachers are doing a fabulous job, 16 preparation. So with all due respect for all of 16 it's a lot of work, so I'm curious about the opportunity for local schoolhouse autonomy of us, I think that we should move on so that we can have this very important presentation. that, of evolving and continuous improvement 19 19 based on student learning needs. So the next item on the agenda is the 20 20 Also vaccination updates, the media has report on the multiyear improvement plan for all reported BCPS has a low percentage of our staff schools or MYIPAS, and for that I call on Page 203 Page 205 vaccinated, but in working personally at the Dr. Scriven and Mr. Dixit. vaccine clinics I've seen thousands of educators 2 DR. SCRIVEN: Yes, good evening, Madam come through, I think we're further along, and Chair, Vice Chair, members of the Board. what is the update? Mr. Dixit is on to frame what this MYIPAS 5 CHAIRWOMAN SCOTT: Okay that is the presentation is grounded in as we prepare 6 time. ourselves to receive information with respect to MS. CAUSEY: Receipt of PPE. And also ⁷ Phase II, so Mr. Dixit, please move forward. 8 Yes, sir? if I could, Madam Chair, one of our speakers this evening, Principal Kyria Joseph had great MR. DIXIT: Thank you very much, so good suggestions about the families who were not evening Chair Ms. Scott, Vice Chair Ms. Henn, involved in virtual instruction, so I really Dr. Williams, and members of the Board. As would like to understand more about that, ¹²Dr. Scriven indicated, I'll just give you a especially since in looking at the BCPS news little bit of context of what we are doing releases, there are no press releases about the tonight. As the Board will recall, Baltimore reopening, the success, it really in my mind County Public Schools and Baltimore County, we 16 needs more. are collaborating in the development of the 17 17 CHAIRWOMAN SCOTT: All right, thank you multiyear improvement plan for all schools. 18 for that, and I'm sure, you said those questions Back in September, September 29, 2020, 19 were emailed, and staff will respond to those. we presented, or the Cannon Design presented to 20 MS. CAUSEY: I would like to -the Board the Phase I recommendation for high 21 CHAIRWOMAN SCOTT: We do have to move schools. Before that, updates on the progress of

Page 206 Page 208 the plans were presented in the meetings of difference. 2 March 10th, 2020, and August 11th, 2020. Then With the luxury of time to be able to another report was provided to the Board on actually perform the sort of outreach and ⁴ October 13th, 2020, and that also included engagement with stakeholders as part of the responses to dozens and dozens of questions that process, we are presenting to you the assessment we received from board members. findings first and these findings and data are In addition to that, Cannon Design has being used with the focus groups, with the been conducting several interactive sessions with stakeholder committees and with the community at different focus groups. For Phase II, which is large to formulate the overall plan at the end. what you are going to hear tonight, additional So I'm going to reintroduce myself, it's ¹¹ focus groups have been created with the help from been a few months, Paul Mills with Cannon Design. ¹² Baltimore County, and we do want to thank the I do nothing but this type of strategic planning ¹³ county executive for providing funding for the work with school systems around the country. I'm additional focus groups to increase our community passionate about public education, have my kids outreach effort. These focus groups are in the in public education, and have dedicated my career 16 16 form of focus group summit and stakeholder to working with large complex school systems advisory committee. around the country similar to Baltimore County 18 So tonight we have the senior vice Public Schools. I'll allow David to introduce president of Cannon Design, Mr. Paul Mills, and himself quickly as well. 20 his associate, Dr. David Lever here to make the DR. LEVER: Good evening, members of the 21 presentation for elementary schools and middle Board. I'm David Lever, I'm delighted to be Page 207 Page 209 working again with Baltimore County Public schools, and this time around we will have another presentation sometime in the June-July Schools. From a very different perspective I period to complete the final part of the MYIPAS. worked with them from 2003 to 2016 in my role as So with that, I'm going to pass this to Mr. Paul executive director of the public school ⁵ Mills, senior vice president, Cannon Design. construction program. Since then I've been engaged with Baltimore County Public Schools Paul, can you hear me? through a number of separate projects, but I'm MR. MILLS: Absolutely. 8 very happy that I'm working with Cannon Design on MR. DIXIT: So the screen is yours. MR. MILLS: Let me make sure my screen this extremely meaningful and very important 10 share is working. Okay, can you guys hear me? project, and we hope that we can really deliver 11 MR. DIXIT: Yes. to you important results that will help to shape 12 MR. MILLS: All right. Good evening, the capital program for years to come. 13 13 Madam Chair, Vice Chair, members of the Board, MR. MILLS: Thank you, David. So the ¹⁴ and Dr. Williams. We really appreciate the agenda tonight, we'll get through this as quickly as we can to allow you to have plenty of time for privilege to work with the Baltimore County 16 questions. ¹⁶ Public Schools school system and leadership, 17 stakeholders, students and families. I'll give 17 A quick reset on the overview of the you an update as Pete was introducing, to MYIPAS, particularly for those who might be ¹⁹ Phase II of the MYIPAS in a very similar form and tuning in for the first time and aren't as familiar with the project. We will speak to the content to what we presented to you on the high

schools back in the fall, with a subtle

assessment plannings in two different ways, one's

12

Page 210

18

19

about the benchmarking looking at the three pillar studies and those benchmarking metrics and scores and rankings that result from them. We'll also look at the findings in terms of the dollars and cents that are related to the facility assessments that are out there.

Unlike the high school presentation where everything was squished into one because of the timeframe to make initial recommendations relative to the ongoing CIP back last fall, the recommendations for middle schools, elementary schools, plus the bookmark topics that were, we chose to use the scenarios that needed to be vetted through the community, will be presented later as Pete was suggesting.

So the multiyear improvement plan for all schools really is just what the title implies, it's a capital improvement program that's long range in planning scale but as the all schools notion of the title, it really speaks to equity, it speaks to planning with a notion

Page 211 that is data driven, but it's based on common values and based on the voice of students, families and community of Baltimore County in a way that achieves equity for all students.

A very primary aspect of this as well is 6 looking at opportunities to maximize state funding so not all, we're going to adjust to the county's generosity to take care of capital projects, so we're looking for opportunities to maximize that funding and to fund low-cost no-cost sorts of solutions where available and relevant to the educational program.

13 The facility assessment study rests on three pillars as we're referring to them of analysis and study. They are, and we'll get into more detail in a moment, the educational adequacy 17 and equity assessment, facility condition assessment, and the capacity utilization study. All of this has been done with overt engagement with internal and external stakeholders for the

schools, and we're really proud of the design of

the work we've done in Phase II that has a very

overt program with representative cross-sectional

communities representing all areas of Baltimore

County to look into, participate in a design

process to come up with alternatives and options

that will be vetted through the community at

large before making final recommendations.

Our role as consultants in this, we're really here to be the impartial unbiased professionals that do this sort of work around the country and nationwide. We're facilitating this process. We have concluded all the technical work with our team of engineers and architects that have gone through your schools from fence line to fence line, from foundation up to rooftop, to really look at the health and the designs of the schools and how they fit into these three pillars.

One note about being impartial and 20 unbiased, it's just that. No one within Baltimore County Public Schools, the community,

Page 213

Page 212

county government, no one anywhere has influenced our recommendations, these are our professional recommendations and opinions that we put forward and while tonight we're not talking about recommendations, I want to share with you that all of the facilities data are objectively observed, measured and surveyed with consistent

professional methodologies. The progress, to reset where we were, we used the same timeline last time to show where we were in the process. What we're presenting to you during Phase II are the assessment findings. That's on the heels of the work we did for the ¹⁴ high schools that concluded last fall. We've continued forward with the study of all your buildings, presenting your findings, and then what's important in this process is it's not let's design the best solutions out there, present them to the community and see what they think. It's really about including and engaging

the community in the process in a way that

Page 214

representational committees can actually
participate in that work and vet that work,
annotate that work before it's presented to
anyone and everyone in the community to look at,
and vet the various functions that are put forth.

It's not necessarily here's your solution, I hope
you like it. It's really about, there's
different mutually exclusive pathways to achieve
the goals here, and these are the different ways,
whether it's option one, two or three, and it can
take measures through polling systems and
outreach in the communities to confirm
objectively where the level of support or lack
thereof might exist for different options that
are out there.

All this work will conclude early summer and we will come back to you and present the full recommendations of the plan for all schools. The final report, after generations of working with you and all the actual documentation and such, will run concurrent your your CIP that gets

started. A very important part of this, I
mentioned that there are community forums and
they are virtual by nature of the pandemic that
we're living in, but we've had two of them so
far, one in January to kick things off, one in
February to get a pulse on decision-making
criteria. We did initiate a second community
survey during that time that was open a week,
with results that will be pending for you
shortly.

So jumping into the assessment findings
that we have, the first aspect being
benchmarking, some of this will be a reminder for
you, but for the benefit of others who are tuning
in for the first time, the three-pillar study is
really three separate studies about the buildings
themselves. Educational adequacy and equity is
about the building and how it equitably supports
the program and supports wellness, safety,
security, et cetera. It's not about the culture
of the school, it's not about the people, the

Page 216 professionals working, serving the students, it's really about those buildings. The second one, facility condition is the name, it's physical 4 health of the buildings. That's where the architects and engineers went all through the ⁶ buildings to come up with the structured industry standard approach to measure the physical health of the buildings. And capacity utilization speaks to how full the building is based on a consistent rubric that's consistent with state policy for measuring and judging needs for capital improvements. All three of these pillars are based on a consistent notion of data that drives our first ranking of benchmarking, comparative, looking at schools in a way that we 16 can tell which ones have a higher degree of need versus others while they might have different

So the first pillar, educational

sorts of needs, but this sort of weighted rubric

is such that the greater the needs, the higher

Page 217

adequacy and equity, really stressing on the term equity here, we worked very closely with Dr. Williams' team to define what equity means for Baltimore County Public Schools. And what we've really got down loud and clear is the notion that equity isn't about equality. We've seem these sorts of images before but for those who might not be familiar with it, on the left-hand side we've got equality, which really focuses on giving equal support everywhere, whether that's an educational program or the sorts of equipment, the technology that's in a building, or down to the facilities. This standard space approach is really common in the industry I work in to come up with a nice easy common yardstick measure of all schools, and we've found a the way of believing that we've achieved quality. Well, what we've done here with Baltimore County Public Schools and it's work I'm very proud of, and the team has spent a lot of time working on this, is the notion of how

17

20

the priority.

17

Page 218

do we design this in a way that actually achieves equity, which isn't about having the sameness for supports, but rather the sameness for the ⁴ outcomes. So as the image here would imply, there's a variable degree of supports that bring 6 the actual people that inhabit the buildings up to a point where they are supported on an equitable and par level.

The facilities, what does this mean? Well, in the equality space we're talking about standards, aspects, minimum standards that either apply for the state as we've looked at here, as well as Baltimore County, on facilities that exceed those. So that common baseline is where we start with this, it's very objective and data driven.

The second half where it's a little more flexible depending on the relative needs of the student populations that are served by the facilities has a variable component to it but it still has the rigor of data behind it. What are

Page 219 we talking about here? We're talking about vulnerable populations that are out there, we're talking about homeless students, we're talking about students that are English learners, special ⁵ education students, and students that deal with poverty. We have to translate the data that drives and measures the students that are inhabiting the school to a facility need and whether it exists or not is where we can judge and benchmark those relative needs. This is something that's very special and unique that ¹² I've perceived in my career having done this in a ¹³ lot of places, and it's something that I believe that will become a template that school systems 15 around the country can use. 16

In addition to this notion of equity and equality that's deep into this rubric that we've developed, we've been listening. We've been working with focus groups focused on equity, condition and capacity. We've also been working with community groups and have had open

Page 220 invitation meetings. We've had surveys. And we've been hearing loud and clear, there's a few messages about what needs to be importantly worked into this.

There's three examples I want to lift up. In the 1970s many of you might have attended these, like the open-plan schools, the pod schools, the ones where there's not walls in between all the classrooms, where the design intent is that teachers will be able to collaborate and do intercurricular planning and delivery of instruction, team teaching and the sort. And to do the sorts of things we design schools to do now with very interactive project-based learning, et cetera, the only problem is back in the '70s they didn't account for acoustics, and those sorts of schools are very difficult to operate without an extreme level of discipline on the part of the students to cooperate with your dedicated instructors that are doing their darnedest to make sure they're

Page 221

learning. We've accommodated those open-plan schools, of which you have several that are still in use today in 2021, and we have adjusted factors within the adequacy rubric to signal that those are inequitable conditions and they ought to be addressed.

Second, in looking at the high school initial recommendations we put forward that a leaning towards renovations and additions was a cure for condition, capacity and adequacy for the facilities, and a common response we heard was that we know what additions are, we don't want additions. Peeling back the onion and learning more about, is that in the 1990s there was an expansion program to keep up with growth that was 16 happening in your communities and there are a bunch of modular classroom buildings that were deployed. Many of these were built to, in today's standards would be considered your learning cottages, I love the term, but your temporary portable buildings that were really set

18

Page 222

14

Page 223

there as a stopgap until you can get permanent construction, but these modulars were several of these built together in a way that was, I'm 4 trying to mimic a permanent construction setup ⁵ but really didn't have the quality of true self-built custom construction, and they're inequitable and they're getting old at this point. To accommodate that we've looked at that in terms of both the adequacy and equity and you'll hear about it again when we talk about the 11 capacity.

And third, I mentioned earlier and talked about it, but the equity metrics for the vulnerable populations that are being served here really is hard baked, and all of this was from feedback that we've gotten from stakeholders across the county and we're proud to have accommodated it in the metrics.

19 So you may recall this image from before, it's kind of a, you know, a higher look at the scoring group that we set up and for

teachers out there, very familiar with how you look at student improvement and performance metrics and grades and things like that to end with a consistent rubric. Well, that's the same ⁵ sort of methodology we used here to measure the ⁶ educational adequacy and equity of the buildings. ⁷ So there's six categories here, you can see them on the inner wheel here, wellness, relationships, educational program, operational utilities, safety and security, technology and furniture. And on the outer wheel are what we call the KPIs, there's 29 of them that are subcategories, if you will, that help measure out the relative strengths and weaknesses of the facilities.

15 Those measures centered around equity and the types of facility accommodations for 17 vulnerable populations, et cetera, are woven into multiple KPIs and categories. It's intentional. ¹⁹ We hear loud and clear that equity is not a box to be checked, equity is something that's pervasive in our world and in all facets of an

Page 224 operation, so we've taken that to heart and made sure that's accommodated where appropriate within the framework.

These open-plan schools that I mentioned earlier, those affect also multiple categories and KPIs. As an example, safety and security, you don't have the walls around so it's a lot less, or a lot more difficult to secure. It also affects both relationships and collaboration, as well as the operation and utility of the building so that you can see some instances where the scores get drawn down in those facilities that are inequitable like that.

So this whole framework and the breakdowns and the weights that were set up were 16 developed in close consultation and engagement with a very diverse and representative focus group that was tasked with helping us define what equity means and how do we use that in a way to measure your buildings. This is common with work that I do with other school systems around the

Page 225

country, but this was very tailored to Baltimore County and was done with representatives from both Baltimore County Public Schools as well as Baltimore County Government, as well as community liaisons, students involved in the process as well. I'm really proud of the work we've done ⁷ here and one real important note about it, this whole framework and all the weights were done without naming a single school. What I mean by that is this was based on values, what's important, what's a priority for all students. That's how this thing was designed, it was done in a way without any sort of reference to how it might affect any sort of downstream metrics that might come forward from it.

So how does it look for middle schools? Just like with high schools we've shown here the schools, that's on a hundred point scale and its in ascending order in terms of the, how well and sound and adequate the building is, meaning that towards the top of the list we have number one,

12

Page 226

12

17

Page 227

two, three, four, et cetera, the lower number here, that represents more need, these are your middle schools that within that framework of six categories and the 29 KPIs, these are the ones that are in the worst condition, versus the ones towards the bottom.

We've annotated here also the regions or planning areas for those that are familiar with working kind of from, if we were going around a clock, the southwest, northwest, central, northeast, southeast. I've annotated them there because I know some folks might not know the entire county and all the school names, but this helps you locate them here and we'll be looking at some maps in just a little while. I want to give you a couple minutes just to soak in maybe some schools you might have particular personal interest in, or look at the top of the list or bottom of the list, and we're going to move on to the elementary schools.

So here fitting them all on a page was a

trick because we have 107 of them to accommodate

here, but here's the same sort of ranking with the scores for elementary schools. The top five or so here that really, they're color coded here ⁵ to kind of show you degrees of the scale that's 6 consistent all of the different categories and you can see that Summit Park, Chatsworth, Johnnycake, Red House Run, Scotts Branch, Pine Grove and on down the way are the elementary

schools that have the greater need relative to wellness, educational program, safety, security,

all those different aspects that we spoke about.

13 We did a lot of QA/QC on this. I don't have an image to share with you here, but if you ¹⁵ can imagine taking a timeline on the X axis and the scores on the Y axis, and then you plot all the dots on there for each school, each score, 17 meaning the newer ones on the right, the older ones on the left and draw a trend line through those dots, there's always an upwards sloping trend line on this; there might be a couple of

outliers but in general the newer the building the more educationally adequate and equitable it is, and that just bears out logical sense here, that the newer buildings are ones built to today's standards versus the ones built back in the '60s, '50s and earlier in the process.

We did as part of the QA/QC defined sort of these data quality issues, but also it's just to validate this is a very valid metric to use relative to your school. I'll give you another couple minutes, I know there's a lot on the list.

All right, moving on to the next part -oh, we do have backup reports that show all the different measures that lie beneath those KPI subcategories as well, as previously made 16 available.

On to facility condition, our next rubric, it's really about an industry standard, an engineered approach to doing facility condition assessments and yields an index, a FCI, facilities condition index, which is a common way

Page 229

Page 228

in the industry that looks at the cost of all the repairs required divided into the cost of replacing so you get a general sense of, quote-unquote, what percent broken a building is, and it's an industry standard that we do. It is broken down by the cost, or weighted by the cost, ⁷ I should say, so if you look at kind of the major system needs and then, you know, sub systems from that, all the detailed parts, those are weighted not by consensus and working through exercises for not things like we did for educational adequacy and equity, this is driven by industry standards by cost, so the more expensive items are weighted heavier versus the lower cost items. This was validated by a similar focus group as well, focused on facility conditions. 17

For the findings here, you can kind of see through the middle ground there where educational adequacy had a different ranking from what we have on condition, in other words some correlation on a couple of them, and some of the

17

Page 230

better ones were also in better educational adequacy condition, but not always the case. And you can see due to relative needs that are

⁴ different among all of your middle schools just

bilike among all of your schools. Similarly to the

other pillar here, the higher up on the list

means the greater need. I'll give you just a

moment there. There is nothing in the red

category, we're happy to see, in the middle

schools, so a lot of parity, and that's driven by
the fact that you don't have many old -- I think

the newest middle school is from the early 2000

timeframe, whereas with high schools and middle

schools you have a lot more newer examples that

can be brought to bear, so there's a little more flat curve involved in the outcome of these.

So here's the elementary schools on condition. Elementary schools you do have some of the newer facilities that end up in the green

category towards the end, as well as some of the

other ones that wind up towards the bottom end,

Page 231

many of these are in that red category there are among the ones that you have on the Schools for Our Future Program, and those legacy projects that are very near term implementation. Again, I'll give you just a few more seconds here to take this in.

Okay. Moving on to the third pillar,
capacity utilization and a similar map to the one
we had with the high schools, so a picture tells
a thousand words, right? It really kind of
drills down and you can focus in on what's going
on here. Perry Hall, those that's the only red
category school of middle schools across the
county, as defined as ones that are over 115
percent utilized. That utilization as a
refresher is the projected enrollment, how many
students, divided into the state rated capacity
or how many seats if you will. So the building
can, given its educational program and where the
spaces are being used can accommodate a thousand

students and you have 800 students actually

attending, you're at 80 percent utilization. If you're at 1,200 students you're at 120 percent utilization. Those sorts of metrics help us determine how full the building is projected to

be. So the figures we're using for the

⁶ numerator, that figure is the seven-year

⁷ enrollment projection and these were provided by

⁸ Baltimore County Public Schools staff and they

⁹ work with consultants that do this sort of work

and those professionals, we did a peer review look at the methodologies that they use and it is

12 a sound industry standard approach to doing

¹³ enrollment projections. In some of the metrics,

 $\left| \frac{14}{14} \right|$ and one thing I wanted to signal on this, their

baseline for this was pre-COVID, that's very

¹⁶ intentional. While we do have information from

⁷ this current school year, it is very much an

outlier case and we don't want to have that last

¹⁹ year thin off and extrapolate some strange models

that really are outlier cases that are due to the

pandemic, so we responsibly made sure we weren't

flying off the diving board, if you will, so the projection was based on tried and true enrollment projections based on non-pandemic scenarios.

So the state rated capacity is an official recognized number by the state and there's actually a process to get that number changed as part of it. In the middle schools, just like with the high schools, we've made accommodations and run the projections based on the BCPS plans to bring some of the English, or speakers of other languages programs that are regionalized right now back into the home high schools and middle schools. That means that fewer road miles for those students that want to avail themselves of those programs, those families that want to avail themselves of those 17 programs, which is great. These are programs and improvements that are happening over the planning horizon of the seven-year period, we have accommodated and made adjustments so that we

expect those student who are currently perhaps in

18

Page 234

a regional center in the future would be going to the one back home so we made those plans so we're not looking in a rearview mirror when we're doing our planning, we're actually looking forward.

A couple other points about the map 6 here. You will see in the details of it, the mention of areas that have the background using the same color scale that we're talking about here, so if you're looking at the northeast you are in this orange bracket, which means 100 to 11 114 percent utilized, it meant you're full and 12 beyond a bit. In the white it's between 85 and ¹³ 99. I do know from looking at the details, there's a fine line difference between right on 15 the cusp of the high end of the white range here 16 in the central or in the very low end range for northeast, so the map can be a little misleading, but we will fine tune all the details.

19 But in those areas where you're full and you have specific schools that are projected to be over enrolled such as like a Perry Hall, that

Page 235 means that adjusting boundaries and finding some low-cost no-cost solutions, operational solutions to the challenge are difficult unless you're doing something virtual. There's no neighboring ⁵ capacity around those schools to relieve it because on average they're full throughout the area.

8 So the findings, the benchmark scores, and let me explain how the scores are computed. ¹⁰ It's pretty easy. If you're a hundred percent capacity utilization or less, meaning that you've got plenty of space designed for the building the way it's being used to accommodate your projected ¹⁴ enrollment you've got a perfect 100 score. For ¹⁵ every percentage point above a hundred percent ¹⁶ utilized, so if you're 101 your score would be ¹⁷ 99, if you're 110 your score would be 90, if 18 you're 113 you'd be an 87. You can kind of see ¹⁹ where we're starting to get into yellow, meaning that you're under utilized, and the degrees to which are shown with the numbers. So Perry Hall.

the one in the red for middle schools, it was projected to be at 79 of the capacity score so we're using everything on the hundred point scale; however, what that means at the end of the day it's projected to be 121 percent utilized, so you can see the force ranking there.

Okay, and then there's details behind it. I think our web master is just loading our dashboard onto our website, but all the details behind this on capacity utilization, just like with the high schools, are made available for middle schools and elementary schools as well, and the way you kind of see how this works, on the left-hand side you're looking at that percent utilization, and over here is the delta between 16 the, the difference between the projected enrollment and the capacity, so if you're short you're a negative number, if you have surplus and it's a positive number, so you can kind of see that Perry Hall, that was the one that was in the red category, is projected to be short by 337 Page 237

seats, which equates to that 121 percent I was mentioning.

Then you can look at the blended averages by region up at the op, so you can see where currently central and northeast today are in our baseline year last year, we had surplus throughout the system, maybe with some schools a little over and some under, but on average there was a surplus. However, over the planning horizon of seven years, that essentially gets swallowed up by growth.

All right, elementary schools. A lot more dots on the page, a lot more red dots as you might notice on there. We have orange regions that cover just about the entire county, meaning you're full, there's not much surplus capacity to be had throughout the system and there is probably some construction required, capital improvements required to accommodate the growth of the elementary just like we had with the high schools. Again, this is a seven-year projection,

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

2201 Old Court Road, Baltimore, MD 21208 www.crcsalomon.com - info@crcsalomon.com

3

12

Facsimile (410) 821-4889 Page: 60 (234 - 237)

3

this is state rated capacity.

One thing I wanted to say on here, remember those 1990s modulars we were talking about, those portables on steroids or however you want to refer to them? These are by today's standards, you would never call them permanent capacity, but right, wrong or indifferent, they're recognized by the state and the state rated capacity has permanent capacity. What does that mean? That means that's a permanent structure that's going to be there for the long 12 haul, but we know those buildings are at this point getting well beyond 20 years of age and have served their useful life for the type of construction that they are, and we have made adjustments in the capacity for long range planning purposes to presume those buildings are not here for the long haul, and what did that do? Those buildings that have those types of modulars that adequacy score or, excuse me, the capacity score gets them up towards the top of the list,

Page 239

and I'll show the numbers and you can start to see a couple of them.

So here's all of the elementary schools
by capacity and a couple of them right at the
top, zero capacities, which when I explained the
math earlier, that means that you're at 200 or
more percent projected utilization at the end of
the seven-year planning horizon. Red House Run,
which we know is on the Our Schools for the
Future program list. And Deep Creek Elementary
School has those modular buildings on it; when we
discount those off of it, the percent utilization
goes up tremendously, so they get listed in terms
of their inequitable situation, and any such
school like that is also accommodated in that way
as well.

So a lot more red as we saw on the map,
you can see the rankings and where they are as
listed here, and the ones that are, have surplus
capacity or plenty of capacity, a hundred percent
or less, are the ones shown in green. I'll give

you just a few more seconds to take this in as well, there are a lot of names.

All right. So just like with the middle schools and the previous high schools, the dashboard has other details behind it that you can peruse.

So now we have the three colors, now they're different measures measuring different aspects of school operation and they're all very important. And just like with the high schools, we have blended these together with our weighted scoring system, and it wasn't just arbitrary, it was based on survey information from 22,000 people in the county and to remind you, just as it was with the high schools, we used the same weighting proportion, so educational adequacy and equity is slightly higher than one-third at 35 percent, facility conditions slightly lower, and capacity utilization is right on par. So it's roughly a third each but we wanted to not just make it arbitrary but rather, we wanted to lift

Page 241

Page 240

up what's a priority to your stakeholders and accommodated that into the scoring system.

So how is this going to be used? Three different ways, and it's really centered around the notion of equity. It's to help inform what kind of facility options are the right ones for the schools, whether it's doing additions, doing renovations, replacing the school or leaving it with a separate school, et cetera, that gets influenced by this data. As well as sort of the renovation project scope that can come out, you know, in the facility condition we're talking about repairing stuff, right, taking care of those roofs that are getting old, taking care of air conditioning, boilers, et cetera. Renovations in this educational adequacy and equity are a little more dramatic, these are items that bring the sorts of layouts of floor plans and the designs of the schools in a way that really mimics what we would do in building

new facilities. The accommodation in the cost

18

Page 242

12

that you're going to see in that moment accounts ² for not just doing a little facelift, we're talking about transformative outcomes for schools, and we've done this across the country and have a lot of examples where you might even think it was new construction if you were to visit it.

At the end of the day, oh, and thirdly, sequencing the projects, coming into the way with so many different schools, 170 facilities that 11 have a very wide range of different needs, having a consistent system that's based on the voice and consistent values applied in an objective and mathematical way is the way we can help inform what the sequencing of these CI projects ought to 16 be. It's all around the notion that the greater the need exists, the higher the priority.

So here's the aggregate need for the middle schools, blending the three in, weighting by the 35, 32 and 33 weights on the different scores, we kind of put the aggregate score as we

Page 243 did with the high schools. You can see the ones with the red are towards the top and the green is more towards the bottom, but you can see the relative rank in aggregate need scores for middle schools on the slide now. I'll give you a couple more seconds.

Elementary schools, same. I don't have the three pillars on here, I couldn't fit all the stuff on one page and forgive me, I wanted to get 10 it on one page so you could see it all at once, but you can see in red here, Red House Run, Deep ¹² Creek, Summit Park towards the top, and on average your newer facilities towards the back, ¹⁴ and I'll give you another moment to just take 15 these in. Okay.

16 So that is the benchmarking aspects of the work just like we did with high schools. So we have a very consistent way of comparing the relative needs of facilities, so what's all this stuff going to cost? So I'm going to share with you the assessment findings now, this is

Page 244 assessment findings, this is not recommendations.

and I can tell you working with school systems in many states and all over the country, no one can

afford to do all of their priorities, so

assessment findings are just a measure of the

ocean, universe of need that's out there. The

recommendations and plan and how we

systematically prioritize in an equitable way,

recommend a roadmap to achieve those is a different animal, so I'm going to show you the

numbers that we've got here.

This includes all schools. You might remember from high schools the tally was around \$1.2 billion, with a B, and this includes that among these numbers. So right now we're talking about a range because we're not concluded with the process, we have engagement to do with stakeholders and design thinking to do to come up with those different options that could be used to remedy this, the conditions that are out there, that's why there's a bit of a range.

Page 245

So just like before, this is a seven-year forecast of your condition needs, it's a seven-year forecast of where the enrollment projections are going, and it's today's measure of the educational adequacy and equity based on the rubric that we set forward. This number ⁷ includes the Schools for Our Future. You will remember the class we called legacy projects from the previous one; we have several of those in middle schools and elementary schools under the title of Schools for Our Future, and those that have already commenced are considered legacy projects, but we have accommodated those and understand the cost implications of those.

It also includes the potential for relief schools, and that gets into this little wedge here where we had, capacity could be addressed in multiple ways, and for us just to early on in the assessment phase tell you what the answer is, we just don't know, we have to go through the rigor of process and do the vetting

Page 246

through your stakeholders to come up with the most relevant solutions. You might remember from ³ high schools we looked at scenarios where in the 4 northeast you have a lot of shortfall of capacity ⁵ that needs to be addressed and we looked at, 6 there's one scenario where you do additions on

your existing high schools, just grow them a bit bigger, we showed you what they might be versus

the rest of the state of Maryland. But another way to resolve that would be a relief high school

11 that would relieve all of them, change the

¹² boundaries around, change your feeder patterns,

et cetera, that's a different way. Now those 14 have different price tags with them.

Similarly in our preliminary looks at 16 middle schools and elementary schools, there are those same sort of mutually exclusive outcomes and we want to go through the rigors of process to make sure we're addressing the needs that are responsive to the community. So now in conclusion just like before, it's just this very

Page 247

early preliminary stage, we just don't know what the land will be and how much it might cost, et cetera, so we did not include it. Now that can be accommodated with other public agency ⁵ swaps, those sorts of things, it could be straight procurement, et cetera, but at the time of implementation that needs to be accommodated 8 that that's not included in these numbers.

And just like before, it doesn't include unfunded replacement projects that would forestall other projects down the road, so you know, we're talking \$4 billion, that's a big number to take on. As I mentioned before, 14 there's not a school district in the land that ¹⁵ can address all of their needs, all priorities, et cetera, but we want to start to look at what 17 this roadmap might look like and this might be something in terms of, just like we did with the 19 high schools, what recommendations might be ahead 20 of us.

Well, your current rate of funding,

which is 140 million a year, presuming that

construction costs escalate over time and the

budgets would proportionally go up, you would

take 27 to 29 years to get that range of \$3.7- to

\$4.1 billion accommodated, with many generations

of students going through your ranks to get

through nearly 30 years of timeframe. There's

definitely a call for how we prioritize things.

The last time we talked about the prospect of the Built to Learn Act and we looked at very early forecasting; we believe for the high school scenario we were talking about reducing the timeframe to about 15 years, so we used another 15-year sort of thing and it was right around the same range.

16 Oh, by the way, I didn't mention earlier, the 1.2 billion we reported for high schools was for one-third of your portfolio, so you're roughly in that same range extrapolated for the balance of the two-thirds with your elementary, middle schools and centers, those

Page 249

Page 248

sorts of facilities as well. So what would it take to get to the 15-year cycle? Well, it requires, doing the math it requires another \$1.6- to \$2 billion above your current funding ⁵ levels. Where that comes from is definitely something you want to work closely work on and develop best strategies for it. That equates to about one 107 to 133 million a year, so it's approaching what you're spending now on the higher end of the additional funding required for capital projects in your schools. So Built to Learn does look very positive, and based on our current read of the legislation, the formulas are

such that there is \$462 million that's earmarked for Baltimore County Public Schools, which is a great deal of money. The size of these circles

is proportional. If that is your 4.1 billion

there, that's 140 that you do every year, it would take 29 of these to fit in here, but

there's your Built to Learn Act, which looks tiny

compared to this, but actually it is significant

and it's over ten percent of the projects. It is ² a one time program we understand, and we don't know all the details about the cash flowing, ⁴ et cetera, so we're not sure we're working

⁵ closely with the county and school system

6 leadership to make sure we're being responsible

with our recommendations. It does require the county also to put in additional to be able to

receive that matching grant, probably somewhere 10 around a 60-40 split.

11 Just by way of benchmarking and comparing, 462 million is a lot of money, it can accomplish a lot of things, but just by comparing what you've got in legacy projects in the planning stages that are already on the county 16 end are accommodated, but on the state end need to be backfilled with the final construction, there's about 240 million required to complete your Schools for Our Future as well as the ²⁰ Lansdowne legacy project, so in some regards look at that money as a huge blessing for Baltimore

Page 251

3

County Public Schools, but that a lot of it is already on the short edge and accounted for with ongoing projects.

So all this speaks to the need for priorities, we did this last time and showed you the spread and it's a very similar curve that we had before. We have broken down all of these various costs among the three pillars and five tiers of priority, and it's in terms of math those higher needs, right, those things that help you stay healthy and alive are the ones down at the bottom of the pyramid while these are the 13 high priority things here. We have put, most of that is capacity, because you're at a point of critical growth, particularly with high schools 16 and elementary schools.

17 One thing I want to signal here, it's something I mentioned last time and it still bears out, the county government has been generous to keep the preservation of your assets sound and your staff that's charged with

Page 252 maintaining your buildings has their eye on the

ball. This number 14 million in priority one

tells me something, it tells me you don't have

these critical needs in a lot of things. 14

million sounds like a lot of money, but for a

portfolio of 170 schools, it's nothing. What

that means is you should be applauding yourselves

that you've got great leadership and you've got

priorities of taking care of your existing

assets, all you have to do is take care of future

assets by bringing in the capacity that's needed

critically. As you start to get down deeper into

the priorities, you start to see a little bit

more of the facilities condition costs in there,

routine maintenance and normal stuff that's

16 coming up on the horizon, systems that have

reached the end of their useful life within the

planning horizon, and those adequacy and equity

which, these things are just must haves for an

educational facility, so when we start getting into priority three and stuff that's where we're

Page 253

going to start seeing a lot of those sorts of priorities.

But anyway, this serves to give you a general sense of what we found with our three pillar study and the benchmarking associated with it, what dollars are there. We're not going to step into the recommendation side like we did with the high schools because we do have a process to get through, but we'll come back to 10 you in early summer with those findings.

With that I will conclude our presentation and maybe give you a little bit of recap of what's coming back up on screen that I described earlier. With that, I will take any questions you have.

CHAIRWOMAN SCOTT: Thank you very much for that presentation. We do have some questions from some board members. It looks like first is Ms. Causey.

MS. CAUSEY: Good evening. MR. MILLS: Good evening

15

16

19

20

11

18

1

3

4

7

Page 254

MS. CAUSEY: Previously it was requested if there was an analysis done on projections and it seems that there still has not been an analysis of the actual accuracy of projections; is that fair to say?

MR. MILLS: What we were charged to do was to peer review the methodologies used and we found that the methodologies were of sound consistent industry standard that we would do if we were doing the work ourselves.

MS. CAUSEY: So I understand what you did do, but there was not analysis of the accuracy of projections of the last five years, or even further back?

15 MR. MILLS: I would defer to Mr. Dixit 16 or anyone else at Baltimore County Public Schools.

MR. DIXIT: So part of the task that Cannon had was to look at our methodology and insure us that it meets industry standards and that's what they have done.

Page 255 MS. CAUSEY: You mentioned the survey responses. What was the timeframe of the survey responses?

MR. MILLS: So we've had two surveys, one was in July of 2020 and there was one in the February timeframe with community forum number two on it.

8 MS. CAUSEY: And in December of, December 22nd of '20, there was a contract approved by the Board of Education, JBO-702-21, contract authority of \$10 million, related to ¹² contracted services for on-call special projects, ¹³ architectural design. What is the relationship ¹⁴ between your being awarded that and the MYIPAS? ¹⁵ You were awarded with other firms for on-call 16 minor projects, but also for special projects where no value was indicated.

17 18 MR. MILLS: So they are separate solicitations that we applied for both, we were successful on the MYIPAS, and we were prequalified, the Board has not awarded, we don't Page 256

have any projects on it, but it's a contract vehicle through which Baltimore County Public Schools commits to service proposals for us to compete on future work.

MS. CAUSEY: So that was in conjunction or not in conjunction with MYIPAS?

MR. MILLS: It is separate.

8 MS. CAUSEY: And then maybe Mr. Dixit could speak to special projects where no value is indicated, what variety of projects could that 11 represent?

12 MR. DIXIT: So what we do is when we bring those contracts to the Board, are really establishing a list of prequalified architects, civil engineers, mechanical engineers and 16 electrical engineers. There is no promise of any work to them, and in case of Cannon Design, they have not been assigned any work, they have really to my knowledge have never worked with us, so that just means that they meet the qualifications to perform work for us should we have work and

Page 257

should our team, our architect select them for that job and so far they have not been selected for any job to my knowledge. So we are trying to correlate any of their work with any of the prequalified; just about every architect or engineer that is in town that has done schoolwork ⁷ is perhaps prequalified.

MS. CAUSEY: I just want to point out that I did abstain from that vote.

The next question is to Dr. Williams and Madam Chair Scott. Since the Board just received this presentation, the document was just uploaded during this meeting and it was really quite hard 14 to read that fine print, we understand trying to get all of the information together, what is the process for board members to submit questions and then receive answers that can be published?

18 CHAIRWOMAN SCOTT: We have our weekly updates, so any questions you can submit and it will be shared in the weekly updates.

MS. CAUSEY: What about them being

10

Page 260 Page 258 shared with the public? my questions in writing. Thank you, Madam Chair. 2 2 CHAIRWOMAN SCOTT: I don't believe CHAIRWOMAN SCOTT: Thank you. that's something we have done in the past. You Mr. McMillion? were talking about loading them up in BoardDocs 4 MR. MCMILLION: Thank you, Mr. Mills. 5 or something? Sparrows Point Middle School is in a very unique situation. Out of 175 schools in Baltimore MS. CAUSEY: There was a website with MYIPAS, maybe Mr. Mills can speak to that, what County, they share a building with Sparrows Point documents are there? There was a disruption with High School. In fact, they share the auditorium, 9 the ransomware attack of course, but -the library, the cafeteria, the gymnasium, the 10 CHAIRWOMAN SCOTT: I'm sorry, were you locker room, the athletic fields and the parking 11 speaking in regards to BoardDocs or to a MYIPAS lots. When you did your study, how did you website, because I thought you were talking about incorporate that uniqueness into your formulas? uploading questions and answers to BoardDocs. Thank you. 14 14 MS. CAUSEY: I'm looking to understand MR. MILLS: Thanks for the question, 15 the process where board members' questions can be Board Member McMillion. In the initial high submitted and answered and then shared with the 16 16 school recommendations we did lift up, and public, so my question is, would it be in there's a class of projects that would require 18 BoardDocs or would it be in the MYIPAS website? stakeholder outreach, due diligence on land and 19 CHAIRWOMAN SCOTT: Do we have an answer those sorts of things, we highlighted that in 20 for that? equity that exists at Sparrows Point High School 21 and Middle School. And that's something that's, MR. DIXIT: So what we had done last Page 259 Page 261 time and I'll have to have a conversation with you know, I have a daughter who very recently was Dr. Scriven and the superintendent, but what we in the middle school ages, and as a father of had done last time to answer those questions and that age, commingling with the older boys, and posted it on website at that time. Since then we you know the sorts of narratives that can really ⁵ have a new website which is still being go through an emotional situation. But not even, populated, but I do not see any issue sharing kidding aside, it's something that's very those responses with the board members personal and something we're very focused on. As 8 immediately as we get it. We have been extremely we're going through the planning process, transparent on this. When we started this absolutely, we're looking for an outcome that program, one of the set of instructions we had brings the Sparrows Point community in alignment from the superintendent and the county executive equitably with the rest of the county in terms of is to be totally transparent. I do not recall of the grade configurations. That includes looking any project that we have done that there has been for a new home for the middle school. The school 14 this level of transparency, so there is nothing right now, the high school is crowded, the middle to hide here, we will share it with the board school is crowded and we need to find a new members and we welcome your questions. place. Most likely the middle school would have 17 17 a new home as part of that process, or you would CHAIRWOMAN SCOTT: Thank you. 18 have to continue to grow that campus with more MS. CAUSEY: Thank you. 19 CHAIRWOMAN SCOTT: It looks like it additions on that tight campus and still continue 20 to work in there. We're looking at adjacent is ---21 elementary sites potentially, we know there's a MS. CAUSEY: I will submit the rest of

Page 262 Page 264 big industrial area that has future growth that MS. MACK: Okay, thank you very much. might happen into it, so we're looking at That's all, the only questions I have. 3 opportunities to alleviate that inequitable MR. MILLS: Thank you, Board Member situation. We are very aware. 4 Mack. 5 MR. MCMILLION: Thank you very much. CHAIRWOMAN SCOTT: Thank you. Next is 6 CHAIRWOMAN SCOTT: Thank you. Next is Mr. Kuehn. 7 7 Ms. Mack. MR. KUEHN: Thank you, Ms. Scott. 8 MS. MACK: I have two quick questions. Mr. Mills, going back to Sparrows Point, this is When we show an aggregate score and then there's, a special case and since we have luckily the a number of schools have the same aggregate presentation for Phase I, we can see that 11 score, how do we determine ranking? Sparrows Point is over capacity in the red, and 12 MR. MILLS: So there are decimals projected to be at 136 percent over capacity in beneath them. I believe we used the whole number '26, in 2026. And when we look at the middle for presentation purposes, but the ranking is school at Sparrows Point the over capacity rating based on, you know, coming up with that numerical 15 is, I don't believe it's in the red as much as 16 16 the high school is, if I'm looking at it, it says order. 17 109 percent in 2026. And my concern here is this MS. MACK: Okay. And then the other question and I apologize, but the slides went by is a special case because we have to look at the pretty quickly and the print was very small. I whole facility, right, and we have to come to did not see Watershed Charter School included. some conclusion here, and by treating the middle 21 school and the high school in very separate ways, MR. MILLS: I need to go back and see if Page 263 Page 265 I don't want to lose this special case that this 1 we assessed that building. I can't remember if that was on our list or not, I know that it's a high school/middle school actually is. 3 unique situation there. I did, I failed to MR. MILLS: Board Member Kuehn, great mention to you also, we did assess all of the question, and let me see if I can address where I think you're heading. We are looking at this as special center programs, the Crossroads and a system and when we have a community like that ⁶ others that are not a traditional elementary, ⁷ middle or high school. We did not include them ⁷ that has these schools that are interdependent on 8 in the benchmarking because their programs are so each other, we make design solutions that are of unique, they require a unique approach to a nature to address both of those programs at the measuring and accommodating them in the plan. same time. The reason there's differentiated Those are part of the MYIPAS and will be members is that different parts of the building accommodated as part of it; it's just while the are assigned to different schools, so you will see different metrics associated with each of ¹³ facility condition assessment is consistent with there, but doing and sort of program comparison 14 them, and I would take to heart, we are very ¹⁵ and equity it's apples and oranges, and we didn't aware of that unique circumstance and we've want to confuse the narrative so we left them off already, our initial recommendations have 17 17 the list. signaled that with, and that when one class of 18 MS. MACK: Okay, but you will have some projects that require future budgeting, and that's part of the road forward as we finish the 19 type of report that does include schools like 20 that? 20 MYIPAS. 21 MR. MILLS: Yes. MR. KUEHN: Thank you. The next thing I

Page 266 Page 268 want to draw your attention to is, I'm jumping passing that you have detailed reports on each between slide 16 and slide 19, so basically I'm facility and I noticed that when we got the high looking at the capacity utilization for middle school report we didn't see these charts with schools and for elementary schools, and what I'm these rankings. Where can we get that seeing in elementary schools are lots of yellow information? yellows and reds, and then when we get to the MR. MILLS: So I believe some of this feeder pattern into middle schools I'm only has succumbed to the ransomware attack here. seeing one red, yellows in all sorts of places, We've furnished reports that were made available and whites and blues. So I'm wondering if we to you through Pete Dixit's office and through channels that were described earlier. need to take a closer look at the feeder patterns 11 11 to understand what's happening, because we go MS. ROWE: Okay, so there are rankings ¹² from very over capacity to very full but not like this for high schools that we could see? 13 screaming over capacity, I don't quite know how MR. MILLS: Yes. 14 to explain that. And I'm concerned that we're MS. ROWE: Okay, and so Mr. Dixit will 15 missing something in the translation from get that to us? 16 16 elementary school to middle school. MR. DIXIT: So if I remember in the high 17 MR. MILLS: There's a lot of indicators school presentation, you had a similar list that that could explain some of that. For example, was part of the presentation and it did have the buildings themselves dictate what the 19 rankings attached to that. 20 capacity is based on that state rated process for MS. ROWE: Okay, but so what about each determining how the building is used, et cetera, of the, Mr. Mills mentioned that each facility Page 267 Page 269 and it's the buildings that have the capacities, had its own report. Is that available? 2 the enrollment projections are what they are. MR. DIXIT: That report is available, it And sometimes there are family decisions that are is not on the website because of the detailed made at that middle school level to look at other nature of that report, but --5 alternatives, whether it's private school sector, MS. ROWE: You know how fond I am of ⁶ charters, et cetera, maybe neighboring districts, gigantic binders. sometimes those decisions happen at those cusps MR. DIXIT: So yes, that report can be 8 or grade points. But really I think it's less provided to anyone. that than the former, where it's just MS. ROWE: Yes, I would like that 10 circumstances of where you have capacity in your please, thank you. That's all I have. 11 11 schools. CHAIRWOMAN SCOTT: Thank you. Next we 12 12 CHAIRWOMAN SCOTT: Thank you for that. have Ms. Henn. 13 13 MR. MILLS: And the boundary is VICE CHAIR HENN: Thank you, Madam validating how this can be aligned for the long 14 Chair. Good evening, Mr. Mills. 15 haul, we're working very closely with Melissa 15 MR. MILLS: Good evening. Appler and the research department that handles VICE CHAIR HENN: You had mentioned 17 those projects with the community and they're legacy projects and I'm aware of Lansdowne being working with us on the mechanics of the plan. identified as a legacy high school project. I'm 19 CHAIRWOMAN SCOTT: Thank you. Next is sorry if I missed it but could you review the legacy elementary and middle school projects that Ms. Rowe. Ms. Rowe? 21 MS. ROWE: Yes. So you mentioned in have been identified?

Page 270 Page 272 MR. MILLS: They are on basically So, and this was, did you say this was everything north of Lansdowne on the CIP list, I the projection for how far out, I think I missed 3 don't have it at the ready on screen right at the that. moment, but these are the ones that have been 4 MR. MILLS: It's a seven-year plan, the given the names in the Schools for Our Future horizon, it synchronizes with what the state program. There's two new schools in the considers when they look at capital requests. northeast, I think an elementary to accommodate CHAIRWOMAN SCOTT: Seven years, okay. growth, and there are several replacement schools Great. All right. Thank you very much for that and a couple of additions, I want to say. I'm presentation. 10 sorry, I don't have them just at the top of my MR. MILLS: Actually I'm sorry I 11 memory. 11 couldn't see your name or I would address you by 12 12 MR. DIXIT: Let me help you, Paul. All name. 13 of the schools that have been approved by the CHAIRWOMAN SCOTT: That's all right, Board and the county's capital program and shown 14 Makeda Scott. 15 at fully funded, they are part of the legacy MR. MILLS: Thank you. 16 16 project, and I'll quickly name some of them, I CHAIRWOMAN SCOTT: And with that, I may miss one or two, but northeast area would like to make a motion to postpone Items J 18 elementary school at Ridge Road, Red House Run, through L to the April 6th board meeting if there Bedford and Summit Park; and northeast area 19 is a second for that. 20 ²⁰ middle school and Pine Grove and Deer Park MS. MACK: Second, Mack. 21 ²¹ Elementary School, Pine Grove Middle and Deer CHAIRWOMAN SCOTT: Thank you. Page 271 Page 273 ¹ Park Elementary School, and Scotts Branch Ms. Gover, could we take a rollcall vote please? Oh yes, I made a motion that we postpone Items J Elementary School. 3 through L to the April 6th board meeting. So the MS. ROWE: Thank you, Mr. Dixit, that's motion was made by me and it was seconded by I great to hear, because as you mentioned, ⁵ Mr. Mills, Perry Hall Middle is the only middle ⁵ believe Ms. Pasteur. There was a lot --Ms. Mack, okay. 6 school in the red in terms of utilization and 7 they have been waiting for relief way too long, So because it is quite late, so, and I so that new northeast area middle school is would like everybody to get home safely, that's critical to provide the relief that that school what I'm worried about. Yes, Ms. Causey? 10 needs, so I'm pleased to hear that that is part 10 MS. CAUSEY: Thank you. I had a of your recommendations to continue and that it question really and a comment related to your 12 12 has been flagged as a legacy project to move motion. 13 13 forward. That's all I had. Thank you both. CHAIRWOMAN SCOTT: Okay. 14 MR. MILLS: Absolutely. 14 MS. CAUSEY: I'm sorry, was your motion 15 15 CHAIRWOMAN SCOTT: Thank you. Are there seconded? I didn't want to interrupt that. 16 16 CHAIRWOMAN SCOTT: Yeah, it was seconded additional questions from board members? Okay. 17 17 My question is -- well, one, again, by Ms. Mack and we were about to vote. thank you for the presentation, I thought this 18 MS. CAUSEY: Thank you. So my question was very informative and I look forward to seeing is, will that remove item K, which is just information, but there is some important all of the recommendations and everything like 21 that. information that is related to The Compass: Our

1 Pat	Page 274 thway to Excellence.	1	Page 276
2	CHAIRWOMAN SCOTT: Yes, it would remove	2	CHAIRWOMAN SCOTT: There is, and we've
3 tha	at. We can discuss it at the April 6th		had the discussion.
	eeting, but I'm worried about the lateness and	4	MS. CAUSEY: I didn't finish with my
	ople getting home safely after quite some time.	5	time, I apologize, but
6	MS. CAUSEY: I understand. I just would	6	CHAIRWOMAN SCOTT: Please go ahead with
7 nre	efer that it be left in BoardDocs so that	7	your time. This is very discouraging and most
*	ople can review it.	8	unbecoming of a board member I feel, because it's
9	CHAIRWOMAN SCOTT: It is.		not taking into the consideration our public, our
10	MS. CAUSEY: Okay, thank you. And my		viewing audience and other board members. But if
	ner question is, I was going to request to add		it's that important for you to continue on, then
	licy 4005 to the policy review did he agenda		please go ahead with the rest of your time.
	norrow, because it relates to tutoring.	13	MS. CAUSEY: I disagree with your
14	· ·		
	CHAIRWOMAN SCOTT: But the agenda I lieve has already been published.		representation of that, you recognized me and I have two minutes.
16	MS. CAUSEY: I understand, and in	16	
	·	17	CHAIRWOMAN SCOTT: Please go ahead.
	viewing the Saturday engagement and the		MS. CAUSEY: I would like, if
	ditional information presented about our very		Dr. Williams could also make a note, of Policy
	ach needed tutoring programs that are being	20	4005. Thank you.
	mped up even more than typically, there is a		CHAIRWOMAN SCOTT: Ms. Gover, may we
²¹ poi	licy that prevents teachers from tutoring their Page 275	21	take a rollcall vote please?
1 cui	rrent	1	MS. GOVER: Ms. Rowe?
2	CHAIRWOMAN SCOTT: Ms. Causey, we're	2	MS. ROWE: Yes.
3 try	ring to adjourn, so if we could take a vote	3	MS. GOVER: Ms. Causey?
4 ple	ease? It's late and	4	MS. CAUSEY: Yes.
5	MS. CAUSEY: I understand but I'm making	5	MS. GOVER: Ms. Mack?
6 a r	request of you as the chair for the policy	6	MS. MACK: Yes.
7 rev	view	7	MS. GOVER: Mr. McMillion?
8	CHAIRWOMAN SCOTT: Right, but I am	8	MR. MCMILLION: Yes.
9 coi	ncerned about the welfare of our staff and all	9	MS. GOVER: Ms. Henn?
10 of	our board members and it is quite late, and	10	VICE CHAIR HENN: Yes.
11 we	e've just discussed a lot and I would like to	11	MS. GOVER: Mr. Offerman? Mr. Offerman?
12 ma	ake sure everyone gets home safely. So I hear	12	Ms. Pasteur?
13 yo	ur request and I will do my best to accommodate	13	MR. OFFERMAN: I don't have any
14 you	ur request, but we're trying to adjourn and I	14	questions, no.
15 thi	nk it's appropriate for us now to take a vote,	15	MS. GOVER: We're taking a vote,
16 so	thank you for that.	16	Mr. Offerman. Ms. Pasteur?
17	MS. CAUSEY: Okay, Madam Chair, but	17	MS. PASTEUR: Yes.
18	CHAIRWOMAN SCOTT: Ms. Gover, may we	18	MS. GOVER: Mr. Kuehn?
¹⁹ tak	ke a vote please?	19	MR. KUEHN: Most definitely so.
20	MS. CAUSEY: Madam Chair, my	20	MS. GOVER: Dr. Hager?
21 une	derstanding is there can be discussion before	21	DR. HAGER: Yes.

PIO	ceedings	Baitimore County Board of Education Meeting
1	Page 278 MS. GOVER: Ms. Scott?	
2	CHAIRWOMAN SCOTT: Yes.	
3	MS. GOVER: Thank you.	
4	CHAIRWOMAN SCOTT: Thank you. So the	
5	last item on the agenda is announcements. The	
6	Board's next hybrid meeting will be held Tuesday,	
7	April 6th, 2021 at 6:30 p.m.	
8	Thank you for joining us and the meeting	
9	is now adjourned. Good night.	
10	(Meeting adjourned.)	
11		
12		
13		
14		
15		
16		
17		
18		
19		
20		
21		
1	STATE OF MARYLAND.	
2	BALTIMORE COUNTY: SS	
3		
4	I, Paul A. Gasparotti, a Notary Public in and	
5	for the State of Maryland, Baltimore County, do	
	hereby certify that the foregoing is a true and	
7	accurate transcription of the recording to the	
8	best of my ability.	
9	I further certify that I am not of counsel to	
10	any of the parties nor in any way interested in	
11	the outcome of these proceedings.	
12	As witness, my hand and notarial seal this	
13	30th day of March, 2021.	
14		
15		
16	Paul A. Gasparotti	
17		
18		
19		
20		
21		

WORD INDEX	13th 5:18	22nd 138:6	5 3:2, 3	8361 3: <i>18</i> 11: <i>7</i>
	206:4	255:9	50s 228:6	111:10, 12
< \$ >	14 174:3	23 1: <i>11</i>		112:1 113:9, 10
\$1.2 244:14	175:12 252:2, 4	23.7 180: <i>14</i>	<6>	8362 3: <i>18</i> 11:8
\$1.6 249: <i>4</i>	140 248: <i>1</i>	181:4	6:30 278:7	113:12
\$10 255:11	249:18	23rd 5:5 7:6	6002 3: <i>17</i> 11: <i>3</i>	8363 3: <i>18</i> 11:9
\$2 249: <i>4</i>	15 8:11 187:14	24 29:5, 11	92:21 93:2, 3	116: <i>4</i> 118:2 <i>1</i>
\$23.7 189:20	248:13	30:1, 5, 17 31:1	95:14	8364 3:18
\$25 122:9	15th 136: <i>13</i>	34:11 35:7	60-40 250:10	11:10 119:2
\$3.7 248: <i>4</i>	15-year 248: <i>14</i>	36:17 37:12	60s 228:6	121:10
\$4 247: <i>12</i>	249:2	105:4 174:8	66 3:8	8365 3:18
\$4.1 248:5	16 266:2	24.3 173:21	68 3:9	11:12 121:12,
\$462 249: <i>14</i>	16-year-olds	240 250:18	6th 272:18	18
	169: <i>19</i>	24-and-a-half	273:3 274:3	8366 3:19
<1>	170 242: <i>10</i>	178:20	278:7	11:12 124:8
1,200 232:2	252:6	24-hour 38: <i>17</i>		126: <i>11</i>
1.2 248:17	175 145:8	105:10, 11	<7>	84 3: <i>14</i>
10 3:6	260:6	26 264:13	7 3:4	85 234: <i>12</i>
10:21 204: <i>15</i>	18 84: <i>13</i>	26th 180: <i>16</i>	70s 220:16	8601 3:19
100 234:10	19 266:2	181:5 189:2 <i>1</i>	71 3:10	11:13 12:11, 21
235:14	1970s 220:6	27 248: <i>4</i>	73 6:18	14:3 40:5
100,000 165:18	1990s 221: <i>14</i>	278 4:7, 8	75 3:11	53:20 54:12
101 235:16	238:3	27th 169: <i>17</i>	78 3:12	55:1 68:8 71:2
104 3:21	1st 136:10	29 205:18	79 236:2	127:13 130:17
107 227: <i>1</i>		223:12 226:4		87 3:15 235:18
249:8	< 2 >	248:4 249:19	<8>	8th 180: <i>17</i>
108 4:1	20 94:5 176: <i>10</i>		80 232: <i>1</i>	181:7 184:7
109 264:17	187: <i>14</i> 238: <i>13</i>	<3>	800 231:21	190:2 194: <i>10</i>
10th 206:2	255:9	30 176: <i>10</i>	81 3: <i>13</i>	199:2
11 17: <i>15</i> 100: <i>3</i>	200 87:18	197: <i>13</i> , <i>17</i>	8221 3: <i>17</i> 11: <i>4</i>	
107: <i>1</i> , <i>3</i>	96:17 239:6	248:7	13:17, 18 14:3	<9>
110 235:17	2000 230: <i>12</i>	30th 279:13	57:7, 10 58:10,	9 3:5
113 235:18	2003 209:3	31 197: <i>14</i>	15 59:2 62:13	90 3:16 235:17
114 234:11	2016 32:8	32 242:20	95:16 96:9	92 76:10
115 231: <i>14</i>	123:4 209:3	33 242:20	8311 3: <i>17</i> 11: <i>5</i>	93 3:20
11th 206:2	2019 33:7	337 236:21	12:11, 19 14:3	99 234: <i>13</i>
12 13:3 29:9	84:13	34 6:18, 19	16:5 17:2, 4, 8	235:17
136: <i>13</i> 160: <i>16</i>	2020 5:18	35 240: <i>17</i>	18:3 23:17	
195: <i>1</i> , 2	173:20 180: <i>16</i>	242:20	24:2 28:6	< A >
120 232:2	181:6 190: <i>1</i>	360 158: <i>4</i>	98:10, 14	ability 31:11
121 236:5	205:18 206:2, 4		8314 3: <i>18</i> 11: <i>5</i>	107:16 155:17
237:1	255:5	<4>	12:11, 20 14:3	184:2 279:8
1270 88:21	2021 1: <i>11</i> 5: <i>5</i>	4.1 249:17	28:10 35:21	able 6:12 30:4
128: <i>14</i>	180: <i>18</i> 181: <i>7</i>	40 94:6	36:8 38:20	37:3, 20 61:20
12th 147:19	190:2 221:3	4005 274:12	40:4 101:8, 10	71:13 78:21
130 4:2	278:7 279:13	276:19	103:20 104:3, 4,	85:6 94:9, 19
133 249:8	2026 264:13, 17	462 250:12	8 106:6 107:18	97:8 110: <i>16</i>
135 4:3, 4	205 4:6		8360 3: <i>18</i> 11: <i>6</i>	123:12, 20
136 264:12	22,000 240: <i>13</i>	< 5 >	108:4, 7	124:1 126:16
				132:11 133:8

120.12 140.2	4-1-1-	20.12	A J J:4: II	- 1:4
138: <i>13</i> 148: <i>3</i> 150: <i>19</i> 153: <i>5</i>	accountable 74:19	actions 38:12 52:18 60:2	Additionally 47:8 59:16	adjustments 148:9 158:5
161: <i>14</i> 164: <i>16</i> 178: <i>11</i> 179:2 <i>1</i>	accounted 251:2 accounts 242:1	61:9 79:14 106:21 198:19	79:8 136: <i>17</i> 138: <i>11</i>	233:20 238:16 administered
208:2 220:10	accounts 242.1 accuracy 254:4,	active 150:16	additions 7:7,	58: <i>3</i>
250:8	13	activities	10 221:9, 12, 13	administrative
Absent 2:6	accurate 46:18	122: <i>12</i> 136:6	241:7 246:6	32: <i>12</i> 119: <i>17</i>
absolutely	186: <i>17</i> 198: <i>15</i>	146:15, 18, 21	261:19 270:9	administrator
116:8 207:7	279:7	147:7, 11, 18	address 16:8,	119:17 120:16
261:9 271: <i>14</i>	accusation 51:9	148:2, 12 149:2	11, 13, 20 21:2	administrators
abstain 257:9	accusations	151:20	22:13 36:1, 9	77:9 91:19
academic 46:12	61:7	activity 89:5	54:12 55:1	137:3
72:9 73:8, 10,	achieve 96:4	123:20 148:6	58:15 59:3	adopt 150:19
19 74:4, 6	214:8 244:9	152:15	64:16 65:1	162: <i>15</i>
146:19	achieved 33:5	actual 214:20	74:12 76:7	adopted 48:4
academy 160:4	217:18	218:6 254:4	153:7 154:8	162:17
acceleration	achievement	adapt 41:4	247:15 265:4, 9	adults 150:12
174:19 176:19	46:12 72:9, 19	155:17	272:11	advance 30:2, 5,
accept 11:1, 17,	73:4, 8, 11, 20	add 31:11	addressed	18 31:2, 15
19	74:4, 7 98:8	32:2 34:10	40:18 47:8	35:7 81:10
access 94:3, 21	137:21	35:8, 13, 15	105:21 107:13	105:4, 11
95:12 103:1	achievers 97:7	38:3 57:12	153:19 221:6	146:13 149:6
160:5	achieves 211:4	74:4 76:4	245:18 246:5	157:19
accommodate	218: <i>1</i>	120:3, 8 130:2	addresses	advanced 95:9
158:6 222:8	achieving	144:19 151:19	20:17 65:14	advancing
227:1 231:20	102:21	152:14 162:20	addressing	119: <i>13</i>
235:13 237:19	acknowledge	168:12 171:10	129:15 246:19	adversely 69:15
270:7 275:13	68:9	188:19 192:19	adds 57:13	advice 8:6
accommodated	acknowledged	193:2 274:11	77:3	17:19 18:2
221:1 222:18	134:20	added 33:17	adequacy	52:21 64:2
224:2 233:20	acknowledging	35:11 60:14	211:16 215:17	88:7 96:5
239:15 241:2	98:1	93:7, 8, 17, 18	217:1 221:4, 10	advise 13:9
245:13 247:4, 7	acoustics 220:17	95:7 96: <i>15</i>	222:9 223:6	18:6
248:5 250:16	Act 6:12 7:18	97:11, 19 98:20	229:12, 19	advisors 156:16
263:12	19:12 20:5	109:8 113:15	230:2 238:20	169:9
accommodating	24:17 48:5	114:5 116:19	240:16 241:16	advisory 136:8
263:10	99:14 124:2	130:1	245:5 252:18	155:1 156:19
accommodation	180:15 181:5,	adding 31:18	adequate 114:7	157:10 206:17
241:2 <i>1</i>	14, 16 184:14	37:15 111:16	225:20 228:2	advocacy
1 4	185:20 186:21	115:10	adjacent 261:20	142:17
accommodations	189:21 197:8	addition 165:20	adjourn 275:3,	advocate 72:4
76:16 202:5	198:16, 20	194:18 206:7	14	affect 224:5
223:16 233:9	248:10 249:20	219:16	adjourned	225:14
accomplish	acting 20:14	additional	278:9, 10	afford 244:4
103:6 250:13	117:3	24:11 37:18	Adjournment 4:8	afforded 136:18
account 53:7 174:21 220:16	Action 4:3 49:21 58:2	40: <i>17</i> 145: <i>4</i> 151:20 174: <i>18</i>		age 155:20
accountability	83: <i>15</i> 106: <i>14</i>	206:10, 14	adjust 211:7	238: <i>13</i> 261: <i>3</i> aged 164: <i>13</i>
45:16, 17 72:17	107:5, 7 117:19	249:10 250:8	adjusted 32:4 221:3	agency 247:4
43:10, 17 72:17 187:1	107.5, 7 117.19	271:16 274:18	adjusting 235:1	agency 241.4
10/.1	144./ 133.11	2/1.10 2/4.10	aujusung 233.1	I

Tocccumgs
Agenda 3:4 7:4, 5, 6, 8, 11, 13, 16 8:20, 21 10:19 11:5, 16 12:20 28:12 29:3, 11 30:2, 8, 15 31:9, 12, 18, 21 32:4 33:4, 16 34:6, 10 35:12, 13, 15, 17 37:15, 19, 21 38:2, 5, 16 72:21 73:16 74:4, 14 86:14 98:20 100:6 101:9 102:7 105:3, 11 106:11, 17 107:1, 6, 9, 11, 16 135:11, 17 200:11, 16 201:5 204:13, 19 209:14
274:12, 14
278:5
agendas 30:9 99:16 101:15 103:20 ages 261:2 aggregate
242: <i>18</i> , <i>21</i>
243:4 262:9, 10
ago 76:6 91:12 94:5, 6 187:14 201:7
agree 23:4
26:12 30:3 31:8 34:3 42:18 44:1, 7,
20 46:7 47:4
89:6 93:2
96:16 107:2, 4
165:14 192:5
agreement
106: <i>19</i> 107: <i>3</i>
172:1
ahead 24:14 29:5, 12 50:15,
29.5, 12 30:15, 19 78:13 90:11
92:2 102:7
74.4 104./

108:5 110:16 130:21 138:15 200:21 247:19 276:6, 12, 16 **ain't** 117:11 air 241:15 alienate 142:6 **align** 96:4 **aligned** 140:21 173:4 267:14 alignment 56:19 261:10 alive 251:11 allegations 121:8 Allegiance 5:6, 10, 11 Allegiance/Mom **ent** 3:3 **Allen** 190:14 alleviate 262:3 allocations 88:12 **allow** 6:6. 9 33:9, 10 66:2 77:16 102:6 148:1 208:18 209:15 allowable 191:15 allowance 85:12 **allowed** 64:15 169:19 170:4 allowing 64:8 allows 17:14 29:12 30:8 alter 77:11 alternate 43:8 alternative 149:18 alternatives 148:8 212:5 267:5 **amend** 30:2, 7, *14* 105:*11*, *12* 106:10, 16 192:9 amended 5:17 100:13

Amendment 89:12, 13 99:13 106:8 107:1, 2 128:10, 11 129:2 192:2, 8, 20 193:2, 6 194:14, 16 195:6, 10, 13, 17, 20 197:1 **amount** 168:4 181:*11*, *15* 187:2 188:*1*, *17* 194:19 **amounts** 187:*3* 198:2*1* analysis 28:14, 16, 19 38:9, 15 40:11 41:18 42:9 95:19 211:15 254:2, 4, 12 **analyst** 121:20 **and/or** 6:13 143:21 anecdotally 179:20 anecdotes 142:3 **angst** 77:3, 5 animal 244:10 **Annapolis** 122:18 Anne 28:16 48:1 56:21 annotate 214:3 Annotaated 114:10 226:7, 11 announce 102:11 Announcements 4:7 278:5 **annual** 188:5 **answer** 16:14 46:4 182:16 245:20 258:19 259:3 answered 76:12 138:4 201:14

answers 132:11 201:7. 13 257:17 258:13 anticipating 172:15, 16 anxieties 69:3 anybody 46:16 88:16 99:9 108:9 112:20 114:5 118:6 122:17 174:5 anvmore 100:14 115:2 anyway 253:3 **apart** 79:13 151:9, *13* apologies 50:10 78:15 apologize 7:15 50:14 53:1 62:8 78:7 91:6 182:4 190:9 262:18 276:5 **appalls** 84:10 appeal 26:8 appealed 25:15 **appears** 173:18 **appendix** 19:21 applauding 252:7 **Appler** 267:16 **apples** 263:15 applicability 11:6 108:4 applicable 7:3 **applied** 242:13 255:19 **applies** 119:*15* 120:7 **apply** 97:8 114:13 218:12 **appoint** 61:21 62:7 124:20 appointed 88:1 100:18 121:6 124:15 125:6 appointees 8:2 appointing 125:19, 20

appointment 7:20 32:12 109:1 appreciate 33:8 42:6 64:3 68:13 102:14 169:12 176:7 183:13 184:19 194:4 201:17 207:14 approach 38:16 87:1 136:4 152:*3* 167:2*1* 198:5 216:7 217:14 228:19 232:12 263:9 approaching 249:9 appropriate 45:15 48:16 51:19 52:11, 13, 14 60:10 64:4 65:6 66:18 67:4 73:13 224:2 275:15 appropriately 69:12 188:8 approve 9:9 13:7 14:1, 4 approved 5:17 7:16 11:1 31:19 255:10 270:13 approximately 83:8 158:4 **April** 147:*19* 152:13 153:7 164:17 169:17 272:18 273:3 274:3 278:7 arbitrary 240:12, 21 architect 257:1, 5 architects 212:14 216:5 256:14 architectural

258:16

Proceedings
area 125:10
141:18, 19
143:11 162:19
163:6 166:19
235:7 262:1
270:17, 19
271:8
areas 40:18
41:3 143:15
150:13 151:10,
<i>12</i> 164:7 191:7
212:3 226:8
234:7, 19
Arena 149: <i>16</i>
argue 131:7
argument
115: <i>3</i> 182: <i>16</i>
arrangements
167: <i>19</i>
art 147: <i>15</i>
article 83:6, 10
articles 47:11
114:9
articulate 26:19
articulated
23:7 29:20
arts 147:5
Arundel 28: <i>16</i>
48:1 56:21
ascending
225:19
ascertain
145:10
aside 183:17
261:6
asked 34:17
88: <i>16</i> 132: <i>8</i> 170: <i>14</i> 173: <i>19</i>
170:14 173:19 178:18 190:3
200:20
asking 52:4, 6 80:20 96:20
122:19, 20
179: <i>19</i> , 20
asks 10:21
aspect 60:14
211:5 215: <i>12</i>
aspects 23:5
29:21 218:11
27,21 210,11

227:12 240:9
243:16
assembling
169:9
assess 143:19,
20 263:4
assessed 263:1
assessment 208:5 209:21
211:13, 17, 18
213:12 215:11
243:21 244:1,5
245:19 263:13
assessments
8:13 210:6
228:20
asset 157:11 assets 251:20
252:10, 11
assigned
153: <i>13</i> 256: <i>18</i>
265:12
assignment 7:20
assignments
72:21 133:2 assist 137:8
assistance
201: <i>19</i>
assistant
119: <i>18</i> 120: <i>16</i> ,
17
assisting 137:16
associate 206:20
associated 24:3
154: <i>10</i> 253: <i>5</i> 265: <i>13</i>
Association
47: <i>12</i> , <i>13</i> 72: <i>14</i>
associations
147:3
assumes 178: <i>19</i>
assure 67:3, 10
assuring 67:5
athlete 158:2 athletes 85:11
athletic 158:1
260: <i>10</i>
athletics 85:11
157:20 165:6

attached 201:9,
11, 14 268:19
attachments
173:17
attack 79:9
85:3, 8 198:3
258:9 268:7
attempt 122:7
attend 6:10
153:6 175:5
attended 175:6
220:6
attending
136: <i>11</i> 147: <i>14</i>
175: <i>4</i> 232: <i>1</i>
attention 22:3,
12 66:12 68:1
12 66:12 68:1 82:4, 19 114:10
115:16 118:14
127:5, 10 266:1
audience 276:10
audio 94:8
audit 119:18
120:17 129:10
180: <i>12</i> , <i>13</i> , <i>16</i>
181:2 182: <i>1</i> 2,
<i>14</i> , <i>20</i> 183:7, <i>15</i> ,
<i>18</i> 184: <i>4</i> , <i>6</i> , <i>13</i> ,
<i>19</i> 185: <i>3</i>
186: <i>13</i> , <i>19</i>
187:9, 19 188:5,
16 189:18
190:12, 14, 15,
19 191:2, 5, 17
192:6, 10, 11, 12
192.0, 10, 11, 12
13, 16, 19
194:17 197:6, 7,
8, 14, 17, 19
198:7, 16
auditing 197:9 auditor 119:18
auditor 119: <i>18</i>
120: <i>16</i> 184:2 <i>1</i>
185: <i>1</i> , <i>5</i> , <i>16</i>
188: <i>6</i> 189: <i>1</i>
auditorium
260:8
auditors 186:10,
<i>15</i> 190: <i>13</i>

August 2	206:2
austere 3	54:7
authority	17:19
19: <i>1</i> 25:	
26:17 25	55 · 11
authorize	
automatic	
116: <i>10</i>	-
automatic	
99:11 18	
autonomy	7
202:17	
avail 233	
availabili	
149: <i>15</i> 1	
available	
7 94: <i>16</i>	
163: <i>14</i> 1	183:2 <i>1</i>
184: <i>11</i> , <i>1</i>	2
185:17	86: <i>14</i>
187:9 20	1:16
211:11 2	228:16
236:11 2	268:8
269:1, 2	
average	179: <i>4</i>
235:6 23	37:8
243:13	
averages	237.4
avoid 44	
45:3 46:	
154: <i>18</i> 1	
190:20	33.17
awarded	
180:15	01.1
189:20 2	255:14,
15, 21	10
aware 7:	10
21:15 22	2:2
146:17	262: <i>4</i>
265:15 2	
axis 227	:15, 16
_	
< B >	
back 16:	10
18:5 21:	16
23:11 24	1:2

26:19 28:7 35:21 36:9 38:8, 20, 21

40:4 54:12

55:1 56:10, 15
58:15 59:2, 14
62.0 12 62.10
62:9, 13 63:18
70:8 75:4
91:16 99:19
100.12 101.21
100:12 101:21
100: <i>12</i> 101:2 <i>1</i> 104:2 <i>0</i> 108:2
119: <i>11</i> 122: <i>14</i>
128:14 131:11
128:14 151:11
134:8 137:2 138:7 144: <i>16</i> ,
138:7 144: <i>16</i> .
21 154:7, 20
155:7, <i>9</i> , <i>15</i>
156:11 160:20
161:19 162:7,
10 165:4, 10
179:2 183:6
190: <i>16</i> 195: <i>17</i>
107.1 205.10
197:1 205:18
207:2 <i>1</i> 210:10 214:17 220:16
214.17 220.16
221.12 220.5
221:13 228:5
233:12 234:2
243:13 253:9,
13 254:14
262:21 264:8
backfilled
250:17
background
20:7, 21 91:4
234:7
backs 112:19
backup 228:13
bad 115:11
126:6
126:6 baked 222:15
126:6 baked 222:15
126:6 baked 222:15 balance 248:20
126:6 baked 222:15 balance 248:20 balanced 87:1
126:6 baked 222:15 balance 248:20 balanced 87:1 balances 76:17
126:6 baked 222:15 balance 248:20 balanced 87:1 balances 76:17 balancing 86:7
126:6 baked 222:15 balance 248:20 balanced 87:1 balances 76:17 balancing 86:7
126:6 baked 222:15 balance 248:20 balanced 87:1 balances 76:17 balancing 86:7 ball 252:2
126:6 baked 222:15 balance 248:20 balanced 87:1 balances 76:17 balancing 86:7 ball 252:2 BALTIMORE
126:6 baked 222:15 balance 248:20 balanced 87:1 balances 76:17 balancing 86:7 ball 252:2 BALTIMORE
126:6 baked 222:15 balance 248:20 balanced 87:1 balances 76:17 balancing 86:7 ball 252:2
126:6 baked 222:15 balance 248:20 balanced 87:1 balances 76:17 balancing 86:7 ball 252:2 BALTIMORE 1:2 3:14 5:4, 9, 13 43:3 48:9
126:6 baked 222:15 balance 248:20 balanced 87:1 balances 76:17 balancing 86:7 ball 252:2 BALTIMORE 1:2 3:14 5:4, 9, 13 43:3 48:9 49:13 65:3, 16
126:6 baked 222:15 balance 248:20 balanced 87:1 balances 76:17 balancing 86:7 ball 252:2 BALTIMORE 1:2 3:14 5:4, 9, 13 43:3 48:9 49:13 65:3, 16 66:13 72:13
126:6 baked 222:15 balance 248:20 balanced 87:1 balances 76:17 balancing 86:7 ball 252:2 BALTIMORE 1:2 3:14 5:4,9, 13 43:3 48:9 49:13 65:3,16 66:13 72:13 73:6,17 75:20
126:6 baked 222:15 balance 248:20 balanced 87:1 balances 76:17 balancing 86:7 ball 252:2 BALTIMORE 1:2 3:14 5:4, 9, 13 43:3 48:9 49:13 65:3, 16 66:13 72:13 73:6, 17 75:20 81:12 83:14
126:6 baked 222:15 balance 248:20 balanced 87:1 balances 76:17 balancing 86:7 ball 252:2 BALTIMORE 1:2 3:14 5:4, 9, 13 43:3 48:9 49:13 65:3, 16 66:13 72:13 73:6, 17 75:20 81:12 83:14 84:9, 17 85:13,
126:6 baked 222:15 balance 248:20 balanced 87:1 balances 76:17 balancing 86:7 ball 252:2 BALTIMORE 1:2 3:14 5:4,9, 13 43:3 48:9 49:13 65:3,16 66:13 72:13 73:6,17 75:20

119:15 124:14, 16 125:8, 11, 13 126:4 129:14 138:4 141:4 149:18 156:17 157:7 167:6 171:6 205:14, 15 206:12 207:15 208:17
209:1, 6 211:3 212:3, 21 217:4, 19 218:13 225:1, 3, 4 232:8 249:15 250:21 254:16 256:2 260:6 279:2, 5 bans 150:15 barely 129:11, 15 bargaining 8:6, 9 Barr 182:7, 13 185:16, 19 186:3 189:6, 7, 8, 10, 11, 15 190:9 192:1, 4 193:8 195:10, 13 197:5, 12
198:14 199:2, 4, 5 barriers 93:10 95:10 Barr's 187:12 base 167:17 based 35:10 57:20 146:1 165:18, 19 175:4 202:19 211:1, 2 216:9, 13 225:10 233:2, 3, 9 240:13 242:12 245:5 249:12 262:15 266:20 baseline 218:14 232:15 237:6 basic 81:21 87:19

basically 41:15 170:8 266:2 270:*1* basis 157:2 **BCPS** 1:8 43:18 45:21 68:20 77:5 82:5, 13 88:2 102:15, 19 105:20 116:21 119:8, *15* 120:19, 20 124:15 146:20 157:5 173:18. 20 180:15 181:5 189:2*1* 201:20 202:21 203:13 233:10 **bcps.org** 65:20 **BCPS's** 89:10 **BCPS-TV** 6:17 bear 230:15 bears 228:3 251:19 becoming 34:5 **Bedford** 270:19 **began** 136:10 160:12 beginning 31:12 32:5 69:21 85:1 147:8, 19 begrudge 70:7 behalf 57:14, 18 59:19 60:5, 6, 11 61:18, 21 66:12 81:9 192:13 behave 122:17 behaving 117:3 **behavior** 16:*19* 49:15 65:8 112:2 113:6 behaviors 111:18 112:8, 16 **belief** 97:14 **believe** 15:19

16:7 26:18

35:14 36:11

37:10 40:5 41:17 43:6 45:15 50:1, 9, 11 51:1, 18 57:7 58:4 59:5, 8 60:9, 20 66:20 88:9 92:8 96:18 98:16 107:14. *17* 131:9 134:*3*, 18 154:11 161:16 171:16 173:*19* 184:2, *6*, 10 197:19 198:6 219:*13* 248:11 258:2 262:13 264:15 268:6 273:5 274:15 believed 161:9 believes 96:7 **believing** 217:17 benchmark 219:10 235:8 benchmarking 210:1, 2 215:13 216:14 243:16 250:11 253:5 263:8 beneath 228:14 262:13 benefit 215:14 benefits 75:18 76:18 156:10 Bergman 3:15, 20 4:1 87:12, 13, 16 90:2, 3, 5 92:9, 10, 18 93:2 95:16, 18 98:10, 12 100:4 101:8, 10 104:3, 4, 10 108:2, 5, 6 111:7, 9, 12 113:12, 14 116:6 119:2, 4 121:12, 14 124:7, 10 127:12, 14

best 68:19 77:15 107:18, *19* 137:5 146:*3* 213:18 249:7 275:13 279:8 **better** 113:7 114:20 166:11 230:1 **beyond** 75:12 164:10 170:17 171:5 234:12 238:13 **biased** 108:19 **big** 40:9 51:9 109:6, 18 113:*14* 117:*1* 121:5 125:8 127:7, 14 129:20 247:12 262:*1* **bigger** 246:8 **billion** 244:14 247:12 248:5, 17 249:4, 17 binders 269:6 **birthday** 169:18 **bit** 40:19 42:9 112:4, 6 118:11 123:16 141:11 144:10 146:11 166:4 169:17 197:20 205:13 234:12 244:21 246:7 252:13 253:12 **black** 81:20 82:6, 19, 21 83:3, 9, 11, 18 86:9 142:6 144:15 **blended** 237:*3* 240:11 **blending** 242:19 **blessing** 250:21 **blind** 85:2 **block** 106:20 107:5 **blocked** 128:18 **blocking** 107:12

blue 139:7, 8, 10

blueprint 115:5, 7 123:2, 4 **blues** 266:9 **BOARD** 1:1, 7 2:1, 3 3:6 5:4, 16, 18, 20 6:1, 3, 4, 7, 14, 16 7:1, 17 8:20 9:4 10:20, 21 11:1, 2 16:9 17:11, *15, 21* 18:6 19:13, 15 20:4, 6, 13 21:10, 12 22:2, 8, 14 25:1, 13, 19 26:8, 9, *14*, *15* 30:7 31:10, 11, 17 32:7, 15, 18 33:8, 9, 10, 14, 19 34:13 35:14 36:2, 10 40:14 41:20 42:4.5. 20, 21 43:5, 7, 11, 13 44:4, 6, 9, 13, 14 45:1, 3, 5, 7, 10, 12, 15, 17 46:10 47:12 48:13, 15, 17 49:8, 11, 14, 15 50:2, 4 54:4, 13 55:2 56:16 57:14, 15, 16, 19, 20 58:1, 4, 5, 16 59:3, 18, 19 60:4, 6, 11, 21 61:3, 8, 10, 11, 17, 19, 20 64:1, 3, 6, 10, 13, 14, 16, 21 65:18, 20 66:1, 3, 7 67:8 68:14, 18 69:21 70:11 71:1, 3, 6, 20 72:3, 5, 12, 15, 20 73:6, 12, 13, 15, 16, 18 74:2, 3, 9, 18, 19 75:3 76:7, 10, 14 78:5, 19, 20 79:13, 19 80:4, 10 81:17, 19

130:12, 13, 16

10000011180
00 10 15 10
82:13, 15, 18
83:14 84:8, 12
85:14, 15, 17, 19
86:14, 15, 17
87:18, 19, 21
88:1, 2, 5, 10, 11
89:7 92:2 95:16 96:2, 6, 8,
95:16 96:2, 6, 8,
20, 21 97:2, 13,
21 98:2 99:12,
20 100:6, 17
101:11 103:6
104:17 105:3, 5,
8, 9, 13 106:1, 4,
7, 10, 14, 16, 18,
20 107:2, 7, 19
108:3, 11, 12
100.3, 11, 12
109:1, 2 110:13
111:2, 18, 19
112:6, 14, 15, 17
113: <i>1</i> , <i>17</i>
114:14 116:12
117:5, 17, 19
118:2, 16
119:19, 20, 21
120:1, 2, 3, 4, 5,
7, 11, 12 121:7,
<i>18</i> 122:6, 8
123:3, 8 124:16
125:18 127:17,
125:18 127:17, 18, 19 128:2
129:3, 6, 18
120.3, 0, 10
130:3, 9 131:3,
<i>16</i> , <i>17</i> , <i>19</i> 132: <i>3</i> ,
4, 7, 10, 12, 13
133:2, 3, 6, 19
134:2 135:21
140:2, 7 143:6
144:20 146: <i>16</i>
157:18 174:2 176:6 180:18
176:6 180: <i>18</i>
181:7 183:6
185:6, 10, 20
186:1, 8 188:2
190:2, 17 192:5,
<i>11</i> 193: <i>3</i> 194:2,
6 201:5, 6, 8
205:3, 11, 14, 20
206:3, 6 207:13
208:21 233:1
200.21 233.1

253:18 255:10, 21 256:13 257:11, 16 258:15 259:7, 15 260:15 264:3 265:3 270:14 271:16 272:18 273:3 275:10 276:8. 10 board-directed 183:19, 20 **BoardDocs** 8:19 16:19 49:7 123:16 201:9, 12, 14 204:10 258:4, 11, 13, 18 274:7 **boards** 41:19 42:3 47:14 72:14, 16 73:2, 9 74:15 127:5 Board's 9:5 11:18 60:2 61:1, 10 65:20 80:15 107:15 190:13 198:2 278:6 **body** 8:11 boe@bcps.org 65:19 **boilers** 241:15 **bold** 93:18 bookmark 210:12 **books** 110:20 118:7 **boring** 126:*13* **Boswell-McComas** 140:10 **bottom** 226:6, 19 230:21 243:3 251:12 **bought** 181:21 **boundaries** 235:1 246:12 boundary

box 223:19 **boys** 261:3 **bracket** 234:10 Braille 95:8 branch 84:9 157:2 227:8 271:1 **brand** 159:11 breakdowns 224:15 breathing 150:16 **Brenda** 3:21 4:2 104:7 130:16 **bribe** 114:2, 3 **bridge** 159:10 161:7 172:6 173:*14* briefly 49:2 68:6 181:*10* **bring** 68:1 103:13 218:5 233:10 241:18 256:13 **bringing** 80:11 155:8 162:10 164:8 252:11 **brings** 261:10 **broad** 17:13 133:18 broadcasted 6:16 broadly 43:4 **broke** 85:3 **broken** 229:4, 6 251:7 **brought** 33:21 42:2 51:11 57:7 66:11 105:2 108:9 230:15 **Brousaides** 13:8, 10 14:11, 12 22:9 25:11, 14 52:14, 16, 21 135:12, 13, 17 **brown** 81:20 82:6 86:10

budget 28:11, 12 183:21 budgeting 265:18 budgets 248:3 **bugs** 101:17, 18, 19 **build** 154:3, 12 156:3 building 32:1 67:16, 18, 20 138:9, 15 156:9 164:10 215:18 216:9 217:13 224:10 225:20 228:1 229:4 231:18 232:4 235:12 241:20 260:7 263:1 265:11 266:21 **buildings** 67:6 70:1 75:6 213:16 215:16 216:2, 4, 6, 8 218:6 221:17, 21 223:6 224:20 228:4 238:12, 17, 19 239:11 252:1 266:19 267:1 **built** 221:18 222:3 228:4, 5 248:10 249:11, 20 **Bulls** 81:6 **bunch** 121:2 221:17 **bus** 77:11 167:18 **Business** 3:5, 6 4:3, 4 42:21 43:1, 5, 7 105:16 109:10 110:16, 18 115:12 118:2, 4, *6* 121:*3* 129:*19* 130:7 132:4, 10, 13 **businesses**

110:13 button 113:21 buy 66:19 119:6 Byers 139:21 140:1 141:14 144:21 145:2 149:9 171:13

< C > cafeteria 260:9 CAFR 197:13. *16* 199:*1* **calendar** 122:10 **Call** 3:2 5:3 9:1 64:8 65:13 90:21 124:17 125:3 135:12, 18 200:13 204:21 223:11 238:6 248:8 called 83:7 104:7 134:19 245:8 **calling** 66:12 82:4 90:17, 19 calls 75:19 **cameras** 21:21 campaign 114:*17* campus 261:18, 19 candidates 111:19 Cannon 205:19 206:7, 19 207:5 208:11 209:8 254:19 256:17 capable 70:9 capacities 239:5 267:1 **capacity** 211:18 216:8 219:20 221:10 222:11 231:8, 17 233:4 235:5, 11 236:2, 10, 17 237:16 238:1, 7, 9, 16,

267:13

142:7 144:15

20 239:4, 20

240:19 245:17

246.4 251 14
246: <i>4</i> 251: <i>14</i>
252:11 264:11, 12, 14 266:3, 12,
12, 14 266:3, 12,
13, 20 267:10
capital 209:12
210: <i>18</i> 211:8
210.10 211.0
216:12 237:18
249: <i>11</i> 270: <i>14</i>
272:6
Card 46:16 care 76:17
care 76:17
211.0 241.12
211:8 241:13,
14 252:9, 10
career 208:15
219.12
careful 53:2
165.0
165:8
CARES 76:19
180: <i>15</i> 181: <i>5</i> ,
13, 14, 16
184: <i>13</i> 185: <i>20</i>
186:2, <i>21</i>
189:2 <i>1</i> 191: <i>10</i>
197:8 198: <i>16</i> ,
20
carries 10:18
15: <i>18</i>
cart 154:18
case 32:16
52.0 76.2 A
53:8 76:3, 4
108:18 123:9
167:9, <i>13</i>
175:11 230:2
232:18 256:17
232:18 230:17
264:9, 18 265:1
cases 75:21
165: <i>10</i> , <i>18</i>
166:1, 6 168:17
232:20
cash 250:3
catch 103:12
categories
_
223:7, 18 224:5
226:4 227:6
category 230:9,
20 231:1, 13
236:21
Catonsville
141: <i>18</i>

caught 86:17 176:17 **cause** 80:6 107:6 Causey 2:5 9:18, 19 14:18, 19 18:9 19:7 21:6, 8 22:11, 16 23:1 27:6, 7 31:6, 7 33:13 36:3, 11, 12 39:3, 4 47:2, 3 48:20, 21 51:17 52:3 55:9, 10 56:15, 21 59:5, 6, 13 60:16 62:17, 18 183:11 184:17, *18* 194:*13*, *15* 196:2, *3* 199:*11*, *12* 200:*15* 201:1 203:7, 20 204:8 253:19, 20 254:1, 11 255:1, 8 256:5, 8 257:8, 21 258:6, 14 259:18, 21 273:9, 10, 14, 18 274:6, 10, 16 275:2, 5, 17, 20 276:4, 13, 17 277:3, 4 **causing** 17:11 19:14, 16 25:2 **CCBC** 160:8 **CDC** 66:21 67:4 136:6 149:20 150:1, 8 151:5 152:8 154:*14*, *20* 162:15 172:12 202:3, 4 censor 71:7 **censored** 71:*14* censorship 17:15 center 234:*1* 263:5

centered 223:15 241:4 centers 145:8 248:21 **Central** 66:13 70:21 138:2 139:*14* 140:*18* 226:10 234:16 237:5 cents 113:10 210:5 **century** 115:4 ceremonies 149:11, 21 certain 23:5 71:6 88:11 106:21 107:12 114:2*1* 136:*3* certainly 37:10 71:10 79:20 158:4 certainty 134:5 **certify** 279:6, 9 **cetera** 57:1 215:20 220:15 223:17 226:1 241:9, 15 246:13 247:3, 6, 16 250:4 266:21 267:6 **chain** 73:17 Chair 2:3, 4 5:20, 21 10:4 11:4 13:14, 16, 19, 20 14:12 15:6 17:5, 8, *10*, 18 18:4, 19 19:1 20:5, 12, 13 21:8 23:14 24:7, 12, 15, 17, 19, 21 25:3, 5, 12, 15, 18, 20 26:1, 5, 13, 16, 17, 21 27:13 29:19, 20 31:7, 15 32:1 33:4, 6, 7 34:5 35:20 39:10 42:16, 17 47:3 49:21 50:11, 12, 16, 17

51:17 53:14, 15 54:18 55:16 57:9, 10 58:11, 14 59:6, 11, 12 60:1 61:18, 20 62:6 63:3 66:5 71:19 72:8, 21 73:15 74:14 75:2 78:4, 18 84:7 92:10 95:17 96:3, 11, 16, 21 97:15, 16, 21 106:3 107:9 113:4 134:12. *16*, *18* 135:3, *20*, *21* 162:*1* 177:13, 18 178:3, 8, 13, 17 179:5, 15 180:7, 20 183:14 184:18, 19 192:3, 4, 12, 17 193:7 194:15, 18 196:9 198:7 199:18 200:15 201:1 203:8 205:3, 10 207:13 257:11 260:1 269:13, 14, 16 275:6, 17, 20 277:10 chairman 182:12 **chair's** 60:1 98:2 **CHAIRWOMA N** 5:2, 3 7:12 9:3, 8, 13 10:15, 17 12:2, 4, 6, 16, 19 13:12, 15, 18, 21 14:8, 13, 21 15:*17* 16:*3*, *14* 17:3, 7 18:1, 8, *15* 19:4 20:8 21:4 23:2, 15, 18 24:1, 9, 14 25:8, 21 26:3, 11 27:2 28:4, 6, 13 29:17 30:11 31:5 33:12

35:19 36:4, 13 38:4, 18 40:1, 3 42:14 44:18 46:2 47:1 48:19 49:1 50:13, 18 52:2, 12, 20 53:12 54:16, 20 55:5 56:7, 9 57:6 58:9, 13, 18 59:8 60:15 61:14 62:4, 6, 10 63:15, 17 68:3 71:16 74:20 75:1 78:2, 6, 12, 15 81:15 84:4, 6 86:18 87:3, 6, 9, *15* 90:1, 4, 7, 10, *15* 91:3 92:4, 14, 20 95:15 98:9 100:2 101:7 104:2, 6, 11.14 108:1 111:6 113:11 116:*3* 119:*1* 121:11 124:6 127:11 130:11, 15, 20 134:9, 14, *17*, *21* 135:5, *16* 140:1 162:2 163:3 169:3 170:6 173:10 177:11 180:8. 19, 21 182:2, 8 183:9 184:16 185:13 186:4 187:5 189:5, 9, *14* 191:2*1* 192:*18* 193:*1* 194:12 195:7, 12, 16 196:19, 21 199:6 200:7, 9, 19 203:5, 17, 21 204:11 253:16 257:18 258:2, 10, 19 259:17, 19 260:2 262:6 264:5 267:12,

Tocccumgs
19 269:11
271:15 272:7,
13, 16, 21
273:13, 16
274:2, 9, 14
275:2, 8, 18
276:2, 6, 16, 20
278:2, 4
chairwomanship
18: <i>17</i>
challenge 235:3
challenges
66: <i>11</i> 69: <i>1</i> 75: <i>15</i> 93: <i>20</i>
75:15 93:20
153:7 155:18
challenging
66:8 85:21
Champion 81:5
chance 77:7 93:15 99:12
93:13 99:12 Chandler 92:5
change 17:20
29:4, 11, 21
31:8, 9 57:13
77:2, 9 100:6, 7
106:5 150:11,
18 151:15
246:11, 12
changed 98:19
99:1, 2, 11
107:11 233:7
changes 7:7, 10
11:2 18:6
28:20 29:2, 16
35:18 77:12
107:14, 18
150:3 172:20
changing 106:9
121:4 122:2
162: <i>11</i>
Channel 6:18,
19
channels 268:10
characterized 73:11
charge 163:6
charge 103.0 charged 251:21
254:6
Charles 3:9

68:4
chart 151:18
Charter 262:20
charters 267:6
charts 268:3
chat 23:16, 19
24:13 34:15
24: <i>13</i> 34: <i>15</i> 36: <i>6</i> 54: <i>17</i> , <i>19</i>
58: <i>19</i> 189: <i>16</i>
200:17, 20
Chatsworth
227:7
check 13:4
25:19 67:14
135:3 186:4
190:2 <i>I</i>
checked 135:9
223:20 check-ins 67:1
checks 20:14
Chen 157:6
Cheryl 2:12
chess 147:2
Chicago 81:5
chief 119:17
120:16, 18
185: <i>5</i> , <i>16</i>
child 174:3
175: <i>13</i>
children 33:1, 2
70:8 72:4
73:21 83:1, 9,
12, 20 88:14
90:14, 18, 20
94:4, 7, 8
101:20 102:21
103:10 114:19
115:13 144:7, 9
170:4
child's 175:16 choice 70:12
146:5
choices 142:5
145:10, 20
choose 89:18
134:2 142:11
chose 210:13
CI 242:15
Cindy 2.11

Cindy 3:11

74:21

CIP 210:10
214:21 270:2
circles 249:16
Circuit 71:5
circumstance
265:15
circumstances 26:21 61:19
267:10
citizens 64·4
City 84:17
civil 256:15
CLA 182: <i>14</i>
184: <i>4</i>
claim 53:11
clarification
21: <i>1</i> 2 25: <i>4</i> 43: <i>1</i> 9 57: <i>1</i> 2
60:9, 14 191:20
clarifications
59:17
clarified 192: <i>14</i>
clarify 17:16
41:17 60:3
163: <i>11</i>
clarifying 21: <i>10</i> 132:8
clarity 60:12
class 115:8
153:9 162:2 <i>1</i> 168: <i>1</i> 201:2 <i>1</i>
245:8 260:17
265:17
classes 70:6
150:11, 18
151: <i>15</i> 162: <i>12</i> classroom 69: <i>5</i>
94: <i>18</i> 150: <i>14</i>
167:16 177:5,
21 178:2
221:17
classrooms
66:20 67:13
75:7 150:4 151:6 167:9
151:6 167:9 176:6 220:9
clause 21: <i>12</i> clean 66: <i>20</i>
75.6

cleaning 67:12
76: <i>15</i>
clear 58:5
61:17 73:5
80: <i>1</i> 91:20
132:11, 20
133:3 164:15
217:5 220:2
223:19
clearer 134: <i>4</i>
clearly 26:19
70:18 95:6
clearly 26:19 70:18 95:6 98:5, 6 133:8
Clifton 184:21
185: <i>4</i> 190: <i>13</i>
clinics 171:5
203:2
clock 226: <i>10</i> close 167: <i>11</i> , <i>16</i>
close 167:11, 16
168: <i>16</i> 184: <i>1</i>
188:12 224:16
Closed 4:3
5:14 7:18 8:18
64:11 135:11,
<i>14</i> 160: <i>13</i>
closely 168:13
217:2 249:6
250:5 267:15
closer 266:10
closure 84:17
85:5
club 147:2
clubs 146:19
147: <i>1</i>
Coach 81:6
code 11:6, 7, 8,
9, 11, 12, 13
108:4 111:10, 13, 21 113:12
<i>13</i> , <i>21</i> 113: <i>12</i>
114: <i>10</i> 116: <i>4</i>
119:2 121:12,
14 124:8, 9
126: <i>13</i>
coded 227:4
cohesive 79: <i>15</i>
O 1 . 201 10
cohesive 79: <i>15</i> Cohort 201: <i>19</i>
cohorting
Cohort 201:19 cohorting 151:14, 16 162:21

cohorts 70:17
155:6 165:10
Coleman 3:10
71:18, 19, 21
collaborate
220:11
collaborating
205:16
collaboration
33:11 77:17
137:1 224:9
collaboratively
81: <i>1</i> 145: <i>11</i>
colleagues
69:11, 15
140: <i>14</i>
collective 8:6, 8
81:4
College 53:18
160:5
colleges 109: <i>19</i>
color 72:5, 11
74:8 81:2 <i>1</i>
82:20, 21 83:4,
19 139:10
148:19 227:4
234:8
colors 240:7
COMAR
171:15, 18
combination
94:3 159:4
Comcast 6:17
come 16:10
34: <i>14</i> 61: <i>10</i>
74:9 99:5
123:6 144: <i>16</i>
157:3 162: <i>13</i>
181: <i>12</i> 183: <i>6</i> 203: <i>3</i> 209: <i>12</i>
203:3 209:12 212:5 214:17
216:6 217:15
225: <i>15</i> 241: <i>11</i> 244: <i>18</i> 246: <i>1</i>
253:9 264:19
comes 12:8
14:9 19:19
47:10 80:2
93:21 95:7
97:9 110:7, 12

Proceedings
113:16 115:12
126:2, 18 188:6
249:5
comfort 82:1
comfortable
41: <i>11</i> 69: <i>4</i>
coming 37:4
242:9 252: <i>16</i>
253:13 262:15
command 73:17
commenced
245:12
commend
147:15
Comment 3:17
Comment 3: <i>17</i> 17: <i>6</i> 19: <i>9</i> 20: <i>3</i>
21:3 22:9, 10
24:8, 13, 16
29:18 36:14, 17
46:5 50: <i>14</i> , <i>20</i>
53:15 56:12
63:21 64:7, 19
65:2 87:11
92:7 100:12
108:3 116:20
134:10 183:10
192: <i>1</i> 194: <i>13</i>
273:11
commented
53:19 99:21
commenting
65:15
Comments 3:7
21:10, 18 24:10,
11 42:13 54:8
65:18 66:2, 10
71:8, 12 128:7,
12 143:8
183: <i>14</i> 192: <i>5</i>
200:18, 21
commingling
261:3
commit 73:3
commitment
87:19
commits 256:3
committed
156:9
committee 6:1
10:21 11:18, 20

12:8 14:9 17:16 18:5, 9, 10, 14 21:13 22:20 23:12 28:7 36:1, 9 38:20, 21 40:4 47:6 54:9, 12 55:1 56:10 57:11 58:15 59:2 62:13 63:18 66:13 72:21 104:20 113:4 131:12 132:6 133:1 134:8 140:6, 12 182:12, 20 183:2, 4, 5, 15 184:20 190:15 192:11, 12, 13 193:4, 19, 20 194:18 198:7 206:17 committees
182:2 <i>1</i> 208:8
214: <i>1</i> committee's 11: <i>1</i> 70: <i>17</i> common 80: <i>6</i>
133:16 150:13 211:1 217:14, 16 218:14
221: <i>11</i> 224:20 228:2 <i>1</i>
communicate
97: <i>10</i> 122: <i>14</i> 123: <i>12</i> 129: <i>7</i>
communicating 91:21
communication
77: <i>18</i> 88: <i>19</i> 89: <i>1</i> 91: <i>15</i>
122:5, 11
128: <i>17</i> , <i>18</i> 129: <i>8</i>
communications
49: <i>12</i>
communities 79: <i>16</i> , <i>17</i> 81:2 <i>1</i>
82:6, 12 83:3, 4,

5 84:2 86:1, 11,

20 137:15 141:20, 21 144:5 148:11 212:3 214:12 221:16 community 64:2 79:3 82:2 99:17 120:18 128:15 137:18 140:18 141:12 142:13 143:9, 11, 19 144:1, 5, 8, 20 150:7, 9 151:11, 12 161:9 169:1 206:14 208:8 210:14 211:3 212:6, 21 213:19, 21 214:4 215:2, 7 219:21 225:4 246:20 255:6 261:10 265:6
267:17
companies
109: <i>14</i> 115: <i>11</i> 118: <i>14</i>
company
198: <i>11</i>
comparative
216: <i>15</i>
compare 141: <i>1</i>
Compared
129:10 249:21
compares
140:16
comparing
21:19 243:18
250:12, 13
comparison
33:14 263:14
Compass
273:21
compelling 142: <i>15</i>
compensation
7:2 <i>1</i>
compete 256:4

```
complaints
45:8, 9 49:10,
15 66:15
complete 83:15
197:13 207:3
250:18
completed
87:10 197:16
completely
30:13, 17 32:16
70:12 84:20
85:3 98:19
125:16 133:3
complex 208:16
compliance
133:9 191:6, 13
component
74:11 87:5
218:20
comprehensive
74:10
comprised
141:9
comptroller
120:19, 20
computed 235:9
computer 91:6
concept 168:13
concern 16:6, 8,
13, 18 17:13
18:19 24:20
30:6 54:6 77:3
95:13 133:12
264:17
concerned
40:19 60:13
69:7 86:6
133:6, 10
266:14 275:9
concerning
19:21 49:10
concerns 29:15,
20 36:1, 10
42:20 47:7
54:13 55:1
57:10, 17 58:15
59:3 64:5 67:7
69:9, 11 70:4
75:17 76:2, 4, 8,
17 77:18 83:19
```

104: <i>19</i> 105: <i>1</i>
144:6 202:6
conclude 65: <i>11</i>
145:3 161:16
214:16 253:11
concluded
212:12 213:14
244: <i>16</i>
conclusion
246:21 264:20
concurrent
137:7 148: <i>13</i>
202:15 214:21
condition
211:17 216:3
219:20 221:10
226:5 228:17,
226:5 228:17, 20, 21 229:20
230:2, 18
241:12 245:2
252:14 263:13
conditioning
_
241:15
conditions
221:5 229: <i>16</i>
240:18 244:20
conduct 6:20
8:6, 8 11:10
42:5 44:5 45:1
64:6 65:9 83:18 116:5
131:16 138:1
conducting
49:11 206:8
conferences
82:13
confidence
154: <i>4</i> , <i>1</i> 2 194: <i>3</i>
confident 106:3
confidential
43:21 44:1
configurations
261: <i>12</i>
confirm 186: <i>16</i>
214:12
confirmed 76:4
conflict 108: <i>14</i>
109:20 110:7

116:*4*, *6* 117:*1*,

21 118:9, *16*

Troccounigs
121:5 124:12
121.3 124.12
conflicts 11:9
73: <i>15</i> 110: <i>3</i>
116: <i>17</i> 118: <i>1</i> ,
20
confuse 263:16
confusion
73: <i>13</i> 76:2
Congress 127:2
conjunction
163: <i>12</i> 256: <i>5</i> , <i>6</i>
connected
148:11
connection
122:10
consensus
229:10
consent 9:5
30:7 33:15
34: <i>1</i>
consequence
25:7 26:7 58:7
consequences
57:13 58:3
60:18, 20 61:4
62:2 131:6
132:21 133:5
Consequently
148:12
conservative
154:2
consider 8:7,
10 47:21 82:15
93:4 99:5
102: <i>15</i> 103: <i>21</i> 194: <i>18</i> 195: <i>5</i>
Consideration
3:4 7:6 22:7
71:1 100:15
114:8 276:9
considerations
149: <i>19</i>
considered
44:11 71:15
221:19 245:12
considers 272:6
consistent
21:21 79:15
80: <i>1</i> 106: <i>13</i>

213:7 216:10, 13 223:4 227:6 242:12, 13 243:18 254:9 263:13 consists 124:15
Consortium 156:20
constant 187:3 constituents 21:19 22:1 47:16 85:15, 18
86:6
constitute 8:13 constitutes 23:9 26:20 43:7 constraint 44:10 constricting
34:9 construction
209:5 222:2, 4, 6 237:18 238:15 242:6
248:2 250:17
construed 43:4, 10
consult 8:5 consultants 121:3 212:8 232:9
consultation 5:20 148:20 224:16
contact 76:15 157:3 158:12, 16 166:7, 18
167:2, 7, 17 168:11 179:7 187:12
contacts 167:11 168:17
contains 30:16 contamination 67:20
content 41:1, 14 43:12, 20 44:1, 3, 17 47:9,
13, 18 207:20 context 144:19

145:5 205:13

continue 68:11
77:17 103:7, 11
106:3 139:21
145: <i>1</i> 146:6, 9 155:8 156:2
157:8, <i>16</i>
172:18 173:2
192:16 261:18,
<i>19</i> 271: <i>11</i>
276:11
continued
86:2 <i>1</i> 142: <i>17</i> 157: <i>1</i> 213: <i>15</i>
continues
149: <i>10</i>
continuing
158:9 163:2 <i>1</i>
continuous
202:18
contract 32: <i>3</i> 255: <i>9</i> , <i>11</i> 256: <i>1</i>
contracted
255:12
contracts 32:1
94: <i>10</i> 101: <i>20</i> 256: <i>13</i>
contrary 193:16
contrast 141:7
contribute
117: <i>19</i>
contributed
114:21 117:5
contribution 114:8
contributions
110:8, 10
control 30:9
42:3
convenience
160: <i>19</i>
conversation 95: <i>5</i> 99: <i>4</i>
115:21 139:20
182:13 190:11
259:1
conversations
86:21 182:6
cool 112:21

123:10 127:18,
19, 20
cooperate 220:20
cooperatively 81: <i>1</i>
coordinate 31:18
coordination
171:6
coordinator
120:2 <i>1</i> core 151:5
corner 170:10
Comma 146.12
149:5 157: <i>18</i>
158: <i>16</i> 161: <i>17</i>
corollary 202:8
coronavirus
142: <i>4</i> 194:20 195: <i>1</i>
Correct 13:20
15:20 22:19
38:1 59:9
162:9 163: <i>14</i>
199:3
corrected 37:21
corrective
198: <i>19</i>
correlation 257:4
229:2 <i>1</i>
cost 229:1, 2, 6,
<i>13. 14</i> 241:2 <i>1</i>
243:20 245:14
247:2
costs 248:2
251:8 252:14
cottages 221:20 counsel 8:5
21: <i>11</i> , <i>12</i> , <i>14</i>
279:9
count 132:9
counted 82:7. 8
counties 38: <i>14</i>
countless
145:13
country 208:13,

219:15 225:1
219: <i>15</i> 225: <i>1</i> 242: <i>4</i> 244: <i>3</i>
counts 82:7, 8
COUNTY 1:2
3:14 5:5, 9, 13
28:16, 17 43:3
48:2, 8, 9 49:13
56:21 65:4, 16
56:21 65:4, 16 66:13 68:11
72:13 73:6, 18
75:20 81:12
83:14 84:9
85:13, 21 86:12
88:5, 7, 8 109:5,
6 119: <i>15</i>
124: <i>14</i> , <i>16</i>
125:8, 11, 13, 21
126: <i>4</i> 129: <i>14</i>
141: <i>4</i> 149: <i>19</i>
156: <i>17</i> 157: <i>7</i>
167:6 171:6
205:15 206:12,
13 207:15
208:17 209:1, 6
211:3 212:4, 2 <i>I</i>
213:1 217:4, 19
218:13 222:17
225:2, 3, 4
226:13 231:14
232:8 237:15
240: <i>14</i> 249: <i>15</i>
250:5, 8, 15
251: <i>1</i> , <i>19</i>
254:16 256:2 259:11 260:7
261: <i>11</i> 279:2, <i>5</i>
County's
108:2 <i>1</i> 211:8
270: <i>14</i>
couple 91:17
105: <i>16</i> 197: <i>4</i>
226:16 227:21
228:11 229:21
234:5 239:2, 4
243:5 270:9
course 64:16
158: <i>3</i> , <i>15</i>
172:12 191:3
258:9

115:*19* 116:*1*

coursework	crowded	dashboard	December	DeHart 3:12
160:8	261: <i>14</i> , <i>15</i>	116:10 123:13	197: <i>14</i> 255: <i>8</i> , <i>9</i>	78:3, 4, 7, 10, 14,
cover 184:5	crowds 158:3	236:9 240:5	decide 58:5	17
237:15	crucial 79:11	dashboards	decides 185:3	delay 105:13
covered 201:17	Crystal 3:8	123:15 126:2	deciding 61:3	delaying
COVID 67:19	66:3	data 46:12, 13	decimals 262:12	105:16, 21
75:21 76:3	CTE 136:18	83:16 136:4	decision 24:19	delete 128:12
83:2 94: <i>14</i>	culture 215:20	139:18 140:4, 8,	25:3 26:9 32:9	deleted 99:11
103:3 152:18	cure 221:10	11, 15, 21	37:7 86:18	109:9 128:17
157:5 167: <i>13</i>	curious 202:16	141:15 142:15,	108:20 149:14	deleting 111: <i>15</i>
168:7 171:10	current 42:19	20 145:5, 20	decision-making	128:7
197:17, 21	53:4 88:1	169:8 171:19,	215:6	deliberate
202:5	106:11 120:12	21 172:1	decisions 29: <i>13</i>	23:12 24:3
COVID-19	133:17 142:5	173:19 178:18	82:16 84:1	42:21 68:16
5:20 66:11	154:12 169:11	179:20 208:6	142:9 267:3, 7	154:21
67:15 82:2	232:17 247:21	211:1 213:6	declare 5:21	deliberately
84:16	249:4, 13 275:1	216:13 218:15,	decorum 16:17,	156:4
create 50:1	currently 5:14	21 219:6 228:8	20 49:11	deliberates
57:2 99:16	66:21 97:12	241:10	decrease 86:8	24:21
created 49:18	149:14 151:3	date 8:20 94:4	dedicated	deliberating
50:7 141:16	154:11 233:21	184:7 199:2	208:15 220:20	43:5 132:4, 9,
206:11	237:5	daughter 91:16	deep 219:17	13
creating 148: <i>17</i>	curriculum	261: <i>1</i>	239:10 243:11	delighted
creative 147:13	32:21 73:7	David 206:20	deeper 82:10	208:21
creativity	74:5 84:11	208:18, 21	193:17 252:12	deliver 209:10
147:16	86:2 95:13	209:13	Deer 270:20, 21	delivered 26:8
credentialing	137:14	Davidson 71:4	defend 71:13	delivery 220:12
136:19	curve 230:16	day 89:19	defer 254:15	delta 236:15
credentials 21:1	251:6	136:11 169:18	define 96:6	demotion 7:21
Creek 239:10	cusp 234:15	236:5 242:8	98:5 131:5	Department
243:12	cusps 267:7	279:13	192:6 217:3	46:15 48:10
Crider 3:16	custom 222:6	Dayana 3:15,	224:18	119:9 150:21
90:5, 6, 8, 9, 12,	customized	20 4:1 87:12	defined 17:14	151:1 157:7, 13
<i>16</i> 91:3, 8 92:5	174:15 179:10	92:9	18:21 114:9	162:14 171:7, 9
crippled 79:9	cut 129:12	days 70:2, 6	193:18 228:7	172:13 267:16
crises 79:10	cutting 129:9	85:5, 10 133:17	231:14	depending
81:2	cyber 79:8	153:1, 6 154:7	defines 73:5	105:17 179:13
crisis 79:12	cycle 249:2	156:6 162: <i>11</i>	definitely 248:8	218:18
criteria 215:7		165: <i>13</i> 201:2 <i>1</i>	249:5 277:19	depends 163:9
critical 8:17	< D >	deadline 197:18	definition 43:7,	deployed 221:18
143:18 164:7	D-1 9:10	deal 114:20	20 44:3, 16	deployments
166:2 251: <i>15</i>	D-3 9:10	161:3 166:7	57:12, 18	8:14, 16
252:4 271:9	dais 38:5	219:5 249:16	definitions 11:7	depth 193:12
critically 252:12	Danita 3:14	deals 45:10	19:2 23:6, 7, 13	described
Crossroads	84:5, 8	118:7	24:3 93:7	253:14 268:10
263:5	darker 139:7	debate 101:21	108:4 109:7	describes 54:1
cross-sectional	darnedest	133:17	degree 216:16	deserve 80:17
212:2	220:21	debated 24:10	218:5	142:8
crowd 158:7		decade 87:21	degrees 227:5	deserves 79:17
		deceased 9:7	235:20	

design 136:1 153:12 157:8 205:19 206:7, 19 207:5 208:11 209:8 211:21 212:4 213:18 218:1 220:9, 13 244:18 255:13 256:17 265:8 designate 119:21 designed 174:17 176:13 225:12 235:12 designs 212:17 241:19 desired 163:10 despite 6:8 70:4 detail 58:3 62:1 211:16 detailed 186:9 229:9 268:1 269:3 details 149:12 163:16 187:15 234:6, 13, 18 236:7, 9 240:5 250:3 determine 58:6, 7 88:6 193:20 232:4 262:11 determined 192:11 193:3, 18 198:13 determines 8:12 determining 266:21 developed 72:15 219:18 224:16 developed 72:15 219:18 224:16 developed 73:7 74:6 205:16 developed 72:15 219:18 24:16 developed 72:17 193:3, 18 198:13 determines 8:12 determining 266:21 developed 72:15 219:18 24:16 developed 72:15 219:18	Toccounigs
despite 6:8 70:4 detail 58:3 62:1 211:16 detailed 186:9 229:9 268:1 269:3 details 149:12 163:16 187:15 234:6, 13, 18 236:7, 9 240:5 250:3 determine 58:6, 7 88:6 193:20 232:4 262:11 determined 192:11 193:3, 18 198:13 determines 8:12 determining 266:21 develop 249:7 developed 72:15 219:18 224:16 development 73:7 74:6 205:16 devices 8:18 dictate 171:18	design 136:1 153:12 157:8 205:19 206:7, 19 207:5 208:11 209:8 211:21 212:4 213:18 218:1 220:9, 13 244:18 255:13 256:17 265:8 designate 119:21 designed 174:17 176:13 225:12 235:12 designs 212:17 241:19
70:4 detail 58:3 62:1 211:16 detailed 186:9 229:9 268:1 269:3 details 149:12 163:16 187:15 234:6, 13, 18 236:7, 9 240:5 250:3 determine 58:6, 7 88:6 193:20 232:4 262:11 determined 192:11 193:3, 18 198:13 determines 8:12 determining 266:21 develop 249:7 developed 72:15 219:18 224:16 development 73:7 74:6 205:16 devices 8:18 dictate 171:18	
detail 58:3 62:1 211:16 detailed 186:9 229:9 268:1 269:3 details 149:12 163:16 187:15 234:6, 13, 18 236:7, 9 240:5 250:3 determine 58:6, 7 88:6 193:20 232:4 262:11 determined 192:11 193:3, 18 198:13 determines 8:12 determining 266:21 develop 249:7 developed 72:15 219:18 224:16 development 73:7 74:6 205:16 devices 8:18 dictate 171:18	_
	detail 58:3 62:1 211:16 detailed 186:9 229:9 268:1 269:3 details 149:12 163:16 187:15 234:6, 13, 18 236:7, 9 240:5 250:3 determine 58:6, 7 88:6 193:20 232:4 262:11 determined 192:11 193:3, 18 198:13 determines 8:12 determining 266:21 develop 249:7 developed 72:15 219:18 224:16 development 73:7 74:6 205:16 devices 8:18

dictates 171: <i>15</i>
died 82:2
difference
208:1 234:14
236:16
different 66:17
94:8 96:13
118:2 125:16
189: <i>1</i> 193: <i>13</i>
197:2 <i>1</i> 206:9
209:2, 21 214:8,
9, 14 216:17
227:6, 12
228:14 229:19
230:4 240:8
241:4 242:10,
11, 20 244:10,
19 246:13, 14
265:11, 12, 13
differentiated
138:17 265:10
difficult 88:10
103:2 162:19
170:13, 18
220:18 224:8
235:3
diligence 260:18
direct 22:12
180: <i>11</i> 181: <i>1</i>
189: <i>17</i>
directed 49:19
direction 74:16
142:18
directive 77:3
directly 19:19
144: <i>4</i> 204: <i>12</i>
director 120:21
121: <i>1</i> 209: <i>4</i>
disagree 131:20
276:13
disagreement
79:2 <i>1</i>
discipline 7:21 220:19
disclose 116:16
117:6
disclosure
11: <i>11</i> 116: <i>13</i> ,
<i>15</i> 117:7 119:3,

disclosures 117: <i>13</i>
disconnect
17:11 25:6
26:14 27:1
disconnected
26:6, 10 98:19
disconnecting
25: <i>1</i>
disconnects
24:20
discount 239:12
discouraging
276:7
discrepancy
174:5, 6
discuss 7:19
8:11 12:11
14:5 43:9
51:19 136:3
274:3
discussed 18:11
22:20 32:18, 21
33:1, 3 35:17
43:16 96:10
106:9 132:7 202:11 275:11
discusses 43:21
discussing 22:5 184:20
discussion 7:3 8:12 9:14 12:9
13:6 15: <i>18</i>
29:17 42:7
52:17 93:12
32.17 93.12 08·13 00·6
98: <i>13</i> 99: <i>6</i> 104: <i>17</i> 181: <i>17</i>
275:21 276:3
discussions
12: <i>14</i> 83: <i>18</i>
86:1 96:9
132:15 143:1
disease 69:16
dislike 80:3
dismissal 75:8
display 22:13
displayed 22:15
displays 139:1,

dispute 65:5 disregard 73:16 disrespect 72:7 disrespectful 102:8 disruption 26:20 258:8 disruptions 156:*11* disrupts 65:8 disseminate 43:12 disseminated 45:21 dissenting 30:9 disservice 33:20 105:19 distance 158:8 distancing 150:4, 12, 17, 20 151:4, 6 152:9 153:11 158:15 **district** 85:2, 9 86:13 139:5, 9 247:14 districts 125:7 129:11 267:6 district's 85:4 dive 193:17 diverse 224:17 divided 229:2 231:17 **diving** 233:1 **Dixit** 200:14 205:1, 4, 7, 9 207:8, 11 254:15, 18 256:8, 12 258:21 268:14, 16 269:2, 7 270:12 271:3 **Dixit's** 268:9 doctor 154:20 **doctors** 155:19 document 149:2, 3 257:12 documentation 214:20 documents 60:7, 8 258:8

doing 16:*16* 41:13 48:17 68:15 75:9 77:21 85:18 94:14 102:17 103:14 115:2, *10*, *11* 123:1, *5*, 13 143:17, 18 146:1 161:11 166:2, 7 167:7 174:6 182:*17*, *19* 183:7 190:6 202:15 205:13 220:21 228:19 232:12 234:3 235:4 241:7 242:2 249:3 254:10 263:14 **dollar** 188:14 **dollars** 210:4 253:6 door 80:21 dots 227:17, 20 237:13 **double** 135:9 167:6 downloads 171:19 downstream 225:14 **dozens** 206:5 **Dr** 7:7, 9 10:12, 13 12:9, 10, 18 13:1 15:14, 15, 19, 21 16:5 17:1, 9 28:1, 2, 8, 10, 14 29:20 36:15 38:6, 7 39:19, 20 40:6, 7 41:16 42:6, 14, 18 46:3 56:4, 5 60:16 61:15, 16 62:5, 8 63:12, 13 66:3, 5, 6 71:20 73:1 75:2 78:18 81:18 84:5, 6, 7, 8, 13, 19 85:6,

4

18

16 87:4, 7, 8

Tocccunigs
135:19, 20 138:20, 21 139:1 140:3, 8, 10, 14 141:11, 14 143:3, 4, 5, 6, 7 144:4, 11 145:2 146:5 149:7, 8, 9 157:2, 6, 11, 15,
17 158:14, 19 161:19, 21 162:13 163:6, 8, 15, 16 164:5, 18 165:2, 16 166:15, 16 167:4 169:4, 5 170:8, 11 171:8, 13 172:2, 5, 6,
18 173:8, 14 174:9 175:2, 7, 15 176:2 177:4, 8, 9, 14, 17, 20 178:5, 10, 15 179:1, 9 180:2, 3, 5 184:11 185:15, 18
187:6, 7, 17 188:19 194:5 196:16, 17 200:4, 5, 14 201:18 202:2 204:9 205:1, 2, 11, 12 206:20 207:14 208:20
217:3 257:10 259:2 276:18 277:20, 21 draft 41:11 122:1 drafted 18:18 33:15 dramatic
241:17 draw 227:19 266:1 drawn 224:12 drills 231:11 drive 28:18 driven 72:17 97:16 211:1

218:16 229:12 230:10 driver 167:18 drivers 77:11 drives 216:14 219:7 drop 49:17 152:7 160:17 due 184:8 197:17, 21 198:3 199:2 201:4 202:9 204:16 230:3 232:20 260:18 Dundalk 143:14 duplicate 182:17 duties 11:4 13:19 87:20 95:17, 20
duty 98:2
dysfunction 74:1
<e> Earlier 7:17 19:12 96:1 124:11 143:8 151:8, 15 222:12 224:5 228:6 239:6 248:17 253:14 268:10</e>
Earlier 7:17 19:12 96:1 124:11 143:8 151:8, 15 222:12 224:5 228:6 239:6 248:17 253:14 268:10 early 137:6 153:6 155:21
Earlier 7:17 19:12 96:1 124:11 143:8 151:8, 15 222:12 224:5 228:6 239:6 248:17 253:14 268:10 early 137:6 153:6 155:21 160:5 204:9 214:16 230:12 245:19 247:1 248:11 253:10
Earlier 7:17 19:12 96:1 124:11 143:8 151:8, 15 222:12 224:5 228:6 239:6 248:17 253:14 268:10 early 137:6 153:6 155:21 160:5 204:9 214:16 230:12 245:19 247:1 248:11 253:10 earmarked 249:14
Earlier 7:17 19:12 96:1 124:11 143:8 151:8, 15 222:12 224:5 228:6 239:6 248:17 253:14 268:10 early 137:6 153:6 155:21 160:5 204:9 214:16 230:12 245:19 247:1 248:11 253:10 earmarked 249:14 east 70:21 139:14 143:11,
Earlier 7:17 19:12 96:1 124:11 143:8 151:8, 15 222:12 224:5 228:6 239:6 248:17 253:14 268:10 early 137:6 153:6 155:21 160:5 204:9 214:16 230:12 245:19 247:1 248:11 253:10 earmarked 249:14 east 70:21

```
Ed 76:7
108:11, 12
109:1 120:12
edge 251:2
Edgemere
143:14
educate 128:3
129:16
educated 129:13
educating
103:10
EDUCATION
1:1 5:4, 8 6:14
43:2. 3. 9 46:15
47:14, 15, 17
49:6, 9, 14 64:6
65:3, 16, 21
88:5, 7, 14
89:15 95:8
96:19 97:5, 17
98:7 103:1, 5,
17 114:20
115:8, 12
118:13 121:18
124:16 128:13
136:1, 14, 15
137:21 142:9,
19 144:12, 13,
14 151:1
180:13, 18
181:3, 7 189:19
190:2 191:8
208:14, 15
219:5 255:10
educational
36:21 73:20
74:7, 17 211:12,
16 215:17
216:21 217:11
223:6, 9 227:11
229:11, 19
230:1 231:19
240:16 241:16
245:5 252:20
educationally
228:2
Education's
5:17
```

```
educators
75:11, 14 77:10,
14 89:21
100:19 102:5
203:2
effect 158:13
effective 72:16
73:2, 9 80:4
131:15
effectively
107:12 132:17
effectiveness
72:16
efficiently 6:20
effort 31:18
80:9 166:20
206:15
efforts 68:19
Eight 85:1
97:19
Einstein 82:6
either 16:4
37:11 44:14
107:17 125:20
218:11
elaborate 41:1
elect 108:13
elected 45:17
66:2 71:10
100:17 114:15
election 114:9
electrical
256:16
electronic 19:21
elementary
146:21 150:4, 5
151:7 153:3, 5,
9 156:1 164:3,
4, 6, 10, 12
206:21 210:11
226:20 227:3, 9
230:17, 18
236:12 237:12,
20 239:3, 10
243:7 245:10
246:16 248:21
251:16 261:21
263:6 266:4, 5,
16 269:20
```

```
270:7, 18, 21
271:1, 2
elephant 80:12,
13
eliminate
190:20
elite 115:11
Elliott 53:17
elongated 34:2
email 65:18
66:16 201:6
204:11
emailed 174:1
187:14 203:19
204:5
emails 35:10
75:19 201:4
emergency
5:19 32:2
180:14 181:3
189:19
emotional 261:5
emphasized
155:19
employee 42:1
48:2 52:5, 8, 17
53:5 65:2, 14
employees 8:2
50:3 53:5
111:20 119:16,
21 170:15, 19
171:2
employment
7:20
empowering
17:10
enabled 148:10
enables 153:18
encompasses
143:12
encourage
64:19 65:4
encouraged
154:17, 20
155:8, 13
endanger 69:8
ended 37:18
65:13
ends 92:6
```

educator 128:20

Proceedings
134:10
energized 154:5
energy 80:9
166:20
enforced 40:21
engage 75:9
88:20
engaged 22:3
99: <i>4</i> 109: <i>10</i>
209:6
engagement
85: <i>16</i> 99: <i>17</i>
128:15, 16
133:21 208:4
211:19 224:16
211: <i>19</i> 224: <i>16</i> 244: <i>17</i> 274: <i>17</i>
engaging
122:12 147:11
213:20
engineer 257:6
engineered
228:19
engineers
212:13 216:5
256:15, 16
English 159:19,
20 219:4
233:10
enhance 146:19
enhanced 41:12
enrichment
176:19
enrolled 234:21
enrollment
231: <i>16</i> 232:7, <i>13</i> 233:2
235:14 236:17
245:3 267:2
enter 94:10
entered 138:11
entering 67:6,
16, 18 110:6
138:18 159:13
enterprise 121:3
entertainment
122:9
entire 188:8
226:13 237:15
226: <i>13</i> 237: <i>15</i> entirely 160: <i>17</i>

```
entirety 6:2
entities 110:14
entity 108:19
environment
70:10 95:1
142:11 143:21
147:9 148:4
152:20
epidemiologists
154:15
equal 217:10
equality 217:6,
9 218:10
219:17
equates 237:1
249:7
equipment
217:12
equitable 86:9
87:1 218:8
228:2 244:8
equitably
215:18 261:11
equity 70:16
140:6, 12
210:21 211:4,
17 215:17
217:1, 2, 3, 6
218:2 219:16,
19 222:9, 13
223:6, 15, 19, 20
224:19 229:12
240:17 241:5,
17 245:5
252:18 260:20
263:15
Erin 2:7
escalate 248:2
ESOL 145:12
especially
29:13 33:20
42:11 53:7
72:4, 10 74:8
77:19 80:19
89:1 95:7
201:20 202:3
203:13
essentially
```

```
establishes
112:2
establishing
256:14
establishment
6:6
et 57:1 215:20
220:15 223:17
226:1 241:9, 15
246:13 247:3, 6,
16 250:4
266:21 267:6
ethical 121:4
ethically 112:14
ethics 11:6, 7, 8,
9, 10, 12 61:1, 4,
6, 10, 12 108:4,
10, 13, 20 111:1,
4, 10, 13, 21
113:12 116:4
119:2 120:9
121:6, 12, 14
122:3 124:8, 9,
10, 13 125:17
126:8, 13
evaluate 47:4
48:11 194:20
evaluated 48:3,
evaluation 8:1
153:21
evening 5:2
6:21 7:9, 17
9:2 66:5 68:6
71:19 75:1
78:4, 17 81:13
84:3, 6 87:13
90:13, 17, 19
104:16 135:13,
20 140:1, 4
141:15 143:6
145:6 157:17
158:18 171:13
177:14 189:8, 9
203:9 205:2, 10
207:12 208:20
253:20, 21
269:14, 15
evenings 145:14
evening's 64:12
```

event 5:18 149:16 everybody 88:18 102:2, 9, *10* 109:*17* 112:2 115:8 120:8 123:18 125:12 129:16 184:14 273:8 Everybody's 181:*11* everyone's 204:5 evidence 51:9. 13 **evolving** 202:18 **exactly** 19:*11* 43:20 67:2 94:2 99:19 193:20 **examine** 69:18 83:12 example 51:7 52:1, 5 80:18 131:15 153:8 191:8 224:6 266:18 examples 47:21 147:1 220:5 230:14 242:5 **exceed** 218:14 exceeds 155:17 Excellence 274:1 exception 179:18 excited 154:6 161:4 169:10 exclusion 167:21 exclusive 194:2 214:8 246:17 exclusively 25:3 **excuse** 6:18 8:9 41:16 51:17 78:6 86:4 116:9 124:8 200:15 238:20

exec 125:21 **execute** 183:18 executive 120:21 206:13 209:4 259:11 exercises 229:10 **Exhibit** 11:16 exhibited 80:15 Exhibits 9:10 **exist** 41:8 214:14 existing 38:11 41:3 65:5 246:7 252:9 **exists** 107:8 219:9 242:17 260:20 **expand** 17:17 155:*13* 157:9 164:10, 13 165:*13* expanded 19:2 38:15 152:19 157:21 202:1 expansion 43:6 155:21 163:21 164:21 221:15 **expect** 97:13 129:5 150:21 152:17 178:11 233:21 expectation 98:6 expectations 73:3 97:14 112:7, 10, 11, 15 191:*14* expected 133:4 179:5 197:6 expecting 77:9 164:4 expenditures 182:15 186:7, 9 190:15, 18 191:5, 12, 13, 15, *18* 194:*4* 198:17 expensive

237:10

Essex 143:13

115:19 229:13

•	1 4 1 4	102.15.220.11	6 1: 20 4	00.10
experience	extrapolate	193:15 230:11	fashion 30:4	figures 89:19
97: <i>17</i> 103: <i>1</i>	175:4 232:19	260:8	fast 165:9	232:5
126:4 127:4	extrapolated	factor 32:17	faster 164:16	file 124:4, 5
175: <i>1</i>	248:19	factors 68:17	father 261:2	filibustering
experienced	extrapolation	73:12 83:11	favor 28:5	74:14 89:10
67:15	178:18	221:4	30:15 31:3	102:18
experiences	extreme 220:18	facts 45:18	40:2 63:16	fill 116: <i>13</i>
86:9	extremely	factual 51:13	200:8	final 180:17
experts 136:8	156:13 162:6	failed 74:15	favorable 172:8,	190:1 207:3
155: <i>1</i> 156: <i>15</i> ,	209:9 259:8	122:15 263:3	11	212:7 214:19
19 164:12	exultation	fair 111:4	favoritism	250:17
expired 65:12	150:14	114:16 125:11,	115:10	Finally 148:20
explain 165: <i>12</i>	eye 252:1	18 254:5	FCI 228:20	financial 11: <i>11</i>
174:5 197: <i>11</i>		faith 188:17	fear 133:14	116: <i>13</i> , <i>15</i>
235:9 266: <i>14</i> ,	< F >	fall 148:12	February 83:7	117: <i>7</i> , <i>13</i> 119: <i>3</i> ,
18	fabulous 202:15	172:4 173:20	215:6 255:6	4 130:8 181:6
explained	Facebook	179:2 207:21	federal 97:7, 8	financially
140:8 146:5	46: <i>11</i> 48: <i>14</i>	210:10 213:14	190: <i>15</i> 191: <i>14</i>	117:20
198:8 239:5	138:3 145:18	falling 50:5	193:9	find 38:10, 13
explicitly 43:17	facelift 242:2	86:19	feedback 78:9	70:13 88:8
explore 137:6	face-to-face	familiar 209:20	91:1, 5, 10	114:5 122:16
148:8	75:10 148:6	217:8 223:1	111:8 117:8	167:20 261: <i>15</i>
exploring	159: <i>4</i> 161: <i>13</i>	226:8	154: <i>16</i> 173: <i>1</i>	finding 235: <i>1</i>
149: <i>17</i>	facets 223:21	families 22:6	222:16	findings 198:9,
exposed 168:7	facilitate 31:17	70:4, 19 82:1,	feeder 246:12	18 208:6 210:4
exposure	facilitating	14 83:9, 11	266:7, 10	213:12, 16
167:12 202:10	212:11	89:2 105:20	feeders 137:4	215:11 229:17
express 54:6	facilities 158:6	107:20 137:9,	feel 33:21	235:8 243:21
59:15 89:15	163:9, 12 213:6	<i>17, 19</i> 138: <i>1</i>	40:21 44:16	244:1, 5 253:10
122:13 128:13	217:13 218:9,	139:2, 4 141:6	69: <i>4</i> 91: <i>14</i>	finds 53:21
185: <i>10</i>	13, 20 221:11	142:7, 8, 10	105:18 106:5	Fine 53:1
expressed	223:14 224:12	145:9, 10, 13, 18,	126:6 129:18	147:5 234: <i>14</i> ,
31: <i>17</i> 47: <i>7</i>	228:21 230:19	21 160:19	167:9 187:18	18 257:14
190: <i>17</i>	241:21 242:10	161:10, 12	276:8	finish 265:19
expressing 60:1,	243:13, 19	203:10 207:17	feet 150:3, 11,	276:4
4	249: <i>1</i> 252: <i>14</i>	211:3 233:16	17, 19 151:4, 8,	finished 104: <i>3</i>
extended	facility 210:5	family 70:7	10, 13 153:10	197:6
159: <i>15</i> , <i>16</i> , <i>18</i>	211: <i>13</i> , <i>17</i>	85:16 102:16	158:8 202:4	FiOS 6:18, 19
160: <i>1</i> 197: <i>19</i>	216:3 219:8	142:13 146:4	felt 41:10	firms 255:15
extent 151:4	223:16 228:17,	267:3	91:19 98:18	first 7:5 15:19
external 182: <i>14</i>	19 229:16	family's 70:12	99:10 100:16	16:6 18:11, 16
186: <i>15</i> , <i>19</i>	240:18 241:6,	91:1, 10	140:6	19:9 32:15
190: <i>13</i> 193:9,	12 252:20	famous 109:19	fence 212:15	36:16, 17 40:16
11, 13 197:5	263:13 264:19	fans 85:12	fewer 64:16	50:21 66:3
211:20	268:2, 21	fantastic 163:19	171:2 233:14	68:9 69:6
extracurricular	facing 45:16	far 75:11	fields 260:10	84:14 87:12
136:5 146: <i>15</i> ,	77:19	152: <i>19</i> 193: <i>13</i>	figure 123:5	88:14, 15 89:11,
18, 20	fact 32:14	215:5 257:2	232:6	13 92:8, 17, 19,
extracurriculars	45:6, <i>19</i> 48: <i>4</i>	272:2	figured 110:2	21 98:7, 16, 18
148:10	162:11, 20			99:13 100:7, 10

		l a	l -	l
105:2 108:7	224:17 229:15	former 81:5	Frederick 28:16	234:1 239:10
128:10, 11	231:11	267:9	free 20:16, 18	245:7, 11
129:2 138: <i>12</i>	focused 22:3	forms 116: <i>14</i> ,	freedom 17:21	250:19 252:10
160: <i>12</i> 162: <i>3</i> , <i>5</i>	72:18 85:20	15 119:10, 11	18:3, 7	256:4 262:1
181: <i>13</i> 183: <i>11</i>	118:17 142:17	121:19	Friday 150:1	265:18 270:5
187:2 190:2 <i>1</i>	144: <i>11</i> 176: <i>15</i>	formulas	frigging 102:12	
208:6 209:19	219:19 229:16	249:13 260:12	fruition 77:8	<g></g>
215: <i>12</i> , <i>15</i>	261:7	formulate 208:9	frustrated 72:6,	Gadget 112: <i>13</i>
216: <i>14</i> , <i>21</i>	focuses 217: <i>10</i>	forth 60:2	7, 8, 11 123:17	gain 130:9
253:18	focusing 74:5	102:1 214:5	frustrating	168:20, 2 <i>1</i>
fiscal 121: <i>1</i>	folks 226:12	forthcoming	123:18	games 158: <i>1</i>
184: <i>1</i> 188: <i>13</i>	follow 26:2	149: <i>13</i>	frustration 77:5	gaps 148:18
fiscally 36:21	123:7	forum 65:1	full 77:4 140:7	Gasparotti
fit 212: <i>17</i>	followers 79: <i>13</i>	255:6	146:15 151:19	1:21 279:4, 16
243:8 249:19	following 7:19	forums 215:2	152:2, 12 154:9	gathering 75:17
fitting 226:21	9:6 11:2 38: <i>14</i>	forward 42:2	155:4 185:6, 9	gears 146: <i>11</i>
five 70:2, 6	58:12 66:21	57:7 68:12, 15	214: <i>17</i> 216:9	GEER 195:3
109:2, 3 124:15	67:4 83:15	74:18 86:21	232:4 234:11,	general 16: <i>10</i>
125:6, 7, 10	99:14 112:18	128:2 134:2	19 235:6	49:6, 9, 20
126:19 154:7	116:20 119: <i>16</i>	143:2 158:19,	237:16 266:12	87:11 92:6
156:6 227:3	123:9 192:8	20 164:16	fully 6:7 48:7	125:3 127:16
251:8 254: <i>13</i>	followup 64:5	169: <i>17</i> 179:2, <i>3</i>	70:2 156:7, 8	131:8 136: <i>15</i>
five-year	follow-up 25:9	205:7 213:3, 15	159:7 270:15	195: <i>14</i> 228: <i>1</i>
126: <i>16</i> , <i>17</i>	177: <i>14</i>	221:8 225:15	functions 214:5	229:3 253:4
Flag 5:7	fond 269:5	234:4 245:6	Fund 180: <i>14</i>	Generally
flagged 271:12	food 82:1	265:19 271:13,	181:4 189:20	131: <i>13</i>
flat 230:16	122:9	19	194:2 <i>1</i> 195: <i>1</i>	general's 16:8,
flexibility 35:15	force 157:5	forwarded 48:1	211:10	13, 18 42:11
94:9 148:8	236:6	fostering 137:18	funded 270:15	generated 43:12
176: <i>14</i>	forced 70:5	found 8:19	funding 191:7,	generations
flexible 218: <i>18</i>	84:17 154:19	75: <i>14</i> 189: <i>1</i>	10 193:10	214:19 248:5
floor 192:9	forecast 245:2,	217:17 253:4	197:8 198:20	generosity
241:18	3	254:8	206:13 211:7,	211:8
flowing 250: <i>3</i>	forecasting	foundation	10 247:21	generous 251:20
fluctuate	248:11	212:15	249:4, 10	geographic
174: <i>14</i> 179: <i>10</i>	foregoing 279:6	four 13:3	funds 67:12	109:5
fluctuates 178:2	forestall 247:11	22:12 85:7	97:8 188: <i>1</i>	George's 28:17
fluctuations	forever 117:8,	153:6 165: <i>13</i>	furnished 268:8	getting 50:6
175: <i>1</i>	12	226:1	furniture	75:19 78:9
flying 233:1	forgive 243:9	four-day 164:2	223:10	84:15 107:5
focus 72:9	forgotten 72:12	Fourth 71:5	further 23:12	109: <i>19</i> 111:8
81:19 83:18	form 109: <i>11</i>	90:21 91:9, 17	44:16 49:21	114:20 115:3, 4
118: <i>18</i> 129: <i>14</i> ,	114:7 117:7	frame 205:4	50:14 67:9	166: <i>11</i> 184: <i>1</i>
<i>16</i> 143:7	119:7 127:9	framework	83:12 192:14	186:20 188:12
155: <i>12</i> , <i>21</i>	206:16 207:19	224:3, 14 225:8	203:3 254:14	222:7 238:13
157:8 162:7	formality 35:1	226:3	279:9	241:14 252:20
181: <i>17</i> 188: <i>16</i>	format 161: <i>12</i>	Francine 92:5	future 80:21	274:5
193: <i>11</i> 206:9,	186:9	Francis 3:8	81:3 140:12	gift 114:2, 8
11, 14, 15, 16	formats 161:8	66:4, 5	181: <i>18</i> 187: <i>3</i>	gifting 115:18
208:7 219:19			198:20 231:3	

gifts 11:9 113:13, 16 114:21 115:17 118:19 122:10 gigantic 269:6 give 51:7 77:7, 13 102:20 119:8 167:1 194:2 205:12 207:17 226:16 228:10 230:7 231:5 239:21 243:5, 14 253:3,
given 21:9 29:15 31:15 41:12 42:10 58:1 62:1 77:1 169:11, 20 193:14 231:19 270:5 gives 116:10 giving 30:17 114:17 217:10 glad 41:13
131:11 glean 37:4 global 85:8 go 16:4 18:5 21:6 23:21 24:14 26:18 28:6 38:8 40:4 50:15, 19 52:21 78:12 84:12 90:11 92:2, 17 104:5, 9 108:2, 5 113:5 116:1 119:6 120:1, 13 123:7 127:20 130:21 134:2 158:17 161:18 165:9 166:21 186:5 193:13 195:17 200:21 245:20 246:18 248:3 261:5 262:21 266:11 276:6, 12, 16 goal 156:7 168:14

goals 72.5
goals 73:5
214:9 goes 36:17
37:8 56:10, 13
63:17 99:20
103:10 122:14
168: <i>1</i> 239: <i>13</i>
going 19.6
going 19:6 20:3, 5 22:7
28:7 34:1 37:5
41:2 51:5, 6, 12
53:3 56:15
68.10 71.3
75:11 76:20
75:11 76:20 84:12 92:11, 16
93:13 97:3, 4, 5,
<i>16</i> 101: <i>17</i>
103:11, 13
104:8 105: <i>13</i>
108: <i>3</i> 109: <i>13</i>
112:19 122:2
123:5 125: <i>13</i>
127:18, 19
128: <i>14</i> 129: <i>12</i> 132: <i>18</i> 139: <i>20</i>
141: <i>10</i> 142:2 <i>1</i>
146:9, 10 149:6
169: <i>13</i> 170: <i>1</i>
172:18 182:17
184:4, 5 186:12
187:2 191: <i>1</i>
201:15 202:4
204:3 206:10
207:4 208:10
211:7 226:9, 19
231:11 234:1
238: <i>11</i> 241: <i>3</i> 242: <i>1</i> 243:20
242:1 243:20 244:10 245:4
248:6 253:1, 6
261:8 264:8
274: <i>11</i>
Good 5:2 7:9
9:2 66:5 68:5
71:19 75:1
78:4, <i>17</i> 84:2, <i>6</i>
87:13 90:13, 17,
19 104:15
131:10 132:8
135:13, 20
•

```
140:1 141:15
143:6 148:15
157:17 166:2
169:14 171:13
177:14 189:8, 9
205:2, 9 207:12
208:20 253:20,
21 269:14, 15
278:9
Google 75:17
gotten 222:16
Gover 7:14
9:15, 16, 18, 20
10:1, 3, 5, 7, 10,
12, 14, 16 14:14,
16, 18, 20 15:3,
5, 7, 9, 12, 14, 16
24:6 27:3, 4, 6,
8, 10, 12, 14, 16,
18, 20 28:1, 3, 5
38:19 39:1, 3, 5,
7, 9, 11, 13, 15,
17, 19, 21 40:2
55:6, 7, 9, 11, 13,
15, 17, 19, 21
56:2, 4, 6, 8
62:15, 17, 19, 21
63:2, 4, 6, 8, 10,
12, 14, 16 135:4,
5, 7 182:3
195:18, 21
196:2, 4, 6, 8, 10,
12, 14, 16, 18, 20
199:7, 9, 11, 13,
15, 17, 19, 21
200:2, 4, 6, 8
273:1 275:18
276:20 277:1, 3,
5, 7, 9, 11, 15, 18,
20 278:1, 3
govern 16:16
governing
132:19
government
73:11 147:2
213:1 225:4
251:19
Government's
```

```
grade 91:18
136:12 174:16
261:12 267:8
grader 90:21
91:9
graders 138:11
161:3 173:21
grades 136:13
138:16 160:2, 3,
16 223:3
gradually
151:19
graduation
149:8, 11
grammar
111:15, 16
grant 159:12
180:15 181:5
189:21 250:9
graph 139:1, 13,
16, 18, 19
grateful 40:8
47:5 134:7
great 40:16
63:18 80:8
81:13, 14 90:16
91:14 125:14
143:5 157:11
161:1, 3 166:7
169:9 203:9
233:17 249:16
252:8 265:3
271:4 272:8
greater 44:3
57:18 148:18
216:19 227:10
230:7 242:16
greatly 60:19
green 230:19
239:21 243:2
Greetings 81:17
ground 229:18
grounded 205:5
group 82:17
99:8 116:19
117:2, 3, 6, 15,
20 122:15, 17,
18 149:17
152:14 153:4,
12 157:10
```

```
174:13 176:9,
12 179:10, 14
182:15 206:16
222:21 224:18
229:15
groups 82:11
83:18 87:10
93:4, 6 123:6,
13, 21 124:4
147:5 151:20
157:8 158:8
174:14, 17
206:9, 11, 14, 15
208:7 219:19.
21
Grove 227:9
270:20, 21
grow 166:10
246:7 261:18
growing 143:14
growth 221:15
237:11, 19
251:15 262:1
270:8
guaranteed
29:14
guess 16:10
19:8 89:19
120:20
guessing 101:4
guidance 96:5,
18 149:1, 3
150:2, 5, 7, 12
151:2, 9 155:4
156:14 172:9,
11 202:3, 4
guide 149:20
guidelines
40:13 41:8, 9
42:4 54:2 67:1,
5 96:6 136:6
152:8 162:16
172:19
guy 112:14
183:3
guys 89:16
99:6 100:12
101:4, 16, 18, 21
102:18 103:21
```

156:18

108:8 112:4

126.10 129.77 109.17, 20 129.17 130.19 6,20 175.7, 78 234.15 236.11 230.19 237.20 240.4, 10.15 243.1, 17 243.1	115:6, 2 <i>1</i> 121:4	happened 71:8	18 112:3	15, 16, 20 15:5,	231:9 233:8, 12
207:10 207:10 249:41.3 145:6 167:3 179:20 21:7 235:13 10, 15 243:1, 17 244:13 246:3, 7, 10, 15 243:1, 17 244:13 246:3, 7, 10, 15 243:1, 17 244:13 246:3, 7, 10 247:19 188:18 123:1 222:10 223:19 271:12, 13 29:18, 188:12 169:17, 18 189:15 169:17, 18 189:15 169:17, 18 169:17, 18 169:17, 18 169:17, 18 169:17, 18 169:17, 18 169:15, 169:17, 18 188:18 173:1 199:10 169:18, 189:18 199:10 169:45, 170:8 189:45 170:8 171:8, 13 170:8 171:8, 13 170:8 171:8, 13 170:8 171:8, 13 170:8 171:8, 13 170:8 171:8, 13 170:8 171:8, 13 170:8 171:8, 13 170:20 171:18 188:19 196:16 177:12 188:5 188:17 177:22 173:88 189:22:12 188:17 177:22 173:88 189:22:12 188:17 177:22 173:88 177:22 173:88 177:22 173:88 177:22 173:88 177:22 173:88 177:22 177:22 177:22 184:5 177:12 188:19 196:16 177:12 188:19 196:16 177:12 188:19 177:12 136:79, 21 188:11 136:79 177:12 136:79, 21 136:79, 21 136:79, 21 136:79, 21 136:19 177:12 136:79, 21 136:19 177:12 136:19 177:12 138:11 12:87 177:12 138:12 136:17 136:19 177:12 138:12 136:17 136:19 177:12 138:12 136:17 136:19 177:12 138:12 136:17 136:19 177:12 138:11 136:17 136:19 177:12 138:11 136:17 136:19 177:12 138:11 136:17 136:19 177:12 138:11 138:17 136:19 177:12 138:11 138:17 136:19 177:12 138:12 147:13 147:14 148:11 138:17 136:19 177:12 136:19 177:12 136:19 177:12 136:19 177:12 136:19 177:12 136:19 177:12 136:19 177:12 136:19 177:12 138:12 147:14 148:21 177:12 138:12 147:14 148:11 177:12 138:17 147:14 148:11 177:12 138:17 147:14 148:14 177:12 138:17 147:14 1					· · · · · · · · · · · · · · · · · · ·
260:9 67:18 75:13 204:3 206:10 24:5, 7, 12, 15 244:3, 7, 72 25:17 26:1, 5 10 247:19 248:12, 17 248:12, 17 244:3, 7, 12, 15 169:17, 18 169:17, 18 188:5, 6 104:16 105:7 143:8 221:11 248:12, 185:6, 62:5, 8 63:12, 186:6, 7, 17 188:19 196:16, 17 209:24 188:6, 7, 17 188:19 196:16, 17 222:17 223:19 223:19 223:19 238:19, 20 36:7, 188:19 196:16, 17 188:19 196:16, 17 209:8 230:9 179:16 180:1, 5 275:12 236:20 236:20 236:20 236:20 236:19	207:10	· ·	142:3 145:6	1 ' '	237:20 240:4,
260.9 gyms 75:7 76:3 115:20 118:8 123:1 207:6,10 227:10 223:19 27:12,13 29:18, 141:17 152:13 271:4,10 19 30:11 33:6 251:13,15 16:17,19 188:5,6 141:15,19,21 188:5,6 141:65 17:1,9 188:5,6 141:64 2:6,14, 20:20 36:15 133,15 188:6,7 39:19, 20 36:7, 39:19, 20 36:7, 26:13,15 16:5 17:1,9 188:5,6 141:64 2:6,14, 20:20 36:15 133,15 182:13 15:20 138:6,7 39:19, 20 36:7, 26:13,15 16:5 17:1,9 188:5,6 141:64 105:7 188:18,21 133,15 126:1 38:6,7 39:19, 20 36:7, 26:13,15 126:1 38:6,7 39:19, 20 36:7, 26:13,15 126:1 38:6,7 39:19, 20 36:15 133,15 16:9:17,19 188:5,6 141:64 2:6,14, 20:20 36:15 133,15 142:1 54:18,21 55:15, 164:18,21 55:15, 164:18,21 55:15, 164:18,21 55:15, 164:18,21 55:15, 164:18,21 55:15, 164:18,21 54:18,21 55:15, 164:18,21 55:15, 164:18,21 55:15, 164:18,21 55:15, 164:18,21 55:15, 164:18,21 55:15, 164:18,21 55:15, 164:18,21 15:21 55:16 184:18,21 15:21 15:16 184:19 17:22 173:8 187:6,7 17 188:19 186:19 17:22 173:8 187:6,7 17 188:19 186:19 17:22 173:8 187:6,7 17 188:19 186:19 17:22 173:8 183:19 196:16, 17 200:4,5 277:20,21 144:12,21 184:19 184:1	gymnasium		167:3 179:20		10, 15 243:1, 17
Section Content Cont	00	67:18 75:13	204:3 206:10		244:13 246:3, 7,
Care	gyms 75:7			/ / /	, , ,
CH Hager 2:7 221:16 233:18 275:12 35:19, 20 36:7, 253:8 260:8, 15, 160:12, 13 12:9, 165:17, 19 18:15.			· · · · · · · · · · · · · · · · · · ·		
Hager 2:7	<h></h>				· · · · · · · · · · · · · · · · · · ·
107.2, 13 12:9, 10, 18 13:1 13:1 14:1 15:14, 15, 19, 21 16:5 17:1, 9 188:5, 6 104:16 105:7 19 53:13, 14 12, 16 269:18 13:18, 14 12:18 17:19 188:5, 6 104:16 105:7 19 53:13, 14 12, 16 269:18 13:8, 14 12:18 17:19 13:15 12:11 13:15 12:11 13:15 12:11 13:14 13:14 13:15 12:15 16:17 13:15 12:15 16:17 13:15 12:15 16:17 13:15 12:15 16:17 13:15 12:15 16:17 13:15 12:15 16:17 13:15 12:15 16:17 13:15 12:15 16:17 13:15 12:15 16:16 13:16	Hager 2:7	221:16 233:18	1	35:19, 20 36:7,	· · · · · · · · · · · · · · · · · · ·
10, 18 13:1	0	266:11	heard 34:13, 14	· · · · · · · · · · · · · · · · · · ·	
15:14, 15, 19, 21	,	happens 127:10	42:7 69:20	42:15, 16 44:18,	263:7 264:16,
16:5 17:1,9 188:5,6 104:16 105:7 19 53:13, 14 12, 16 269:18 143:8 221:11 143:8 221:11 15:16 143:8 123:11 15:16 143:8 123:11 15:16 143:8 123:11 15:16 143:8 123:11 15:16 15:16 143:8 123:11 15:16 15:16 163:14 15:16 163:14 163:15 164:16 105:7 15:16 163:14 163:15 164:16 105:7 15:18, 13 15:15 15:16 163:15 164:16 105:7 15:18, 13 15:15 164:16 105:7 164:16 105:7 165:16 163:1	15:14, 15, 19, 21		93:12 98:13		21 265:2 268:2,
29:20 36:15 91:13, 15 126:1 Hearing 7:12 16 57:6, 8, 9 70:20 97:14 18:6, 7 39:19, 18:18:18 174:9 158:18 174:9 158:18 174:9 158:18 174:9 158:18 174:9 158:18 174:9 158:18 174:9 158:18 174:9 179:16 180:1, 5 63:2, 3 75:2 230:6 240:17 18:60:16 61:15, 16 66:7 75:10 hears 157:12 84:7 134:12, 16, 251:10 highlight 136:20 170:8 171:8, 13 123:3 169:15 179:18 177:12, 13, 18 177:12, 13, 18 177:12, 13, 18 177:12, 13, 18 179:16 180:1, 5 177:12, 13, 18 179:16 180:1, 5 177:12, 13, 18 179:16 180:1, 5 177:12, 13, 18 179:16 180:1, 5 177:12, 13, 18 179:16 180:1, 5 177:12, 13, 18 179:16 180:1, 5 177:12, 13, 18 179:16 180:1, 5 177:12, 13, 18 179:16 180:1, 5 177:12, 13, 18 179:16 180:1, 5 177:12, 13, 18 179:16 180:1, 5 177:12, 13, 18 179:16 180:1, 5 177:12, 13, 18 179:16 180:1, 5 177:12, 13, 18 179:16 180:2, 5 177:12, 13, 18 179:16 180:1, 5 177:12, 13, 18 179:17, 18 179:17, 18 179:17, 18	16:5 17: <i>1</i> , 9	188:5, 6	104:16 105:7	19 53:13, 14	12, 16 269:18
38:6, 7, 39:19, 20, 40:6, 7	28:1, 2, 8, 10, 14	happy 51:15	143:8 221:11	54:18, 21 55:15,	higher 50:3
38:6, 7 39:19,			Hearing 7:12	16 57:6, 8, 9	70:20 97:14
41:16 42:6, 14, 209:8 230:9 179:16 180:1, 5 63:2, 3 75:2 78:18 81:18 242:17 249:10 60:16 61:15, 16 66:7 75:10 62:5, 8 63:12, 88:9 89:4 62:5, 8 63:12, 88:9 89:4 62:5, 14 177:12, 13, 18 133:3, 21 170:8 171:8, 13 123:3 169:15 170:2 170:8 171:8, 13 123:3 169:15 172:2 173:8 222:15 257:13 187:6, 7, 17 188:19 196:16, 17 200:4, 5 267:15 188:19 196:16, 17 200:4, 5 267:15 112:6 278:6 205:10 269:12, 181:1 143:13 231:12 234:21 234:21 234:21 235:21 236:20 188:11 181:12 235:21 236:20 149:12, 19 136:7, 8 148:21 136:7, 8 148:21 136:19 177:10.13 180:17, 100:18 180:17, 100:19 177:10.13 180:19 177:10.13 180:19 177:10.13 180:10 177:12 184:5 180:11 180:1.5 180:14 177:12 184:5 180:14 177:12 184:5 188:14 180:1.5 180:1.5 180:3, 100:1.5 180:1.5	38:6, 7 39:19,	158:18 174:9	C	58:11, 14 59:1,	152:15 216:16,
41:16 42:6, 14, 209:8 230:9 179:16 180:1, 5 63:2, 3 75:2 78:18 81:18 242:17 249:10 60:16 61:15, 16 66:7 75:10 62:5, 8 63:12, 88:9 89:4 62:5, 8 63:12, 88:9 89:4 62:5, 14 177:12, 13, 18 133:3, 21 170:8 171:8, 13 123:3 169:15 170:2 170:8 171:8, 13 123:3 169:15 172:2 173:8 222:15 257:13 187:6, 7, 17 188:19 196:16, 17 200:4, 5 267:15 188:19 196:16, 17 200:4, 5 267:15 112:6 278:6 205:10 269:12, 181:1 143:13 231:12 234:21 234:21 234:21 235:21 236:20 188:11 181:12 235:21 236:20 149:12, 19 136:7, 8 148:21 136:7, 8 148:21 136:19 177:10.13 180:17, 100:18 180:17, 100:19 177:10.13 180:19 177:10.13 180:19 177:10.13 180:10 177:12 184:5 180:11 180:1.5 180:14 177:12 184:5 180:14 177:12 184:5 188:14 180:1.5 180:1.5 180:3, 100:1.5 180:1.5	20 40:6, 7	185: <i>18</i> , <i>21</i>	91:5 144: <i>1</i>	6, 9, 11 62:12	19 222:20
18 46:3 56:4, 5 60:7 75:10 60:16 61:15, 16 66:7 75:10 62:5, 8 63:12, 88:9 89:4 62:5, 8 63:12, 13 169:4, 5 91:20 102:4 265:14 177:12, 13, 18 136:3, 21 136:20 177:12, 13, 18 123:3 169:15 177:12, 13, 18 123:3 169:15 177:12, 13, 18 123:3 169:15 177:12, 13, 18 187:6, 7, 17 188:19 196:16, 188:12, 18 267:15 188:12, 18 188:12, 18 199:16, 16, 18 152 257:13 188:17 252:19 112:6 278:6 205:10 269:12, 181:8 160:11 161:2	,		179:16 180:1, 5		230:6 240:17
60:16 61:15, 16 66:7 75:10 hears 157:12 84:7 134:12, 16, 17, 18 251:10 highlight 136:20 highlight			1	/	
13 169:4, 5 170:8 171:8, 13 123:3 169:15 179:18 179:15, 15 180:3, 179:18 187:6, 7, 17 187:7 188:19 196:16, 188:19 196:16, 188:19 196:16, 188:17 188:17 188:17 188:17 188:17 188:18 189:19 188:18 188:18 189:19 188:18 188:18 189:19 188:18 189:19 188:18 189:19 188:18 189:19 188:18 189:19 188:18 189:19 188:18 189:19 188:18 189:19 188:18 189:19 188:18 189:19 188:18 189:19 188:18 189:19 188:18 189:19 188:18 189:19	60:16 61:15, 16	66:7 75:10	hears 157:12	84:7 134:12, 16,	251:10
170:8 171:8, 13 123:3 169:15 172:2 173:8 222:15 257:13 97:18 97:18 179:5, 15 180:3, 187:6, 7, 17 188:19 196:16, 188:19 196:16, 17 200:4, 5 267:15 180:2 267:15 190:2 196:2, 3 193:5, 187:0 159:1 190:2, 21 188:17 252:19 112:6 278:6 190:10 4:12 188:11 188:11 188:11 188:11 188:11 188:11 188:11 188:11 188:11 188:11 191:2, 14 188:11 191:2, 14 188:11 191:2, 14 188:11 191:2, 14 188:11 191:2, 14 188:11 191:2, 14 188:11 191:2, 14 188:11 191:14, 16 191:2, 17 191:2, 18 191:14, 16 191:17 191:17 191:18 191:	62:5, 8 63:12,	88:9 89:4	heart 224:1	17, 18 135:3, 21	highest 98:6
172:2 173:8 187:6, 7, 17 Harford 28:17 heavier 229:14 heels 213:13 192:2, 3 193:5, hike 160:11 159:1 hike 160:11 hike 160:11 159:1 hike 160:11 159:1 hike 160:11 h	<i>13</i> 169:4, 5	91:20 102:4	265:14	177:12, 13, 18	highlight 136:20
172:2 173:8 187:6, 7, 17 Harford 28:17 heavier 229:14 heels 213:13 192:2, 3 193:5, hike 160:11 159:1 hike 160:11 hike 160:11 159:1 hike 160:11 159:1 hike 160:11 h	170:8 171:8, <i>13</i>	123:3 169:15	heartbroken	178:3, 8, 13, 17	highlighted
188:19 196:16, haul 238:12, 18 heels 213:13 192:2, 3 193:5, hike 160:11 161:2 hard 231:17 252:19 112:6 278:6 205:10 269:12, hinder 106:6 hired 102:11, 14 129:7 1231:12 234:21 188:11 92:10 104:12 194:14, 16 hired 102:11, 14 129:7 1235:21 236:20 heading 265:5 123:13 194:14, 16 history 32:15 115:11 halted 84:19 67:1, 14 69:1, hand 98:3 13 76:1, 17 101:4, 20 126:1, handbook 156:19, 21 150:11 150:21 157:7, 10, 13 150:12 136:7, 20 157:7, 10, 13 251:10 270:12 136:17 101:7, 10 101:13 201:12 136:19 171:7, 10 171:7, 10 171:7, 10 132:14 251:11 132:14 251:11 132:14 251:11 132:14 251:11 132:14 251:11 132:14 251:11 158:11 132:14 251:11 158:11 158:11 224:18 160:3, 6 162:8, homework 37:3 homework 37:3 homework 37:3 homework 37:3 homework 37:3 homework 37:3 homestly 113:19 147:12 184:5 65:12 87:14 Henn 2:4 9:3 213:14 221:7 honor 147:4 honor 147:4 148:21 158:14 221:7 148:21 161:2 160:11 160:2 160:11 160:11 161:2 160:11 161:2 160:11 161:2 160:11 161:2 160:11 161:2 160:11 161:2 160:11 161:2 160:11 161:2 160:11 161:2 160:10 104:12 160:12 160:12 160:11 161:2 160:11 161:2 160:11 161:2 160:11 161:2 160:11 161:2 160:11 161:2 160:11 161:2 160:11 161:2 160:1		222:15 257:13	97:18		
17 200:4,5 267:15 haves 115:2 50:2 76:7 9 199:17, 18 161:2 half 218:17 252:19 112:6 278:6 205:10 269:12 hinder 106:6 hired 102:11 231:12 234:21 188:11 92:10 104:12 Henn's 193:2 14 129:7 123:23:21 236:20 heading 265:5 123:13 194:14, 16 hit 79:8 113:21 136:7, 8 148:21 2 128:3 129:5 hide 259:15 170:20 hand 98:3 13 76:1, 17 101:4, 20 126:1, 17 102:0 handbook 57:2 149:12, 19 206:11 209:11 hiding 128:7 hand 267:16 handbook 156:19, 21 241:5 242:14 112:15 136:17 167:9 168:1 136:19 171:7, 10 92:19 113:9 147:1 148:21 17 273:8 274:5 130:5 110:11 hear 14:21 158:11 124:8 132:14 251:10 130:4 200:10 healthy 79:21 hear 14:21 158:11 224:18 18 205:20 188:4 honor 147:4 171:12 184:5 65:12 87:14 Henn 2:4 9:3 213:14 221:7 honor 147:4 148:21 177:27:20 128:4 207:20 210:7 honor 147:4 148:21 158:4 honor 147:4 148:21 158:4 honor 147:4 148:21 158:4 honor 147:4 148:21 158:4 honor 147:4 honor 147:4 148:21 158:4 honor 147:4 honor	187: <i>6</i> , <i>7</i> , <i>17</i>	Harford 28:17	heavier 229: <i>14</i>	7, 20 181:8	highlights
277:20, 21 haves 115:2 50:2 76:7 9 199:17, 18 161:2 hinder 106:6 Hall 143:13 head 135:6 Hello 90:12, 14 33, 16 277:9, 10 hired 102:11, 129:7 231:12 234:21 188:11 92:10 104:12 Henn's 193:2 14 129:7 235:21 236:20 heading 265:5 123:13 194:14, 16 history 32:15 271:5 health 5:15, 19 help 38:15 195:19 115:11 hand 98:3 13 76:1, 17 101:4, 20 126:1, Hit 108:6 hold 74:19 106:42:19 hide 259:15 hold 74:19 115:11 help 38:13 192:19 115:11 hit 79:8 113:21 hold 74:19 106:4, 20 126:1, hide 259:15 hold 74:19 170:20 hold 74:19 170:20 hold 74:19 170:20	188: <i>19</i> 196: <i>16</i> ,	haul 238:12, 18	heels 213:13	192:2, 3 193:5,	83:10 159:1
half 218:17 252:19 112:6 278:6 205:10 269:12, 14 hinder 106:6 Hall 143:13 head 135:6 Hello 90:12, 14 13, 16 277:9, 10 hired 102:11, 231:12 234:21 188:11 92:10 104:12 Henn's 193:2 14 129:7 235:21 236:20 heading 265:5 123:13 194:14, 16 history 32:15 271:5 health 5:15, 19 help 38:15 195:19 115:11 hande 84:19 67:1, 14 69:1, 88:13 92:11 Hey 120:2 hit 79:8 113:21 hand 98:3 13 76:1, 17 101:4, 20 126:1, Hit 108:6 hold 74:19 279:12 136:7, 8 148:21 2 128:3 129:5 hide 259:15 170:20 handbooks 150:21 155:1 223:13 232:3 high 73:3 97:6 </td <td><i>17</i> 200:4, 5</td> <td>267:15</td> <td>held 6:2, 15</td> <td>7 194:20 196:8,</td> <td>hike 160:<i>11</i></td>	<i>17</i> 200:4, 5	267:15	held 6:2, 15	7 194:20 196:8,	hike 160: <i>11</i>
Hall 143:13 head 135:6 Hello 90:12, 14 13, 16 277:9, 10 hired 102:11, 14 129:7 231:12 234:21 188:11 92:10 104:12 Henn's 193:2 14 129:7 235:21 236:20 heading 265:5 help 38:15 194:14, 16 history 32:15 271:5 health 5:15, 19 help 38:15 195:19 hit 79:8 115:11 hand 98:3 13 76:1, 17 101:4, 20 126:1, Hit 108:6 hold 74:19 279:12 136:7, 8 148:21 20:18:3 129:5 hide 259:15 hold 74:19 279:12 149:12, 19 20:11 20:11 20:11 20:11 101:4, 20 128:7 hold 74:19 112:18 150:12, 19 20:11 20:11 20:11 128:1 128:7 home 83:1 12:18 156:19, 21 241:5 242:14	277:20, 21	haves 115:2	50:2 76:7	9 199:17, 18	161:2
231:12 234:21 188:11 92:10 104:12 Henn's 193:2 14 129:7 235:21 236:20 heading 265:5 123:13 194:14, 16 history 32:15 271:5 health 5:15, 19 help 38:15 195:19 115:11 halted 84:19 67:1, 14 69:1, 88:13 92:11 Hey 120:2 hit 79:8 113:21 hand 98:3 13 76:1, 17 101:4, 20 126:1, Hi 108:6 hold 74:19 279:12 136:7, 8 148:21 2 128:3 129:5 hide 259:15 home 83:1 handbook 57:2 149:12, 19 206:11 209:11 hiding 128:7 home 83:1 112:18 150:21 155:1 223:13 232:3 high 73:3 97:6 94:17 165:10 handbooks 156:19, 21 241:5 242:14 112:15 136:17 167:9 168:1 56:17, 20 157:7, 10, 13 251:10 270:12 138:12 142:8, 202:11 233:12 hands-on 171:7, 10 92:19 113:9 147:1 148:21 17 273:8 274:5 136:19 172:13 212:16 166:17 185:6 150:8, 10, 20 275:12 Hang 23:20 216:4, 7 190:4 151:10, 12, 13, homeless 219:3 happen 100:5 <t< td=""><td>half 218:17</td><td>252:19</td><td>112:6 278:6</td><td>205:10 269:12,</td><td>hinder 106:6</td></t<>	half 218:17	252:19	112:6 278:6	205:10 269:12,	hinder 106:6
235:21 236:20 heading 265:5 123:13 194:14, 16 history 32:15 271:5 health 5:15, 19 help 38:15 195:19 115:11 halted 84:19 67:1, 14 69:1, 88:13 92:11 Hey 120:2 hit 79:8 113:21 hand 98:3 13 76:1, 17 101:4, 20 126:1, Hi 108:6 hold 74:19 279:12 136:7, 8 148:21 2 128:3 129:5 hide 259:15 hold 74:19 279:12 149:12, 19 206:11 209:11 hiding 128:7 home 83:1 112:18 150:21 155:1 223:13 232:3 high 73:3 97:6 home 83:1 12:18 156:19, 21 241:5 242:14 112:15 136:17 167:9 168:1 56:17, 20 157:7, 10, 13 251:10 270:12 138:12 142:8, 202:11 233:12 </td <td>Hall 143:13</td> <td>head 135:6</td> <td>Hello 90:12, 14</td> <td>13, 16 277:9, 10</td> <td>hired 102:11,</td>	Hall 143:13	head 135:6	Hello 90:12, 14	13, 16 277:9, 10	hired 102:11,
271:5 health 5:15, 19 help 38:15 195:19 115:11 halted 84:19 67:1, 14 69:1, 88:13 92:11 Hey 120:2 hit 79:8 113:21 hand 98:3 13 76:1, 17 101:4, 20 126:1, Hi 108:6 hold 74:19 279:12 136:7, 8 148:21 2 128:3 129:5 hide 259:15 hold 74:19 handbook 57:2 149:12, 19 206:11 209:11 hiding 128:7 home 83:1 112:18 150:21 155:1 223:13 232:3 high 73:3 97:6 home 83:1 handbooks 156:19, 21 241:5 242:14 112:15 136:17 167:9 168:1 167:9 168:1 56:17, 20 157:7, 10, 13 251:10 270:12 138:12 142:8, 202:11 233:12 203:12 234:12 24:8, 202:11 233:12 234:2 261:13, 17 273:8 274:5 136:19 172:13 212:16 166:17 185:6 150:8, 10, 20 275:12 homeless 219:3 happen 100:5 132:14 251:11 93:19 129:13 </td <td>231:12 234:21</td> <td>188:<i>11</i></td> <td>92:10 104:12</td> <td>Henn's 193:2</td> <td><i>14</i> 129:7</td>	231:12 234:21	188: <i>11</i>	92:10 104:12	Henn's 193:2	<i>14</i> 129:7
halted 84:19 67:1, 14 69:1, 88:13 92:11 Hey 120:2 hit 79:8 113:21 hand 98:3 13 76:1, 17 101:4, 20 126:1, Hi 108:6 hold 74:19 279:12 136:7, 8 148:21 2 128:3 129:5 hide 259:15 home 83:1 handbook 57:2 149:12, 19 206:11 209:11 hiding 128:7 home 83:1 handbooks 150:21 155:1 223:13 232:3 high 73:3 97:6 94:17 165:10 handbooks 156:19, 21 241:5 242:14 112:15 136:17 167:9 168:1 56:17, 20 157:7, 10, 13 251:10 270:12 138:12 142:8, 202:11 233:12 hands-on 171:7, 10 92:19 113:9 147:1 148:21 17 273:8 274:5 136:19 172:13 212:16 166:17 185:6 150:8, 10, 20 275:12 Hang 23:20 216:4, 7 190:4 151:10, 12, 13, homeless 219:3 happen 100:5 132:14 251:11 93:19 129:13 160:3, 6 162:8, homestly 113:19 105:5 110:11 hear 14:21 158:11 224:18 18 205:20 honor 147:4 <t< td=""><td>235:21 236:20</td><td>heading 265:5</td><td>123:13</td><td>194:<i>14</i>, <i>16</i></td><td>history 32:15</td></t<>	235:21 236:20	heading 265:5	123:13	194: <i>14</i> , <i>16</i>	history 32:15
hand 98:3 13 76:1, 17 101:4, 20 126:1, hide Hi 108:6 hold 74:19 279:12 136:7, 8 148:21 2 128:3 129:5 hide 259:15 home 83:1 handbook 57:2 149:12, 19 206:11 209:11 hiding 128:7 home 83:1 112:18 150:21 155:1 223:13 232:3 high 73:3 97:6 home 83:1 handbooks 156:19, 21 241:5 242:14 112:15 136:17 167:9 168:1 56:17, 20 157:7, 10, 13 251:10 270:12 138:12 142:8, 202:11 233:12 handles 267:16 162:15 169:9 helpful 40:15 19 144:12 234:2 261:13, hands-on 171:7, 10 92:19 113:9 147:1 148:21 17 273:8 274:5 136:19 172:13 212:16 166:17 185:6 150:8, 10, 20 275:12 Hang 23:20 216:4, 7 190:4	271:5	health 5:15, 19	help 38:15	195: <i>19</i>	115: <i>11</i>
279:12 136:7, 8 148:21 2 128:3 129:5 hide 259:15 170:20 handbook 57:2 149:12, 19 206:11 209:11 hiding 128:7 home 83:1 112:18 150:21 155:1 223:13 232:3 high 73:3 97:6 94:17 165:10 handbooks 156:19, 21 241:5 242:14 112:15 136:17 167:9 168:1 56:17, 20 157:7, 10, 13 251:10 270:12 138:12 142:8, 202:11 233:12 hands-on 171:7, 10 92:19 113:9 147:1 148:21 17 273:8 274:5 136:19 172:13 212:16 166:17 185:6 150:8, 10, 20 275:12 Hang 23:20 216:4, 7 190:4 151:10, 12, 13, homeless 219:3 happen 100:5 132:14 251:11 93:19 129:13 160:3, 6 162:8, homework 37:3 happen 15:21 hear 14:21 158:11 224:18 18 205:20 188:4 115:21 155:16 34:7 41:5 64:1 helps 226:14 207:20 210:7 honor 147:4 171:12 184:5 65:12 87:14 Henn 2:4 9:3 213:14 221:7	halted 84:19	67:1, 14 69:1,	88:13 92:11	Hey 120:2	hit 79:8 113:21
handbook 57:2 149:12, 19 206:11 209:11 hiding 128:7 home 83:1 112:18 150:21 155:1 223:13 232:3 high 73:3 97:6 94:17 165:10 handbooks 156:19, 21 241:5 242:14 112:15 136:17 167:9 168:1 56:17, 20 157:7, 10, 13 251:10 270:12 138:12 142:8, 202:11 233:12 handles 267:16 162:15 169:9 helpful 40:15 19 144:12 234:2 261:13, hands-on 171:7, 10 92:19 113:9 147:1 148:21 17 273:8 274:5 136:19 172:13 212:16 166:17 185:6 150:8, 10, 20 275:12 Hang 23:20 216:4, 7 190:4 151:10, 12, 13, homeless 219:3 happen 100:5 132:14 251:11 93:19 129:13 160:3, 6 162:8, honestly 113:19	hand 98: <i>3</i>	13 76:1, 17	101:4, 20 126:1,	Hi 108:6	hold 74:19
112:18 150:21 155:1 223:13 232:3 high 73:3 97:6 94:17 165:10 handbooks 156:19, 21 241:5 242:14 112:15 136:17 167:9 168:1 56:17, 20 157:7, 10, 13 251:10 270:12 138:12 142:8, 202:11 233:12 handles 267:16 162:15 169:9 helpful 40:15 19 144:12 234:2 261:13, hands-on 171:7, 10 92:19 113:9 147:1 148:21 17 273:8 274:5 136:19 172:13 212:16 166:17 185:6 150:8, 10, 20 275:12 Hang 23:20 216:4, 7 190:4 151:10, 12, 13, homeless 219:3 happen 100:5 132:14 251:11 93:19 129:13 160:3, 6 162:8, homework 37:3 105:5 110:11 hear 14:21 158:11 224:18 18 205:20 188:4 115:21 155:16 34:7 41:5 64:1 helps 2	279:12	136:7, <i>8</i> 148:2 <i>1</i>	2 128:3 129:5	hide 259:15	170:20
handbooks 156:19, 21 241:5 242:14 112:15 136:17 167:9 168:1 56:17, 20 157:7, 10, 13 251:10 270:12 138:12 142:8, 202:11 233:12 handles 267:16 162:15 169:9 helpful 40:15 19 144:12 234:2 261:13, hands-on 171:7, 10 92:19 113:9 147:1 148:21 17 273:8 274:5 136:19 172:13 212:16 166:17 185:6 150:8, 10, 20 275:12 Hang 23:20 216:4, 7 190:4 151:10, 12, 13, homeless 219:3 happen 100:5 132:14 251:11 93:19 129:13 160:3, 6 162:8, homework 37:3 105:5 110:11 hear 14:21 158:11 224:18 18 205:20 188:4 115:21 155:16 34:7 41:5 64:1 helps 226:14 207:20 210:7 honor 147:4 171:12 184:5 65:12 87:14 Henn 2:4 9:3 213:14 221:7	handbook 57:2	149:12, 19	206:11 209:11	hiding 128:7	home 83:1
56:17, 20 157:7, 10, 13 251:10 270:12 138:12 142:8, 202:11 233:12 handles 267:16 162:15 169:9 helpful 40:15 19 144:12 234:2 261:13, hands-on 171:7, 10 92:19 113:9 147:1 148:21 17 273:8 274:5 136:19 172:13 212:16 166:17 185:6 150:8, 10, 20 275:12 Hang 23:20 216:4, 7 190:4 151:10, 12, 13, homeless 219:3 200:10 healthy 79:21 helping 81:20 16 152:6 156:2 homework 37:3 happen 100:5 132:14 251:11 93:19 129:13 160:3, 6 162:8, honestly 113:19 105:5 110:11 hear 14:21 158:11 224:18 18 205:20 188:4 115:21 155:16 34:7 41:5 64:1 helps 226:14 207:20 210:7 honor 147:4 171:12 184:5 65:12 87:14 Henn 2:4 9:3 213:14 221:7 honor 147:4	112:18	150:2 <i>1</i> 155: <i>1</i>	223:13 232:3	high 73:3 97:6	94:17 165:10
handles 267:16 162:15 169:9 helpful 40:15 19 144:12 234:2 261:13, hands-on 171:7, 10 92:19 113:9 147:1 148:21 17 273:8 274:5 136:19 172:13 212:16 166:17 185:6 150:8, 10, 20 275:12 Hang 23:20 216:4, 7 190:4 151:10, 12, 13, homeless 219:3 happen 100:5 132:14 251:11 93:19 129:13 160:3, 6 162:8, honestly 113:19 105:5 110:11 hear 14:21 158:11 224:18 18 205:20 188:4 115:21 155:16 34:7 41:5 64:1 helps 226:14 207:20 210:7 honor 147:4 171:12 184:5 65:12 87:14 Henn 2:4 9:3 213:14 221:7	handbooks	156: <i>19</i> , <i>21</i>	241:5 242:14	112:15 136:17	167:9 168: <i>1</i>
hands-on 171:7, 10 92:19 113:9 147:1 148:21 17 273:8 274:5 136:19 172:13 212:16 166:17 185:6 150:8, 10, 20 275:12 Hang 23:20 216:4, 7 190:4 151:10, 12, 13, homeless 219:3 200:10 healthy 79:21 helping 81:20 16 152:6 156:2 homework 37:3 happen 100:5 132:14 251:11 93:19 129:13 160:3, 6 162:8, honestly 113:19 105:5 110:11 hear 14:21 158:11 224:18 18 205:20 188:4 115:21 155:16 34:7 41:5 64:1 helps 226:14 207:20 210:7 honor 147:4 171:12 184:5 65:12 87:14 Henn 2:4 9:3 213:14 221:7	56:17, 20	157:7, 10, 13	251:10 270:12	138:12 142:8,	202:11 233:12
136:19 172:13 212:16 166:17 185:6 150:8, 10, 20 275:12 Hang 23:20 216:4, 7 190:4 151:10, 12, 13, homeless 219:3 200:10 healthy 79:21 helping 81:20 16 152:6 156:2 homework 37:3 happen 100:5 132:14 251:11 93:19 129:13 160:3, 6 162:8, honestly 113:19 105:5 110:11 hear 14:21 158:11 224:18 18 205:20 188:4 115:21 155:16 34:7 41:5 64:1 helps 226:14 207:20 210:7 honor 147:4 171:12 184:5 65:12 87:14 Henn 2:4 9:3 213:14 221:7	handles 267:16	162: <i>15</i> 169:9	helpful 40: <i>15</i>	19 144:12	234:2 261:13,
Hang 23:20 216:4, 7 190:4 151:10, 12, 13, homeless homeless 219:3 homework 200:10 healthy 79:21 helping 81:20 16 152:6 156:2 homework 37:3 homestly 113:19 happen 100:5 110:11 hear 14:21 158:11 224:18 18 205:20 188:4 115:21 155:16 34:7 41:5 64:1 helps 226:14 207:20 210:7 honor 147:4 171:12 184:5 65:12 87:14 Henn 2:4 9:3 213:14 221:7	hands-on	171:7, 10	92:19 113:9	147: <i>1</i> 148:2 <i>1</i>	17 273:8 274:5
200:10 healthy 79:21 helping 81:20 16 152:6 156:2 homework 37:3 happen 100:5 132:14 251:11 93:19 129:13 160:3, 6 162:8, honestly 113:19 105:5 110:11 hear 14:21 158:11 224:18 18 205:20 188:4 115:21 155:16 34:7 41:5 64:1 helps 226:14 207:20 210:7 honor 147:4 171:12 184:5 65:12 87:14 Henn 2:4 9:3 213:14 221:7	136:19	172:13 212:16	166: <i>17</i> 185: <i>6</i>	150:8, 10, 20	275:12
happen 100:5 132:14 251:11 93:19 129:13 160:3, 6 162:8, honestly 113:19 105:5 110:11 hear 14:21 158:11 224:18 18 205:20 188:4 115:21 155:16 34:7 41:5 64:1 helps 226:14 207:20 210:7 honor 147:4 171:12 184:5 65:12 87:14 Henn 2:4 9:3 213:14 221:7	Hang 23:20	216:4, 7	190:4	151:10, 12, 13,	homeless 219:3
105:5 110:11 hear 14:21 158:11 224:18 18 205:20 188:4 115:21 155:16 34:7 41:5 64:1 helps 226:14 207:20 210:7 honor 147:4 171:12 184:5 65:12 87:14 Henn 2:4 9:3 213:14 221:7	200:10	healthy 79:21	helping 81:20	16 152:6 156:2	homework 37:3
115:21 155:16 34:7 41:5 64:1 helps 226:14 207:20 210:7 honor 147:4 171:12 184:5 65:12 87:14 Henn 2:4 9:3 213:14 221:7	happen 100:5	132:14 251:11	93:19 129:13	160:3, 6 162:8,	honestly 113: <i>19</i>
171:12 184:5 65:12 87:14 Henn 2:4 9:3 213:14 221:7	105:5 110: <i>11</i>	hear 14:21	158:11 224:18	18 205:20	188:4
	115:2 <i>1</i> 155: <i>16</i>	34:7 41:5 64:1	helps 226:14	207:20 210:7	honor 147:4
262:2 267:7 90:15 104:12, 10:3, 4 13:14, 225:17 230:13	171: <i>12</i> 184: <i>5</i>	65:12 87:14	Henn 2:4 9:3	213:14 221:7	
	262:2 267:7	90:15 104:12,	10:3, 4 13:14,	225:17 230:13	

hope 71:14	141:2, 7 145:16	implement	inappropriate	138:16 194:19
164:10 176:19	152:20 202: <i>14</i>	137:7	65:7	205:12 255:17
209:10 214:6	278:6	implementation	inaudible 20:7	256:10
hopeful 170:4		8:16 74:11	include 71:6	indicates 191: <i>17</i>
hoping 15:21	<i></i>	231:4 247:7	72:19 114:8	indicating 66:16
32:10	idea 42: <i>17</i>	implemented	146:18 147:2	indicators
Hopkins 155:2	113:4	34:4 132:17	156: <i>1</i> 191: <i>1</i>	72:15 266:17
156:20	ideas 186:2	175:10 176:21	193:9 247:3, 9	indifferent
horizon 233:19	identified	implementing	263:7, 19	238:7
237:10 239:8	269:18, 21	137:14	included 37:19	individual 6:4
252:16, 18	identifies 95:6	implications	95:6 201:8	60:3 80:5 81:7
272:5	identify 94:19	83:3 245:14	206:4 247:8	145: <i>17</i>
horse 154:19	110:16 130:5	implied 26:6	262:20	individually
hosted 145:13	133:8 134: <i>15</i>	implies 210:18	includes 86:1	16: <i>1</i>
hour 204:2	153:19 167:10	imply 218:4	151:7 157:6	individuals 8:4
hours 29:5, 12	identifying 94:1	important 22:4	171:20 174:12	67: <i>14</i> 111:2 <i>1</i>
30:1, 5, 17 31:2	IEP 159:16	31:14 32:17	244:12, 14	industrial 262:1
34:11 35:7	ignore 142:7	35: <i>13</i> 41: <i>13</i>	245:7, 15	industry 216:6
36:17 37:12	IG's 45:6	42:10 79:10	261:12	217:15 228:18
105: <i>4</i> 173:2 <i>1</i>	56:17	86:5, 12 106:17	including 17:10	229:1, 5, 12
174:4, 8, 12, 13	II 136:10	119:11 138:16	47:10 57:15	232:12 254:9,
175: <i>3</i> , <i>1</i> 2	139:6, 9, 17	140:7 143: <i>1</i>	85:19 86:21	20
177:19 178:20	140:9 181: <i>16</i>	145:5, 19 147:6	150:13 204:10	inequitable
179:4, 6 183:17,	186:2 205:7	154: <i>1</i> 165:2 <i>1</i>	213:20	221:5 222:7
20	206:9 207:19	167:10 185:7,	inclusive 33:10	224:13 239:14
House 227:8	212:1 213:12	11 204:15, 18	incorporate	262:3
239:8 243:11	ill 202:10	209:9, 11	260:12	inference 24:18
270:18	illustrate 45:7	213:17 215:1	incorrect 34:21	inferring 24:16
Howie 19:10,	image 218:4	225:7, 11	37:20 171: <i>14</i>	Infinity 6:18
18 22:11, 19	222:19 227:14	240:10 273:20	increase 153: <i>1</i> ,	influence 122:7,
41:16	images 217:7	276:11	20 202:12	11 123:8
huge 105:19	imagine 41:8	importantly	206:14	influenced
125:8 250:2 <i>1</i>	227:15	79:4 220:3	increased	213:1 241:10
hundred 22:4	imagined 75:13	impose 61: <i>3</i>	150: <i>14</i> 153:8	info 88:17
225:18 235:10,	immediately	imposed 60:21	202:1	inform 84: <i>1</i>
<i>15</i> 236: <i>3</i>	74:3, 9 180:12	impossible	increases	145:15 241:5
239:20	181:2 189: <i>18</i>	107: <i>11</i>	155:20	242:14
hurt 74:1	259:8	improve 60:18	increasing 72:9	informal 8:19
189: <i>4</i>	ImmuNet	103:15	73:10	information
hurting 86:20	171: <i>19</i> 172: <i>1</i>	Improvement	incredible	8:14, 15 29:14
hush 114: <i>3</i>	immunizations	4:5 155:12	137:11 145:9	30:3 37:4 44:8,
HVAC 69:10	171: <i>18</i>	200:12 202:18	incredibly	11, 14 45:4, 18
HYBRID 1:8	impact 36:19,	204:20 205:17	147:13 154:1	46:9, <i>17</i> 51: <i>3</i>
6:3, 14 16:12	20, 21 37:6	210:16, 18	independent	52:8 53:6 60:8
45:17 70:1, 17,	107:15 114:18	223:2	61:2 176:11	65:19 70:16
18 85:9 88:1	133:2 <i>1</i> 144: <i>15</i>	improvements	index 228:20, 21	91:2 <i>1</i> 105:6, 9
91:2, 11, 12	153:8	59:16 216:12	indicate 42:4	116: <i>11</i> 124:2, <i>3</i>
95:2 98:17	impacted 142:5	233:18 237:19	43:4	137:10, 11
136:5, <i>16</i> 138:2,	impartial 212:9,	improving	indicated 24:12	139: <i>13</i> 145: <i>15</i>
<i>5</i> 139: <i>3</i> , <i>18</i>	19	97:16	41:17 56:17	146:2, 16

Toccounigs
149:11 168:8, 9 172:9 180:4 184:9, 10 186:14, 17 194:6, 8 198:4, 11 205:6 232:16 240:13 257:15 268:5 273:20, 21 274:18 informational 47:16 informative 271:19 informed
145:20
infrastructure
8:17 85:4
infringing
17:20 18:3, 6
inhabit 218:6
inhabiting
219:8
initial 181:15
210:9 221:8 260: <i>15</i> 265: <i>16</i>
260:15 265:16
initiate 215:7
ink 119:5, 6 inner 223:8
in-person 16: <i>11</i> 68: <i>15</i> 69: <i>19</i>
84:19 85:10
87:2 139:3, 18
142:12, 21
143:2 <i>1</i> 144: <i>14</i>
146:15 147:19
148: <i>4</i> , <i>12</i>
149:10 151:19
152:2, <i>12</i>
153: <i>17</i> 154: <i>13</i> ,
<i>16</i> 155:5, <i>14</i>
156:5, <i>10</i> 157:9
159:4, 8, 12
161: <i>13</i> 164: <i>1</i>
202:12
input 99:2, <i>3</i> 101:5 147:20
inserting 192:9
inside 67:20

146:6 **insight** 183:*13* insinuation 20:4 53:3 inspector 16:8, 13, 17 42:11 49:5, 9, 20 112:13 125:3 127:16 instance 60:4 instances 17:18 25:5 79:21 80:4 224:11 instantaneously 26:7 instruction 73:4, 7 74:5 75:13 85:7, 9, 10 94:12 96:15 103:1 137:7 139:3, 5 159:6 161:13 177:15 178:21 179:8, 17 202:1, 7, 12, 14 203:11 220:12 instructional 11:3 93:1, 5, 17 94:16, 21 174:12 177:19 178:6 instructionally 176:4 instructions 259:10 instructors 220:20 **insure** 67:*17* 148:16 192:14 254:20 **insuring** 137:8 intelligent 79:20 intends 71:7 intense 121:*16* **intent** 109:16 122:11 161:6 220:10 intentional

223:18 232:16

Inter 184:12 **interact** 133:17 interactions 133:13, 20 interactive 123:19 206:8 220:14 intercurricular 220:11 interdependent 265:7 **interest** 11:10 108:14 109:20 110:3, 7 116:5, 7, 17 117:2, 21 118:1, 9, 16, 20 121:5 124:13 125:5 226:18 interested 64:3 181:11 279:10 interesting 171:8 interests 107:19 146:4 interference 17:12, 13 18:20 19:5, 14, 17, 19 20:17, 20 23:9 25:2 interferes 65:9 interject 49:2 **internal** 28:18 86:15 126:12 180:12, 16 181:2 182:12 183:18 185:3 186:13 188:15 189:18 193:12, *16* 198:*15* 211:20 **Internet** 75:16 interpersonal 73:14 interpretation 18:21 23:9 interpretations 93:10 95:11 interpreted

interrupt 189:6 273:15 interrupting 19:16 78:8 interruption 91:7 interruptions 16:9 intervention 174:18 interventions 176:16 interview 167:13, 14 interviews 166:9 introduce 164:8 208:18 introducing 207:18 invalidate 179:21 investigate 53:10 61:6 111:5 120:10 124:19 investigates 111:3 investigating 121:8 124:17, 21 investigation 124:18, 20, 21 investigations 127:8 investigator 125:2 invitation 220:1 invite 5:5 involved 203:11 225:5 230:16 involvement 156:18 issue 56:14 58:2 82:20 103:11 105:14 109:12 121:15 126:9 186:7

issued 58:8 191:7, 9 issues 32:21 33:2 35:8 47:14 72:18 75:18 77:18 86:12, 19 95:7 124:18 133:17 153:15 157:3 170:20 201:9, 11 228:8 item 7:4, 5 8:21 10:19 31:21 63:20 135:10, 17 188:14 200:11, 16 201:6 204:19 273:19 278:5 items 6:21 31:12, 19 32:8 33:16, 20 34:2 37:18 67:21 72:21 98:20 107:12, 16 204:13 229:13, 14 241:18 272:17 273:2 its 6:2 72:12, 20 185:7 225:18 231:19 269:1 Ivy 109:18

<J>
Jackson's 81:6

January 33:7

48:1 69:6 72:6

215:5

JBO-702-21

255:10

Jersey 40:14

JHU 155:18

job 84:14, 16

119:16 138:10

145:9 147:11,
16 166:2

190:17 202:15

257:2, 3

259:6

131:*19*, *21*

Tocccumgs
John 2:11 Johnny 125:21 Johnnycake 227:8 Johns 155:1 156:20 joined 189:6 joining 189:10 192:4 278:8 Jones 140:14 141:11, 14 143:6 144:11 146:5 Jose 2:6 Joseph 3:13
81:16, 17 203:9
81: <i>16</i> , <i>17</i> 203:9 Josh 12: <i>5</i> 14: <i>7</i>
Joshua 2:14
journey 158:20
Jr 2:11
judge 142:7 219:9
judging 216:11
Julie 2:4
July 84:13
173:2 255:5
jump 160:20
171: <i>14</i>
jumping 215: <i>11</i> 266: <i>1</i>
215:11 266:1
June 163:21
173: <i>1</i> 180: <i>16</i> ,
<i>17</i> 181:5, <i>7</i>
184:7 189:2 <i>1</i>
190:2 194:10
198:17 199:2
June-July 207:2
jurisdiction 8:3
justifies 183:3 justify 38:16
Justify 38.10
<k> K-12 195:3 Karen 173:16</k>
Kate 3:16 90:5
Kathleen 2:5
204: <i>12</i>
keep 77:8 81:5
83:1 86:13
89:10 105:20

```
144:9 156:7
168:20 221:15
251:20
keeping 158:7
kept 102:16
124:12
key 155:11
kick 215:5
kidding 261:6
kids 102:4
103:17 114:19
115:1 118:18
174:7 208:14
kind 38:10.15
41:1 88:9
96:18 98:1
110:6, 18
111:17 113:6
114:2. 13
124:21 126:8
130:3 168:2
170:2 176:13
222:20 226:9
227:5 229:7, 17
231:10 235:18
236:13, 19
241:6 242:21
kindergarten
159:10, 14
kindergartner
90:20 91:9, 11
King 53:17
187:13 190:16
knew 123:4
know 17:1
40:9 46:17
48:3 52:12
53:4 59:20
67:2, 8 68:18
77:14 82:18
89:8, 17 94:13
96:10, 12, 19, 20
98:13 100:4, 16
101:5, 17
102:13 103:14,
15 105:4, 21
108:8, 9, 15
110:11, 19
112:4, 9 113:2,
6, 7, 20 114:4
```

```
115:19, 20
116:11 117:10,
15, 16 118:3, 8,
16 119:8 120:3
121:15 123:17
124:1 125:2, 9,
19, 21 126:1, 6,
8, 14, 21 127:1,
2.6 130:1
131:2 132:12
134:5 135:1
153:4 157:21
158:19 167:15
168:9 170:15.
17 171:5
172:21 175:16,
20 176:5, 7
179:21 182:11,
21 184:4, 14
186:3, 21
187:15 188:3,
13 189:1 198:2
201:12 202:13
221:12 222:20
226:12 228:11
229:8 234:13
238:12 239:9
241:12 245:20
247:1, 12 250:3
261:1, 4, 21
262:15 263:2
266:13 269:5
knowledge
83:21 256:19
257:3
known 181:13
185:7
knows 59:21
68:10
KPI 228:14
KPIs 223:11,
18 224:6 226:4
Kuehn 2:8
10:10, 11 15:12,
13 27:20, 21
39:17, 18 56:2,
3 63:10, 11
163:4, 5, 11, 19
164:15, 20
165:12 166:14
```

```
180:9, 10 181:1,
10 182:2
183:11, 12
184:16 186:18
187:8, 17, 21
189:4, 17 192:7
194:19 196:14,
15 200:2, 3
264:6, 7 265:3,
21 277:18, 19
Kuehn's 199:8
201:2
Kvria 3:13
81:16 203:9
< L >
lack 72:9
80:13 86:9
214:13
land 84:16
247:2, 14
260:18
language 17:17
19:19 37:12
61:5, 13 93:4, 7,
10, 18 94:19
95:10, 12 96:15
98:1 99:18
109:8, 9 110:5
113:15 114:6
119:13 131:14
132:16 134:4
159:19, 20
languages
233:11
Lansdowne
141:18 250:20
269:17 270:2
large 93:8
95:7 141:6, 21
158:6 188:14
208:9, 16 212:7
larger 162:10
Larson 184:21
185:4 190:14
Lastly 44:4
74:13 160:9
late 36:19
273:7 275:4, 10
```

lateness 274:4

```
Latino 137:21
143:10, 15
144:5
Latinos 138:4
law 48:5 88:6
114:9, 12, 13
197:12
lawful 114:7
lawmakers
112:20 113:2, 5
123:8
laws 97:7
lav 84:15 131:3
lavered 152:3
layers 151:20
lavouts 241:18
LEA 41:7
lead 5:9 50:4
81:2, 12 166:8
leaders 79:3, 12,
15 81:9 138:2,
8 142:6 147:21
148:7, 21
Leadership
79:9, 11 80:16,
17 81:4 207:16
250:6 252:8
leads 85:17
133:19
LEAF 137:21
leaning 221:9
learn 77:10
94:4, 5, 8
101:20 137:6
141:16 153:18
155:17 165:7
168:6 248:10
249:12, 20
learned 20:11
94:5
learner 95:2
learners 93:6
153:3 159:19,
21 219:4
learning 68:16
69:2, 20 70:1,
15, 17, 19, 20
83:2 84:16, 20,
21 87:2 91:2,
```

11, 12 93:21

Toccedings
94:3, 15, 20, 21
122:20 136:5
138:2, 5 139:19
141:2, 3, 7
142:10, 12, 21
148:13 151:19
152:2, 12
153:18, 21
154: <i>13</i> , <i>17</i>
155:5, 14 156:5,
9, 11 157:9
159:2, 5, 17, 18
160:1, 10 161:2,
<i>8</i> 164: <i>1</i> 165: <i>4</i> ,
21 166:10
174: <i>1</i> , <i>4</i> 175: <i>14</i>
176: <i>1</i> 177: <i>3</i>
202:19 220:15
221:1, 13, 20
LEAs 41:21
leave 76:17
80:20 154:19
168:10
leaving 241:8 left 94: <i>17</i>
115:1 227:19
263:16 274:7
left-hand 217:9
236:14
legacy 231:3
245:8, 12
250:14, 20
269:17, 18, 20
270:15 271:12
legal 8:5 17:20
18:2, 5
legislation
249:13
legislative
47:15 113:4
legitimate 54:3,
letter 45:6, 9
56:17 57:2
letters 16:18
49:6 78:21
127: <i>17</i>
level 68:12
159:2 <i>1</i> 174: <i>16</i>
177: <i>19</i> 178: <i>1</i> ,

14, *16* 197:*10* 214:13 218:8 220:19 259:14 267:4 levels 152:6 249:5 **Lever** 206:20 208:20, 21 liaisons 225:5 libraries 75:7 **library** 260:9 lie 228:14 **life** 95:11 238:14 252:17 **lift** 220:5 240:21 260:16 **lighter** 139:10 **Lilv** 2:13 **limit** 65:11 94:1 133:13 176:16 185:11 201:5 **limited** 45:19 **limiting** 32:17 133:19 limits 64:13 126:20 127:*1*, *3* line 44:5 45:2 54:5 131:17 132:10, 14 133:13 135:7 185:19 186:3 212:15 227:19, 21 234:14 link 28:18 40:12 168:7 **linked** 28:15 links 40:11 170:17 201:7 **Lisa** 2:9 **list** 135:2 171:11 201:15 225:21 226:18, 19 228:11 230:6 238:21 239:10 256:14 263:2, 17

268:17 270:2

listed 16:5 38:13 132:21 239:13, 19 **listen** 6:13 72:2 87:17 141:16 **listened** 28:21 41:6 72:5 132:5 listening 96:8 219:18 **little** 40:19 42:9 91:5 110:14 111:15 112:4, 5 118:6, 11, 19 123:6, 16, *17* 127:5 129:19 132:2 141:11 144:10 146:11 166:4 169:17 197:20 205:13 218:17 226:15 230:15 234:17 237:8 241:17 242:2 245:16 252:13 253:12 Live 6:17 79:1 125:10 138:3 145:18 LIVESTREAM 1:8 **living** 215:4 **loading** 236:8 258:4 **lobby** 113:5 **lobbying** 11:*12* 112:20 117:3, 6 121:13, 15 122:4 lobbyist 117:2, 15, 20 122:15, 18 123:13, 21 124:3 **local** 41:19 42:3 149:20 156:15 202:17 locate 226:14

Logan-Washington 138:20 140:3, 8, 10 **logical** 228:3 **long** 105:18 126:18, 19 210:19 238:11, 16, 18 267:14 271:7 **longer** 18:*13* 88:13, 14 144:10 186:19 long-term 37:6 **look** 19:6 48:9 57:3 67:9 71:4 82:9 83:16 86:20 87:18 88:2 110:2*1* 117:13 120:10 121:17 145:16 152:21 167:18 182:20 183:1, 2 193:19 210:4 212:4, 16 214:4 222:20 223:2 225:16 226:18 229:7 232:11 237:3 247:16, 17 249:12 250:20 254:19 264:13, 18 266:10 267:4 271:19 272:6 **looked** 28:15 141:1 218:12 222:8 246:3, 5 248:10 looking 38:9 70:18 88:13 96:7, *14* 101:*13* 108:14 119:19 164:7 165:17 169:16 172:8, 11, 14 173:4 182:15 186:10 187:15 191:4, 11, 19 203:13 210:1 211:6, 9 216:15 221:7

226:14 234:3, 4, 9, 13 236:14 258:14 261:9, 12, 20 262:2 264:16 265:5 266:3 **looks** 12:9 21:5 29:18 35:3 36:14 46:5 74:18 111:8, 17 162:3 173:10, 20 177:11 183:10 192:1 193:11. *14* 194:*12* 195:8 229:1 246:15 249:20 253:18 259:19 lose 265:1 losses 142:3 **lost** 190:9 **lot** 40:17 41:12 44:14, 15 46:7, 19 47:13, 14 59:14 60:12 89:3, 9, 16 93:14, 19, 20 94:13 98:13 102:18, 19 109:14 112:3 127:3, 5 186:19, 20 201:17 202:16 204:3 217:21 219:13 224:7, 8 227:13 228:11 230:10, 14 237:12, 13 239:17 240:2 242:5 246:4 250:12, 13 251:1 252:4, 5 253:1 266:17 273:5 275:11 **lots** 260:11 266:5 **loud** 182:11 217:5 220:2 223:19 Louisiana 40:13

locker 260:10

love 221:20

low 151:10	72:8 92:10	13 138:6	179:1, 9 180:2,	219:7 223:15
182:11 202:21	134:12 177:13	197:20 206:2	5 M.M.W. 2.10	228:14 240:8
234:16	184: <i>18</i> 192: <i>3</i> ,	279: <i>13</i>	McMillion 2:10	measuring
low-cost 211:10	17 194:15	Maryland 6:12	10:1, 2 15:3, 4	216:11 240:8
235:2	200:15 201:1	41:7, 19 46:14,	27:10, 11 39:7,	263:10
lower 77:20 226:1 229:14	203:8 205:2	15 47:13 48:4	8 55:13, 14	mechanical
	207:13 257:11	88:6 114:11, 13	62:21 63:1	256: <i>15</i>
240:18	260:1 269:13	123:2, <i>3</i> 150:2 <i>1</i>	182:5, 6, 10	mechanics
lowest 153:4 164:12	275:17, 20	151: <i>1</i> , <i>3</i> 155:2,	183:10, 13	267: <i>18</i> mechanism 6: <i>6</i>
	magnet 160:6 mail 117:9	19 156:21 157:13 162:14	184:17, 19	178: <i>16</i>
low-performing 74:12	main 117.9	169:19 171:19	185:14, 15	mechanisms
			187:8, 9, 12, 19	
Lowry 9:1, 2	105:1	172:1, 13 246:9	189:11, 13	67: <i>16</i> media 11: <i>14</i>
Loyola 53:17	maintain 5:15 154:20 158:8	279:1, 5	190:3 192:12	12:21 16:19
luckily 264:9 lunch 153:11		mask 150:6, 9	196:6, 7 199:15, 16 260:3, 4, 15	
	maintaining 87: <i>4</i> 152: <i>15</i>	masked 153:12	1 1	40:8, 18 41:7,
164:9		masks 69:12	262:5 277:7, 8	19, 21 42:1, 17
lunchtime 75:8	158:15 252:1	75:6 158:14	meals 150:13	43:1, 5 48:10,
luxury 208:2	maintenance 252: <i>15</i>	master 236:8	mean 20: <i>18</i> 111: <i>4</i> 114: <i>19</i>	14 49:3, 13
·M·		matching 250:9		53:18, 19 82:13
<m></m>	major 127:8 229:7	materiality	125:1 132:5	89:5 110: <i>12</i>
ma'am 22:19		197: <i>10</i> 198:8,	189:5 195: <i>11</i>	112:8 127:13,
36:12	majority 25:16	12	218:9 225:9	15 128:2, 4, 7
Mack 2:9 9:11,	31:10 98:21	materials 11:3	238:10	129:17, 20, 21
20, 21 14:20	106:11, 15, 18	29:8 66:19	meaning	130:4, 17 131:3,
15:1, 2 27:8, 9	Makeda 2:3	93:1, 5, 17 94:2,	225:20 227:18	4, 8 132:19
35:3, 5 39:5, 6	5:3 272:14	16, 21	235:11, 19	133:11, 15, 20
46:5, 6 55:11,	makeup 111: <i>1</i>	math 160:4	237:15	134:3 202:20
12 62:19, 20	making 7:2	239:6 249:3	meaningful	medical 5:19
173:11, 12	71:12 82:16	251:9	88:18, 21	Medicine 157:1
174:9 175:2, 11,	86: <i>3</i> 152: <i>1</i>	mathematical	128:16, 19	meet 115:17
<i>19</i> 176:5 177: <i>1</i> ,	165: <i>3</i> 212: <i>7</i>	242:14	129:8 209:9	256:20
7 196:4, 5	275:5	matter 8:3	means 34:1	MEETING 1:7
199:13, 14	malpractice	43:9 45:6	51:5 59:17	5:4, 18 6:1, 8,
262:7, 8, 17	74:17	48:15 51:20	82:9 186:11	11, 13, 15, 21
263:18 264:1, 4	man 113:16	52:1 89:18	217:3 224:19	8:20 17:12
272:20 273:6,	121:14	Matters 3:5	230:7 233:13	18:20 19:15, 17
17 277:5, 6	manage 158:11	8:7, 10, 11 9:1,	234:10 235:1	20:11, 17, 20
Mack's 177:16	manager	6, 9 43:3 44:15	236:4 238:10	21:2, 13 25:6,
178:17	120:17 121:2	65:2, 15 68:7	239:6 252:7	11, 12 27:1
mad 33:7	manner 6:4	142: <i>14</i>	256:20	28:21 29:9, 15
Madam 14:12	44:6 45:2	maximize	meant 16:7, 11	31:12, 21 32:5
17:5 21:8 24:7,	47:18 70:3	211:6, 10	234:11	33:4 34:6 35:8
17 26:1 29:19	131:17 161:1	McComas	measure 216:7	37:5 41:6 42:8
31:7 42:16	map 231:8	144: <i>4</i> 157: <i>15</i> ,	217:16 223:5,	47:7 48:5, 16
47:3 50:12, 17	234:5, 17	17 172:6 174:9	13 224:20	51:5 64:8, 10,
51:17 53:14	239:17	175:2, 7, 15	244:5 245:4	12, 15 65:9
54:18 57:9	maps 226:15	176:2 177:4, 8,	measured 213:7	66:9 72:3, 6
58:11 59:6, 12	MARCH 1:11	9, 14, 17, 20	measures	76:7 80:2 <i>1</i>
66:5 71:19	5:5 7:6 136: <i>10</i> ,	178:5, 10, 15	152:16 214:11	81: <i>14</i> 85: <i>14</i>

260: <i>15</i> 264: <i>3</i>
265:3 276:8
MEMBERS
2:1 6:3, 4, 16
7:1 9:4 10:20
17:15, 21 18:7
19: <i>16</i> 22:2, 8 24:20 27: <i>1</i>
31:10, 11 33:10
34:14 35:14
36:2, 10 37:2
38:1 41:20
42:4, 21 43:11
44:4 45:1, 7, 11,
<i>12</i> , <i>18</i> 49:8, <i>11</i> , <i>15</i> 50:2 4 51:2
15 50:2, 4 51:2, 10 54:13 55:2
56:16 57:14
58:16 59:3
61:10, 11 64:2
65:18 66:6
71:20 72:2
73:14, 15 74:13
75:2 76:11
78:5, <i>19</i> 79:3,
14 80:5 81:19 82:2 84:7
85: <i>15</i> , <i>17</i> 88: <i>11</i>
96:2, 8 99:12,
20 100:17, 21
104:17 105:5, 8
106:18 107:2, 3
109:2 110:13
111:18, 19
112: <i>15</i> , <i>17</i> 113: <i>1</i> , <i>5</i> , <i>17</i>
111.11 116.12
117:17 118:17
119:20 120:1, 2,
3, 5, 7, 12 121:7
123:8 125:6
127:18, 19
129:18 130:3
131:4, 16 132:3 133:2, 3, 19
135:2, 3, 19 135:21 140:2
143:6 144:5
143:6 144:5 157: <i>17</i> 174:2
176:6 205:3, 11
207 (207 12

206:6 207:13

```
208:20 253:18
257:16 258:15
259:7, 16
265:11 271:16
275:10 276:10
memo 173:16
memory 270:11
mental 69:1
mention 19:15
234:7 248:16
263:4
mentioned
19:13 36:1
51:2 95:21
144:12 151:7, 9,
14 157:10
164:3, 6 215:2
222:12 224:4
247:13 251:18
255:1 267:21
268:21 269:16
271:4
mentioning
124:12 237:2
mess 110:1
120:6
messages 220:3
met 7:17
methodologies
213:8 232:11
254:7, 8
methodology
223:5 254:19
metric 165:16
228:9
metrics 75:20
156:3 165:3, 14
172:8, 10
173:18 210:2
222:13, 18
223:3 225:14
232:3, 13
265:13
microcosm
73:18
micromanageme
nt 73:1, 12
microphone
```

```
MICROSOFT
1:9 6:17
middle 116:20
138:12 146:21
150:8, 20 151:9,
12, 15 156:1
160:2 162:8
206:21 210:11
225:16 226:3
229:18 230:4, 9,
12, 13 231:13
233:7, 13 236:1.
12 240:3
242:19 243:4
245:10 246:16
248:21 260:5,
21 261:2, 13, 14,
16 263:7
264:13, 20
266:3, 7, 16
267:4 269:20
270:20, 21
271:5, 8
miles 233:14
Milford 141:19
Mill 141:19
million 180:14
181:4 189:20
195:1, 3 248:1
249:8, 14
250:12, 18
252:2, 5 255:11
Mills 206:19
207:5, 7, 9, 12
208:11 209:13
253:21 254:6,
15 255:4, 18
256:7 258:7
260:4, 14
262:12, 21
263:21 264:3, 8
265:3 266:17
267:13 268:6,
13, 21 269:14,
15 270:1 271:5,
14 272:4, 10, 15
mimic 222:4
mimics 241:20
mind 81:6
```

```
158:7 203:15
minimal 152:17
minimizes
167:21
minimum
218:11
minor 255:16
minority 121:2
minute 33:17
34:20 35:9
57:19 100:2
105:5 108:16
minutes 8:18
51:6 64:15
100:1 176:10
187:14 201:5
226:16 228:11
276:15
mirror 234:3
mirrors 152:3
misleading
234:17
missed 190:10
269:19 272:2
Missing 83:7
98:4 266:15
mission 72:3
misstate 34:20
mistake 113:20,
21 114:4
mitigate 168:19
mitigation
76:16 152:4, 16
156:3 166:3
mixed 120:6
Moalie 2:6
model 136:16
148:13 174:12,
20 175:7, 8, 9
179:3 202:14
models 179:1
232:19
moderate
151:11
modified
149:10, 20
modular
221:17 239:11
```

14:15 182:8

modulars 222:2

Toccoungs
238:3, 19
mom 175:12
moment 5:7, 12
22:14 52:2
79: <i>12</i> 140: <i>14</i>
211:16 230:8
211:10 230:0
242: <i>1</i> 243: <i>14</i>
270:4
money 66: <i>19</i> 76: <i>19</i> 115: <i>9</i> , <i>14</i>
/6: <i>19</i> 115:9, <i>14</i>
122:20 129:9,
11, 16 181:12,
15, 17, 20
186:2 <i>1</i> 188:7,
20 191:10
249:16 250:12,
21 252:5
money's 188: <i>3</i>
monitor 155:13
156: <i>3</i> 172: <i>19</i>
monitoring
152:16 155:10
164:9 165:2
168:13, 16
monopolize
82: <i>12</i>
month 42:2
105: <i>17</i>
months 84:13
85:1, 7 152:11
208:11
moot 56:13, 14
moral 142:18
morning
174: <i>13</i> 187: <i>16</i>
mornings
176:12
motion 7:2 9:9
10:17 11:17, 19
12:2, 12 13:5
14:1, 4 22:8
23: <i>16</i> 24:2 30:2, <i>5</i> 35: <i>7</i> , <i>12</i>
30:2, 5 35:7, 12
36:6 38:7, 20
53.16 58.12
59:1, 7, 10
62:12 76:9
105:12 116:18
180: <i>11</i> 181: <i>1</i> , <i>9</i> ,
19 185:2, 8
17 103.2, 0

```
189:12, 15, 17
190:5 191:16,
20 192:9, 19
193:6 195:15,
18, 20 197:2, 3
199:8 200:9
201:3 272:17
273:2, 4, 12, 14
motions 13:1
30:17, 19 31:1
34:11, 14 35:7
36:18 37:9, 13
38:17 105:3
106:4 185:9
move 23:11
24:2 35:20
38:20 54:11
58:14 59:2
128:2 152:11
155:12 164:16
176:11 180:11
203:21 204:12.
17 205:7
226:19 271:12
moved 9:11
12:1 14:7 24:4,
5 54:21 56:18
69:10 150:3
moves 36:8
moving 21:15
68:11, 15 143:2
155:8, 14
158:19, 20
162:21 165:7
228:12 231:7
MSDE 157:14
162:14 172:13
178:19 179:2
Muhumuza
2:14 5:9 10:5.
6 12:1, 3, 5, 6
14:7 15:7, 8
19:6, 8, 18 20:2,
10 21:5 25:9,
10, 17 27:14, 15
39:11, 12 50:10,
15, 18, 19, 20
51:20 52:4, 7
53:1, 13 55:17,
```

18 63:4, 5

Muhumuza's 24:16
multiple 31: <i>10</i> 71:9 223: <i>18</i>
224:5 245:18 Multiyear 4:5
200:12 204:20 205:17 210:16
music 75:7 mute 14:15 17:11 20:9
25:6 26:13, 21 78:8 91:4, 5 170:6
muted 26:5, 10 128:17 167:6
mutes 24:20 muting 25:1 128:8
mutually 194:1 214:8 246:17 MYIPAS 200:13 204:1, 21 205:4 207:3, 19 209:18 255:14, 20 256:6 258:7, 11, 18 263:11 265:20
<n> NAACP 3:10, 14 72:1 74:17 84:9 85:19</n>
name 52:8 71:20 187:13 216:3 270:16 272:11, 12
names 7:2 226:13 240:2 270:5
naming 225:9 narrative 263:16
narratives 261:4 Notional 47:12
National 47:12 72:14 156:15

```
212:11
native 95:12
nature 37:10
48:6 215:3
265:9 269:4
NBA 81:5
near 231:4
nearby 129:11
nearly 183:15
248:7
nebulous 133:14
necessarily
179:12 195:10
214:6
necessary
158:12
need 13:5
14:10 23:7
26:3 29:14
32:4 34:3
35:14 37:13
44:2, 16 47:4
57:4 74:15
77:7 80:17
91:21 95:4
105:9 110:21
120:3 127:21
128:1, 4 129:1
130:1, 2 136:20
153:19 154:8
158:5, 7 165:14
168:6, 20
174:18, 19
176:3, 17
201:20 202:9
216:16 219:8
226:2 227:10
230:7 242:17,
18 243:4 244:6
250:16 251:4
261:15 262:21
266:10
needed 12:7
14:9 41:1
81:11 88:17
93:9 107:16
163:13 202:13
210:13 252:11
274:19
```

needs 26:18
29:6 41:14
42:19 43:6, 19
56:19 58:4
60:9, 12 77:5
81:21 93:7
105:21 110:5,
<i>11</i> 113:8
131:10 134:4
143:20 194:7
202:19 203:16
216:11, 18, 19
218:18 219:10
220:3 229:8
230:3 242:11
243:19 245:2
246:5, 19 247:7,
15 251:10
252:4 271:10
negative 107:15
133:21 236:18
negotiation 8:8
negotiations
_
8:7, 9, 10
neighboring
neighboring 235:4 267:6
235:4 267:6
235:4 267:6 neither 69:14
235:4 267:6 neither 69:14 network 8:15
235:4 267:6 neither 69:14 network 8:15 never 115:13
235:4 267:6 neither 69:14 network 8:15 never 115:13 238:6 256:19
235:4 267:6 neither 69:14 network 8:15 never 115:13 238:6 256:19 New 3:5, 6 4:3
235:4 267:6 neither 69:14 network 8:15 never 115:13 238:6 256:19 New 3:5, 6 4:3
235:4 267:6 neither 69:14 network 8:15 never 115:13 238:6 256:19 New 3:5, 6 4:3 12:21 40:10, 14
235:4 267:6 neither 69:14 network 8:15 never 115:13 238:6 256:19 New 3:5, 6 4:3 12:21 40:10, 14 53:18 70:11
235:4 267:6 neither 69:14 network 8:15 never 115:13 238:6 256:19 New 3:5, 6 4:3 12:21 40:10, 14 53:18 70:11 74:15 77:2, 3,
235:4 267:6 neither 69:14 network 8:15 never 115:13 238:6 256:19 New 3:5, 6 4:3 12:21 40:10, 14 53:18 70:11 74:15 77:2, 3, 10 83:6 84:14
235:4 267:6 neither 69:14 network 8:15 never 115:13 238:6 256:19 New 3:5, 6 4:3 12:21 40:10, 14 53:18 70:11 74:15 77:2, 3, 10 83:6 84:14 94:11 109:8
235:4 267:6 neither 69:14 network 8:15 never 115:13 238:6 256:19 New 3:5, 6 4:3 12:21 40:10, 14 53:18 70:11 74:15 77:2, 3, 10 83:6 84:14 94:11 109:8 115:10 123:14
235:4 267:6 neither 69:14 network 8:15 never 115:13 238:6 256:19 New 3:5, 6 4:3 12:21 40:10, 14 53:18 70:11 74:15 77:2, 3, 10 83:6 84:14 94:11 109:8 115:10 123:14 125:3 131:2
235:4 267:6 neither 69:14 network 8:15 never 115:13 238:6 256:19 New 3:5, 6 4:3 12:21 40:10, 14 53:18 70:11 74:15 77:2, 3, 10 83:6 84:14 94:11 109:8 115:10 123:14 125:3 131:2
235:4 267:6 neither 69:14 network 8:15 never 115:13 238:6 256:19 New 3:5, 6 4:3 12:21 40:10, 14 53:18 70:11 74:15 77:2, 3, 10 83:6 84:14 94:11 109:8 115:10 123:14 125:3 131:2 137:10 141:20
235:4 267:6 neither 69:14 network 8:15 never 115:13 238:6 256:19 New 3:5, 6 4:3 12:21 40:10, 14 53:18 70:11 74:15 77:2, 3, 10 83:6 84:14 94:11 109:8 115:10 123:14 125:3 131:2 137:10 141:20 152:14 157:10
235:4 267:6 neither 69:14 network 8:15 never 115:13 238:6 256:19 New 3:5, 6 4:3 12:21 40:10, 14 53:18 70:11 74:15 77:2, 3, 10 83:6 84:14 94:11 109:8 115:10 123:14 125:3 131:2 137:10 141:20 152:14 157:10 159:11 160:11
235:4 267:6 neither 69:14 network 8:15 never 115:13 238:6 256:19 New 3:5, 6 4:3 12:21 40:10, 14 53:18 70:11 74:15 77:2, 3, 10 83:6 84:14 94:11 109:8 115:10 123:14 125:3 131:2 137:10 141:20 152:14 157:10 159:11 160:11
235:4 267:6 neither 69:14 network 8:15 never 115:13 238:6 256:19 New 3:5, 6 4:3 12:21 40:10, 14 53:18 70:11 74:15 77:2, 3, 10 83:6 84:14 94:11 109:8 115:10 123:14 125:3 131:2 137:10 141:20 152:14 157:10
235:4 267:6 neither 69:14 network 8:15 never 115:13 238:6 256:19 New 3:5, 6 4:3 12:21 40:10, 14 53:18 70:11 74:15 77:2, 3, 10 83:6 84:14 94:11 109:8 115:10 123:14 125:3 131:2 137:10 141:20 152:14 157:10 159:11 160:11 162:15 164:8 202:9 241:21
235:4 267:6 neither 69:14 network 8:15 never 115:13 238:6 256:19 New 3:5, 6 4:3 12:21 40:10, 14 53:18 70:11 74:15 77:2, 3, 10 83:6 84:14 94:11 109:8 115:10 123:14 125:3 131:2 137:10 141:20 152:14 157:10 159:11 160:11 162:15 164:8 202:9 241:21 242:6 259:5
235:4 267:6 neither 69:14 network 8:15 never 115:13 238:6 256:19 New 3:5, 6 4:3 12:21 40:10, 14 53:18 70:11 74:15 77:2, 3, 10 83:6 84:14 94:11 109:8 115:10 123:14 125:3 131:2 137:10 141:20 152:14 157:10 159:11 160:11 162:15 164:8 202:9 241:21 242:6 259:5
235:4 267:6 neither 69:14 network 8:15 never 115:13 238:6 256:19 New 3:5, 6 4:3 12:21 40:10, 14 53:18 70:11 74:15 77:2, 3, 10 83:6 84:14 94:11 109:8 115:10 123:14 125:3 131:2 137:10 141:20 152:14 157:10 159:11 160:11 162:15 164:8 202:9 241:21 242:6 259:5 261:13, 15, 17 270:6 271:8
235:4 267:6 neither 69:14 network 8:15 never 115:13 238:6 256:19 New 3:5, 6 4:3 12:21 40:10, 14 53:18 70:11 74:15 77:2, 3, 10 83:6 84:14 94:11 109:8 115:10 123:14 125:3 131:2 137:10 141:20 152:14 157:10 159:11 160:11 162:15 164:8 202:9 241:21 242:6 259:5 261:13, 15, 17 270:6 271:8 newer 227:18
235:4 267:6 neither 69:14 network 8:15 never 115:13 238:6 256:19 New 3:5, 6 4:3 12:21 40:10, 14 53:18 70:11 74:15 77:2, 3, 10 83:6 84:14 94:11 109:8 115:10 123:14 125:3 131:2 137:10 141:20 152:14 157:10 159:11 160:11 162:15 164:8 202:9 241:21 242:6 259:5 261:13, 15, 17 270:6 271:8
235:4 267:6 neither 69:14 network 8:15 never 115:13 238:6 256:19 New 3:5, 6 4:3 12:21 40:10, 14 53:18 70:11 74:15 77:2, 3, 10 83:6 84:14 94:11 109:8 115:10 123:14 125:3 131:2 137:10 141:20 152:14 157:10 159:11 160:11 162:15 164:8 202:9 241:21 242:6 259:5 261:13, 15, 17 270:6 271:8 newer 227:18

nationwide

news 82:13
203:13
nice 217:15
night 102:12
278:9
nine 8:6, 8
28:5
ninth 138:11
no-cost 211:11
235:2
noises 20:7
non-pandemic 233: <i>3</i>
nonprofit
109: <i>11</i> , <i>13</i>
110:4
non-required
171:20
nonsense 128:6
129: <i>17</i>
noon 29:9
norm 179:18
normal 172: <i>15</i>
176:7 252:15
north 270:2
northeast
226:11 234:9, 17 237:5 246:4
270:7, 17, 19
271:8
northwest
226: <i>10</i>
notarial 279:12
Notary 279:4
note 66:14
145:19 147:6
212:19 225:7
276:18
noted 69:13
94:13
notes 37:17
notice 30:1
31:15 105:11
111:15 237:14
noticed 108:10 268:2
208:2 noticing 86:13
notify 167:11,
19
-/

notion 37:15 210:20, 21 216:13 217:6, 21 219:16 241:5 242:16 nowadays 116:8 nuances 175:10 number 32:3, 19 48:7 64:13 67:10 68:17 73:2, 9 97:19, 20, 21 106:10 122:12 153:1, 20 209:7 225:21 226:1 233:5, 6 236:18, 19 245:6 247:13 252:2 255:6 262:10, 13 numbers 122:2 162:10 186:12 235:21 239:1 244:11, 15 247:8 number's 23:17 numerator 232:6 numerical 262:15 numerous 49:10, 14 nurses 166:6 nursing 166:12 nutshell 168:11
<0>
oath 100:20 object 30:13, 17 31:2 46:1 101:1, 2 objectionable 53:21 objective
218: <i>15</i> 242: <i>13</i> objectively 213: <i>6</i> 214: <i>13</i>

obligation

observe 65:10

142:18

```
observed 141:8
213:7
observer 80:2
observing 87:21
obstacles 75:15
obtain 8:5
obviously 20:12
79:18
occasions 31:16
occur 134:6
166:1
occurred 20:10
51:8 58:7
occurring 82:5
83:13
occurs 22:18
ocean 244:6
o'clock 29:9
October 5:18
190:16 206:4
offer 95:10
114:1 138:14
159:3, 14 160:9
161:4. 14
170:17 187:1
192:8
offered 148:13
159:17 160:11,
15 171:6
offering 161:11
Offerman 2:11
10:7, 16 15:9
27:16, 17 39:13,
14 55:19, 20
63:6, 7 162:4, 5
163:2, 4 196:10,
11 199:19, 20
277:11, 13, 16
Office 49:5, 9
57:1 137:7
138:2, 8 145:12
148:21 180:12,
16 181:1
183:18 184:12
185:3 186:13
188:15 189:17
190:6 198:15
268:9
officer 119:18
121:1 122:8
```

officers 38:2 95:17 offices 5:14 137:2 official 51:5 53:7 71:10 122:6, 7 233:5 officials 8:2 66:2 69:13 100:17, 18 114:15 **Oh** 7:15 46:3 62:5, 8 90:10 100:4 101:1 104:10 113:14, *15* 114:9 116:6 119:21 120:3 121:14 128:10 134:16 182:4 228:13 242:8 248:16 273:2 **OIA** 181:6 190:*1* **OIGE** 47:20 **Okay** 10:19 11:19, 21 12:6, 19 13:4, 6, 12, 21 14:10, 13 16:5 17:1 18:8 19:5 23:21 24:1 26:3 28:6, 13 36:4, 7 38:5, 18 40:5 58:18, 21 62:11 63:17, 18 78:14 87:9, 16 90:7, 12, 16, 18 91:8 92:6, 18 94:4 95:18 100:4 101:18 102:6, 7 104:6, 10 108:19 109:1, 16 111:7, *12* 112:*1*, 2 114:3 115:4 116:3, 8, 14, 21 117:9 118:6, 9, 11 119:11 120:5, 20 122:4, 12, 19, 21 123:1, 11, 14, 15 124:1, 6, 10, 16, 18 125:7, 9 127:11, 14, 15, 18, 19 128:7, 9, 15 129:5, 8, 14, 16, *17* 130:9 131:*1* 134:9 163:19 167:3 182:3 187:17 189:14 190:9 193:*1*, *4* 195:16, 18 198:14 200:9. 10 203:5 204:11 207:10 231:7 236:7 243:15 262:17 263:18 264:1 268:11, 14, 20 271:16 272:7 273:6, 13 274:10 275:17 **old** 115:3, 4 222:7 230:11 241:14 **older** 158:5 227:18 261:3 on-call 255:12, 15 **Once** 26:5, 8 29:3 36:5 40:10 75:14 107:8 136:20 155:7 173:3 243:10 ones 14:2 38:12 73:21 92:12 216:16 220:8 226:4, 5 227:18, 19 228:4, 5 230:1, *21* 231:2, *14* 239:19, 21 241:6 243:1 251:11 270:4 one's 130:2 209:21 one-third 83:8 240:17 248:18

ongoing 103:11 146:8 210:10 251:3 onion 221:13 online 122:20 131:4 132:4, 19 133:15 op 237:4 open 6:11, 12 7:18 19:11 33:4 43:16
48:5 54:3 64:9
69:21 70:2, <i>3</i> 99:14 156:7, <i>8</i>
169: <i>I</i> 215:8 219:2 <i>I</i>
openness 80:14
open-plan
220:7 221: <i>1</i>
224:4
operate 220:18
operated 106: <i>1</i>
operating 85:4
operation
109:14 224:1,
10 240:9 operational
72: <i>18</i> 153: <i>7</i>
223:9 235:2
operations
126:12 153:12
opinion 60:1, 2
71:5 89:6, 15
128:9 185:7, 10
opinions 80: <i>14</i> 127:8 213: <i>3</i>
opportunities
63:2 <i>1</i> 136: <i>19</i>
144:3 157:4, 9
159:5 211:6, 9
262:3
opportunity
6:7 34:7 37:2,
17 69:18
125:15 136:16
141: <i>16</i> 147: <i>17</i> 148: <i>7</i> 153: <i>17</i>
155:3 159: <i>13</i> ,
18 175:18
202:7, 17

opted 141:1, 2, 7 148:14
opting 83:1
139:2, <i>4</i> , <i>11</i> 145:2 <i>1</i>
option 159:7
214:10
optional 160:17
options 34:9 212:5 214: <i>14</i>
241:6 244:19
orange 234:10 237:14
oranges 263:15
Order 3:2 5:3 6:20 16:4 19:6,
20 21:6 26:15
28:8 30:21
51:18 65:10
92: <i>17</i> 137:2 145: <i>10</i> 165: <i>13</i> ,
14 190:20
225:19 262:16
ordering 163:17
organization 35:1
organized 176:3 177:5
ought 221:5
242:15
outcome 230:16 261:9
279: <i>11</i>
outcomes 72:10
73:20 74:7
218: <i>4</i> 242: <i>3</i> 246: <i>17</i>
outdated 123:16
outdoor 149: <i>18</i>
outer 223:11
outlier 232:18, 20
outliers 228:1
outline 115: <i>16</i>
outlined 96:17
139:6 outlines 113:7
outreach
137:16 145:9

206:15 208:3 214:12 260:18 outside 14:5 37:12 80:2 108:19 121:7
136:15 146:7 150:13 164:9 183:7 184:21 185:1 188:6 outsider 120:11
Overall 111:17 208:9 overcome 69:4
overcrowding 86:8
overlook 142:8 overly 133:18 overpriced 118:12
oversee 192:13 oversight 122:21 overt 211:19
212:2 overturned 20:12 25:13
overview 136:6 167:1 209:17 overwhelming 126:14
< P > p.m 64:11 278:7
pace 154:2 <i>1</i> 155:4, 9, 14, 17 165:6, 7 169:12
paced 160:18 pacing 136:7 page 22:12
46:11 48:14 121:21 226:21 237:13 243:9, 10
pages 71:8, 14 76:11 201:7 paint 110:19
paint 110: <i>19</i> paired 159: <i>6</i> pandemic 79: <i>7</i>

```
141:15 142:4
169:2 197:18,
21 215:3
232:21
panel 11:13
61:1, 5, 6, 11, 12
108:10, 13, 21
111:1 120:9
121:6 122:4
124:9, 11, 14
125:17 126:3, 8
paper 117:10
paperless
158:10
papers 47:11
paperwork
32:10
par 218:8
240:19
paraeducator
148:5
paraeducators
137:13
paraprofessional
s 147:10
pardon 93:13
134:12
parent 82:11
89:13 90:13, 17,
20 145:14
174:1
parents 69:20
82:17, 19, 20, 21
83:2, 19 89:20
128:19 144:2
145:15 167:15
168:5 204:3
parity 230:10
Park 227:7
243:12 270:19,
20 271:1
parking 260:10
part 16:8
19:11 36:17
53:20 89:2
120:8 163:8
171:21 178:6
179:3 181:13
190:19 191:2, 5
```

207:3 208:4

215:1 220:19
228:7, 12 233:7
254: <i>18</i> 261: <i>17</i>
263:11, 12
265:10 268:18
265: <i>19</i> 268: <i>18</i> 270: <i>15</i> 271: <i>10</i>
participate 6:8
142: <i>12</i> 147: <i>18</i> 148: <i>16</i> 160: <i>4</i>
148:70 160:4
175:21 177:2
212:4 214:2
participated
138: <i>3</i> 175: <i>14</i>
participating
6:5 45:14
132: <i>14</i>
participation
65:2 <i>1</i> 161: <i>1</i>
particular
44:21 52:17
131:9 143:19
175: <i>16</i> 191: <i>7</i> ,
11 226:17
particularly
143:10 161:2
190:5 209:18
251: <i>15</i>
parties 134:5
279:10
partisanship
80:1, 20
partner 190:17
partnered
137:3, 20
partnering
74:18
partners 172: <i>12</i>
partnership
136:7 156: <i>18</i>
partnerships
137: <i>18</i>
parts 229:9
265:11
party 108:19
120:9 121:7
pass 38:7 76:9
139:20 200:10
207:4
nassed 57:21

84:17 85:2, 8

roceedings
115:5
passing 268:1
passionate
208: <i>14</i>
passport 130:9
Pasteur 2:12
9:12 10:8, 9
15:10, 11 27:18,
19 36:14, 16
39:15, 16 55:21
56:1, 11, 12
58:19 63:8, 9
196: <i>1</i> 2, <i>1</i> 3
199:2 <i>1</i> 200: <i>1</i>
273:5 277:12,
16, 17
path 151:18
152:5 154: <i>11</i> ,
12 pathway 141:2,
3 146:1 274:1
pathways 214:8
Patience 77:2
patient 77:1
patiently 102:10
patiently 102:10 pattern 266:7
patterns 246:12
266:10
Paul 1:21
206:19 207:4, 6
208:11 270:12
279:4, 16
pause 140:13
pay 76:17
115: <i>16</i> 118: <i>14</i>
127:4, 9
paying 22:3 82:19
payroll 35:8
75:18
peachy 125:14
Peeling 221:13
peer 232:10
254:7
penalty 124:5
pending 215:9
pension 76:21
people 34:8
67:5 71:7, 11
89:11 94:13

102:3, 20 103:3, 8 108:16 109:2 113:18 114:3 115:18 121:2, 9 123:10 125:10, 14 127:3, 6 128:8 129:4 133:16 168:16 181:14 186:20 215:21 218:6 240:14 274:5, 8 peoples 89:4 112:19
people's 128: <i>11</i>
perceived
219: <i>12</i>
percent 22:4 162:17 165:19
229:4 231:15
232:1, 2 234:11
235:10, 15
236:5, 14 237:1
239:7, 12, 20
240:18 250:1
264:12, 17
percentage
139:2, <i>3</i> 141:6 202:21 235:15
percentages
139:6
perfect 235:14
perform 208: <i>3</i>
256:21
performance 8:1 173:18
174:11 223:2
performances
147: <i>14</i>
performing
86: <i>10</i> 147: <i>4</i>
period 207: <i>3</i>
233:19
permanent
222:1, 4 238:6,
9, 10
permitted 64:18
Perry 143: <i>13</i>
231:12 234:21
235:21 236:20

person 6:16 20:21 67:19 79:20 95:3 96:21 109:10 124:20 126:17 142:20 159:9, 18 202:6 personal 65:8
80: <i>3</i> , <i>11</i> 129: <i>19</i> 226: <i>17</i> 261: <i>7</i>
personally 41:11 46:7 167:12 203:1 Personnel 3:5
8:3, 17, 21 9:6, 9 32:9 51:19 52:1 persons 158:4
167:11, 12 perspective 82:14, 16 184:20 189:3
209:2 pertaining 43:20
pertains 96:3 peruse 240:6 pervasive 223:21
Pete 207:18 210:15 268:9 Peter 79:11 petition 69:21
Pfeifer 3:21 4:2 104:7, 11, 12, 15 108:2
130:16, 19 131:1 135:8 Phase 136:10 139:5, 6, 9
205:7, 20 206:9 207:19 212:1 213:12 245:19 264:10
phased-in 136: <i>4</i> Phases 139: <i>17</i> 140: <i>9</i> , <i>11</i>
phenomenal

phenomenon
82: <i>4</i> 83: <i>13</i>
Phil 81:6
phone 64:9
135:7
phoning 189: <i>16</i> physical 6: <i>3</i>
physical 6:3
94:17 216:3, 7
physically 6:9
pick 109:2
111:3
picking 125:10
picture 231:9
piece 46:20
111: <i>15</i> 166: <i>5</i>
171: <i>4</i> 193: <i>10</i> ,
15
pig 118: <i>11</i>
pigs 118:10
pillar 210:2
216:2 <i>1</i> 230:6
231:7 253:5
nillars 211:14
pillars 211: <i>14</i> 212: <i>18</i> 216: <i>12</i>
243:8 251:8
Pine 227:8
270:20, 21
pixel 118:9
pixels 118:8, 11
place 67:3, 14,
<i>17</i> , <i>21</i> 101: <i>3</i>
109:2 <i>1</i> 137: <i>1</i>
147:7 151:17
169:2 <i>1</i> 170:9
172:3 198:20
261:16
places 44:10
167:8 219: <i>13</i>
266:8
plaguing 86: <i>12</i> Plan 4: <i>5</i> 74: <i>10</i>
Plan 4:5 74:10
77:2, 6, 8, 12, 16
82:5 103:15
125:9 140: <i>11</i>
149: <i>1</i> , <i>3</i> , <i>10</i>
155: <i>3</i> , <i>4</i> 169:2 <i>1</i>
172: <i>3</i> 173: <i>1</i>
186:2 204:20
205:17 208:9

210:16 214:18

```
244:7 263:10
267:18 272:4
planning 143:2
173:5 178:7
208:12 210:19,
21 220:11
226:8 233:18
234:4 237:9
238:17 239:8
250:15 252:18
261:8
plannings
209:21
plans 146:8
149:20 172:4
181:18 200:12
206:1 233:10
234:2 241:19
platform 130:6
132:5
platforms
129:20 130:4
131:5 132:20
133:15
play 162:14
plays 147:14
please 5:10
7:15 9:14
14:15 20:9
23:16 24:6, 14
26:4 27:3 55:6
78:12 92:11, 19
130:20 135:3
136:9 138:19
139:12, 15
146:12 149:21
151:17 153:15
156:12 157:18
170:7 182:4
197:11 199:7
200:21 205:7
269:10 273:1
275:4, 19 276:6,
12, 16, 21
pleased 104:19
159:3 161:14
271:10
pleasure 78:21
177:9
```

271:5

Tocccumgs
Pledge 3:3 5:6,
10, 11
plenty 209:15
235:12 239:20
plot 227:16
plus 210:12
pod 220:7
pods 167:8
point 26:15 31:20 48:12
31:20 48:12
51:18, 20 56:13,
<i>14</i> , <i>18</i> 57:5
98:15 103:8
144:2 <i>1</i> 161: <i>19</i>
162: <i>16</i> , <i>18</i>
163: <i>1</i> 172: <i>17</i>
178:18 183:17
184:3 218:7
222:8 225:18 235:15 236:3
235:15 236:3
238:13 251:14
257:8 260:5, 7,
20 261:10
264:8, 11, 14
pointed 23:5
47:9
points 144:19
234:5 267:8
Police 48:9
Policies 3:6, 17
10:20 11:2
12:11 14:1, 4
28:15 38:9, 11
41:3, 21 42:3
47:21 48:8
60:19 63:19
72:19 86:13, 16
88:8 92:7, <i>9</i> , <i>15</i> ,
16 93:14 96:10
00.15 101.14
99: <i>15</i> 101: <i>14</i>
121:5 134: <i>10</i> ,
20
policy 10:21
11:2, 4, 5, 6, 7, 8,
9, 10, 11, 12, 13,
18, 20 12:21
16:7, <i>15</i> 17: <i>14</i> ,
20 18:2, 5, 17
19:2 20:3, 16
21:9, 13 23:8,

11, 12 24:2, 4,
19 26:13, 18
28:8, 20 29:10,
21 30:16 31:4
35:21 36:8
40:8, 10, 13, 15,
19 41:7, 18, 20 42:2, 18 43:10,
18 45:10, 12
47:5, 6, 7, 19
48:2, 10 49:4,
<i>16</i> , <i>17</i> 50: <i>1</i> , <i>21</i>
53:4, 19, 21 54:12 55:1
56: <i>17</i> , <i>20</i> 57: <i>3</i> ,
13 58:14 59:2
60:5 61:17
62:13 64:20
68:8 71:2 87:18 88:19, 21
92: <i>1</i> 2, <i>1</i> 9, <i>2</i> 1 93:2, <i>3</i> , <i>1</i> 1, <i>1</i> 2,
16 95:13, 16, 18
96:8, 9, 17
98:10 99:3, 21
100:1 101:8
103:20 106:5, 8 107:18 108:3, 7
110:12 111:10,
11, 13, 16 112:1
113:8, 10, 12
115:16 116:2, 4,
21 118:21
119:2, <i>14</i> 120:7 121:9, <i>12</i> , <i>17</i> , <i>18</i> ,
19, 21 122:1
124:13 126:11,
<i>14</i> 127: <i>12</i> , <i>13</i> ,
15 128:2, 5, 14
129:2 <i>1</i> 131:3, 8, 9, 10, 14, 15
132:2, 3, 6, 7, 18
133:1, 7, 9, 12,
<i>14</i> , <i>18</i> 134: <i>3</i> , <i>6</i>
216:11 274:12,
21 275:6
276: <i>18</i> polling 214: <i>11</i>
poor 73:11
•

80:18 113:3
populated 259:6
population
86:7 143: <i>14</i>
populations
218:19 219:2
222:14 223:17
portable 221:21
portables 238:4
portfolio
248:18 252:6
portion 53:21
64:7 145:3
portions 6:10,
13
position 169: <i>14</i>
positions 59:19
positive 154:16
165:9, 21 166:8
236:19 249:12
positivity
162: <i>18</i> 165: <i>19</i> 169: <i>11</i>
possibility 54:1
182: <i>14</i>
possible 83:10
151: <i>5</i> , <i>14</i>
175: <i>15</i> 182: <i>1</i>
184:9 202:10
post 43:2
46:11, 17
Postal 117:10
posted 198: <i>1</i>
259:4
posting 44:8
45:4 46:9 51:3
postpone
272:17 273:2
posts 133:13
potential 107:6,
8 116:16 131:5
132:21 245:15
potentially
105:16 261:21
poverty 219:6
power 19:13
20: <i>15</i> 97: <i>1</i> 106: <i>20</i> 108: <i>12</i>
106:20 108:12 190:10
190.10 nowers 25:10

```
PPE 66:18
67:11 163:7, 9
203:7
PPWs 137:15
145:11
practice 64:13
66:1
practices 64:20
137:5 156:4
166:3
PRC 21:16
24:2 26:19
38:8 42:7
precautions
69:7, 9, 13
precedent 31:1
38:11
precisely 186:21
pre-COVID
232:15
predictable
77:15
predominantly
141:5, 9
prefer 161:13
274:7
preliminary
246:15 247:1
preparation
204:16
prepare 30:4
170:9 205:5
prepared 33:18
preparing
138:10
prequalified
255:21 256:14
257:5, 7
preschool
136:12
presence 6:3
122:5
present 6:9
33:18 102:5
213:19 214:17
presentation
102:20 145:1
157:16 161:17
162:7 169:7
```

204:18 205:5

```
206:21 207:2
210:7 253:12,
17 257:12
262:14 264:10
268:17, 18
271:18 272:9
presentations
102:5, 6
presented 7:13
9:10 11:15
140:16 185:2
194:10 205:19
206:1 207:20
210:14 214:3
274:18
presenting
208:5 213:11,
preservation
251:20
president 71:21
81:17, 18 82:3
84:8 206:19
207:5
press 203:14
pressed 88:9
presume 238:17
presumed 43:21
presuming
248:1
Pretty 111:14
166:12 235:10
262:19
prevent 155:15
prevents 26:14
274:21
previous 33:14
88:1 240:4
245:9
previously
140:5 228:15
254:1
price 246:14
primarily
136:15
primary 162:12
211:5
Prince 28:17
principal
```

powers 25:19

178:10 203:9

Proceedings
principals 118:5 142:1, 16 143:16 144:2, 11 145:7 146:17 149:4 172:13 178:13 principles 151:5 print 93:8 95:8 117:9 119:7, 12 257:14 262:19 printer 119:7 prior 18:16
32: <i>19</i> 34: <i>5</i> 37: <i>21</i> 38: <i>1</i>
61:7 64:10
67:18 160:14
priorities 89:4
244:4 247:15
251:5 252:9, <i>13</i> 253:2
prioritize 103:4
159:20 244:8
248:8
prioritized 109: <i>19</i>
prioritizing
96: <i>13</i> 103: <i>5</i>
priority 76:5
97:21 216:20
225: <i>11</i> 241: <i>1</i> 242: <i>17</i> 251: <i>9</i> ,
13 252:2, 21
Privacy 124:2 170:14, 20
private 110: <i>14</i> 118: <i>6</i> 267: <i>5</i>
privilege
147:13 207:15
probably 91:4
237:18 250:9
problem 46: <i>19</i> 71: <i>11</i> 78: <i>17</i>
162:12 220:16
problems 46:8
198:18
procedures 92: <i>1</i> 97: <i>12</i>
92:1 97:12 99:15 112:18
116:2 <i>1</i> 123:9

PROCEEDINGS 5:1 279:11 process 37:1 73:16 91:14 125:16 153:21 191:2 195:*17* 202:8 208:5 212:5, 12 213:11, 17, 21 225:5 228:6 233:6 244:17 245:21 246:18 253:9 257:16 258:15 261:8, 17 266:20 processes 65:5 procurement 163:7 247:6 professional 73:7 74:6 125:1 213:2, 8 professionals 138:8 212:10 216:1 232:10 Professor 53:17 profit 109:10, 12, 14 110:4, 15 **program** 159:2, 10, 11, 15, 17 160:1, 5, 6, 7, 11, *15* 209:5, *12* 210:18 211:12 212:2 215:19 217:11 221:15 223:9 227:11 231:3. 19 239:10 250:2 259:10 263:14 270:6, 14 programming 152:14, 19 programs 64:20 136:18 145:8 146:18. 20 147:4 159:8, 20 160:18 233:11, 15, 17 263:5, 8 265:9

```
progress 152:1
154:6 156:4
205:21 213:9
prohibited
11:10 116:5
prohibits 132:3
project 183:20
209:10, 20
241:11 250:20
259:13 269:18
270:16 271:12
project-based
220:15
projected
231:16 232:4
234:20 235:13
236:2, 5, 16, 21
239:7 264:12
projection
232:7 233:2
237:21 272:2
projections
232:13 233:3, 9
245:4 254:2, 4.
13 267:2
projects 183:19
209:7 211:9
231:3 242:9, 15
245:8, 13
247:10, 11
249:11 250:1,
14 251:3
255:12, 16
256:1, 9, 10
260:17 265:18
267:17 269:17,
20
promise 256:16
promises 114:18
promote
110:18 129:18
promoting
130:8
promotion 7:20
proper 34:19
65:1 109:4
properly 34:16
36:6 67:5
proportion
```

proportional 249:17 proportionally 248:3 proposals 256:3 proposed 11:1 53:19 106:12 149:12 189:12 192:7 proprietary 198:10 **prospect** 248:10 **protect** 68:13 protocols 149:*13* 158:*13* 166:3 **proud** 211:21 217:20 222:17 225:6 **provide** 21:11 66:2 82:14 94:11 136:2 137:18 138:17 142:18 145:15 146:*14* 149:*7* 151:3 153:10, 16 157:19 161:6, 8 168:5, 8 173:2, 19 176:14 180:17 181:6 184:8 190:1 271:9 **provided** 46:18 47:21 51:14 65:19 136:14 137:12 150:7 184:14 202:6 206:3 232:7 269:8 provides 64:1 77:16 146:20 providing 70:9 82:1 85:9 144:11 145:4 149:*1* 151:21 153:*13* 194:*5* 206:13 provision 114:11

PSASA 3:13 82:3 **PSASA's** 81:19 PUBLIC 1:7 3:7, 17 5:13 6:10 8:11, 12 19:14 34:13 43:15, 16 44:3, 9, 12 45:5, 16 46:10 48:2 49:7, 13 51:7, 12 53:6, 10 54:3, 8, 14 55:2 58:16 59:4 60:8 63:20 64:7, 9, 19 65:3, 16, 17, 21 69:13 80:15 81:12 83:14 84:18 87:11 88:20 89:19 92:6, 7 97:10 99:2.3 100:11, 16 101:13 102:1 116:20 117:7 124:14 129:3, 4 134:10 136:11 141:*4* 181:2*1* 184:9 186:10, 15 187:10 194:3, 7, 9 197:7, 14, 15 198:*1*, *4* 205:*15* 207:16 208:14, 15, 18 209:1, 4, 6 212:21 217:4. 19 225:3 232:8 247:4 249:15 251:1 254:16 256:2 258:1.17 276:9 279:4 **publish** 44:13 published 43:17 51:6 60:7 257:17 274:15 publishing 44:17 **pull** 93:13

274:19

05.20 176.0	144 12 155 12			166 1 12 160 2
95:20 176:8	144:12 155:12	quickly 201:15	rated 231:17	166:1, 12 168:2,
pulled 95:19	217:18 222:5	208:19 209:14	233:4 238:1, 9	3, 15, 20 169:10,
pulse 215:6	228:8	262:19 270:16	266:20	12, 13, 15, 16
punitive 60:13	quarantine	quite 80:6	rates 154:3	170:16 174:7,
61:9	202:9	188:9 257:13	rating 264:14	20 176:2, 13, 14
purchase 67:12	quarantining	266:13 273:7	rationale	179:9 203:11,
purchasing	76:16	274:5 275:10	201:11 204:10	15 207:14
66:19	question 13:13	quote 17:12 54:2	reacclimated	209:10 210:17,
purpose 11:8	19:9, 10 46:4		148: <i>3</i> reach 85: <i>18</i>	20 211:21
72: <i>12</i> 111: <i>10</i> , <i>13</i> 122: <i>13</i>	50:21 52:14 56:11 58:20	quote-unquote 229:4	145:13	212:9, <i>16</i> 213:20 214:7
131:2	59:5 61:16	229.4	reached 252:17	215:16 216:2
	79:18 109:15	< R >		
purposeful 155:9		race 83:17	reaching 66:16 143:18 171:3	217:1, 5, 9, 14 221:21 222:5,
	152:7 164:19, 21 170:12	139:17	reaction 79:12	15 225:6 227:4
purposely 154:2 purposes	173:13 174:11	raise 74:6, 11	read 28:14	228:18 231:10
238: <i>17</i> 262: <i>14</i>	175:19 177:12,	raised 36:10	30:20 40:11, 15	232:20 241:4,
pursuant 6:11	175.19 177.12, 15 187:6, 7	54:13 55:2	41:10 92:16	20 256:13, 18
7:18 121:17	189:11 195:13	58:16 59:3	126:10, 11	257:13 261:4
purview 64:20	197:2 204:8	67:8	180:11 249:13	267:8 273:11
push 70:11	257:10 258:17	raising 26:15	257:14	realtime 93:9
put 13:1 23:15	260:14 262:18	ramped 274:20	reader 100:7, 8,	rearview 234:3
33:3, 15 34:15	265:4 271:17	ran 119:5	10, 11	reason 49:3, 19
36:5 37:6	273:11, 18	160: <i>13</i>	reading 22:17	50:7 116:9
58: <i>19</i> 80: <i>9</i>	273.11, 18	Randall 71:4	38:8 121: <i>17</i>	128:1 184:7
96:12 99:19	questioning	Randallstown	126:13 132:2	186:12 265:10
102:7 117:9, 14,	86: <i>18</i>	3:10 72:1, 2	ready 62:11	reasonings
16 155:6	questions 17:2,	74:17 141:20	70:9 83:11	82:10
168: <i>16</i> 179:2	3 37:3 58:10	range 210:19	102:3 154:9	reasons 7:19
200:17 213:3	62:11 76:8, 11,	234:15, 16	194:8 270:3	146:3 148:15
214:5 221:8	13, 15 82:11	238:16 242:11	real 85:20	recall 32:19
242:2 <i>1</i> 250:8	121:8 132:8, 9,	244:16, 21	86:19 95:11	188: <i>11</i> 198:6
251: <i>13</i>	12 138:4 162:3	248:4, 15, 19	124:18, 19	205:14 222:19
puts 179:3	169:16 177:16	rank 243:4	144:15 171:8	259:12
putting 88:14	182:3 187:3	ranking 216:14	225:7	recap 253:13
98:6 101: <i>3</i>	195:9 197:4, 11	227:2 229:19	reality 140:20	Receipt 203:7
154:18	203:18 204:6	236:6 262:11,	realize 37:8	receive 46:12,
pyramid 251:12	206:5 209:16	14	really 21:18	13 64:1 97:8
F ,	253:15, 17	rankings 210:3	26:3 29:10	156:10 172:9
< Q >	257:16, 19	239:18 268:4,	36:18, 20 38:8	205:6 250:9
QA/QC 227:13	258:13, 15	11, 19	40:8 41:13	257:17
228:7	259:3, 16 260:1	ranks 248:6	47:4 60:13	received 35:11
qualifications	262:8 264:2	ransomware	91:18, 20	49:10 54:8
256:20	271:16 277:14	76:8, 19 77:20	101:17, 18	64:18 66:15
qualify 51:15	quick 54:20	85:3, 8 198:3	106:13, 20	105: <i>14</i> 146:2,
52:19	117:11 120:14	258:9 268:7	107:6 123:2	16 147:20
qualitative	167: <i>1</i> 175: <i>1</i> 9	rarely 73:6	126:9, 20 127:7	154: <i>15</i> 155: <i>3</i>
82:10	209:17 262:8	167:15	132:11, 16	156: <i>14</i> 170: <i>15</i> ,
quality 73:4		rate 70:20	140:7 143:7	19 173:3, 21
142:9, 19		169: <i>11</i> 247:2 <i>1</i>	144:12 162:19	

174: <i>3</i> 206: <i>6</i>	266:8 270:18	112:8 114:6	relating 8:14 22:5	246:2 263: <i>1</i> 268: <i>16</i>
257:11	271:6	150:6	1.5	
receiving 30:3	reds 266:6	regards 16:15	relation 191:4	remind 65:7
136:14 178:20	reducing 248: <i>13</i>	71:2 250:20	relationship	109:16 185:19
179: <i>16</i>	redundancy	258:11	255:13	240:14
recess 75:8	190:20	region 237:4	relationships	reminder
recite 5:6	redundant	regional 234:1	88:20 223:8	215:13
recognition 5:8	190:7 192: <i>15</i>	regionalized	224:9	remote 16: <i>16</i>
9:7	reentry 146:10	233:12	relative 210:10	142:10
recognize	refer 35:21	regions 226:7	218:18 219:10	remotely 6:2, 5,
147:2 <i>1</i>	38:20 54:12, 21	237:14	223:13 227:10	<i>10</i> 16: <i>17</i>
recognized	58:14 59:2	register 64:18	228:10 230:3	168:10
233:5 238:8	62:13 64:4	117:4 122:16	243:4, 19	removal 7:21
276: <i>14</i>	160: <i>10</i> 181: <i>14</i>	123:11 130:3, 4,	relatively	remove 19: <i>14</i>
recommend	238:5	7	188:17	20:6 21:1
74:3, 9, 13	reference 20:18	registered 64:8	release 172:4	32:12 273:19
244:9	86:15 225:13	117:16 130:6	released 43:14	274:2
	referenced	registering	52:9 53:6	removed 32:8
recommendation	56:21 143:8	123:10	150: <i>1</i>	57:16 92:13
11:17, 20 12:7	158:16 173:14	registrants	releases 203:14	133:1
33:8 205:20	referencing	64:17	relevant 47:18	renovation
253:7	201:2	Registration	48:21 211:12	241:11
recommendation	referred 36:9	64:9 121:19	246:2	renovations
s 11:15 61:9	referring	registrations	Relief 180:14	221:9 241:8, 16
210:9, 11 212:7	187:11, 20	64: <i>17</i>	181:4 189:20	reopen 70:11
213:2, 3, 5	188:4 211:14	regular 70:6	194:21 195:1	Reopening 4:4
214:18 221:8	refers 49:20	0	245:16 246:10	68:7 76:9 77:6,
244:1, 7 247:19	reflect 79:14	regularly 64:14 regulations	271:7, 9	15, 19 82:5, 15,
250:7 260:16		191: <i>14</i>	relieve 235:5	
	93:3, 5 140:9			20 135:18
265:16 271:11,	146: <i>3</i>	reinforced	246:11	136:2 143:1, 2
20	reflected 146:8	155:6	remain 142:10,	200:16 201:9,
recommended	reflecting 132:1	reintroduce	17 148:14	12 203:15
49:5 111: <i>17</i>	reflection 81:11	208:10	152:5, 6 158:13	Reopenings
153:10, 14	reflects 44:6	reiterate 144:18	161:10	83:7
recommending	45:2 131:17	reiteration	remainder	repairing
57:15	145:20	157:20	84:18	241:13
reconsidered	refresher	relate 8:7, 10	remaining	repairs 229:2
71:4	231:16	65:3	138:7 139:8	repetitive 190:7
record 89:17	regard 198:8	related 5:19	152:6	replacement
99:20 103:7, 8,	regarding 52:1	33:2 43:2	remains 150:12	247:10 270:8
10, 13 127:20	54:8 57:10	47:15 48:17	remarkable	replacing 229:3
recording 279:7	66:10, 16 93:12	50:21 60:8	147: <i>11</i>	241:8
recuse 117:18	96:1, 9 98:12	65:15 136:4	remarks 65:8,	Report 4:5
Red 227:8	99:2 <i>1</i> 109: <i>1</i> 2	149:2 190: <i>14</i>	11 76:14	10:20 46:15
230:8 231:1, 12	113:10 114:6	191:7, 9, 12	remedy 244:20	70:17 83:8
236:1, 21	126:12 136:2	210:5 255:11	remember	118:3 121:20,
237:13 239:8,	138: <i>1</i> , <i>5</i> 149: <i>11</i> ,	273:11, 21	19: <i>10</i> , <i>11</i>	21 135:14
17 243:2, 11	15 177:15	relates 67:1	112:13 115:6, 7	178: <i>14</i> 180: <i>17</i>
264:11, 15	regardless 34:2	274:13	116:17 238:3	181:7 184:8
	95: <i>1</i> 109: <i>11</i>		244:13 245:8	186: <i>14</i> 190: <i>1</i>

194:9 197: <i>13</i> ,	229:2
15 200:12	19 24
204:20 206:3	250:18
214:19 263:19	requir
268:3 269:1, 2,	105:2
4, 7	12
reported	requir
173:2 <i>1</i> 188:2	115:17
202:21 248:17	requir
reporting	14 10
175: <i>12</i> 178: <i>16</i>	151:3
198:9	166:7
reports 123:20	requir
_	_
180:6 197:16	105:10
198: <i>1</i> 228: <i>13</i>	resear
268:1, 8	94:7
represent 81:9	164: <i>1</i>
107:2 <i>1</i> 134: <i>1</i>	reserv
141:2 <i>1</i> 256: <i>11</i>	reset
representation	113:2
97: <i>1</i> 109: <i>5</i>	213:9
276:14	resigna
representational	resigna
214: <i>1</i>	resolut
representative	65:5
212:2 224:17	resolve
representatives	resolve
225:2	resour
representing	86:8
82: <i>12</i> , <i>17</i> 139: <i>7</i> ,	166:2
8, 10 212:3	respec
represents	146:7
126:3 226:2	11 20
request 22:21	205:6
32:2, 13 42:11	respec
124: <i>3</i> 274: <i>11</i>	respec
275:6, 13, 14	respec
requested	131:20
31:21 76:6	respec
254: <i>1</i>	88:10
requesting 7:3	respon
requesting 1.5	_
	141: <i>17</i>
requests 272:6	141:17
requests 272:6 require 23:6	respon
requests 272:6 require 23:6 106:15 171:9	respon 187:13
requests 272:6 require 23:6 106:15 171:9 192:20 194:3	respon 187:13 respon
requests 272:6 require 23:6 106:15 171:9 192:20 194:3 250:7 260:17	respon 187:13 respon respon
requests 272:6 require 23:6 106:15 171:9 192:20 194:3 250:7 260:17 263:9 265:18	respon 187:13 respon respon 221:11
requests 272:6 require 23:6 106:15 171:9 192:20 194:3 250:7 260:17 263:9 265:18 required 67:11	respon 187:13 respon respon 221:14 respon
requests 272:6 require 23:6 106:15 171:9 192:20 194:3 250:7 260:17 263:9 265:18 required 67:11 106:10 171:15,	respon 187:13 respon respon 221:14 respon 206:5
requests 272:6 require 23:6 106:15 171:9 192:20 194:3 250:7 260:17 263:9 265:18 required 67:11	respon 187:13 respon respon 221:14 respon

229:2 237:18, 19 249:10
250:18
requirement
105:2 106:2, 11,
12
requirements 115: <i>17</i>
requires 30:1, 6,
14 106:15, 18
151: <i>3</i> 159: <i>16</i>
166:7 249: <i>3</i>
requiring 61:5
105: <i>10</i> research 47: <i>11</i>
94:7 138: <i>16</i>
164:11 267:16
reserve 166:15
reset 81: <i>11</i>
113:21 209:17
213:9
resignation 8:1
resignations 9:7 resolution 5:17
65:5
resolve 246:10
resolved 110:2
resources 8:14
86:8 94:2
166:21 168:8
respect 80:8, 13
146:7 198:5, 8, 11 204:16
205:6
respected 146:6
respectful 204:4
respectfully
131:20
respecting
88:10
respond 51:2 <i>1</i> 141: <i>17</i> 203: <i>19</i>
responded
187: <i>13</i> 204: <i>6</i>
responding 52:4
response 24:15
221: <i>11</i>
responses
206:5 255:2, 3

responsibilities 87: <i>19</i> 95:2 <i>1</i>
responsibility 96:2 98:2
101:12
responsible 250:6
responsibly 232:21
responsive 246:20
rest 79:6 96:9 158:21 166:15 246:9 259:21 261:11 276:12
restate 34:20 189:15
restored 198:3 restrictive 30:19
rests 211:13
result 6:14 155:21 156:17 210:3
results 197:7 209: <i>11</i> 215:9
resume 85:6
resumption 152:2
retaliation 120:15
retirement 76:21
Retirements 9:6
return 70:6 83:12 87:1
136:16 137:5
138: <i>10</i> , <i>15</i> 145: <i>16</i> 151: <i>18</i>
145: <i>16</i> 151: <i>18</i> 153: <i>17</i> 154:9,
13, 16 155:5, 16 156:5 165:6
169:8 returned
136: <i>18</i> 137: <i>13</i> 166: <i>5</i>
returning 83:9,
17, 20 139:16 returns 156:11
reunite 137:14

```
review 10:21
11:13, 18, 20
21:13 23:12
35:21 47:6
49:8 61:1, 4, 6,
10, 12 108:10,
13, 20 111:1
120:9 121:6
122:4 124:9, 11,
14 125:17
126:8 132:6
151:2 232:10
254:7 269:19
274:8, 12 275:7
reviewed 18:9,
12 21:14 61:1
63:19
reviewing
108:17 190:18
274:17
reviews 61:4
108:21
revised 134:8
revisit 21:9
54:10 57:11
rewritten
131:11
rhetorical 79:18
rich 109:18
Richard 125:4
Ridge 270:18
right 23:8, 17
61:18 63:20
90:9, 11 101:8,
19 102:17
111:2 112:1
114:1 116:1, 12
120:14 131:20
135:10 165:17,
20 166:13, 14
169:10 170:9
186:18 202:14
203:17 207:12
227:18 228:12
231:10 233:12
234:14 237:12
238:7 239:4
240:3, 19 241:6,
13 244:15
248:15 251:10
```

```
261:14 264:19
270:3 272:8, 13
275:8
rights 89:12, 13
99:13 128:11,
12 129:3
rigor 218:21
245:21
rigors 246:18
rising 154:3
risk 8:13
152:15 155:19
risks 154:10
road 233:14
247:11 265:19
270:18
roadblock 107:7
roadmap
152:10 244:9
247:17
Roberts 19:20
30:21 140:14
143:3, 4, 5
145:2
robotics 147:3
robust 50:1
87:5 104:17
132:15 161:6
Rodney 2:10
role 53:8
80:10 81:4
97:15 209:3
212:8
roles 73:13
rollcall 7:1, 14
9:14 14:14
22:18 24:6
27:3 38:19
55:6 62:12, 14
182:4 195:19
199:7 273:1
276:21
rolling 115:9
roofs 241:14
rooftop 212:16
room 80:12
260:10
rooms 75:7
roughly 240:20
```

revert 154:19

routine 77:15 252:15
Rowe 2:13
9: <i>16</i> , <i>17</i> 14: <i>16</i> ,
<i>17</i> 18: <i>11</i> , <i>13</i>
21:6 23:3, 4, 17,
20 24:1, 5, 13
26:11, 12 27:4,
<i>5</i> 30: <i>12</i> , <i>13</i>
35:6 39:1, 2
44:19, 20 46:2
50:2 51: <i>1</i> , <i>15</i> ,
21 52:19 54:15
55:3, 4, 7, 8
56:16 58:17
59:4 60: <i>16</i> , <i>17</i>
61:14 62:15, 16
185: <i>14</i> 186: <i>5</i> , <i>6</i>
192:2 <i>1</i> 193:5
195:8, <i>9</i> , <i>14</i> , <i>21</i>
196: <i>1</i> 197:2, <i>4</i>
198:6, 14 199:4,
9, 10 267:20, 21
268:11, 14, 20
269:5, 9 271:3
277:1, 2
rubric 216:10,
<i>18</i> 219: <i>17</i>
221:4 223:4
228:18 245:6
rude 72:20
rude 72:20 rule 33:10
rules 17:9
19:20, 21 30:21
38:14 77:11
96: <i>1</i> 123:7
ruling 20:11
25:12, 14, 18
26:16, 17
run 101: <i>14</i>
106: <i>4</i> 114: <i>16</i>
154: <i>18</i> 214:2 <i>1</i>
227:8 233:9
239:8 243:11
270:18
running 117: <i>11</i>
Russell 2:8
Ryan 3:10
71:18, 21
,

< S > **safe** 70:10 165:6 168:21 175:*13* safely 152:19 156:*4* 169:*1* 273:8 274:5 275:12 **safety** 5:15 33:2 76:1 92:1 144:7 149:13, *19* 151:2*1* 158:13 215:19 223:10 224:6 227:11 sales 110:19 **Salmon** 173:16 sameness 218:2, 3 **samples** 193:14 197:9 198:10. 12 sanction 152:8 sanctions 54:1, satisfaction 80:11 **Saturday** 274:17 **saw** 50:13 100:5 239:17 **saying** 57:20 105:8 108:8 126:6 128:20 133:10 164:11 says 45:1 56:20 61:17 79:11 88:4, 19 109:10 119:14 183:5 264:16 scale 210:19 225:18 227:5 234:8 236:4 scenario 246:6 248:12 scenarios 210:13 233:3

schedule 163:20 175:16 scheduled 64:14 schedules 77:9 school 40:14 43:13, 14 44:7, 9, 13, 15 45:3, 5, 8, 11, 13, 19 46:10. 13 47:12 50:4 51:4 52:10 54:4 64:21 66:21 68:7 70:8 71:20 72:3, 5, 14, 15, 16 73:2, 6, 9, 18 75:5 79:3 81:20 82:6, 12 83:7, 17 86:14 87:20 88:8 91:15, 16, 19 96:18 98:3 103:16 104:1 110:18 111:18, 19 119:15 122:6, 8 125:19 127:7 130:5 131:18, 20 132:1, 15 136:17 142:13 145:8 147:8 148:6, 11, 21 151:13, 16 152:9 153:2 156:*17*, *21* 158:21 160:3, 6, *12, 14, 16* 161:7 162:8 169:8 172:16, 17 173:6 180:*13* 181:3, 12 189:19 207:16 208:13, 16 209:4 210:7 215:21 219:8, *14* 221:7 224:21 225:9 226:13 227:17 228:10 230:12 231:13 232:17

240:9 241:8, 9 244:2 246:10 247:14 248:12 250:5 260:5, 8, 16, 20, 21 261:2, 13, 14, 15, 16 262:20 263:7 264:14, 16, 21 265:2 266:16 267:4, 5 268:3, 17 269:18, 20 270:18, 20, 21 271:1, 2, 6, 8, 9 school/middle 265:2 school-based 136:21 147:20 156:20 schoolhouse 86:4 146:7 202:17 schooling 69:19 **Schools** 4:4, 6 5:14 48:2 49:*13* 66:*17* 67:4 70:2, 12 74:12 75:5, 21 76:5 81:13 83:4, 10, 14, 20 84:18 86:10 89:2 109:18 124:15 135:18 136:*12* 137:*1*, *4*, *16*, *17*, *20* 138:7, 12 140:17, 19, 20 141:4, 8 142:1 143:12 144:8, 17 147:1, 7 150:5, 8, 20 151:3, 7, 10 152:18 153:20 154:7 155:7, 10 156:1, 2, 8 159:19 163:7, *13* 164:3, 4, 6 165:*5* 166:*1* 167:6 168:15, 17 200:13 204:21 205:15,

17, 21 206:21

207:1, 16, 21 208:18 209:2, 6 210:11, 12, 17, *20* 211:2*1* 212:14, 17, 21 213:14 214:18 216:15 217:4, 16, 19 220:7, 8, 14, 17 221:2 224:4 225:3, 16, 17, 18 226:3, 17, 20 227:3, 10 230:4, 5, 10, 13, 14, 17, 18 231:2. 9, 13 232:8 233:7, 8, 13 234:20 235:5 236:1, 11, 12 237:7, 12, 21 239:3, 9 240:4, *10, 15* 241:7, *19* 242:4, 10, 19 243:1, 5, 7, 17 244:12, 13 245:7, 10, 11, 16 246:3, 7, 16 247:19 248:18, 21 249:11, 15 250:19 251:1, 15. 16 252:6 253:8 254:17 256:3 260:6 262:10 263:19 265:7, 12 266:4, 5, 7 267:11 268:12 270:5, 6, 8.13 schoolwork 257:6 scientists 154:15 **scope** 192:6, 10 193:2, 8, 18, 20 194:20 195:4 241:11 score 227:17 235:14, 16, 17 236:2 238:20, 21 242:21 262:9, 11

246:3

239:11, 15

70.10
scores 73:19
74: <i>11</i> 210: <i>3</i>
224:12 227:3,
<i>16</i> 235:8, 9
242:21 243:4
scoring 222:21
240 12 241 2
240:12 241:2
Scott 2:3 5:2,
<i>3</i> 7: <i>12</i> 9: <i>3</i> , 8,
13 10:14, 15, 17
12:2, 4, 6, 16, 19
13:12, 15, 18, 21
14:8, 13, 21
15: <i>16</i> , <i>17</i> 16: <i>3</i> ,
13.16, 17 16.5, 14 17:3, 7 18:1,
8, 15 19:4 20:8
,
21:4 23:2, 15,
<i>18</i> 24: <i>1</i> , <i>9</i> , <i>14</i>
25:8, 21 26:3,
11 07.0 20.3
11 27:2 28:3, 4,
6, 13 29:17
30:11 31:5
33:12 35:19
36:4, 13 37:16
38:4, 18 39:21
40:1, 3 42:14
40.1, 3 42.14
44:18 46:2, 6 47:1 48:19
47: <i>1</i> 48: <i>19</i>
49:1 50:13, 18
52:2, 12, 20
53:12 54:16, 20
55:5 56:6, 7, 9
58:9, 13, 18
59:8 60:15
61:14 62:4, 6,
10 63:14, 15, 17
68: <i>3</i> 71: <i>16</i>
74:20 75:2
78:2, 4, 6, 12, 15,
<i>18</i> 81: <i>15</i> , <i>18</i>
84:4, 7 87:3, 6,
9, 15 90:1, 4, 7,
<i>10, 15</i> 91: <i>3</i>
92:4, 14, 20
95:15 98:9
100:2 101:7
104:2, 6, 11, 14
108:1 111:6
100.1 111.0
113: <i>11</i> 116: <i>3</i>
119: <i>1</i> 121: <i>11</i>

124:6 127:11 130:11, 15, 20 134:9, 14, 17, 21 135:5, 14, 16, 21 140:2 162:1, 2 163:3, 5 169:3 170:6 173:10, 12 177:11 180:8, 10, 19, 21 182:2, 8 183:9, *12* 184:*16* 185:13 186:4 187:5 189:5, 9, 14 191:21 192:*18* 193:*1* 194:12 195:7, 12, 16 196:18, 19, 21 199:6 200:6, 7, 9, 19 203:5, 17, 21 204:11 205:10 253:16 257:11. 18 258:2, 10, 19 259:17, 19 260:2 262:6 264:5, 7 267:12, 19 269:11 271:15 272:7, 13, 14, 16, 21 273:13, 16 274:2, 9, 14 275:2, 8, 18 276:2, 6, 16, 20 278:1, 2, 4 **Scotts** 227:8 271:1 screaming 266:13 screen 207:8, 9 253:13 270:3 screened 67:6, 19 screening 67:13, 14, 17 screwdriver 168:3 **Scriven** 163:16 200:14 205:1, 2, 12 259:2

scrutiny 186:20 seal 279:12 **search** 123:19 **seating** 167:18 seats 231:18 237:1 **Second** 9:12 12:7 14:8 23:14 30:6 36:3 54:15 58:17 93:13 98:16 100:7, 11 154:21 173:17 174:11 180:19. 20 192:20, 21 215:7 216:2 218:17 221:7 272:19, 20 secondary 150:18 155:20 168:*14*, *18* 180:13 181:3 189:*19* seconded 24:4, 5 36:11 55:3 59:4 181:8 193:*4* 273:*4*, *15*, 16 seconding 7:2 Secondly 43:11 58:2 **seconds** 100:*3* 231:5 240:1 243:6 **Section** 30:14 40:20 44:21 46:8 93:6 109:7 119:*14* **sections** 60:18 **sector** 267:5 **SECU** 149:15, 16 secular 86:4 **secure** 224:8 security 8:13, 15, 16, 17 215:20 223:10 224:6 227:11 see 17:16 19:1

38:15 42:1 43:4 57:11, 17 61:5, 8, 13 62:9 75:6, 7 77:8 90:10 99:18 102:2 103:12 113:15 114:10 119:13 123:12, 20 129:10 139:6, 17 150:2 152:9, 12, 17 161:*1* 165:*14* 172:10, 19 174:10 176:8 185:18 186:12 189:16 193:11 194:1 200:19 213:19 223:7 224:11 227:7 229:18 230:3, 9 234:6 235:18 236:6, 13, 19 237:4 239:2, 18 242:1 243:1, 3, 10, 11 252:13 259:6 262:20, 21 264:10 265:4, 13 268:3, 12 272:11 seeing 89:10 140:17 188:12 253:1 266:5, 8 271:19 seek 153:1 191:20 seen 21:18 36:19 141:12 203:2 **SEL** 137:12 select 125:17 136:17 198:10, 12 257:1 selected 65:17 84:12 92:16, 21 108:11 109:1 120:10, 11 257:2 selection 11:3 93:1, 16

self 160:18 self-built 222:6 self-paced 159:7 160:21 **sell** 110:19, 20 **selling** 118:5, 7 semester 173:20 **Senator** 68:4, 5 **send** 70:7 117:12 165:10 **sending** 59:*14* 76:13 167:8 **senior** 149:2 154:14 206:18 207:5 **seniors** 149:5 sense 126:18 170:*18* 171:*1* 228:3 229:3 253:4 sensitive 29:13 sent 37:14 78:20 104:20 131:11 134:7 173:16 178:19 201:4 sentence 88:4 **separate** 12:*13*, *16* 13:5, 6, 8, *17* 60:3 136:11 181:17 209:7 215:16 241:9 255:18 256:7 264:21 separately 12:12 100:11 separating 13:1, 2 14:2, 3 September 197:13, 17 205:18 sequencing 242:9, 15 serious 25:7 53:11 107:7, 15 133:5 **serve** 83:4

28:19 35:10

89:20 101:12

126:16 129:4

Proceedings
served 5:8
218: <i>19</i> 222: <i>14</i>
238:14
serves 253:3
Service 117:10
Service 117: <i>10</i> 138:9 174: <i>16</i>
256:3
services 136: <i>14</i>
137: <i>19</i> 149: <i>1</i>
160:2 255:12
servicing
136:2 <i>1</i> 148: <i>17</i>
serving 100: <i>19</i>
216: <i>1</i>
Session 4:3
7:18 8:18
43:16 47:15
69:6 135:11, 15
138:3
sessions 206:8
set 29:3 45:12
99:15 101:15
107:9 108: <i>15</i> 114: <i>13</i> 116: <i>14</i>
183: <i>17</i> 184: <i>7</i>
221:21 222:21
224:15 245:6
259:10
sets 31:1 79:12
80:17
setting 28:11,
12 34:6 37:21
38:2, 5, 16
145:16 147:12,
<i>19</i> 148:6 176:8
settle 77:13
setup 222:4
seven 8:5 40:2 63:16 96:12
109:4 125:7
201:7 237:10
272:7
seven-day
165: <i>18</i> , <i>19</i>
seventh 173:21
seven-year
232:6 233:19
237:2 <i>1</i> 239:8 245:2, <i>3</i> 272:4
245:2, <i>3</i> 272:4

severity 54:9 60:20 62:1 Sexton 3:11 74:21 75:1 shaking 135:5 shame 128:20 shape 209:11 share 37:3 45:19, 20 69:5 91:1, 10, 18 92:2 98:14 101:17 104:18, 20 137:4 140:7, 11, 15, 19 141:11 145:18 155:3 158:18, 21 170:16 178:11 180:4 186:1 194:9 207:10 213:5 227:14 243:20 259:15 260:7, 8 shared 44:2 140:5 149:3 172:6 185:20, 21 186:8, 9 204:14 257:20 258:1, 16 shares 150:8 sharing 60:7 144:2 172:1, 18 259:6 shelter 82:1 sheriff's 57:1 Sherry 187:13 190:16 shift 146:11 short 20:4 188:17 236:17, 21 251:2 shortage 88:3 shortfall 246:4 shortly 215:10 shout 119:9 show 213:10 227:5 228:13 239:1 244:10 262:9	
60:20 62:1 Sexton 3:11 74:21 75:1 shaking 135:5 shame 128:20 shape 209:11 share 37:3 45:19, 20 69:5 91:1, 10, 18 92:2 98:14 101:17 104:18, 20 137:4 140:7, 11, 15, 19 141:11 145:18 155:3 158:18, 21 170:16 178:11 180:4 186:1 194:9 207:10 213:5 227:14 243:20 259:15 260:7, 8 shared 44:2 140:5 149:3 172:6 185:20, 21 186:8, 9 204:14 257:20 258:1, 16 shares 150:8 sharing 60:7 144:2 172:1, 18 259:6 shelter 82:1 sheriff's 57:1 Sherry 187:13 190:16 shift 146:11 short 20:4 188:17 236:17, 21 251:2 shortage 88:3 shortfall 246:4 shortly 215:10 shout 119:9 show 213:10 227:5 228:13 239:1 244:10	severity 54·9
Sexton 3:11 74:21 75:1 shaking 135:5 shame 128:20 shape 209:11 share 37:3 45:19, 20 69:5 91:1, 10, 18 92:2 98:14 101:17 104:18, 20 137:4 140:7, 11, 15, 19 141:11 145:18 155:3 158:18, 21 170:16 178:11 180:4 186:1 194:9 207:10 213:5 227:14 243:20 259:15 260:7, 8 shared 44:2 140:5 149:3 172:6 185:20, 21 186:8, 9 204:14 257:20 258:1, 16 shares 150:8 sharing 60:7 144:2 172:1, 18 259:6 shelter 82:1 sheriff's 57:1 Sherry 187:13 190:16 shift 146:11 short 20:4 188:17 236:17, 21 251:2 shortage 88:3 shortfall 246:4 shortly 215:10 shout 119:9 show 213:10 227:5 228:13 239:1 244:10	
74:21 75:1 shaking 135:5 shame 128:20 shape 209:11 share 37:3 45:19, 20 69:5 91:1, 10, 18 92:2 98:14 101:17 104:18, 20 137:4 140:7, 11, 15, 19 141:11 145:18 155:3 158:18, 21 170:16 178:11 180:4 186:1 194:9 207:10 213:5 227:14 243:20 259:15 260:7, 8 shared 44:2 140:5 149:3 172:6 185:20, 21 186:8, 9 204:14 257:20 258:1, 16 shares 150:8 sharing 60:7 144:2 172:1, 18 259:6 shelter 82:1 sheriff's 57:1 Sherry 187:13 190:16 shift 146:11 short 20:4 188:17 236:17, 21 251:2 shortage 88:3 shortfall 246:4 shortly 215:10 shout 119:9 show 213:10 227:5 228:13 239:1 244:10	
shaking 135:5 shame 128:20 shape 209:11 share 37:3 45:19, 20 69:5 91:1, 10, 18 92:2 98:14 101:17 104:18, 20 137:4 140:7, 11, 15, 19 141:11 145:18 155:3 158:18, 21 170:16 178:11 180:4 186:1 194:9 207:10 213:5 227:14 243:20 259:15 260:7, 8 shared 44:2 140:5 149:3 172:6 185:20, 21 186:8, 9 204:14 257:20 258:1, 16 shares 150:8 sharing 60:7 144:2 172:1, 18 259:6 shelter 82:1 sheriff's 57:1 Sherry 187:13 190:16 shift 146:11 short 20:4 188:17 236:17, 21 251:2 shortage 88:3 shortfall 246:4 shortly 215:10 shout 119:9 show 213:10 227:5 228:13 239:1 244:10	74·21 75·1
shame 128:20 shape 209:11 share 37:3 45:19, 20 69:5 91:1, 10, 18 92:2 98:14 101:17 104:18, 20 137:4 140:7, 11, 15, 19 141:11 145:18 155:3 158:18, 21 170:16 178:11 180:4 186:1 194:9 207:10 213:5 227:14 243:20 259:15 260:7, 8 shared 44:2 140:5 149:3 172:6 185:20, 21 186:8, 9 204:14 257:20 258:1, 16 shares 150:8 sharing 60:7 144:2 172:1, 18 259:6 shelter 82:1 sheriff's 57:1 Sherry 187:13 190:16 shift 146:11 short 20:4 188:17 236:17, 21 251:2 shortage 88:3 shortfall 246:4 shortly 215:10 shout 119:9 show 213:10 227:5 228:13 239:1 244:10	chaking 135.5
shape 209:11 share 37:3 45:19, 20 69:5 91:1, 10, 18 92:2 98:14 101:17 104:18, 20 137:4 140:7, 11, 15, 19 141:11 145:18 155:3 158:18, 21 170:16 178:11 180:4 186:1 194:9 207:10 213:5 227:14 243:20 259:15 260:7, 8 shared 44:2 140:5 149:3 172:6 185:20, 21 186:8, 9 204:14 257:20 258:1, 16 shares 150:8 sharing 60:7 144:2 172:1, 18 259:6 shelter 82:1 sheriff's 57:1 Sherry 187:13 190:16 shift 146:11 short 20:4 188:17 236:17, 21 251:2 shortage 88:3 shortfall 246:4 shortly 215:10 shout 119:9 show 213:10 227:5 228:13 239:1 244:10	shame 128.20
share 37:3 45:19, 20 69:5 91:1, 10, 18 92:2 98:14 101:17 104:18, 20 137:4 140:7, 11, 15, 19 141:11 145:18 155:3 158:18, 21 170:16 178:11 180:4 186:1 194:9 207:10 213:5 227:14 243:20 259:15 260:7, 8 shared 44:2 140:5 149:3 172:6 185:20, 21 186:8, 9 204:14 257:20 258:1, 16 shares 150:8 sharing 60:7 144:2 172:1, 18 259:6 shelter 82:1 sheriff's 57:1 Sherry 187:13 190:16 shift 146:11 short 20:4 188:17 236:17, 21 251:2 shortage 88:3 shortfall 246:4 shortly 215:10 shout 119:9 show 213:10 227:5 228:13 239:1 244:10	shane 209:11
45:19, 20 69:5 91:1, 10, 18 92:2 98:14 101:17 104:18, 20 137:4 140:7, 11, 15, 19 141:11 145:18 155:3 158:18, 21 170:16 178:11 180:4 186:1 194:9 207:10 213:5 227:14 243:20 259:15 260:7, 8 shared 44:2 140:5 149:3 172:6 185:20, 21 186:8, 9 204:14 257:20 258:1, 16 shares 150:8 sharing 60:7 144:2 172:1, 18 259:6 shelter 82:1 sheriff's 57:1 Sherry 187:13 190:16 shift 146:11 short 20:4 188:17 236:17, 21 251:2 shortage 88:3 shortfall 246:4 shortly 215:10 shout 119:9 show 213:10 227:5 228:13 239:1 244:10	share 37:3
91:1, 10, 18 92:2 98:14 101:17 104:18, 20 137:4 140:7, 11, 15, 19 141:11 145:18 155:3 158:18, 21 170:16 178:11 180:4 186:1 194:9 207:10 213:5 227:14 243:20 259:15 260:7, 8 shared 44:2 140:5 149:3 172:6 185:20, 21 186:8, 9 204:14 257:20 258:1, 16 shares 150:8 sharing 60:7 144:2 172:1, 18 259:6 shelter 82:1 sheriff's 57:1 Sherry 187:13 190:16 shift 146:11 short 20:4 188:17 236:17, 21 251:2 shortage 88:3 shortfall 246:4 shortly 215:10 shout 119:9 show 213:10 227:5 228:13 239:1 244:10	45·19 20 69·5
92:2 98:14 101:17 104:18, 20 137:4 140:7, 11, 15, 19 141:11 145:18 155:3 158:18, 21 170:16 178:11 180:4 186:1 194:9 207:10 213:5 227:14 243:20 259:15 260:7, 8 shared 44:2 140:5 149:3 172:6 185:20, 21 186:8, 9 204:14 257:20 258:1, 16 shares 150:8 sharing 60:7 144:2 172:1, 18 259:6 shelter 82:1 sheriff's 57:1 Sherry 187:13 190:16 shift 146:11 short 20:4 188:17 236:17, 21 251:2 shortage 88:3 shortfall 246:4 shortly 215:10 shout 119:9 show 213:10 227:5 228:13 239:1 244:10	
101:17 104:18, 20 137:4 140:7, 11, 15, 19 141:11 145:18 155:3 158:18, 21 170:16 178:11 180:4 186:1 194:9 207:10 213:5 227:14 243:20 259:15 260:7, 8 shared 44:2 140:5 149:3 172:6 185:20, 21 186:8, 9 204:14 257:20 258:1, 16 shares 150:8 sharing 60:7 144:2 172:1, 18 259:6 shelter 82:1 sheriff's 57:1 Sherry 187:13 190:16 shift 146:11 short 20:4 188:17 236:17, 21 251:2 shortage 88:3 shortfall 246:4 shortly 215:10 shout 119:9 show 213:10 227:5 228:13 239:1 244:10	
20 137:4 140:7, 11, 15, 19 141:11 145:18 155:3 158:18, 21 170:16 178:11 180:4 186:1 194:9 207:10 213:5 227:14 243:20 259:15 260:7, 8 shared 44:2 140:5 149:3 172:6 185:20, 21 186:8, 9 204:14 257:20 258:1, 16 shares 150:8 sharing 60:7 144:2 172:1, 18 259:6 shelter 82:1 sheriff's 57:1 Sherry 187:13 190:16 shift 146:11 short 20:4 188:17 236:17, 21 251:2 shortage 88:3 shortfall 246:4 shortly 215:10 shout 119:9 show 213:10 227:5 228:13 239:1 244:10	101:17 104:18
11, 15, 19 141:11 145:18 155:3 158:18, 21 170:16 178:11 180:4 186:1 194:9 207:10 213:5 227:14 243:20 259:15 260:7, 8 shared 44:2 140:5 149:3 172:6 185:20, 21 186:8, 9 204:14 257:20 258:1, 16 shares 150:8 sharing 60:7 144:2 172:1, 18 259:6 shelter 82:1 sheriff's 57:1 Sherry 187:13 190:16 shift 146:11 short 20:4 188:17 236:17, 21 251:2 shortage 88:3 shortfall 246:4 shortly 215:10 shout 119:9 show 213:10 227:5 228:13 239:1 244:10	
141:11 145:18 155:3 158:18, 21 170:16 178:11 180:4 186:1 194:9 207:10 213:5 227:14 243:20 259:15 260:7, 8 shared 44:2 140:5 149:3 172:6 185:20, 21 186:8, 9 204:14 257:20 258:1, 16 shares 150:8 sharing 60:7 144:2 172:1, 18 259:6 shelter 82:1 sheriff's 57:1 Sherry 187:13 190:16 shift 146:11 short 20:4 188:17 236:17, 21 251:2 shortage 88:3 shortfall 246:4 shortly 215:10 shout 119:9 show 213:10 227:5 228:13 239:1 244:10	
155:3 158:18, 21 170:16 178:11 180:4 186:1 194:9 207:10 213:5 227:14 243:20 259:15 260:7, 8 shared 44:2 140:5 149:3 172:6 185:20, 21 186:8, 9 204:14 257:20 258:1, 16 shares 150:8 sharing 60:7 144:2 172:1, 18 259:6 shelter 82:1 sheriff's 57:1 Sherry 187:13 190:16 shift 146:11 short 20:4 188:17 236:17, 21 251:2 shortage 88:3 shortfall 246:4 shortly 215:10 shout 119:9 show 213:10 227:5 228:13 239:1 244:10	
21 170:16 178:11 180:4 186:1 194:9 207:10 213:5 227:14 243:20 259:15 260:7, 8 shared 44:2 140:5 149:3 172:6 185:20, 21 186:8, 9 204:14 257:20 258:1, 16 shares 150:8 sharing 60:7 144:2 172:1, 18 259:6 shelter 82:1 sheriff's 57:1 Sherry 187:13 190:16 shift 146:11 short 20:4 188:17 236:17, 21 251:2 shortage 88:3 shortfall 246:4 shortly 215:10 shout 119:9 show 213:10 227:5 228:13 239:1 244:10	155:3 158: <i>18</i> .
178:11 180:4 186:1 194:9 207:10 213:5 227:14 243:20 259:15 260:7, 8 shared 44:2 140:5 149:3 172:6 185:20, 21 186:8, 9 204:14 257:20 258:1, 16 shares 150:8 sharing 60:7 144:2 172:1, 18 259:6 shelter 82:1 sheriff's 57:1 Sherry 187:13 190:16 shift 146:11 short 20:4 188:17 236:17, 21 251:2 shortage 88:3 shortfall 246:4 shortly 215:10 shout 119:9 show 213:10 227:5 228:13 239:1 244:10	
186:1 194:9 207:10 213:5 227:14 243:20 259:15 260:7, 8 shared 44:2 140:5 149:3 172:6 185:20, 21 186:8, 9 204:14 257:20 258:1, 16 shares 150:8 sharing 60:7 144:2 172:1, 18 259:6 shelter 82:1 sheriff's 57:1 Sherry 187:13 190:16 shift 146:11 short 20:4 188:17 236:17, 21 251:2 shortage 88:3 shortfall 246:4 shortly 215:10 shout 119:9 show 213:10 227:5 228:13 239:1 244:10	178:11 180:4
207:10 213:5 227:14 243:20 259:15 260:7, 8 shared 44:2 140:5 149:3 172:6 185:20, 21 186:8, 9 204:14 257:20 258:1, 16 shares 150:8 sharing 60:7 144:2 172:1, 18 259:6 shelter 82:1 sheriff's 57:1 Sherry 187:13 190:16 shift 146:11 short 20:4 188:17 236:17, 21 251:2 shortage 88:3 shortfall 246:4 shortly 215:10 shout 119:9 show 213:10 227:5 228:13 239:1 244:10	186:1 194:9
227:14 243:20 259:15 260:7, 8 shared 44:2 140:5 149:3 172:6 185:20, 21 186:8, 9 204:14 257:20 258:1, 16 shares 150:8 sharing 60:7 144:2 172:1, 18 259:6 shelter 82:1 sheriff's 57:1 Sherry 187:13 190:16 shift 146:11 short 20:4 188:17 236:17, 21 251:2 shortage 88:3 shortfall 246:4 shortly 215:10 shout 119:9 show 213:10 227:5 228:13 239:1 244:10	207:10 213:5
shared 44:2 140:5 149:3 172:6 185:20, 21 186:8, 9 204:14 257:20 258:1, 16 shares 150:8 sharing 60:7 144:2 172:1, 18 259:6 shelter 82:1 sheriff's 57:1 Sherry 187:13 190:16 shift 146:11 short 20:4 188:17 236:17, 21 251:2 shortage 88:3 shortfall 246:4 shortly 215:10 shout 119:9 show 213:10 227:5 228:13 239:1 244:10	227:14 243:20
shared 44:2 140:5 149:3 172:6 185:20, 21 186:8, 9 204:14 257:20 258:1, 16 shares 150:8 sharing 60:7 144:2 172:1, 18 259:6 shelter 82:1 sheriff's 57:1 Sherry 187:13 190:16 shift 146:11 short 20:4 188:17 236:17, 21 251:2 shortage 88:3 shortfall 246:4 shortly 215:10 shout 119:9 show 213:10 227:5 228:13 239:1 244:10	259:15 260:7.8
140:5 149:3 172:6 185:20, 21 186:8, 9 204:14 257:20 258:1, 16 shares 150:8 sharing 60:7 144:2 172:1, 18 259:6 shelter 82:1 sheriff's 57:1 Sherry 187:13 190:16 shift 146:11 short 20:4 188:17 236:17, 21 251:2 shortage 88:3 shortfall 246:4 shortly 215:10 shout 119:9 show 213:10 227:5 228:13 239:1 244:10	
172:6 185:20, 21 186:8, 9 204:14 257:20 258:1, 16 shares 150:8 sharing 60:7 144:2 172:1, 18 259:6 shelter 82:1 sheriff's 57:1 Sherry 187:13 190:16 shift 146:11 short 20:4 188:17 236:17, 21 251:2 shortage 88:3 shortfall 246:4 shortly 215:10 shout 119:9 show 213:10 227:5 228:13 239:1 244:10	140:5 149:3
21 186:8, 9 204:14 257:20 258:1, 16 shares 150:8 sharing 60:7 144:2 172:1, 18 259:6 shelter 82:1 sheriff's 57:1 Sherry 187:13 190:16 shift 146:11 short 20:4 188:17 236:17, 21 251:2 shortage 88:3 shortfall 246:4 shortly 215:10 shout 119:9 show 213:10 227:5 228:13 239:1 244:10	
204:14 257:20 258:1, 16 shares 150:8 sharing 60:7 144:2 172:1, 18 259:6 shelter 82:1 sheriff's 57:1 Sherry 187:13 190:16 shift 146:11 short 20:4 188:17 236:17, 21 251:2 shortage 88:3 shortfall 246:4 shortly 215:10 shout 119:9 show 213:10 227:5 228:13 239:1 244:10	
258:1, 16 shares 150:8 sharing 60:7 144:2 172:1, 18 259:6 shelter 82:1 sheriff's 57:1 Sherry 187:13 190:16 shift 146:11 short 20:4 188:17 236:17, 21 251:2 shortage 88:3 shortfall 246:4 shortly 215:10 shout 119:9 show 213:10 227:5 228:13 239:1 244:10	
shares 150:8 sharing 60:7 144:2 172:1, 18 259:6 shelter 82:1 sheriff's 57:1 Sherry 187:13 190:16 shift 146:11 short 20:4 188:17 236:17, 21 251:2 shortage 88:3 shortfall 246:4 shortly 215:10 shout 119:9 show 213:10 227:5 228:13 239:1 244:10	
259:6 shelter 82:1 sheriff's 57:1 Sherry 187:13 190:16 shift 146:11 short 20:4 188:17 236:17, 21 251:2 shortage 88:3 shortfall 246:4 shortly 215:10 shout 119:9 show 213:10 227:5 228:13 239:1 244:10	
259:6 shelter 82:1 sheriff's 57:1 Sherry 187:13 190:16 shift 146:11 short 20:4 188:17 236:17, 21 251:2 shortage 88:3 shortfall 246:4 shortly 215:10 shout 119:9 show 213:10 227:5 228:13 239:1 244:10	sharing 60:7
259:6 shelter 82:1 sheriff's 57:1 Sherry 187:13 190:16 shift 146:11 short 20:4 188:17 236:17, 21 251:2 shortage 88:3 shortfall 246:4 shortly 215:10 shout 119:9 show 213:10 227:5 228:13 239:1 244:10	144:2 172:1, 18
sheriff's 57:1 Sherry 187:13 190:16 shift 146:11 short 20:4 188:17 236:17, 21 251:2 shortage 88:3 shortfall 246:4 shortly 215:10 shout 119:9 show 213:10 227:5 228:13 239:1 244:10	
sheriff's 57:1 Sherry 187:13 190:16 shift 146:11 short 20:4 188:17 236:17, 21 251:2 shortage 88:3 shortfall 246:4 shortly 215:10 shout 119:9 show 213:10 227:5 228:13 239:1 244:10	shelter 82:1
190:16 shift 146:11 short 20:4 188:17 236:17, 21 251:2 shortage 88:3 shortfall 246:4 shortly 215:10 shout 119:9 show 213:10 227:5 228:13 239:1 244:10	sheriff's 57:1
190:16 shift 146:11 short 20:4 188:17 236:17, 21 251:2 shortage 88:3 shortfall 246:4 shortly 215:10 shout 119:9 show 213:10 227:5 228:13 239:1 244:10	Sherry 187:13
short 20:4 188:17 236:17, 21 251:2 shortage 88:3 shortfall 246:4 shortly 215:10 shout 119:9 show 213:10 227:5 228:13 239:1 244:10	190: <i>16</i>
188:17 236:17, 21 251:2 shortage 88:3 shortfall 246:4 shortly 215:10 shout 119:9 show 213:10 227:5 228:13 239:1 244:10	shift 146: <i>11</i>
188:17 236:17, 21 251:2 shortage 88:3 shortfall 246:4 shortly 215:10 shout 119:9 show 213:10 227:5 228:13 239:1 244:10	short 20:4
shortage88:3shortfall246:4shortly215:10shout119:9show213:10227:5228:13239:1244:10	188:17 236:17,
shortfall 246:4 shortly 215:10 shout 119:9 show 213:10 227:5 228:13 239:1 244:10	21 251:2
shortfall 246:4 shortly 215:10 shout 119:9 show 213:10 227:5 228:13 239:1 244:10	shortage 88:3
shout 119:9 show 213:10 227:5 228:13 239:1 244:10	shortfall 246:4
shout 119:9 show 213:10 227:5 228:13 239:1 244:10	shortly 215:10
show 213:10 227:5 228:13 239:1 244:10	chout 110.0
239:1 244:10	show 213:10
239:1 244:10	221:3 228:13
	239:1 244:10

showed 246:8

251:5
showing 152: <i>10</i> shown 72: <i>8</i>
225:17 235:21
223.17 233.21
239:21 270:14 shows 70:18
139: <i>13</i> , <i>16</i>
147: <i>15</i>
side 125:12
217:9 236: <i>14</i>
253:7
sided 85:2
signal 221:4
232:14 251:17
signaled 265:17
signed 134:19
135:2
significant
133:21 168:4
188: <i>1</i> 249:2 <i>1</i>
signing 72:2
150: <i>15</i>
signs 80:1
Silence 3:3 5:7,
12
silly 127:2
similar 41:9
42:3 57:10
99:19 172:16
207: <i>19</i> 208: <i>17</i> 229: <i>15</i> 231:8
229:15 231:8
251:6 268:17
Similarly 230:5
246:15
simpler 37:10
simply 26:21
45:7 69: <i>4</i>
70:21 80:6
106: <i>16</i> , <i>21</i>
131: <i>14</i> 132: <i>14</i>
single 82:16
92:12 99:8, 9
106:19 188:4
190:12, 19
191:2, 5 197:14,
16, 19 225:9
sir 50: <i>10</i> 205: <i>8</i> sit 69: <i>4</i> 100: <i>21</i>
119: <i>12</i>

site 76:1
sites 261:21
situation 162:8
165:9 239: <i>14</i>
260:6 261:5
262:4 263: <i>3</i>
situations 32: <i>3</i>
82:9 165:5
Six 150:11, 17
151: <i>4</i> , <i>13</i>
153:10 158:8
179:6 200:8
223:7 226:3
sixth 138:11
size 153:9
249: <i>16</i>
skin 71: <i>11</i>
skipped 50:9
100:8
skipping 99: <i>3</i>
sky 49: <i>17</i> 50: <i>6</i>
sledgehammer
168:2
slide 136:8
138:19 139:7,
<i>11, 15</i> 146: <i>13</i>
149: <i>6</i> , <i>21</i>
151:17 153:15
156:12 157:19
156: <i>1</i> 2 157: <i>1</i> 9 158: <i>1</i> 7 161: <i>1</i> 8
243:5 266:2
slides 144:19
262:18
slightly 240:17,
18
sloping 227:20
small 62:1
130:7 174: <i>13</i> ,
130./ 1/4.13, 14 16 176.2 0
14, 16 176:8, 9 179:14 193:10,
1/9:14 195:10,
14, 15 262:19
smaller 158:5
smartly 182: <i>18</i> smiles 75: <i>6</i>
smiles /5:6
smoothly 106:5
soak 226:16
social 11: <i>13</i>
12:21 16:19
40:7, 18 41:7,
19, 21 42:1, 17

43:1, 5 48:10,
14 49:3, 12
82:13 89:5
110:12 112:8
126:7 127: <i>13</i> , <i>15</i> 128: <i>1</i> , <i>4</i> , <i>7</i>
129:17, 19, 21
130:4, 17 131:2,
4, 8 132:19
133:10, 15, 19
134: <i>3</i> 137: <i>15</i>
145:12 150:3,
11, 17, 20 151:4, 5 152:8 153:10
5 152:8 153:10 158:15
societies 147:4
software 93:9
95:9
solicitations
255:19
soliciting 122:13 solution 214:6
solution 214:6
solutions 85:20
153: <i>14</i> 211: <i>11</i> 213: <i>18</i> 235:2
246:2 265:8
somebody
114: <i>1</i> 116: <i>18</i>
128:18 134:19
135:6
someone's
89: <i>13</i> 111: <i>16</i> Somerville
163: <i>16</i> 166: <i>18</i> ,
21 167:3, 5
169:6 171: <i>14</i> ,
17
somewhat 173:5
somos 138:3
son 175: <i>12</i> soon 182: <i>1</i>
184:9
sorry 14:20 15:2 18:1, 13
20:8 50:9, 16
62:9 78:6, 7 90:18 95:19
90:18 95:19
134: <i>14</i> 167: <i>5</i>

180:3 189:5

258:10 269:19

270:10 272:10	134:19 142:1	speech 17:21	147:9, 16 148:1,	10, 15 173:6
273:14	163:16 174:10	18:3, 7 20:16,	5, 20 149:10	218:15 239:1
sort 28:19	181:9, 10	18 21:3	152:1 157:4	247:16 252:12,
42:4 56:13	185:16 188:10	speed 68:16	166:9, 12	13, 20 253:1
171:10 208:3	189:12 190:4	spend 73:10	167:19 168:6, 9,	started 47:5
212:10 216:18	192:16 193:5	spending 72:17	21 188:10	69:6 91:12
220:13 223:5	209:20 256:9	122:9 188:7	201:17, 19	215:1 259:9
225:13, 14	258:7	198:21 249:9	202:5, 21	starting 91:17
227:2 228:7	speaker 22:13	spends 72:20	203:19 232:8	160:14 172:16
232:9 241:10	64:15 65:14	spent 76:20	251:2 <i>1</i> 275:9	235:19
246:17 248:14	87:12 92:8, 9	181:20 186:21	staffing 76:5	state 34:19
263:14	speakers 64:14	187:2 188:3, 21	172:14	46:14 66:13
sorts 211:11	65:10 160:1	217:20	stage 247:1	76:21 92:19
216:18 217:7,	203:8 233:11	spirit 34:18	stages 250:15	114:11 122:21
12 220:13, 17	speaking 22:14	spite 75:21	stake 133:5	125:3 151:1
232:3 241:18	53:8 59:18	split 250:10	stakeholder	152:8 159:12
247:5 249: <i>1</i>	60:5, 6 87:16	spoke 59:9	87:10 116:19	173:15 211:6
253:1 260:19	92:11 131:7	85:15 227:12	206:16 208:8	216:10 218:12
261:4 266:8	134:15 149:4	spoken 34:17	260:18	231:17 233:4, 5
sound 225:20	193:8 258:11	50:19 78:20	stakeholders	238:1, 8 246:9
232:12 251:21	speaks 85:16	79:2 144:4	47:17 71:17	250:16 266:20
254:8	210:20, 21	200:16	79:4 80:19	272:5 279:1,5
sounds 20:20	216:9 251:4	spokesperson	81:10 105:7	stated 34:16
127:1 252:5 source 46:14	special 17:9 76:6 95:8	59:18 60:11	134: <i>1</i> 143:9 145: <i>7</i> 154: <i>5</i>	36:6 131:2
source 40:14 sources 47:10	114:12 118:19	sponsor 147: <i>10</i> 148:2, <i>5</i>	207:17 208:4	statement 11:7 24:18 34:21
south 120:14	136:14 191:8	sports 86:3	211:20 222:16	51:16 52:19
143: <i>13</i>	219:4, 11	150:15	241:1 244:18	58:1 90:11
southeast	255:12, 16	spread 144:9	241.1 244.16	111:10, 13
143: <i>10</i> 226: <i>11</i>	256:9 263:5	152:17 153:4	stakeholder's	122:1 192:10
southwest	264:9, 18 265:1	164:12 165:11	99:8	199:3
226: <i>10</i>	specialist 53:18	168:14, 18	stand 37:21	statements
space 217:14	specific 8:4	251:6	stand 37.21 standard 216:7	11: <i>11</i> 71:9
218:10 235:12	17: <i>17</i> 19:2	spring 172:6	217:14 228:18	119:3, 5
spaces 231:20	25:4 28:20	173: <i>15</i>	229:5 232:12	states 42:20
Spanish 87:16	42:20 43:6	squarely 80:16	254:9	43:11 44:4
spanned 161:7	51:19 52:1, 5	squished 210:8	standards	124:13 131:15
Sparrows	65:1, 14 113:8	SS 279:2	45:13 50:3	244:3
260:5, 7, 20	194:19 234:20	stable 152:6	112:7 131:3, 6	static 20:7
261:10 264:8,	specifically	staff 5:16 22:1,	218:11 221:19	stating 53:20
11, 14	19:20 21:11	6 33:18 38:10	228:5 229:13	stay 148:10
speak 16: <i>1</i>	29:2 43:17	40:9, 11 45:8,	238:6 254:20	251:11
20:19 34:12	46:20 52:9	11, 13, 20 51:2,	standing 162:9	stays 111:14
57:14, 18 59:7,	53:20 57:13	10 56:16 64:6	stands 7:13	steer 52:16
11 61:18, 20	74:12 181:19	75:8 77:7	46:20	step 40:17
64:12, 19 66:3	191: <i>18</i>	84:19 85:6	Stark 79:11	83:16, 21 100:9
78:21 92:14	spectator 158:1	88:12 89:14	start 16:2	253:7
93:15 104:8, 9,	spectators	102: <i>19</i> 136:2 <i>1</i>	78:14, 16 108:7	steps 83:15
18 105:6 108:6	158:2, 7	137:8 138:7, 14	162: <i>3</i> 164: <i>5</i> , <i>14</i>	steroids 238:4
113:18 130:17		142:2, 16 146:6	170:2, 12 172:5,	

Proceedings
stick 158:10
stone 29: <i>4</i> stop 74: <i>14</i>
129:9 164:4
stopgap 222: <i>1</i> stopped 75: <i>15</i>
story 98:15 straight 247:6
strange 232:19
strategic 74:10
208:12
strategies 152:4
153:14 249:7
strength 81:7, 8
strength 81.7, 8
154: <i>4</i>
strengths
223: <i>14</i>
stress 77:4, 5,
20
stressing 217:1
stretching 217.1
166: <i>12</i>
strict 152:16
stricter 45:12
structure 99:10
101:3 238: <i>11</i>
structured
177:5 216:6
structures
179: <i>14</i>
struggling 166:4
Student 2:14
65:1, 14 72:19
73:4 84:11
85:11 89:14
93:3 95:1 99:9
105:19 120:4, 5
128:19 132:7
137:9, 10
142: <i>13</i> 146: <i>4</i>
147:2 158:2
167:14, 16
175:21 177:2,
<i>19</i> 179: <i>11</i> , <i>12</i>
202:19 218:19
223:2 233:21
students 5:15
22:5 35:16
68:20 69:2, <i>3</i>
-

```
70:4, 5, 14
72:10, 11, 13
74:8 75:4, 9, 10
77:7, 14, 21
79:5 80:7, 19
83:16 84:1, 11
85:11 86:2, 4,
10, 20 87:5
88:13 89:21
93:20 94:19
95:8, 10 96:4
97:6, 17 100:20
107:20 128:3
129:13 136:11.
13, 17, 21 137:3,
12, 15, 17
138:17 139:2, 4,
8, 11, 16 141:5,
6, 9 142:19
143:10, 15
144:13, 14, 15
145:21 146:12,
19 147:12, 17
148:3, 10, 14, 17,
18, 19 150:10,
18 151:6, 8, 13,
15 152:1, 20
153:1, 5, 11, 16,
20 154:6 155:7,
9 156:10 159:6,
8, 13, 15 160:2,
3, 4, 7, 15, 17
162:10 164:8,
13 165:4, 10
166:9 168:21
169:21 170:21
171:11, 16
174:16, 18, 19
176:11, 15, 17,
18 178:20
179:7, 16
201:20, 21
202:2 207:17
211:2, 4 216:1
219:3, 4, 5, 7
220:19 225:5,
11 231:17, 21
232:2 233:14
248:6
student's 95:11
```

studies 210:2
215:16
study 204:4
211:13, 15, 18
213:15 215:15
253:5 260:11
stuff 67:12
97:9 101:5
102:1, 2 108:15,
21 109:18
110:8, 15, 21
119: <i>14</i> 124: <i>3</i>
126:2, 11, 12
127:9 129:9
241:13 243:9,
20 252:15, 21
sub 229:8
subcategories
223:12 228:15
subject 6:5
18:21 23:8
25: <i>15</i> 45: <i>8</i> , <i>9</i> 111:2 <i>1</i> 173: <i>17</i>
111.21 173.17
174:15
subjects 45:12
submit 29:5
65:17 105:12
173: <i>1</i> 257: <i>16</i> ,
19 259:21
submitted
105:3 175:3, 8
201:6 258:16
subsequent
140: <i>11</i>
substantial
151: <i>11</i> 198: <i>21</i>
subtle 207:21
success 203:15
successes 154:4
156:9
successful
255:20
succumbed
268:7
suffered 79:7
sufficiently
16:12
suggest 180:4
suggested
45 10 40 0

suggesting 210:15 suggestions 203:10 **summary** 8:19 summer 159:2, *3* 160:7, *10* 161:2, 4, 5, 15 172:7 173:15 214:16 253:10 summit 206:16 227:7 243:12 270:19 superintendent 5:21 9:4 22:2 32:2, 13 51:11 53:9 64:5 66:6, 14 67:3, 9 68:14 73:14 84:15 88:7 96:5 97:4 107:10 111:20 119:18 120:17 129:6 140:18 141:12 143:12 173:16 259:2, 11 superintendents 120:18 157:12 supervision 201:20 supplement 191:6 **supply** 30:19 31:1 186:14 support 21:9, 15, 17 32:14 33:9 35:6, 18 38:11 42:17 59:13 68:19 84:1 94:10 97:3, 4, 5 115:6 129:6 137:7 138:17 142:2 148:*1* 156:*14*. 16 158:12 168:5 176:15 185:2, 8 194:9, *16* 214:*13*

217:10 supported 218:7 supporting 98:3 195:6 supports 94:7. 8, 15 137:12 215:18, 19 218:3, 5 supposed 88:21 99:17 100:18 101:12 103:6 112:12 115:7, 9 118:17 123:14 129:4.5 sure 34:12 42:9 50:8 67:2 93:15 94:1 97:6 99:16 110:*6*. *17* 112:16 117:17 118:15 126:10 130:8 164:18 165:3 167:10 168:18 174:7, 9 180:2, 7 188:7, 9, 10 190:21 191:12, 16 194:21 197:12 203:18 207:9 220:21 224:2 232:21 246:19 250:4, 6 275:12 **surplus** 236:18 237:6, 9, 16 239:19 **surprise** 188:21 surprised 41:5 **survey** 215:8 240:13 255:1, 2 surveyed 213:7 **surveys** 220:1 255:4 suspect 70:3 suspected 76:3 swallowed 237:11 swaps 247:5 **swaved** 68:20

45:10 48:8

switched 84:20 swore 100:20 Sydnor 3:9 68:4,5 71:16 symptoms 67:15 sync 57:4 synchronizes 272:5 synchronous 159:6 174:1,4 178:21 179:7,8,17 synchronously 159:9 system 36:20 37:1,6 43:13,14 44:7,9,13,15 45:3,5,8,11,13,19 46:11,13 50:4 51:4 52:10 64:21 70:3,8 79:9,16 81:9 86:11 87:20 88:8,15 89:15 96:19 97:5 98:4 103:16 104:1 110:19 125:20 127:7 130:3 131:18,21 132:1,15 137:11 156:17 158:10 177:21 178:1,14,16 181:12 188:8 207:16 229:8 237:7,17 240:12 241:2 242:12 250:5 265:6 systematically 244:8 systems 69:10,11 85:5 130:5 173:19 208:13,16 214:11 219:14 224:21 252:16	
159:9 system 36:20 37:1, 6 43:13, 14 44:7, 9, 13, 15 45:3, 5, 8, 11, 13, 19 46:11, 13 50:4 51:4 52:10 64:21 70:3, 8 79:9, 16 81:9 86:11 87:20 88:8, 15 89:15 96:19 97:5 98:4 103:16 104:1 110:19 125:20 127:7 130:3 131:18, 21 132:1, 15 137:11 156:17 158:10 177:21 178:1, 14, 16 181:12 188:8 207:16 229:8 237:7, 17 240:12 241:2 242:12 250:5 265:6 systematically 244:8 systems 69:10, 11 85:5 130:5 173:19 208:13, 16 214:11 219:14 224:21 229:8 244:2	swore 100:20 Sydnor 3:9 68:4, 5 71:16 symptoms 67:15 sync 57:4 synchronizes 272:5 synchronous 159:6 174:1, 4 178:21 179:7, 8, 17
	159:9 system 36:20 37:1, 6 43:13, 14 44:7, 9, 13, 15 45:3, 5, 8, 11, 13, 19 46:11, 13 50:4 51:4 52:10 64:21 70:3, 8 79:9, 16 81:9 86:11 87:20 88:8, 15 89:15 96:19 97:5 98:4 103:16 104:1 110:19 125:20 127:7 130:3 131:18, 21 132:1, 15 137:11 156:17 158:10 177:21 178:1, 14, 16 181:12 188:8 207:16 229:8 237:7, 17 240:12 241:2 242:12 250:5 265:6 systematically 244:8 systems 69:10, 11 85:5 130:5 173:19 208:13, 16 214:11 219:14 224:21 229:8 244:2

<t></t>
TABCO 3:11
75:19
tackled 40:9
tags 246:14
tailored 225:1
take 14:10
24:6 38:19
59:14 62:9, 11
66: <i>14</i> 71: <i>1</i>
106:3 121:9
158:3 160:20
186:10 195:10
186: <i>19</i> 195: <i>19</i> 199: <i>7</i> 211: <i>8</i>
214:11 231:6
214.11 231.0
240: <i>1</i> 243: <i>14</i> 247: <i>13</i> 248: <i>4</i>
247:13 248:4
249:2, 19
252:10 253:14
265:14 266:10
273:1 275:3, 15,
<i>19</i> 276:21
takeaway
155: <i>11</i>
Taken 4:3
40:10 57:21
58:2 59:20
67:21 69:8
100:15 135:11
137: <i>1</i> 147: <i>7</i>
224:1
takes 70:12
97:15 105:18
117:8 168:4
talented 79:19
talk 89:7
101: <i>1</i> 102:9
101.1 102.9
110:11 115:14,
15 125:1, 2
128: <i>10</i> 146: <i>11</i> 166: <i>18</i> 222: <i>10</i>
166:18 222:10
talked 112:4
123:21 130:10
158: <i>14</i> , <i>19</i>
175:20 222: <i>13</i>
248:9
talking 84:10
97:3 99:13
404 11 440 16

124:11 143:16

163:2 <i>0</i> , 2 <i>1</i>
164: <i>1</i> , 2 181: <i>15</i> 187:2 <i>1</i> 213: <i>4</i>
187:21 213:4
218: <i>10</i> 219: <i>1</i> , <i>3</i>
218: <i>10</i> 219: <i>1</i> , <i>3</i> 234:8 238: <i>3</i>
241:12 242:3
244:15 247:12
248:12 258:4,
12
talks 73:6 110:9 122:3
179:4
tally 244:13
target 153:5
targeted 167:7,
20 176:15
task 153:13
157:5 254:18
tasked 224:18
tanaht 115:12
taught 115:13
taxpayer 101: <i>13</i>
taxpayers
89:20 100:19
teach 77:11
88:4 202:11
teacher 89:14
148:4 167:15
174.15 176.8
174: <i>15</i> 176:8 177: <i>6</i> 179: <i>13</i>
177:6 179:13
teachers 35:16
66:16, 17, 18
67:10 79:3
85:13 88:17
91:19 97:18
103:18 105:20
107:20 112:3,
11, 12 118:5
128:4 129: <i>13</i>
128:4 129:13
137:5, 13 142:2,
<i>16</i> 147:9 148: <i>1</i>
150: <i>11</i> 177:2 <i>1</i>
178:4, 11 202:5,
9, 15 220:10
223:1 274:21
teaching 220:12
teal 139:10
team 80:4
81:7, 8 98:3 102:14 136:1
102: <i>14</i> 136: <i>1</i>
153:12 157:8

161:2*1* 184:11 212:13 217:3, 20 220:12 257:1 **TEAMS** 1:9 6:17 76:1 **Tech** 141:18 **technical** 212:*13* technology 8:15 93:19 94:6 95:9 116:7 117:14 119:9 123:*15* 145:*14* 194:2*1* 195:3 217:12 223:10 telework 202:7 tell 46:16 113:16 116:7 119:5, 10 121:16 163:12 197:5 216:16 244:2 245:19 telling 112:20 tells 142:20 231:9 252:3 template 219:*14* temporary 221:21 ten 64:13, 17 250:*1* **term** 19:*13* 98:17 126:19, 20, 21 127:1, 2 174:11 217:1 221:20 231:4 terminology 43:8 terms 17:20 20:16 21:19 36:21 126:17 143:20 144:16 185:9 195:4 210:4 222:9 225:19 239:13 247:18 251:9 261:11 271:6 test 73:19 74:11

testify 68:6

testimony 89:9 96:1 125:12 **testing** 168:8 Texas 40:14 41:9 texts 75:19 **Thank** 5:13 7:12, 15 9:2, 8, 13 10:16, 17 12:18 13:3, 20 14:8 15:*17* 19:5, 8 20:2 21:3, 4, 8 23:1, 2 25:7, 8, 20, 21 26:5, 10 27:2 29:19 30:9, 11 31:5, 7 33:11, 12 35:18, 20 36:4, 7, 13, 16 38:3, 4, 18 42:14, 16 44:18 46:2, 6, 21 47:1, 3 48:19 52:3 53:12, 14 54:20 55:5 56:8, 9 57:6, 9 58:8, 9 59:12, 13 60:15 61:14 62:14 66:7 68:1, 3, 5 71:15, 16 72:1 74:19, 20 78:1, 2, 12 81:10, 13, 15 84:2, 4 87:3, 6, 8 90:1, 4, 9, 12, 16, 19 92:3, 4, 6 95:15 98:9 101:7 104:2, 15 107:21 108:1 111:6, 9 113:*11* 116:*3* 118:2*1* 119:*1* 121:*11* 124:7 127:*11* 130:11, 13, 15 131:*1* 134:8, 9 135:16 138:21 141:14 142:16 143:5 145:2 149:9 161:18, 20, 21 162:2, 5 163:2, 3, 5, 19

Toccounigs
166:14, 16 167:4, 5 169:3, 5, 6, 14 170:11 172:2 173:8, 10, 12 175:2 177:7, 10, 11 178:3 180:6, 7, 8, 21 182:1, 2 183:7, 9, 12 184:14, 16, 18 185:12, 13 186:5, 6 187:5 189:10 191:21 192:3, 4 193:1, 7 194:11, 12, 15 195:7, 18 196:20, 21 199:4, 6 200:10 201:1 203:17 205:9 206:12 209:13 253:16 259:17, 18 260:1, 2, 4, 13 262:5, 6 264:1, 3, 5, 7 265:21 267:12, 19 269:10, 11, 13 271:3, 13, 15, 18 272:8, 15, 21 273:10, 18 274:10 275:16 276:19 278:3, 4,
8
thankful 69: <i>14</i>
156: <i>13</i>
thanking 140:3
thanking 140:3 Thanks 90:3
159: <i>11</i> 169:8
177:13 180:10
183: <i>13</i> 260: <i>14</i>
thereof 214: <i>14</i>
thick 71:11
thin 77:2
166: <i>13</i> 232: <i>19</i>
thing 21:17
30:19 100:5
109:12 110:10
112:3 116:7, 12
123:14 126:9,
<i>15</i> 128:2 <i>1</i>
166:17 168:12

188:6 191:9 225:12 232:14 238:2 248:14 251:17 265:21 **things** 31:*3* 35:15 48:6 57:*1* 60:*17* 88:3 89:3, 8, 16 94:12 96:11, 13 97:11 101:15, 16 103:9 105:4 108:17 125:13 127:7 141:10 143:17 149:6 152:*13* 166:*10* 179:20 181:20 183:1, 16 191:3, *11, 20* 215:5 220:13 223:3 229:11 247:5 248:8 250:*13* 251:10, 13 252:4, 19 260:19 think 25:4 29:10 30:18 33:19 37:1, 16 40:16, 17 41:2, *11, 14* 43:*19* 44:2 50:6 51:8. 11, 20, 21 52:20 53:2, 5 59:15 60:10, 11, 18 61:11 89:12 94:18 95:4 101:16 104:18 107:3 109:3 110:4, 10, 21 111:2 113:17, 18. 19 114:1 120:13 124:12 125:18, 19 126:20 127:3 131:*13* 161:2, 17 166:16, 19 169:13 170:20 173:1, 13 174:2 176:3, *4* 182:21 185:6 186:6

187:*4* 188:*14*,

15 189:*16* 190:3 194:2 195:2 203:3 204:17 213:20 230:11 236:8 242:6 265:5 267:8 270:7 272:2 275:15 thinking 244:18 thinks 57:20 **third** 100:8 108:18 161:3 222:12 231:7 240:20 **thirdly** 242:8 thought 24:9, 10 50:13 102:8 130:2 175:4 195:12 200:20 201:2 258:12 271:18 thoughtful 151:2*1* thousand 231:10, 20 thousands 35:10 203:2 three 8:16 12:13 13:1, 3 64:11, 15 73:9 75:5 83:21 99:21 122:3 136:13 150:3, 19 151:8, 10 158:2 202:3 210:*1* 211:*14* 212:18 214:10 215:16 216:12 220:5 226:1 240:7 241:3 242:19 243:8 251:8 252:21 253:4 three-minute 65:11 three-pillar 215:15

thriving 70:14 **throw** 183:*1* ticket 158:10 **ticketing** 158:10 tie 173:*13* **tied** 136:19 tier 173:*17* tiers 251:9 ties 126:5 **tight** 261:19 time 21:14 22:8, 15, 17, 21 29:5, 12, 13 33:9 37:14 59:14 65:11, 12 68:2 72:17, 18, 20 73:10 76:10 77:1, 13 79:10 80:9 84:14 88:10, 16 90:3 92:3 102:7, 15, 16 103:2 105:14 106:4 110:17 111:7 117:14 122:4 124:6 126:18, 19 127:11 130:12 138:12, 20 139:20 141:10 146:9 149:5 152:4 157:*15* 164:9 166:7, 11, 15, 20 168:4 177:6 178:12 185:11 188:17 203:6 204:5 207:1 208:2 209:15, 19 213:10 215:8. 15 217:21 247:6 248:2, 9 250:2 251:5, 18 259:1, 3, 4 265:10 274:5 276:5, 7, 12 timeframe 210:9 230:13 248:7, 13 255:2,

timeline 147:21 153:16 172:3 213:10 227:15 timely 30:4 31:*14* 184:*6* times 31:13 32:6, 20 34:13 66:8 71:9 83:6 85:21 201:13 timing 188:9, 11 tiny 249:20 tirelessly 137:8 **Title** 89:2 97:9 159:19 191:8 210:17, 20 245:11 titles 119:16 today 29:7 87:17 146:16 221:3 237:5 today's 221:19 228:5 238:5 245:4 **Tolson** 3:14 84:5, 6, 8 87:4, 7,8 **Tom** 3:12 78:3 tomorrow 187:16 274:13 tone 65:12 tonight 72:2 76:14 80:12, 20 81:14 89:8 96:10 104:21 105:7 106:9 131:7. *12* 136:*1* 201:17 205:14 206:10, 18 209:14 213:4 tonight's 6:14 7:8, 10 11:16 64:10 66:8 86:14 tools 93:5 94:9 top 120:8 188:*11* 225:2*1* 226:18 227:3 238:21 239:5

6

thrilled 138:*13*

thrives 95:2

243:2, *12* 270:*10*

topics 22:4	155:10, 20	Twitter 45:14	unanimous	uniqueness
32: <i>17</i> 136: <i>3</i>	162:19 168:15	51:3	29:6 30:7, 14	260: <i>12</i>
210:12	transparency	two 8:15 13:2	31:9 33:5, 15,	universal 150:6,
total 139:1	169:7 194:5	29:21 57:17	21 106:12, 16	9 175:9
165:17	259:14	58:7 68:6 73:2	unaware 182:7	universe 244:6
totally 175:21	transparent	83:18 84:1	unbecoming	University
259: <i>12</i>	112: <i>17</i> 183: <i>3</i>	85:5, 10 90:13,	276:8	149: <i>15</i> 155:2,
touch 167:17	189:2 259:9, 12	18, 20 93:6	unbiased 212:9,	18 156:21
tours 145:18	transportation	105:1 109:7	20	unknowns
Town 141:20	32:20 76:19	113:10 122:3,	unclear 29:1	152:5
257:6	137:9 153:9	12 126:16, 17	132:2	unnecessary
Towson 149:14,	travel 118:7	127:16, 17	uncomfortable	106:6
16 16	treat 103:21	136:12 137:20	154:10	upcoming
tracing 76:15	treating 264:20	139:6 152:13	understand	151:2 159: <i>1</i>
158:12 166:8,	tremendously	159:21 165:17	47:20 70:11	190:19 198:20
18 167:2, 7	80:18 239:13	168:1 183:15	100:21 154:8	update 136:2
168:11	trend 227:19, 21	191:19 194:1	170:2 176:20	145:4 146:14
tracings 158:16	trending 73:21	201:5, 21	183:15 194:4	149:7 157:20
track 169:21	trends 126:7	209:21 214:10	201:18 203:12	162:1 185:21
178:4	trick 227:1	215:4 226:1	245:14 250:2	201:8 203:4
tracking 166:6	tried 116:18	255:4, 7 262:8	254:11 257:14	207:18
170:12 177:18	233:2	270:6, 17	258:14 266:11	updated 17:9
178:1 179:19	true 58:1	276:15	274:6, 16 275:5	150: <i>1</i>
traditional	109:16 170:21	two-day-a-week	understandably	updates 146:10
173:6 263:6	222:5 233:2	69:19	142:4	173:3 188:20
tragic 142:3	279:6	two-thirds	understanding	194:7 201: <i>16</i>
training 19: <i>12</i>	trust 154:4, 12	248:20	188: <i>1</i> 201: <i>10</i>	202:20 204:7,
Transcribed	168:2 <i>1</i>	two-way 88:18	202:13 275:21	14 205:21
1:20	trying 21:5	89:1 128:16	understood	257:19, 20
transcription	110:17 173:5	129:8	166:20	updating 123:10
279:7	222:4 257:3, 14	two-year 126:21	undertaken	uploaded
transferred	275:3, 14	type 38:16	190:8	257:12
137:10	Tuesday 5:5	128:21 208:12	undue 17:12,	uploading
transfers 76:5	278:6	238:14 263:19	13 19:4, 19	258:13
transformative	tune 234:18	types 185:9	25:2	upper 138: <i>15</i>
242:3	tuning 209:19	223:16 238:19	unduly 30:18	upset 89:11
transitional	215: <i>14</i>	typical 185: <i>1</i>	Unfinished 4:4	103:8
138: <i>18</i>	turn 20:19	typically 158:1	unfortunate	upwards 227:20
transitioning	138:19 141:10	190: <i>14</i> 191:6	80:13	urge 68:18
165: <i>4</i>	143: <i>3</i> 144:2 <i>1</i>	274:20	unfortunately	urgent 187:18
translate 219:6	149:6 157: <i>15</i>		129: <i>1</i>	use 11:13
translation	161: <i>19</i> 162: <i>1</i>	< U >	unfunded	21:21 25:5
266: <i>15</i>	177: <i>1</i>	U.S 117:10	247:10	49:12 83:21
translators	turned 65:13	Uh-huh 87:9	unilateral 25:19	89:18 96:4
145:12	182:10	113:15	unilaterally	117:14 127:13
transmission	turning 21:21	ultimately 107:8	20:6, 14 24:17	130:17 132:19
150:7, 10	Tutoring 195:2	unacceptable	unique 94:11	150:6, 9 158:9
151:11, 12	274:13, 19, 21	70:13 113:6	219:11 260:5	184:20 186:2
152:18 154:2	twin 79:10	128:9	263:3, 9 265:15	210:13 219:15
	81:2			

221:3 224:19	value 114:6	29:19 33:6, 7	160:7 161:10,	223:17
228:9 232:11	142:9, 11	35:20 39:10	12 202:7	
useful 238:14	255:17 256:9	42:16 50:11, 16	203:11 215:3	< W >
252:17	values 211:2	53:14 54:18	235:4	W-2 75:18
user 46:18	225:10 242:13	55:16 57:9	virtually 6:15	W-2s 76:16
usually 108:16,	variable 218:5,	58:11, 14 59:11	69:2 79:1	wait 102:11
18 167:21	20	63:3 75:2	94:20 95:3	103:3 105:15
utilities 223:9	variables	78:18 81:18	159:10 202:11	117: <i>12</i> 119: <i>21</i>
utility 224:10	153: <i>19</i> 155: <i>13</i>	84:7 95:17	virus 68:10	120:4 187:19
utilization	164:8	96:3, 16 97:15	69:10 70:10	waited 102:10
211:18 216:8	variance 176:20	134:12, 16, 18	152:5	164:20
231:8, 15 232:1,	variations 175:1	135:3, 21	vision 73:3, 5	waiting 35:9
3 235:11	variety 47:10	177:13, 18	visit 75:5	101:21 102:5,
236:10, 15	256:10	178:3, 8, 13, 17	142: <i>1</i> 176:6	13, 20 135:7
239:7, 12	various 34:2	179:5, 15 180:7,	242:7	149: <i>14</i> 165: <i>1</i>
240: <i>19</i> 266: <i>3</i>	79:4 214:5	20 192:3 193:7	visits 140:19	188:3 204:2
271:6	251:8	196:9 199: <i>18</i>	vocal 68:21	271:7
utilize 31: <i>11</i>	vehicle 256:2	205:3, 10	voice 211:2	walk 154:18
65:4 67:11	vendors 94:10	206:18 207:5,	242:12	155:15
177:6 185:3	101:19	13 269:13, 16	volunteered	walls 220:8
utilized 231:15	ventilation	277:10	137:5	224:7
234:11 235:16,	76:18	video 22:12, 15	vote 7:1, 14	Walmart 119:6
20 236:5	venues 149:12,	view 6:13	9:14 13:10	want 16:2
T 7	18	viewing 276:10	14:10, 14 20:12	22:9 34:8, 11
< V >	verification	views 64:1	24:6, 8 25:1, 13,	45:20 46:16
vaccinated	52:10	vigorous 150:16	16 26:4 27:3	49:1, 2 52:16
169:20 170:1, 5,	verified 44:8,	violated 54:2	29:6 30:9, 15	58:5, 20 68:9
13 203:1	12 45:4 46:9,	129:2 131:6	31:9 33:5	70:10 87:17, 18
vaccination	14 51:4	violating	38:19 55:6	89:7, 16 91:13
68:12 202:20	verify 186:12	132:21 133:14	57:21 62:12, 14	93:14, 21 98:14
vaccinations 76:18 171:15	189: <i>4</i> Verizon 6: <i>19</i>	violation 40:20	89: <i>17</i> 98:2 <i>1</i> 106: <i>12</i> , <i>15</i> , <i>16</i>	99: <i>18</i> 103: <i>14</i> , <i>15</i> 109: <i>15</i> , <i>21</i>
		43: <i>10</i> , <i>18</i> 47: <i>19</i> 58: <i>6</i> 133: <i>11</i>	, ,	110:20 113:3
vaccine 170:2, 16, 19 171:10,	version 42:19 89:10	violations	117: <i>18</i> 123: <i>3</i> 182: <i>4</i> 183: <i>6</i>	110:20 113:3
11 203:2	versus 71:4	108: <i>17</i> 111: <i>4</i>	195:19 199:7	119:8 123:7
vaccines 85:12	109: <i>13</i> 136: <i>5</i>	134:6	257:9 273:1, 17	128:10 140:2,
157:4 170:3	141:2 216:17	virtual 17:10	275:3, 15, 19	13 146:14
171:3, 20	226:5 228:5	21:20 69:19	276:21 277:15	147:15 148:16
vague 23:6	229:14 246:8	70:14, 19, 20	voted 76:10	161:10, 12
44: <i>10</i> 131: <i>14</i>	vet 214:2, 5	75:9 80:21	99:6 115:6	183:5 188:14
132:16 133:7,	vetted 33:18	83:1 84:20	votes 30:14	191:17 194:8
18 134:7	210:14 212:6	85:7 87:5 91:2,	102:2 106:10	195:11 204:3, 4
valid 228:9	vetting 245:21	11 94:14 136:4	276:1	206:12 213:5
validate 179:21	Vice 2:4 5:21	139:4, 9, 11, 19	voting 6:21	220:5 221:12
228:9	9:3 10:4 11:4	141:3 142:19,	22:18 31:3	226:15 232:18
validated	13:14, 16, 19, 20	21 143:21	106:21	233:14, 16
229:15	15:6 17:5, 8	144:9, 13 146:1	vouchers 122:19	238:5 246:18
validating	18:4, 19 23:14	147:9, 12, 14, 15	vulnerable	247:16 249:6
267:14	24:7, 12, 15	148:9, 15	219:2 222:14	251:17 257:8
	26:1, 5 27:13	156:12 159:5, 7		263:16 265:1

266:1 270:9	ways 34:10	229:6, 9, 14	37:20 41:2, 13	66:15 79:6
273:15	94:11 133:16	240:11	43:1 50:6	87:10 91:14
wanted 13:4	209:21 214:9	weighting	51:12 53:3	93:11 113:1
35:5 50:8 54:6	241:4 245:18	240:16 242:19	68:11 75:17	147:20 150:3
66:10 68:6	264:21	weights 224:15	78:9 88:21	171:5 175:20
72:1 91:10, 18	wayside 86:19	225:8 242:20	91:4 94:14	182:21 188:19
92:2 95:20	weaknesses	welcome 137:2	102:17 109:6	202:11 212:1
143:7 144:9, 18	223:14	199:5 259:16	110:6 115:1, 9,	213:14 215:4
177:2 189:12	wealthy 86:11	welcomed 138:6	10 118:17	217:5, 6, 9, 17,
190:21 232:14	wearing 69:12	welfare 275:9	122:21 123:5,	18 218:12
238:2 240:20,	158:14	well 7:3 16:20	14 125:9	219:17, 18, 20
21 243:9	web 236:8	18:10 24:10	140:16 144:1	220:1, 2 221:1
wanting 186:20	website 46:19	29:1 33:18	161: <i>11</i> , <i>14</i>	222:8, 16 224:1
wants 70:7	65:20 88:2	34:12 40:4	162:18 164:7, 9	225:6, 17 226:7
79:17 143:20	198:2 236:9	42:8 44:6 45:2	165:3, 16	233:8 242:4
183:4	258:6, 12, 18	56:10 57:20	166: <i>10</i> 167: <i>7</i>	244:11 255:4
warranted 21:1	259:4, 5 269:3	63:18 68:7	168:13, 15	265:15 268:8
warrants 25:4	wedge 245:17	69:10 78:11	169:12, 13	275:11 276:2
Washington	Wednesday	81:10 89:8	172:7, 16, 18	whatsoever 99:7
48:8 138:2 <i>1</i>	174:13 175:14	93:8 99: <i>13</i>	174:6 180: <i>1</i>	wheel 223:8, 11
watch 85:12	176:1, 12 177:3,	103:21 104:6	183:2 <i>1</i> 185:2 <i>1</i>	whichever
117: <i>17</i>	<i>15</i> 179:6	106:2 130:18	186: <i>19</i> 187: <i>21</i>	92:15
watched 122:17	Wednesdays	131:17 132:1	188:4, 7, 12	white 83:2
watching 79:2	175:5 176:3, 5	144:13 148:2	197: <i>1</i> 198:2 <i>1</i>	141:5, 9 148:18
190:10	179: <i>17</i>	157:11, 13	203:3 204:2	234:12, 15
Watershed	week 64:10	158:11 159:5, 8	211:7, 9, 14, 21	whites 266:9
262:20	70:2, 6 75:16	160:3 161:9	212:8, 11 213:4,	wide 139:5, 9
way 26:12	85:10 138:14	162:6, 13	11 215:4	242:11
68: <i>15</i> 75: <i>14</i>	149: <i>4</i> 152: <i>13</i>	167:19 168:5	218:10 219:1, 2,	widespread
77:10 80:16	153:6 154:7	172:21 176:2	3 222:17	170:3
94:7 97:9	156:6 160:12,	192: <i>18</i> 198: <i>21</i>	226:19 230:9	wild 127:18, 19
98:20 128: <i>12</i>	14, 20 164:2	208:19 211:5	232:5 234:2, 3,	Williams 7:7, 9
130: <i>3</i> 151:2 <i>1</i>	174:1, 4, 8	217:18 218:10,	4, 8 235:19	9:4 66:6 71:20
154: <i>1</i> 158: <i>11</i>	178:7, 21	13 223:4	236:3 241:12	73:1 75:2
160: <i>13</i> 162:9	179:11, 13	224:10 225:3, 4,	242:2 244:15,	78:18 81:18
165: <i>1</i> , 8 173: <i>3</i>	215:8	6, 19 228:15	16 246:19	84:7, 13, 19
175:9 176:20	weekly 157:2, 6,	229:16 230:20	247:12 250:4, 6	85:6, 16 135:19,
179:2 188: <i>15</i>	12 171:19	236:12 238:13	252:21 253:6	20 139:1 143:7
211: <i>4</i> 213:2 <i>1</i>	185:21 188:20	239:16 240:2	261:7, 8, 9, 20	157:11 161:19,
216:15 217:17	194:6 201:8	241:10 247:21	262:2 266:14	21 172:5
218: <i>1</i> 222: <i>3</i>	204:7, 14	249:1, 2 250:19	267:15 275:2,	173: <i>14</i> 180: <i>3</i>
224:19 225:13	257:18, 20	271:17	14 277:15	184: <i>11</i> 185: <i>15</i> ,
227:9 228:21	weeks 75:5	wellness 215:19	west 70:19	18 194:5
235:13 236:13	76:6 91:12, 17	223:8 227:11	125:12 139:15	201:18 204:9
239:15 241:19	105:17 151:2	went 93:11	141:12, 21	205:11 207:14
242:9, 14	152:7 168: <i>1</i>	113:5 216:5	142:2, 5, 15	217:3 257:10
243:18 244:8	201:7	262:18	Western 141:18	276:18
246:10, 13	weighted	we're 13:1, 2	we've 21:18	willingness
248:16 250:11	102:10 216:18	14:2 28:7	37:16 47:5	144:16
271:7 279:10		29:13 34:1	54:7 63:19	

wind 230:21	256:4, 17, 18, 21	yardstick	15 164:5, 18
window 105:10	257:4 261:20	217:16	165:2, <i>16</i>
wise 112:2	worked 100:12	Yeah 12:10	166: <i>15</i> , <i>16</i>
wishing 64:11	123:2 137:8	13:3 20:10	167: <i>4</i> 170: <i>11</i>
witness 279:12	145:11 209:3	25:10 26:12	172:18 202:2
witnessed	217:2 220:4	40:7 62:6	zero 239:5
82:11 88:11	256:19	78:10 91:6	zone 70:19, 21
witnessing	workers 137:16	97: <i>11</i> 104: <i>4</i>	83:17 139:14,
98: <i>15</i> 140: <i>20</i>	138:9 145:12	115:15 122:18	15 140:18
woman 187: <i>13</i>	working 69:20	135:7 182:6	141:13, 21
wonder 85:17	75:18 91:20	187:7 273:16	142:2, 6, 15
Wonderful	102:4 144:17	year 73:19	143:11, 12, 17
172:2	153:18 156:16	77:4 78:5, 19	
wondering	168:10 172:7	79:2, 15 81:19	
108:12 131:18	182:18 203:1	84:14, 18	
266:9	207:10 208:16	122:10 138:13	
Woodlawn	209:1, 8 214:19	147:8 158:21	
141:19 160:6	216:1 217:21	159:11, 15, 16	
words 81:6	219:19, 20	160:1, 12, 14, 16	
89:18 229:20	226:9 229:10	161:1, 3, 7, 8	
231:10	244:2 250:4	172:16, 21	
work 28:18	267:15, 18	173:6 184:1	
40:12 42:19	works 168:1	188:5, 13	
47:6 48:13, 15,	183: <i>16</i> 236: <i>13</i>	190:19 191:2	
17 66:8 68:14	workshops	197:18, 20	
75:11, 14 76:1	138: <i>1</i>	232:17, 19	
77:6, 12 80:5	world 79:6	237:6 248:1	
81:1, 12 89:3	115:8 223:21	249:8, 18	
98:3 102:3	worried 89:4	years 32:7	
105:13, 21	273:9 274: <i>4</i>	94:5, 6 126:19	
106:7, 14, 17	worry 36:18	138:18 172:17	
107:17 129:7	96:2 <i>1</i>	183:15 209:12	
133:3 136:20	worst 226:5	237:10 238:13	
143:18 149:17	woven 223:17	248:4, 7, 13	
153:12 156:19	wraparound	254:13 272:7	
157:1, 8 160:18,	137:19	yellow 235:19	
21 163:8, 11, 17	write 113:18	266:5	
167:2 168:3	writing 23:20	yellows 266:6, 8	
169: <i>15</i> 176:9,	30:20 260:1	yesterday	
11 179:10	written 26:13	64: <i>11</i> 138:6	
182:18 185:1, 4	28:10 30:1	154:21 173:15	
190:7 192:15	133:7	174:3	
193:16 202:16	wrong 59:9	yields 228:20	
207:15 208:13	120:13 126:10	York 83:6	
212:1, 10, 13	238:7	younger 170:4	
212.1, 10, 13 213:13 214:2, 3,	wrote 83:6	jounger 170.7	
16 217:15, 20	127:16	< Z >	
224:20 225:6	127.10	Zarchin 149:7,	
232:9 243:17	< Y >	8, 9 158:14, 19	
249:6 254:10	\ 1 \/	162:13 163:6, 8,	
447.0 434.10		102.13 103.0, 0,	I