1	BOARD OF EDUCATION
2	BALTIMORE COUNTY
3	
4	
5	
6	
7	PUBLIC WORK SESSION OF THE
8	BOARD OF EDUCATION
9	REMOTE VIA BCPS LIVESTREAM
10	AND MICROSOFT TEAMS
11	
12	OCTOBER 27, 2020
13	
14	
15	
16	
17	
18	
19	
20	Transcribed by:
21	Paul A. Gasparotti

	Page 2		Page 4
1		1	INDEX (Continued)
2		2	Public Comments on Board Policy 8250
3	Kathleen S. Causey, Board Chair	3	Dayana Bergman
4	_	4	Bash Pharoan
5		5	New Business, Action Taken in Closed Session .64
6	Erin R. Hager	6	Report on School Climate and Safety 67
7		7	Report on Reading
8	Lisa A. Mack	8	Report - Update on Water Sampling 173
9	Rodney R. McMillion	9	Report - Update on Reopening of Schools 206
10	John H. Offerman, Jr.	10	Board Committee Updates (Postponed) 306
11	Cheryl E. Pasteur	11	Board Member Comments (Postponed) 306
12		12	Information - SAEAC Meeting Minutes of
13		13	September 28, 2020 306
14	Joshua Muhumuza, Student Member	14	Agenda Setting 306
15	,	15	Announcements309
16		16	Adjournment
17		17	·
18		18	
19		19	
20		20	
21		21	
	Page 3		Page 5
1	INDEX	1	PROCEEDINGS
2	Call to Order 5	2	CHAIRMAN CAUSEY: Good evening. I now
3	Pledge of Allegiance/Moment of Silence 5	3	call to order the Board of Education meeting of
4	Consideration of the Agenda7	4	Tuesday, October 27th, 2020. I invite you to
5	New Business, Personnel Matters 8	5	rise and recite the Pledge of Allegiance along
6	New Business, Administrative Appointments16	6	with our Student Member of the Board
7	Report on Board Policy 8250	7	Mr. Muhumuza. We will then have a moment of
8	Public Comments	8	silence in recognition of those who have served
9	TABCO, Cindy Sexton	9	education in Baltimore County, and this evening
10	NAACP, Ray Mosley	10	we will especially remember our former board
11	111111111111111111111111111111111111111	- 0	
12	GTCAC, Julie Miller-Breetz	11	member, Mr. Roger Hayden, who passed away a year
	GTCAC, Julie Miller-Breetz		member, Mr. Roger Hayden, who passed away a year ago. Mr. Muhumuza?
13	GTCAC, Julie Miller-Breetz	11	
13 14	GTCAC, Julie Miller-Breetz	11 12	ago. Mr. Muhumuza?
	GTCAC, Julie Miller-Breetz	11 12 13	ago. Mr. Muhumuza? MR. MUHUMUZA: Thank you.
14	GTCAC, Julie Miller-Breetz	11 12 13 14	ago. Mr. Muhumuza? MR. MUHUMUZA: Thank you. (Pledge of Allegiance answer and moment
14 15	GTCAC, Julie Miller-Breetz. .29 Bash Pharoan. .33 Dayana Bergman. .35 Allison Stuart. .38 Sharon Saroff .41 Carol Shulman .43	11 12 13 14 15	ago. Mr. Muhumuza? MR. MUHUMUZA: Thank you. (Pledge of Allegiance answer and moment of silence.) MR. OFFERMAN: Mr. Offerman, here. CHAIRMAN CAUSEY: Yes, Mr. Offerman,
14 15 16	GTCAC, Julie Miller-Breetz	11 12 13 14 15	ago. Mr. Muhumuza? MR. MUHUMUZA: Thank you. (Pledge of Allegiance answer and moment of silence.) MR. OFFERMAN: Mr. Offerman, here.
14 15 16 17	GTCAC, Julie Miller-Breetz29 Bash Pharoan33 Dayana Bergman35 Allison Stuart38 Sharon Saroff41 Carol Shulman43 Tricia Lane-Forster46	11 12 13 14 15 16 17	ago. Mr. Muhumuza? MR. MUHUMUZA: Thank you. (Pledge of Allegiance answer and moment of silence.) MR. OFFERMAN: Mr. Offerman, here. CHAIRMAN CAUSEY: Yes, Mr. Offerman,
14 15 16 17	GTCAC, Julie Miller-Breetz	11 12 13 14 15 16 17 18 19	ago. Mr. Muhumuza? MR. MUHUMUZA: Thank you. (Pledge of Allegiance answer and moment of silence.) MR. OFFERMAN: Mr. Offerman, here. CHAIRMAN CAUSEY: Yes, Mr. Offerman, thank you for joining us.

PIO	ceedings		Daitimore County Board of Education Meeting
1	Page 6 operations, Baltimore County Public Schools and	1	Page 8 closed session pursuant to the Open Meetings Act
2	offices are currently closed to the public except	2	for the following reasons: To, one, discuss the
3	for essential personnel in order to maintain the	3	appointment, employment, assignment, promotions,
4	health of our students and staff. In accordance	4	disciplines, demotions, compensation, removal,
5	with the Board of Education's amended resolution	5	resignation or performance evaluation of
6	approved at the October 13th, 2020 board meeting,	6	_
7		7	appointees, employees or officials over whom it
	in the event of a medical or health emergency		has jurisdiction, or any other personnel matter
8	related to COVID-19, the board chair in	8	that affects one or more specific individuals;
9	consultation with the vice chair and the	9	seven, consult with counsel to obtain legal
10	superintendent, may declare that a board meeting	10	advice; and nine, to conduct collective
11	or a board committee meeting be held remotely in	11	bargaining negotiations or consider matters that
12	its entirety without the physical presence of	12	relate to negotiations. The minutes of the
13	board members or in a hybrid manner with only	13	closed session and informational summary can be
14	some individual board members participating	14	found on our website at
15	remotely, subject to the establishment of a	15	bcps.org/board/informational/summaries.html.
16	mechanism that would allow each board member the	16	The next item on the agenda is new
17	opportunity to fully participate in the meeting	17	business, personnel matters, and for that we call
18	despite not being physically present, and that	18	on Ms. Lowry.
19	would allow the public to also remotely attend	19	MS. LOWRY: Good evening, Chairwoman
20	those portions of the meetings that are open	20	Causey, Vice Chairwoman Henn, Superintendent
21	pursuant to the Open Meetings Act by being able	21	Williams and members of the Board. I would like
	Page 7		Page 9
1	to listen and/or view those portions of the	1	the Board's consent for the following personnel
2	meeting.	2	matters: Retirements.
3	As a result, tonight's Board of	3	CHAIRMAN CAUSEY: May I have a motion to
4	Education meeting is being held virtually and	4	approve the personnel matter, retirements, as
5	broadcasted through Livestream on the BCPS	5	presented in Exhibit D-1?
6	website or on BCPS TV, Comcast Xfinity channel 73	6	
7			MS. MACK: So moved, Mack.
8	or Verizon FiOS channel 34. In order to	7	MR. KUEHN: Second, Kuehn.
Ŭ	efficiently conduct this meeting all voting items		
9	efficiently conduct this meeting all voting items this evening will be done by rollcall vote.	7	MR. KUEHN: Second, Kuehn. CHAIRMAN CAUSEY: Thank you. Is there any discussion? May I have a rollcall vote?
	efficiently conduct this meeting all voting items	7	MR. KUEHN: Second, Kuehn. CHAIRMAN CAUSEY: Thank you. Is there
9	efficiently conduct this meeting all voting items this evening will be done by rollcall vote. Board members will say their names before making and seconding a motion as applicable, as well as	7 8 9	MR. KUEHN: Second, Kuehn. CHAIRMAN CAUSEY: Thank you. Is there any discussion? May I have a rollcall vote?
9 10	efficiently conduct this meeting all voting items this evening will be done by rollcall vote. Board members will say their names before making	7 8 9 10	MR. KUEHN: Second, Kuehn. CHAIRMAN CAUSEY: Thank you. Is there any discussion? May I have a rollcall vote? MS. GOVER: Dr. Hager?
9 10 11	efficiently conduct this meeting all voting items this evening will be done by rollcall vote. Board members will say their names before making and seconding a motion as applicable, as well as	7 8 9 10	MR. KUEHN: Second, Kuehn. CHAIRMAN CAUSEY: Thank you. Is there any discussion? May I have a rollcall vote? MS. GOVER: Dr. Hager? DR. HAGER: Yes.
9 10 11 12	efficiently conduct this meeting all voting items this evening will be done by rollcall vote. Board members will say their names before making and seconding a motion as applicable, as well as when requesting discussion on an agenda item.	7 8 9 10 11	MR. KUEHN: Second, Kuehn. CHAIRMAN CAUSEY: Thank you. Is there any discussion? May I have a rollcall vote? MS. GOVER: Dr. Hager? DR. HAGER: Yes. MS. GOVER: Mr. Kuehn?
9 10 11 12 13	efficiently conduct this meeting all voting items this evening will be done by rollcall vote. Board members will say their names before making and seconding a motion as applicable, as well as when requesting discussion on an agenda item. The first item on the agenda is	7 8 9 10 11 12 13	MR. KUEHN: Second, Kuehn. CHAIRMAN CAUSEY: Thank you. Is there any discussion? May I have a rollcall vote? MS. GOVER: Dr. Hager? DR. HAGER: Yes. MS. GOVER: Mr. Kuehn? MR. KUEHN: Yes.
9 10 11 12 13 14	efficiently conduct this meeting all voting items this evening will be done by rollcall vote. Board members will say their names before making and seconding a motion as applicable, as well as when requesting discussion on an agenda item. The first item on the agenda is consideration of the October 27th agenda.	7 8 9 10 11 12 13	MR. KUEHN: Second, Kuehn. CHAIRMAN CAUSEY: Thank you. Is there any discussion? May I have a rollcall vote? MS. GOVER: Dr. Hager? DR. HAGER: Yes. MS. GOVER: Mr. Kuehn? MR. KUEHN: Yes. MS. GOVER: Ms. Pasteur?
9 10 11 12 13 14 15	efficiently conduct this meeting all voting items this evening will be done by rollcall vote. Board members will say their names before making and seconding a motion as applicable, as well as when requesting discussion on an agenda item. The first item on the agenda is consideration of the October 27th agenda. Dr. Williams, are there any additions or changes	7 8 9 10 11 12 13 14 15	MR. KUEHN: Second, Kuehn. CHAIRMAN CAUSEY: Thank you. Is there any discussion? May I have a rollcall vote? MS. GOVER: Dr. Hager? DR. HAGER: Yes. MS. GOVER: Mr. Kuehn? MR. KUEHN: Yes. MS. GOVER: Ms. Pasteur? MS. PASTEUR: Yes.
9 10 11 12 13 14 15	efficiently conduct this meeting all voting items this evening will be done by rollcall vote. Board members will say their names before making and seconding a motion as applicable, as well as when requesting discussion on an agenda item. The first item on the agenda is consideration of the October 27th agenda. Dr. Williams, are there any additions or changes to tonight's agenda?	7 8 9 10 11 12 13 14 15	MR. KUEHN: Second, Kuehn. CHAIRMAN CAUSEY: Thank you. Is there any discussion? May I have a rollcall vote? MS. GOVER: Dr. Hager? DR. HAGER: Yes. MS. GOVER: Mr. Kuehn? MR. KUEHN: Yes. MS. GOVER: Ms. Pasteur? MS. PASTEUR: Yes. MS. GOVER: Mr. Offerman?
9 10 11 12 13 14 15 16	efficiently conduct this meeting all voting items this evening will be done by rollcall vote. Board members will say their names before making and seconding a motion as applicable, as well as when requesting discussion on an agenda item. The first item on the agenda is consideration of the October 27th agenda. Dr. Williams, are there any additions or changes to tonight's agenda? DR. WILLIAMS: I am unaware of any	7 8 9 10 11 12 13 14 15 16	MR. KUEHN: Second, Kuehn. CHAIRMAN CAUSEY: Thank you. Is there any discussion? May I have a rollcall vote? MS. GOVER: Dr. Hager? DR. HAGER: Yes. MS. GOVER: Mr. Kuehn? MR. KUEHN: Yes. MS. GOVER: Ms. Pasteur? MS. PASTEUR: Yes. MS. GOVER: Mr. Offerman? MR. OFFERMAN: Yes.
9 10 11 12 13 14 15 16 17	efficiently conduct this meeting all voting items this evening will be done by rollcall vote. Board members will say their names before making and seconding a motion as applicable, as well as when requesting discussion on an agenda item. The first item on the agenda is consideration of the October 27th agenda. Dr. Williams, are there any additions or changes to tonight's agenda? DR. WILLIAMS: I am unaware of any additions or changes to tonight's agenda.	7 8 9 10 11 12 13 14 15 16 17	MR. KUEHN: Second, Kuehn. CHAIRMAN CAUSEY: Thank you. Is there any discussion? May I have a rollcall vote? MS. GOVER: Dr. Hager? DR. HAGER: Yes. MS. GOVER: Mr. Kuehn? MR. KUEHN: Yes. MS. GOVER: Ms. Pasteur? MS. PASTEUR: Yes. MS. GOVER: Mr. Offerman? MR. OFFERMAN: Yes. MS. GOVER: Mr. Muhumuza?
9 10 11 12 13 14 15 16 17 18	efficiently conduct this meeting all voting items this evening will be done by rollcall vote. Board members will say their names before making and seconding a motion as applicable, as well as when requesting discussion on an agenda item. The first item on the agenda is consideration of the October 27th agenda. Dr. Williams, are there any additions or changes to tonight's agenda? DR. WILLIAMS: I am unaware of any additions or changes to tonight's agenda. CHAIRMAN CAUSEY: The agenda stands as	7 8 9 10 11 12 13 14 15 16 17 18	MR. KUEHN: Second, Kuehn. CHAIRMAN CAUSEY: Thank you. Is there any discussion? May I have a rollcall vote? MS. GOVER: Dr. Hager? DR. HAGER: Yes. MS. GOVER: Mr. Kuehn? MR. KUEHN: Yes. MS. GOVER: Ms. Pasteur? MS. PASTEUR: Yes. MS. GOVER: Mr. Offerman? MR. OFFERMAN: Yes. MS. GOVER: Mr. Muhumuza? MR. MUHUMUZA: Yes.

Pro	ceedings		Baltimore County Board of Education Meeting
1	Page 10	1	Page 12
2	MS. GOVER: Ms. Causey? CHAIRMAN CAUSEY: Abstain.	2	MR. MCMILLION: Yes. MS. GOVER: Ms. Mack?
3	MS. GOVER: Ms. Jose?	3	MS. MACK: Yes.
4	MS. JOSE: Abstain.	4	MS. GOVER: Ms. Scott?
5		5	
6	MS. GOVER: Mr. McMillion?	6	MS. SCOTT: Yes.
7	MR. MCMILLION: Yes.	7	MS. GOVER: Ms. Rowe?
	MS. GOVER: Ms. Mack?	8	MS. ROWE: Yes.
8	MS. MACK: Yes.	9	MS. GOVER: Thank you.
	MS. GOVER: Ms. Scott?		CHAIRMAN CAUSEY: Thank you, the motion
10	MS. SCOTT: Yes.	10	carries. Ms. Lowry?
11	MS. GOVER: Ms. Rowe?	11	MS. LOWRY: Thank you. The next items
12	MS. ROWE: Yes.	12	are Ethics Review Panel member appointments,
13	MS. GOVER: Thank you.	13	deceased recognition of service, and certificated
14	CHAIRMAN CAUSEY: Thank you, the motion	14	appointments.
15	carries. Ms. Lowry, the next item?	15	VICE CHAIR HENN: Madam Chair, may we
16	MS. LOWRY: Resignations.	16	separate the Ethics Review Panel member
17	CHAIRMAN CAUSEY: Board members, do I	17	appointments?
18	have a motion to approve the resignations as	18	CHAIRMAN CAUSEY: Yes, we can. So may I
19	presented in Exhibit D-2?	19	have, board members, may I have a motion to
20	MS. MACK: So moved, Mack.	20	accept the personnel matters as presented in
21	CHAIRMAN CAUSEY: Is there a second?	21	Items D-4 and D-5?
1	Page 11 MR. KUEHN: Second, Kuehn.	1	Page 13 MS. MACK: So moved, Mack.
2	CHAIRMAN CAUSEY: Thank you. Is there	2	VICE CHAIR HENN: Second, Henn.
3	any discussion? Hearing none, may I have a	3	CHAIRMAN CAUSEY: Is there any
4	rollcall vote please?	4	discussion? May I have a rollcall vote please.
5	MS. GOVER: Dr. Hager?	5	•
6	DR. HAGER: Yes.	6	MS. GOVER: Dr. Hager? DR. HAGER: Yes.
7	MS. GOVER: Mr. Kuehn?	7	MS. GOVER: Mr. Kuehn?
8	MR. KUEHN: Yes.	8	MR. KUEHN: Yes.
9	MS. GOVER: Ms. Pasteur?	9	MS. GOVER: Ms. Pasteur?
10	MS. PASTEUR: Yes.	10	MS. PASTEUR: Yes.
11	MS. GOVER: Mr. Offerman?	11	MS. GOVER: Mr. Offerman?
12	MR. OFFERMAN: Yes.	12	MR. OFFERMAN: Yes.
13	MS. GOVER: Mr. Muhumuza?	13	MS. GOVER: Mr. Muhumuza?
14	MR. MUHUMUZA: Yes.	14	
15	MS. GOVER: Ms. Henn?	15	MR. MUHUMUZA: Yes.
16	VICE CHAIR HENN: Yes.	16	MS. GOVER: Ms. Henn? VICE CHAIR HENN: Yes.
17		17	
18	MS. GOVER: Ms. Causey? CHAIRMAN CAUSEY: Abstain.	18	MS. GOVER: Ms. Causey?
19	MS. GOVER: Ms. Jose?	19	CHAIRMAN CAUSEY: Yes.
20	MS. JOSE: Yes.	20	MS. GOVER: Ms. Jose?
21		21	MS. JOSE: Yes.
	MS. GOVER: Mr. McMillion?		MS. GOVER: Mr. McMillion?

PIO	ceedings		Baltimore County Board of Education Meeting
1	Page 14 MR. MCMILLION: Yes.	1	Page 16 MS. GOVER: Mr. McMillion?
2	MS. GOVER: Ms. Mack?	2	MR. MCMILLION: Yes.
3	MS. MACK: Yes.	3	MS. GOVER: Ms. Mack?
4	MS. GOVER: Ms. Scott?	4	MS. MACK: Yes.
5	MS. SCOTT: Yes.	5	MS. GOVER: Ms. Scott?
6	MS. GOVER: Ms. Rowe?	6	
7		7	MS. SCOTT: Yes.
	MS. ROWE: Yes.		MS. GOVER: Ms. Rowe?
8	MS. GOVER: Thank you.	8	MS. ROWE: Yes.
9	CHAIRMAN CAUSEY: And Ms. Lowry, do you	9	MS. GOVER: Thank you.
10	want to present the last item?	10	CHAIRMAN CAUSEY: Thank you, the motion
11	MS. LOWRY: Yes, it's the Ethics Review	11	carries.
12	Panel member appointments.	12	The next item on the agenda is Item E,
13	CHAIRMAN CAUSEY: Is there discussion,	13	administrative appointments.
14		14	DR. WILLIAMS: So good evening,
15	VICE CHAIR HENN: No. Thank you, Madam	15	everyone. Madam Chair and members of the
16	Chair.	16	Board
17	CHAIRMAN CAUSEY: Okay. May I have a	17	CHAIRMAN CAUSEY: Excuse me,
18	motion to accept the personnel matters as	18	Dr. Williams. No, I'm sorry, go right ahead.
19	presented in Exhibit D-3, the Ethics Review Panel	19	DR. WILLIAMS: So good evening everyone.
20	member appointments?	20	Madam Chair and members of the Board, I would
21	MS. MACK: So moved, Mack.	21	like to bring forth for your approval the
	Page 15		Page 17
1	MR. KUEHN: So moved.	1	following administrative appointment: Director
2	MS. MACK: Second, Mack.	2	in the Office of Special Education.
3	CHAIRMAN CAUSEY: Is there any	3	CHAIRMAN CAUSEY: Board members, do I
4	discussion? Hearing none, can we have a rollcall	4	have a motion to accept the Item E-1,
5	vote?	5	administrative appointment?
6	MS. GOVER: Dr. Hager?	6	MR. OFFERMAN: So moved, Offerman.
7	DR. HAGER: Yes.	7	MS. MACK: Second, Mack.
8	MS. GOVER: Mr. Kuehn?	8	CHAIRMAN CAUSEY: Is there any
9	MR. KUEHN: Yes.	9	discussion? Hearing none, may I have a rollcall
10	MS. GOVER: Ms. Pasteur?	10	vote?
11	MS. PASTEUR: Yes.	11	MS. GOVER: Dr. Hager?
12	MS. GOVER: Mr. Offerman?	12	DR. HAGER: Yes.
13	MR. OFFERMAN: Yes.	13	MS. GOVER: Mr. Kuehn?
14	MS. GOVER: Mr. Muhumuza?	14	MR. KUEHN: Yes.
15	MR. MUHUMUZA: Yes.	15	MS. GOVER: Ms. Pasteur?
16	MS. GOVER: Ms. Henn?	16	MS. PASTEUR: Yes.
17	VICE CHAIR HENN: Abstain.	17	MS. GOVER: Mr. Offerman?
18	MS. GOVER: Ms. Causey?	18	MR. OFFERMAN: Yes.
19	CHAIRMAN CAUSEY: Yes.	19	MS. GOVER: Mr. Muhumuza?
20	MS. GOVER: Ms. Jose?	20	MR. MUHUMUZA: Yes. Can somebody mute?
21	MS. JOSE: Yes.	21	MS. GOVER: Ms. Henn?

Pro	ceedings		Baltimore County Board of Education Meeting
	Page 18	_	Page 20
1	VICE CHAIR HENN: Yes. Point of order,	1	County Public Schools, I usually start there, so
2	can someone please go on mute? There's a lot of	2	welcome.
3	background noise.	3	CHAIRMAN CAUSEY: Congratulations and
4	CHAIRMAN CAUSEY: Thank you for that.	4	welcome. It's a very important position and
5	MS. GOVER: Ms. Henn?	5	we're grateful that we have a new member of the
6	VICE CHAIR HENN: Yes.	6	team in that role.
7	MS. GOVER: Ms. Causey?	7	So the next item on the agenda is the
8	CHAIRMAN CAUSEY: Yes.	8	report on policy, Item F.
9	MS. GOVER: Ms. Jose?	9	Members of the Board, the policy review
10	MS. JOSE: Yes.	10	committee asks that the Board accept its report
11	MS. GOVER: Mr. McMillion?	11	of the committee's approved proposed changes to
12	MR. MCMILLION: Yes.	12	the following board policy: Policy 8250, Board
13	MS. GOVER: Ms. Mack?	13	Member Responsibility. These recommendations are
14	MS. MACK: Yes.	14	presented to you on tonight's agenda as Exhibit F
15	MS. GOVER: Ms. Scott?	15	and are brought to you as first reader.
16	MS. SCOTT: Yes.	16	Do I have a motion to accept the
17	MS. GOVER: Ms. Rowe?	17	recommendation of the Board's policy review
18	MS. ROWE: Yes.	18	committee?
19	MS. GOVER: Thank you.	19	MS. ROWE: So moved, Rowe.
20	CHAIRMAN CAUSEY: The motion carries.	20	CHAIRMAN CAUSEY: Thank you. No second
21	Dr. Williams?	21	is needed because the recommendation comes from
	Page 19		Page 21
1	DR. WILLIAMS: Yes, thank you. Our	1	the committee. Is there any discussion? Hearing
2	appointed candidate is Jalima Alicea, position	2	none, may I have a rollcall vote to move this to
3	Director, Office of Special Education. Currently	3	second reader?
4	she is the director of specialized learning in	4	MS. GOVER: Dr. Hager?
5	Baltimore City Public Schools, actually she has	5	DR. HAGER: Yes.
6	over 11 years of service to Baltimore City Public	6	MS. GOVER: Mr. Kuehn?
7	Schools. Prior to the current position that	7	MR. KUEHN: Yes.
8	she's in, she was the coordinator of specialized	8	MS. GOVER: Ms. Pasteur?
9	instruction, special ed liaison and educational	9	MS. PASTEUR: Yes.
10	specialist. Prior to her experience in Baltimore	10	MS. GOVER: Mr. Offerman?
11	City Public Schools she served as a training and	11	MR. OFFERMAN: Yes.
12	technical assistant specialist in the Office of	12	MS. GOVER: Mr. Muhumuza?
13	the State Superintendent of Education, Department	13	MR. MUHUMUZA: Yes.
14	of Education in the District of Columbia. She	14	MS. GOVER: Ms. Henn?
15	also served as the deputy director of special ed,	15	VICE CHAIR HENN: Yes.
16	Friendship Public Charter School, special	16	MS. GOVER: Ms. Causey?
17	education coordinator at Friendship Public	17	CHAIRMAN CAUSEY: Yes.
18	Charter Scholl, and a total of five years at	18	MS. GOVER: Ms. Jose?
19	Gilmore Elementary as a teacher and as an	19	MS. JOSE: Yes.
20	assistant coordinator, all in special education.	20	MS. GOVER: Mr. McMillion?
21	Congratulations, and she is new to Baltimore	21	MR. MCMILLION: Yes.

Page 22 Page 24 1 MS. GOVER: Ms. Mack? matters or is commenting on matters not related 2 MS. MACK: Yes. to public education in Baltimore County. If not 3 MS. GOVER: Ms. Scott? selected, the public may always submit their MS. SCOTT: Yes. comments to the board members via email at 5 MS. GOVER: Ms. Rowe? boe@bcps.org. For more information, it is 6 MS. ROWE: Yes. provided on our Board's website at 7 MS. GOVER: Thank you. www.bcps.org/board/participation. I now will 8 CHAIRMAN CAUSEY: Thank you, the motion call on our stakeholder groups to speak, and carries. The next item on the agenda is public first this evening we have Ms. Cindy Sexton, 10 comment. This is one of the opportunities the 10 president of TABCO. Good evening and welcome. Board provides to hear the views and receive the 11 MS. SEXTON: Good evening, Chairwoman 12 advice of community members. The members of the 12 Causey, Vice Chair Henn, Dr. Williams and members 13 Board appreciate hearing from interested 13 of the Board. Like many of you, I am torn and 14 citizens. As appropriate, we will refer your 14 conflicted. I know most students learn best in 15 15 concerns to the superintendent for followup by the physical building and not virtually. I know 16 16 the staff. The Board of Education will conduct educators want to be back in school with their 17 the public comment portion of the meeting by 17 students. I also realize, like you, that we are 18 18 allowing those who register to call in by phone. in this pandemic that continues to rage unabated. Like you, I've gotten hundreds of emails, Registration was open to the public one week 20 prior to tonight's board meeting and was closed so-called social media messages and more on both 21 sides of this extremely divisive issue. at three p.m. yesterday for anyone wishing to Page 23 Page 25 1 speak at this evening's meeting. Board practice Our educators are working harder than limits to ten the number of speakers at a regular ever to provide rigorous instruction, because our scheduled board meeting and each speaker is two goals during this pandemic are to keep our allowed three minutes to address the Board. students learning and to keep our students, While we encourage public input on policy, educators and all stakeholders healthy and alive. programs and practices within the purview of this We recognize that we need small groups, Board and the school system, this is not the face-to-face instruction, and we support proper forum to address specify student or negotiating to create a safe environment to do employee matters, or to comment on matters that that, but not with the most medically fragile of do not relate to public education in Baltimore 10 our students as the first returning group. 11 11 County. We encourage everyone to utilize Unfortunately, the COVID numbers in 12 12 existing dispute resolution processes as Baltimore County continue to trend in the wrong 13 13 appropriate. direction. This is not the time to bring back I remind everyone that inappropriate the students at the four separate public day 15 15 personal remarks or other behavior that disrupts schools, not this group at this time. Can we or interferes with the conduct of this meeting make a plan to bring back other small groups? 17 are out of order. I ask speakers to observe the 17 Yes. And we need to do that by continuing our 18 three-minute limit and conclude remarks when the collaborative work while also negotiating around 19 19 time has expired and you hear the tone. The call working conditions. While every topic is not a 20 will be ended and it could be turned off if a 20 legal subject for bargaining, working conditions 21 21 speaker addresses specific students or employee are. We legally cannot leave that out.

Page 26 Page 28 One ask is that the physical return by 1 Although this is a stated goal, the NAACP has seen limited progress in implementing educators and support staff be voluntary. 3 plans, policies, practices and programs that Educator retention is national concern. Having address closing the achievement gaps. The NAACP enough qualified substitutes is also a national commends the Board for forming an equity concern. If the only choices our educators and committee this summer with a stated mission to support staff are given are to return to buildings or take leave, we will only exacerbate remove structural, cultural and systemic barriers these problems by losing potentially hundreds of that lead to diminished opportunity of all BCPS educators. That is not what is best for our students. One of the first actions of the 10 Board's equity committee was to initiate a data students virtually or otherwise. 11 driven equity audit across BCPS which looked at The plan developed and presented to the 12 12 four public day schools was shared with them three areas. First, where are the gaps in our 13 student outcomes; second, are the identified gaps yesterday and yet still has not been negotiated. 14 14 persistent across years; and third, are the gaps I know we can come to an agreement where those who want to return to physical buildings can and widening? The NAACP believes that this type of 16 16 those who need to remain virtual also can, but we data analysis is a critical step in developing 17 17 can't do it without the negotiations and the solutions to close achievement gaps. 18 18 The equity committee will need strong conversations. Pause the reopening while we 19 renegotiate. Pause the reopening so our most support from both this Board and our 20 medically fragile students can remain safe. 20 superintendent. In a spirit of transparency, the 21 Pause the reopening and find a way to give NAACP recommends that the Board considers posting Page 27 Page 29 1 educators and support staff the option to remain the equity audit findings on the BCPS website. virtual if needed. Pause the reopening and let The NAACP also commends BCPS for planning to host us work together on figuring out what it all the fourth annual BCPS HBCU college fair on looks like. We are ready to do the work. Thank November 11th. This event will provide virtual 5 connections to college representatives and you. 6 CHAIRMAN CAUSEY: And our next speaker instant admission for students. This effort is for the evening is Mr. Ray Mosley from the NAACP. critically important for our students and their 8 MR. MOSLEY: Good evening, Chairwoman families, especially during this COVID-19 Causey, Superintendent Dr. Williams. For many pandemic period. Thank you. 10 10 years the Randallstown and the Baltimore County CHAIRMAN CAUSEY: Thank you. Our next branches of the NAACP have been concerned that we 11 speaker for the evening is Ms. Julie 11 12 12 are in an educational crisis regarding the Miller-Breetz, from the Gifted and Talented 13 achievement gaps in our Baltimore County Public Education Advisory Council. Schools, particularly our schools in the 14 MS. MILLER-BREETZ: Good evening, 15 15 Chairwoman Causey, board members, Dr. Williams northwest area of the county. The northwest area 16 schools have a long history of underperforming. 16 and the BCPS community. The GTCAC had our first 17 One of the three tenets of BCPS Policy 0100 17 meeting of the year on October 7th virtually and 18 18 states, and I quote, raising achievement of all found that it substantially increased the number 19 students and closing achievement gaps among all 19 of stakeholders that participated, which is 20 students are top priorities of the Board, end 20 exciting to us. We are always looking for ways 21 quote. to increase the diversity of the GTCAC and having

14

1

11

12

13

14

15

19

20

21

Page 30

virtual meetings may be one way to achieve this. We were also happy to have had Vice Chair Julie Henn attend, it was great to have her with us.

There are a number of issues that have been merged either through our meeting or through emails we have received from parents. How virtual learning's impacting teaching students is clearly one of the areas that is concerning to parents. From emails, online schooling has been rough, I think in particular because the teachers didn't get to start off with the students in person like they did last year. It's been hard 13 for them to assess their individual ability levels in the online classes.

15 In the spring when we didn't have so much class time and work, we made huge strides 16 17 with their learning outside of the school 18 curriculum. This year with so many more requirements there's no time for anything else, 20 she has to sit through the class learning things 21 she already knows and there's no flexibility.

Page 31

5

10

11

12

13

15

17

18

19

20

was done in five minutes; then he Googled Billy Idol lyrics for the next hours. He reads novels on line during class, he doodles, he isn't learning much, times four kids. Or meanwhile, my daughter sits in math class and because it's distance learning she turns her camera off and reads her (unintelligible) during class until it's time to do the show what you know. I sit 10 right next to her for my own workday, I know

Or, I watched my fourth grader today in math. He

which I think is the cause of the few mistakes she makes, and is done in five minutes. Other parents voiced concerns about lost 16 learning opportunities on the asynchronous 17 Wednesdays and wondered if those days could be used more creatively to help engage and enrich students who are capable of moving through the

curriculum at a very fast pace. Acceleration for

GT students has also raised an issue. Parents

she's definitely not paying attention in class,

she barely reads the instructions on assignments,

are reporting processes that are slow and unclear and that are leaving their children in limbo.

3 When students are not getting what they need, they are trying to underachieve in schools. Studies among GT scholars show that underachievement of gifted and talented students has been prevalent and persistent, and that was prior to the COVID-19 pandemic. There should be real concern about this. Based on a review of recent research, up to 52 percent of academically gifted K-12 students become underachievers at some point and this is especially true for our twice exceptional or 2-E students. At our 14 meeting we learned that data reporting on GT students has begun to be reported to the Board. 16 The GTCAC would like to request that the Board 17 add these reports to the agenda so that they are 18 discussed and shared publicly. Stakeholders have the right to know what the data is showing about 20 this portion of the student population. 21

Our next meeting will be at seven p.m.

Page 33

Page 32

on November 4th, and Dr. Jamie Painter will be sharing how to advocate for your child's talent development. Hope to see you there. Thank you so much for your time, have a good evening.

CHAIRMAN CAUSEY: Thank you. That concludes our stakeholder portion and we are now proceeding to our public comments. Our first speaker for the evening is Dr. Bash Pharoan. Good evening and welcome.

DR. PHAROAN: Hi, good evening, thank you for the opportunity. I would like to present to you today the history of the non-common holidays in the school system, because history is important for the future. In about 1995 I asked for equal non-common holidays from Dr. Berger; he promised but he did not deliver. Dr. Rastrom (phonetic) tried his best, he appointed me to the calendar committee, and I have been since then a speaker, a public speaker to the Board.

I would like really to stand today for the courageous legendary position of Michael

Page 34 Page 36 Kennedy, who was a board member at that time, and 1 represented with a voice. 2 Nicholas Camp, who was a student board member. In addition, I'm not sure if everyone's Both of them in 2004 agreed and proposed the aware, but currently due to COVID the ESOL principle of equal non-common holidays. In the program has been merged once again with our world period from then until a couple of years ago, we language department, and the state superintendent had myself and Janine presented to the Board the ended up weighting the tasks that students must issues. And I think history is made when take in order to determine how many service hours Ms. Causey came to the Board, Ms. Romaine of ESOL they need. So right now during our Williams who, I'm very appreciative of her virtual learning experience I am concerned about efforts, and Mr. Versh (phonetic), Steve Versh. our ESOL students and if they're accessing the All three of them and maybe others have really curriculum like any other student in Baltimore 12 made the case. County Schools. I don't think that our ESOL 13 In that, and the next board meeting, I students are getting a rigorous frequent 14 14 would recommend or think that the new calendar intervention approach to access the curriculum to 15 15 would be for discussion and approval. My simple make progress with English as their second 16 16 language. request in there for the Board of Education to be 17 17 clear, that the PD, professional days associated So I'm asking everybody to please, 18 with a non-common holiday on the calendar from 18 please pay attention to this program, please help today forward will mark the sacrifice and made a support adequate virtual instruction for our ESOL 20 20 school day because of the accepted emergency students, especially in elementary. They used to 21 closures. That would make more, the Jewish receive a pullout method of intervention for ESOL Page 35 Page 37 services. I have no idea what that looks like holidays and the Muslim holidays clearly equal. I always ask the Board right up front to come in virtually, but I know it's nothing close to in from the front door for equality and equity. I comparison with what they received before in also highly recommend for the Board of Education person, and these children and these parents have to instruct the administration to rely on every right to access the curriculum just like 6 moon-cycle.com for selecting the day of the any of our students. holiday. I will be more than glad to have any I did pay attention to the curriculum positive input in case the administration has any committee when they were talking about our equal 9 questions. Thank you all. opportunity schools, and I would like to see 10 CHAIRMAN CAUSEY: Thank you. Our next another school added to this. Lansdowne High 11 speaker for the evening is Ms. Dayana Bergman. School made it number ten as the top schools to 12 12 MS. BERGMAN: Good evening, everybody. be able to access for their diversity, and it's a I would like to draw to everybody's attention our 13 very diverse school but it's had its challenges ESOL population of Baltimore County Public too to make progress overall academically. So we 15 Schools. Dr. Williams has expressed that we need 15 need to think about every single student that we to pay attention to this department because as have in BCPS and making sure that they're all 17 you all are well aware, all our stakeholder 17 accessing the most of what they can for their 18 groups are properly represented, we have somebody virtual instruction and their curriculum. 19 19 who always speaks for our GT students, our So thank you for your time and I really, 20 special education students and each of the 20 really, really hope we don't need leave our most

regions. Yet our ESOL population is not properly

21

vulnerable students behind. I know everybody

Page 38 Page 40 wants to go back in person, but in the meantime zero, for some people that means the numbers are let's do the best that we could for virtual not acceptable, but zero was never a realistic 3 learning for every single child in BCPS. Thank expectation. 4 you. This approach disregards the enormous 5 CHAIRMAN CAUSEY: Thank you. Our next risks to children from keeping buildings closed. I ask the Board if there is clear and certain speaker for the evening is Ms. Allison Stuart. 7 MS. STUART: Good evening, my name is risk with schools remaining closed, what specific 8 COVID metrics must still be met? When do we stop Allison Stuart, I'm a parent of two BCPS students. I stand in solidarity with those showcasing the group of students who are 10 against virtual learning. I speak on behalf of successful with virtual learning and acknowledge my son who's a third grader in general education those groups it is detrimental to and act on with multiple disabilities. He also has an IEP, such. What about students like mine whose needs 13 which roughly one in eight Maryland students have have not been considered and need a plan? What 14 as well. He was recently featured along with 14 about equity? When do we begin surveying 15 15 other students in a Baltimore Sun article titled nonunion staff about reopening? 16 16 No Wins, which focused on the inadequacies It is bullying prevention week in our virtual learning presents for students who 17 17 schools, but this Board has allowed itself to be 18 18 receive special education services. bullied and dictated to by bargaining units, the 19 My child is profoundly physically unions, et cetera. When do you as the decision 20 disabled and requires full physical support to makers stand and say no more, and begin putting 21 access, let alone be successful in a virtual the emotional and educational wellbeing of our Page 39 Page 41 students, teachers and parents first? 1 platform. We have lost our one-to-one and IEP 2 2 supports that are crucial to the progress and I'd like to thank the Reopen BCPS development of special needs students. I as his stakeholder group for their input, and for being parent with no formal training have been force to an 1,800-voice strong joint advocacy for our 5 fill the position of a full-time assistant. All students. Thank you. 6 of his IEP support can only be successfully CHAIRMAN CAUSEY: Thank you. Our next implemented in person. Our school team and admin speaker for the evening is Ms. Sharon Saroff. 8 have gone above and beyond to attempt to mitigate MS. SAROFF: Can you hear me? 9 an impossible situation with no positive or clear CHAIRMAN CAUSEY: Yes, we can. 10 10 guidance from the county and state levels. MS. SAROFF: Okay. Over the last few 11 11 weeks we have heard some very loud voices from The emotional toll on my child and also 12 12 his typical peers has been inconceivable. My parents of students with special needs asking for child is mostly nonverbal but through tears has 13 the schools to open. Some school systems have pleaded, Mom, please don't make me do this already opened up with very negative 15 15 consequences. Just yesterday Dorchester Public anymore. The frustration brought on by an inappropriate learning environment has been Schools on the Eastern Shore had to shut back 17 devastating. I've seen pictures and read 17 down to virtual learning due to significant 18 increase in COVID-19 cases. We know some parents countless parent accounts of similar and worse, 19 even complete shutdowns in their children. To 19 are upset, they feel virtual learning does not 20 quote Dr. Salmon, the state superintendent, we 20 and will never address the needs of their special understand the number of COVID cases will not be needs children. The concerns on that list are 21

3

4

10

11

12

13

Page 42

1

10

15

16

17

18

6

11

12

13

17

19

20

long, accelerated curriculum, too many hours on line, difficulty with connectivity and technology, that list goes on and on.

But I can tell you that there are students in the county who are thriving on line, students with special needs, and I'm hearing about them. Unfortunately those voices are not as loud. There is another consequence going on here, the amount of pressure that people are feeling to come back in person when it is not the right time. The numbers are trending in the wrong direction. An analogy that my son said just recently was don't jump into traffic because 14 the school bus has broken down. That's what we are trying to do. We need to try and fix the 16 virtual learning. Give our students paper 17 textbooks, paper and pencil, get them off line 18 sometimes, don't do everything on line. That's what's going on right now. Give our teachers the 20 tools that they need to actually teach better in 21 this environment. Virtual learning should never

Page 43

be treated like the regular classroom. Give everyone, our teachers, our students and other staff members a safe environment to work in.

I received a report today from a client whose parent works for the school system who was not told until a week later that somebody in the building where he works tested positive for COVID. That is unacceptable. We need to stay on top of COVID and we also need to stay on top of and improve the virtual learning. Thank you.

CHAIRMAN CAUSEY: Thank you. Our next speaker is Carol Shulman. Good evening and welcome.

MS. SHULMAN: Good evening. I am the 15 president of the booster club at Ridge Ruxton School. Let me start by saying we want our 17 children to return to the school building, they need the hands on learning that only comes with 19 being in person. Our students love school. The 20 teachers, staff and administration are excellent. 21 With that being said, most importantly we need

our children to be safe, safe from each other.

2 Typical protocols will not work in a special needs school like Ridge Ruxton. Most of the children cannot wear masks, cannot cover their coughs or their sneezes. Most of the students require one-on-one services for all daily activities. The school has many multiple different disabilities that require close contact between teachers and aides with the students, which would make social distancing impossible throughout most of the day. There must be extensive and additional safety and health protocols in place to reduce the increased risks 14 involved with these students of keeping their part to reduce the threat of COVID.

As parents, teachers, staff and administration of the students at these special needs schools, it falls upon us to insure that the necessary precautions are being made to insure the safety and welfare of these students. Our students all have some kind of medical

Page 45

Page 44

issues. Each one of the parents face the unique challenge of trying their best to insure that their child stays healthy and alive, as most of these children have issues that could result in 5 the loss of their lives.

Most of these children have been kept at home since the pandemic started. Why, you might ask. I can answer that for you. The parents realize that all of the recommended precautions and safety measures cannot be adhered to by these students, so they keep them home to keep them alive and safe. It is not worth the risk. The formula for this question is individual health concerns plus the pandemic, plus winter, plus flu season, plus no concrete plan equals potential death for our students. We are asking that the students do not return to a classroom setting until there are systems and protocols planned out and in place and executed to insure the safe return of Baltimore County's most vulnerable student population. Thank you for your time.

Page 49

3

12

11

17

20

21

CHAIRMAN CAUSEY: Thank you. Our next speaker for the evening is Ms. Tricia Lane-Forester.

MS. LANE-FORSTER: Good evening, ladies and gentlemen, my name is Tricia Lane-Forster and I am the art teacher at Ridge Ruxton School where I have taught for seven years. I have taught art for 19 years for BCPS, my son attends a BCPS elementary school and I am a graduate of BCPS. Since BCPS announced plans to reopen the four separate public day schools I have been watching, listening and asking a lot of questions.

13 I wish BCPS had asked the parents first, 14 not a robo-call, not just a computer survey, really taken the time to call and talk with 16 parents and caregivers to check in and hear their 17 thoughts and concerns about reopening. The four 18 separate public schools have some similarities and some differences. Ridge Ruxton School 20 currently has 121 students enrolled. Our 21 students pre-K through 12th grade, ages three

informed staff and teachers that our students will not be required to wear face coverings because they cannot for medical reasons and/or sensory disorders. Students will be in rooms with other students without these coverings when we reopen if we reopen.

At Ridge Ruxton School we teach academics, social skills, special life skills, toileting, feeding, hygiene and self care. When a three through 21-year-old student needs to use the bathroom, or already has, staff and teachers assist with changing and cleaning. Staff and teachers feed many students with spoons, and wipe excess food off of faces. When a child evolves we keep them in our arms. When a child is in crisis we hold them in our arms so they cannot injure themselves or others. Social distancing will not be possible.

I feel that some BCPS leaders and executives don't understand who we teach, what we teach or how we teach. When it is safe I invite

Page 47

Page 46

7

14

15

16

18

19

through 21, are all unique individuals. Some of our students demonstrate the most extreme behaviors, some have severe medical and intellectual disabilities, some are the most medically fragile at risk students in our

county's population. As the art teacher I see all of our students except for the pre-K. My students are some of my favorite people in the whole world. Our students are so important to their families, our staff and our teachers and to me, they matter. Our students, staff and teachers should 12 not be used as a test run. Parents and staff received a letter outlining reopening plans today and in the letter we were asked to refer to mitigation strategies in the reopening plan, pages 19 through 21, located on the bcps.org main page. Two of the main mitigation strategies are 19 not possible to implement at the four separate public day schools, face coverings and social

distancing of six feet. Our administration has

you to my art classroom to meet our students,

learn their names, watch our dedicated staff work

with them as they make art. Members of the

Board, BCPS leaders and executives, please

rescind. Do not put the staff, teachers and

students of the four separate public day schools

lives in peril. Talk to the community. We've

had a parking lot full of protesting parents

whose children safely and correctly followed CDC

guidelines to prevent COVID-19 transmission. Fix

11 this. We want plans for a safe reopening based

on science. Thank you.

CHAIRMAN CAUSEY: Thank you. Our next speaker for the evening is Ms. Christina Powell.

MS. POWELL: Hello, can you hear me?

CHAIRMAN CAUSEY: Yes, we can.

MS. POWELL: I'm Christina Powell. I'm

18 sorry.

12

13

14

15

16

17

19

20

21

(Unintelligible crosstalk.)

Hi, can you hear me?

CHAIRMAN CAUSEY: Yes, we can.

Page 53

3

Page 50

5

12

13

14

15

16

17

18

20

2

3

10

11

12

13

15

17

18

19

20 21

MS. POWELL: Good evening, board members, thank you for allowing me to speak tonight. I want the schools to reopen when it is safe and sustainable. If you were to open any schools right now, the four special schools would be the worst choice to open. I have been working at Maiden Choice School for 11 years. We work with the students that have physical, cognitive, emotional, social, behavior disabilities and severely compromised immune systems. Over the last ten years at Maiden Choice we have had 30 12 students die from complications to their 13 disorders and illnesses. This is an average of 14 three students a year. Last year alone we lost four students before the coronavirus. We know 16 with what is happening in other schools, our 17 students will become sick and God forbid, they 18 will pass away. Every year illnesses like the cold and the flu will come into the building and 20 it takes over, it travels from hallway to hallway 21 in our ancient ventilation system, students and

covered up. This is not a school environment where students can thrive, it is an isolated environment that they will not be able to leave for six-and-a-half hours a day.

Our students thrive on routine and do not do well with change. Having our students come to school for two days and being home for five days, changing teachers, being isolated from others and continuing to have some lessons on line is not an effective way to help our students. During those two days the staff will be dealing with behavior issues and trying to build routines that will need to be retaught weekly.

In addition to our students, we need to advocate for our additional adults in the special schools. The additional adults in our school work for the teachers and para-educators, making a despicable \$11 an hour. Our additional adults are a vital part of our daily instruction and we cannot assure the safety of our students without

Page 51

staff members get sick in huge numbers. We collect data in the building and our nurses are in constant contact with the health department.

Maiden Choice students have been safe at home for the last several months and they have been learning. Virtual learning is not ideal but it is keeping our students alive. Our students are at the highest risk for the coronavirus, they can and will likely die from it. Why would BCPS 10 ask parents to send their students back to a 11 school in person for two days a week into a room 12 with other students who will not be wearing face 13 masks and are not required to wear face masks? The students will be in the four corners of the 15 room working with an adult, they will not be able to interact with their peers like they can 17 virtually. They are not able to move freely throughout the classrooms, the hallways and/or 19 the playgrounds. Our students need to move. They will be given very limited materials and all

of the other materials will be locked away or

them. Our additional adults need to be provided paid leave and health benefits.

I am asking the Board to please stop the vote for the return to the four special schools.

Our students have been doing an amazing job and are rising to the challenges of online learning.

We need to follow the science, not politics.

Please stop the reopening of the special schools until it is safe to do so. Thank you for your time.

CHAIRMAN CAUSEY: Thank you. Our next speaker is Ms. Megan Malone.

MS. MALONE: Hi, my name is Megan
Malone, thank you for having me tonight. I'm a
BCPS graduate and a mother of three elementary
school aged children. I witness every day how
detrimental this platform is to our children's
educational, emotional and total wellbeing. I
stand for the reopening of schools. I could go
on for hours about how badly out children are
suffering, but for the sake of precious time, I

15

17

18

20

21

Page 54

direct my comments to you, Dr. Williams.

You see, I'm not just here today as a 3 mother. I speak before you as a representative of 1,800 fellow Baltimore County parents who are members of a group called Reopen BCPS. We live in different areas of the county, we represent different political views, and socioeconomic backgrounds, we have different family dynamics, and the thousands of children we represent all have different needs from the school system that are not being met. But we all have one thing in 12 common, aside from wanting our children back in 13 the classroom.

We are frustrated and appalled over your lack of communication regarding how you are 16 working toward a safe and effective plan to get our kids off of computers and back into classrooms. At the end of the day the buck stops with you, sir, not with the Board, because they need an actual plan from you to vote on. Not with the county health commissioner as you

13

14

16

17

18

19

20

21

rates are similar to those in Baltimore City,

which has recently announced a hybrid plan for

reentry. In fact as of today, 19 Maryland school

systems have either opened schools for

instruction in some form, or at the very least

have communicated to students, parents and staff

how and when they intend to do so. Because of

silence on your part, this has become an even

more difficult and negative situation for

parents, teachers, unions, and various other

stakeholders have started pointing fingers about 12

where the fault lies in all of this.

At the end of the day our collective priority is the children of Baltimore County. We all deserve a voice, we all need to work together to achieve forward progress. We look to you as our leader -- (audio cut off).

CHAIRMAN CAUSEY: Thank you. Our next speaker for the evening is Mr. Darren Padillo.

MR. PADILLO: Good evening. My name's Darren Padillo, I'm the director of Baltimore

Page 55

Page 57

Page 56

claimed so many times yesterday on the radio. 1

2 Not with the teacher unions who you caved to in

September after announcing your initial plan to

get pre-K, kindergarten and other high risk

learners back into the buildings next month. You

should be providing weekly updates about the

health metrics you are using to determine a plan

for entry. You should be providing weekly

updates about safety protocols that are being

10 considered for students, teachers and staff when

they enter buildings. Most importantly, you 11

12 should be providing weekly updates about your

13 plans to get our kids back in person as soon as

14 possible.

15

17

18

19

20

21

Dr. Williams, we need strong, effective and communicative leadership from you and we need it now. As Dr. Salmon shared yesterday, state health metrics continue to remain among the lowest in the nation, and research indicates that school community infection rates continue to stay

well below those in the community at large. Our

Youth Coalition, but most importantly I'm a father. Virtual learning is not working. My

daughter is eight years old and my son is six.

My son is in kindergarten, he has an IEP and was

struggling prior to COVID. He had a lot of help

with the school, his teacher, but even with that

help before the school year started with the

guidance of the teachers, we decided to hold him

back another year in kindergarten as he would be

too far behind. When the year started with

11 virtual learning I had many concerns, but after a

12 few weeks and speaking with some teachers in

13 other schools, parents and some kids, it's not

working.

14

15

17

18

19

20

My son as well as other students in kindergarten are still learning how to read. How are we expecting him and other kids in kindergarten to learn how to operate a computer and virtually learn? Kids with IEPs benefit from peer modeling. My son gets none of that. After speaking with a professional she said I think the

Page 61

20

21

Page 58

biggest thing to focus on is social development, especially for younger ones, this is where they learn how to interact, develop in self esteem and 4 identity.

5 Something else worth mentioning is an expert often cites that third grade is a decisive year for students in schools. The data shows that children who cannot read by the third grade are four times less likely to graduate than students who can read at that age. And prior to COVID, 83 percent of low income students tested below the proficient reading levels. 55 percent 13 of high income students leave in the US with over 14 two-thirds of the children testing below 15 proficient reading. 13 percent of students 16 considered proficient or advanced. Maryland 17 student reading proficiency scores dropped in 18 2019 from the National Report Card. What do you 19 think 2020 is going to be?

Let me ask if this makes sense. A kid can go to Dave and Buster's and Chuck E Cheese concludes our public comment portion of the meeting, excuse me, the public speaker portion. We now have public comment on proposed policies, and so for that we have two people signed up, and Ms. Bergman, you are first, proposed changes to

Policy 8250.

10

17

19

4

5

12

13

15

17

18

19

20

21

7 MS. BERGMAN: Hi, my name is Dayana Bergman and I want to share that this policy is, makes me sad. It makes me sad because we had to go to Annapolis to support our student board member to make sure that they equally had the same opportunity as any other board member on the Board to have equal access for that amount. You 14 know, the student board member is one of the most 15 important voices in public education. A student 16 board member ends up being a voice for every single child in our school system, a child that 18 tells us and shows us and expresses to us if they're learning or not. That's the most 20 important voice on that board, it's the student board member of our public school system. So I'm

Page 59

1 with limited social distancing and wear masks but can't go to school. A child can go to a restaurant with their family, walk to their table with a mask on, take it off, but they cannot go to school. A child can sit in a dealership with their parents to buy a car but they can't sit in a class to learn. A child can walk in a mall, go shopping, but can't go to school. A child can play on the playground, jungle gyms, swings, slide down multiple times, but can't go to school 11 to learn. And a teacher can go to restaurants, go to the gym and exercise, buy a car, go to the casino and gamble, go shopping, but they can't be in school teaching our kids? We need to get our 15 kids in school. Let's start now with the children that have challenges, elementary school, 17 middle school and high school, virtual learning is not working, and if a kid can go to a 19 Christian school, a kid can go to a public school in Baltimore County. Thank you for your time.

CHAIRMAN CAUSEY: Thank you. That

hoping that this Board does more because the student board member should have more voting rights on the Board just like every single voice on the Board, that's one.

Two, I want to bring to your attention as board members regarding this policy that it only highlights the only thing right now this current board is allowed to get reprimanded on, and that is if they fail to attend board meetings. Otherwise, any other behavior any current board member does right now, we don't have a system of how to hold you accountable, make sure you do what's right for our public school system. But I really really hope that the student board member has a seat at the table, and not just a seat at the table but a voice when it comes to public education. Thank you.

CHAIRMAN CAUSEY: Thank you. And our next speaker is Dr. Bash Pharoan.

DR. PHAROAN: Good evening to all. This Policy 8250, my concern's about line item 25,

Page 62 Page 64 that are more than what I mentioned, to identify excuse me, 23, 24, 25, 26, 28, 29, and basically and be clear about what the responsibilities -the policy as I read it says the responsibilities (audio cut off.) and duties of board members is to attend a portion of the meeting, that gets paid, and if CHAIRMAN CAUSEY: Thank you. And that 5 does conclude our public comment portion of the the board member is not coming or not able to 6 come, then that board member has a good cause to meeting. 7 it. That's it. That's what it says, that this Our next item on the agenda is Item H, Board and future boards' responsibilities are. new business, action taken in closed session, and My comments are not related to this Board as much for that I call on board counsel, Mr. Eric 10 10 as for the future. Brousaides. 11 I believe the policy should reflect that 11 MR. BROUSAIDES: Good evening. Earlier 12 the responsibilities of board members to assure a 12 this evening the Board heard an appeal regarding 13 safe and effective teaching environment and to 13 a confidential student matter in its 14 assure that they would work towards elimination 14 quasi-judicial capacity, that was Hearing Examiner Case Number 21-02. The matter was heard of any educational disparities based on color, 16 16 faith, national origin, disability, et cetera, on the record because there was no timely request 17 17 and for them to work towards a material for oral argument. At this time it would be 18 18 improvement in the school system. We have 87 appropriate to confirm the action taken in closed session on that matter and to authorize Ms. Gover percent graduation rate only, we have only 26 to sign the order on behalf of the members of the Blue Ribbon schools. We have to be working 21 21 harder. I also believe that the board member Board. Page 63 Page 65 1 must have the responsibility to lobby Annapolis CHAIRMAN CAUSEY: Board members, do I and to lobby Washington D.C. for adequate funding have a motion to approve the action taken in for the school system, especially for special closed session and to authorize Ms. Gover to sign education. In that, board members need to 4 on behalf of the Board? 5 clearly have the duty to work towards what is in MS. MACK: So moved, Mack. MR. OFFERMAN: Second, Offerman. the best interests of the students, what is fair and without any favors. With that I think our CHAIRMAN CAUSEY: Thank you, 8 schools will be much better. Mr. Offerman, for the second. Board members, is 9 there any discussion? Hearing none, may I have a Plus, I would like to jog in your mind 10 the possibility that board members needs to be 10 rollcall vote please? 11 11 paid based on performance, nothing wrong with it. MS. GOVER: Dr. Hager? 12 Everybody needs money, everybody has enough time DR. HAGER: Yes. 13 in it, and I think a board member should not MS. GOVER: Mr. Kuehn? really be paid exactly the same thing whether 14 MR. KUEHN: Yes. 15 that board member comes in 75 five percent or a 15 MS. GOVER: Ms. Pasteur? MS. PASTEUR: Yes. hundred percent, or just really sits and not 16 17 17 really adds to the educational system. MS. GOVER: Mr. Offerman? 18 18 MR. OFFERMAN: Yes. This Board is the best that I have seen 19 19 MS. GOVER: Mr. Muhumuza? in 25 years and my comments are not really 20 20 related to you as board members. I believe this MR. MUHUMUZA: Yes. 21 MS. GOVER: Ms. Henn? 21 policy should go back and add some of the items

Pro	ceedings		Baltimore County Board of Education Meeting
-	Page 66		Page 68
1	VICE CHAIR HENN: Yes.	1	system of supports team, nurses, PPWs, residency
2	MS. GOVER: Ms. Causey?	2	investigators, school psychologists, school
3	CHAIRMAN CAUSEY: Yes.	3	safety managers, social workers and student
4	MS. GOVER: Ms. Jose?	4	conduct hearing officers. Just as equity is a
5	MS. JOSE: Abstain.	5	responsibility that is embedded across roles and
6	MS. GOVER: Mr. McMillion?	6	goal, the work of the Division of School Climate
7	MR. MCMILLION: Yes.	7	and Safety touches each of the Compass focus
8	MS. GOVER: Ms. Mack?	8	areas and initiatives. While our division is
9	MS. MACK: Yes.	9	deeply grounded in focus area two, safe and
10	MS. GOVER: Ms. Scott?	10	supportive environment, we work collaboratively
11	MS. SCOTT: Yes.	11	with all BCPS stakeholders to insure that the
12	MS. GOVER: Ms. Rowe?	12	goal of preparing each child to graduate ready to
13	MS. ROWE: Yes.	13	enter their chosen career, career training,
14	MS. GOVER: Thank you.	14	military training or credit bearing college
15	CHAIRMAN CAUSEY: Thank you, the motion	15	course work is achieved for each and every one of
16	carries.	16	our students. We play a key role in delivering
17	The next item on the agenda is report on	17	proactive and responsive supports from preschool
18	school climate and safety, and for that we call	18	through high school.
19	forward Dr. Zarchin, the community	19	This school year the challenges posed by
20	superintendents, and principal of Overlea,	20	the pandemic, social injustice and social unrest
21	Ms. Monica Sample.	21	have necessitated creative thinking and ongoing
	Page 67		Page 69
1	DR. ZARCHIN: Good evening, Chair	1	examination of the way we provide support to
2	Causey, Vice Chair Henn, Dr. Williams, and	2	students, families and staff. Next slide please.
3	members of the Board. This presentation will	3	From the onset of the current pandemic
4	provide an overview of the collaborative efforts	4	we have worked to insure that the students and
5	on the part of the Division of School Climate and	5	staff have a firm foundation of safety. The
6	Safety, the Division of School Support and	6	foundation is essential for optimal learning and
7	Achievement, to insure a safe and supportive	7	with well rounded department of our students. In
8	environment for each of our students in BCPS.	8	our commitment to providing and maintaining
9	The information shared will be aligned with the	9	learning and workplace climates that are
10	Compass: Our Pathway to Excellence, and opening	10	positive, safe and supportive of every member of
11	of schools from the lens of the schoolhouse.	11	BCPS, we have developed a framework for social
12	I'm pleased to present on behalf of the	12	and emotional learning for use within our schools
13	Division of School Climate and Safety. Next	13	and offices.
14	slide please.	14	Staff from the Department of Social
15	Our division includes the Department of	15	Emotional Support have supported the
16	Social Emotional Support and the Department of	16	implementation of SEL learning experiences by
17	School Safety. Together we work with respect,	17	providing ongoing professional development to
18	responsiveness, collaboration, coordination and	18	staff. SEL activities have been incorporated
19	trust to provide a wide range of supports to	19	into virtual learning for students in grades K to
20	students and staff. From the school perspective	20	12. SEL learning activities address problem
21	we're best known for our counselors, multitiered	21	solving, bullying, relationship skill building,

Page 70 Page 72 personal safety skills, listening skills, The SROs at Overlea High School are viewed upon celebrating differences, equity, mindfulness, as valuable and respected partners who are coping skills, careers, self discipline and willing to collaborate with our school family on character development. SEL learning activities the social emotional, academic and physical 5 5 vary from grade to grade and were created to be wellbeing of our fellow team members, parents and 6 Overlea scholars. developmentally appropriate. Next slide. 7 7 Thank you. Engagement and collaboration Examples of the key roles that our SROs 8 with external partners to foster safe and serve are as members of our school's restorative equitable environments for teaching and learning practices and social emotional team, serving in 10 have been an important part of our efforts. the role of teacher by teaching all of our These partnerships go hand in hand with our work scholars law-related lessons that are not only 12 to support the physical and social emotional 12 engaging but lessons that are based on the needs 13 wellness of our staff. An example of this work 13 of our scholars that helps them to be model and 14 is the monthly safety emergency management 14 productive citizens in society, and they serve as 15 15 steering committee led by April Lewis in the our school's biggest cheerleaders in the global 16 16 Department of School Safety. Participants in the community by always speaking positively of 17 meeting include BCPS leaders and leaders across 17 Overlea and by attending extracurricular events 18 18 Baltimore County, including Baltimore County to support our scholars. Health and Human Services, Baltimore County Fire 19 I am very proud to say that our NASRO's 20 Department and Baltimore County Police National SRO of the Year, SRO Moore has served as 21 Department. The safety and emergency management co-coordinator of the It Girls mentoring group. Page 71 Page 73 SRO Moore's involvement with this group empowers 1 steering committees examine current challenges 2 and proactive actions to keep Team BCPS safe and our most at promise female scholars that like 3 prepared to respond to potential safety concerns. her, they too can be a success story and role 4 At this time I would like to introduce model for others by giving back to their Ms. Monica Sample, principal of Overlea High community in a positive way and by utilizing 6 School, to share how she has supported the work proactive conflict resolution skills to develop of the Division of School Climate and Safety, and healthy relationships with others. Both of our how the division has provided support to staff SROs are invaluable partners who insure the 9 and students at Overlea High School. safety and security of our entire school 10 MS. SAMPLE: Thank you, Dr. Zarchin. 10 community with pride, care and commitment. Good evening, Chairwoman Causey, Vice Chairwoman 11 11 The SROs do not just collaboratively Henn, Dr. Williams and members of the Board of 12 12 work with Overlea staff members and students, but 13 Education. I bring you greetings from Overlea 13 they also work with another valued BCPS partner, High School. It brings me great pleasure to peek Dr. Kelly Rudd Safran, our safety manager from 15 to you this evening about my wonderful 15 the Division of School Climate and Safety. Dr. experiences and partnership with my outstanding Kelly Rudd Safran, who is the safety manager for 17 SROs and with the Office of School Climate and 17 the east zone, is considered a valuable member of 18 18 Safety. the Overlea team who is never too busy to assist 19 19 Overlea High School is very grateful to me and my team with any safety concerns or 20 have two outstanding SROs, one of which recently 20 questions. We can literally call Dr. Rudd Safran 21 was awarded NASRO's National SRO of the Year. at any time and she readily and willingly comes

Page 77

8

13

14

16

17

18

19

20

21

to the school to assist with any issues that we may have. Dr. Rudd Safran assists with any 3 safety and security issue that may affect the Overlea community. She at times willingly will come and participate in restorative practices conferences or just simply to be a thought partner as it pertains to these issues.

She currently supports principals social emotionally and in partnership by providing chats or feedback forms with the east zone principals as it relates to common safety issues and/or updates that we are experiencing during the virtual learning experience, and by sending motivating and positive emails to principals to let us know we are appreciated and doing a great job. Dr. Rudd Safran is the epitome of central office support.

As a building leader, I appreciate her positive and her mantra that we are in this work together. One such example where Dr. Rudd Safran helped me as a leader is when our school

Page 74

1 Lastly, the Office of School Climate and Safety has allowed me to be a collaborative partner by serving as a member of the school safety steering committee. The school safety steering committee allows for a wide range of collective community partners such at the health department, various BCPS offices, the fire department, police department and building leaders to come together as one team to discuss safety issues and proactive solutions to any concern. As a member of the committee I am able to offer feedback from a principal's lens on 12 13 safety and security topics that directly impact 14 our building staff and leaders. I appreciate and

value the opportunity to be a collaborative

partner in helping to insure the safety and

My experiences with the Office of School Safety and my SROs give me great assurance as a building leader that I am not in this work alone, we are all working to provide the best

Page 75

16

17

18

19

20

21

8

10

11

12

13

17

19

20

community lost our beloved front office secretary to COVID-19 in May. It was a very tough time for me as the building leader to provide the support for my school family when I was grieving so heavily from the loss. Dr. Rudd Safran allowed me to grieve and facilitated the process of notifying the traumatic loss team for school support. She simply took on the role of being an

10 me through such a difficult time just by doing 11 daily check-ins to check on my wellbeing as 12 leader and support me wherever she could. The

traumatic loss team was wonderful with contacting

anchor and partner that I could depend on to lead

me to determine my and my community's needs and

providing counseling to not only our students but our staff as well, and by providing helpful

17 communication to express to others the loss that

Overlea High School was experiencing. I am very

19 grateful for the traumatic loss team's support as

we navigated the grief process during the loss of

21 our secretary.

security of Team BCPS.

opportunities for all of our scholars and our school community. I am grateful for the

partnerships with the Office of School Safety and

my SROs, and am very appreciative of their

sincere support and commitment to my school.

Thank you for allowing me to share my perspective with this Board.

MS. BYERS: So thank you, Ms. Sample, we greatly appreciate you sharing your perspective, the leader's perspective on how we work collaboratively to insure.

Good evening, everyone, this is Ms. Christina Byers, community superintendent for the central zone, and at this time Dr. Jones, Dr. Roberts and I are going to continue to share how our division works collaboratively with the Division of School Climate and Safety and our leaders in the schoolhouse. So in alignment to the Compass: Our Pathway to Excellence focus area one, the Division of School Support and Achievement supports schools in a research-based

Page 81

8

9

13

14

16

17

18

20

21

15

16

17

18

19

20

21

Page 78

model that encompasses the three areas you see on your screen, instructional leadership, teaching and learning and operational systems. This support model insures that all parts of our system act in support of our schools, and while cultivating a positive school climate can be found in many indicators of support, this evening

we are going to highlight three areas.

One area under instructional leadership is the school progress plan process. Our schools work through a continuous improvement cycle to 12 insure that they have both aligned to the creation and implementation of a safe and secure environment. Using the plan study app, Cycle of Continuous Improvement, our schools conduct a comprehensive needs assessment and they examine data that pertains to safety and climate. This portion of the school's progress plan aligns to focus area two of the Compass, safe and supportive environment.

With support, our principals examine

the lens of our school support model. DSSA works

collaboratively with principals and school

leadership teams to support instruction focused

on social emotional learning. One way we do this

is by building the capacity of our principals

through our professional learning community

centered on equity and cultural responsiveness.

Through collaboration with the Department of

Equity and Cultural Proficiency our team holds

these professional learning communities to

examine antiracist work that is critical in our

schools, and the social emotional needs of

13 students within a school community, we're given

14 feeder patterns. We support various programs

including conscious discipline, our elementary

16 counseling curriculum and restorative practices

17 to name a few. Additionally there are a myriad

18 of support teams at the school level, student

support teams, IEP teams, attendance committees,

planning committees and other school-based

committees that serve our students and their

Page 79

4

5

8

11

12

13

17

18

19

20

21

stakeholder data. Additionally, they conduct a root cause analysis to determine factors that may be contributing to their data. Our team in the Division of School Support and Achievement works with schools through that process and then we

attendance data, suspension data, and our

support the leadership teams in buildings with identifying action steps aligned to our teaching and learning framework in order to promote

10 positive cultures and safe and secure

11 environments. And finally, the schools then 12 develop a professional learning plan to support

13 the building of adult capacities that is needed

14 to implement those steps.

> At this time Dr. Jones is going to talk about how we continue to support our schools in teaching and learning through social emotional learning. Dr. Jones?

DR. JONES: Good evening, Ms. Byers, and thank you. I will, as Ms. Byers said, begin speaking about social emotional learning through

various needs. Our DSSA-based team continues to support schools in bridging networks with our itinerant support staff in the Division of School Climate and Safety.

Dr. Roberts will share more about school safety and our supports through the lens of operational systems. Dr. Roberts?

DR. ROBERTS: Great, thank you, Dr. Jones. The operational system portion of the support model, we work specifically with schools on the procedures, processes and protocols that support school safety and climate. One such process is the school-based safety plan. Each every school develops a safety plan to align to the needs of their schools. While every plan has the same components and requirements, each school must customize their plan based on their facility, student body and staff.

Our team along with the Department of School Safety and our partners in the Baltimore County Police and Fire Departments have access to

Page 82 these plans. For safety reasons these plans are not public. A critical component of the plan is how and when schools implement drills to practice universal emergency response procedures. Our website does contain a forward facing document that explains to parents what is meant by each universal emergency response.

8 Another process we support is regarding critical incident reporting. Though every incident is unique, the following general protocols follow between schools and the Division of School Support and Climate, and school safety. If the emergency requires first responders the 14 school calls 911 and then immediately notifies the respective zone office and safety manager. 16 The incident is then monitored, subsequent 17 appropriate communications are delivered to the 18 appropriate stakeholders at the appropriate time in accordance with the Baltimore County Police 20 Department.

Page 83

intervention from our first responders,
 principals contact their respective zone office
 and safety manager. Collectively this team leads
 and monitors the incident and provides
 appropriate supportive strategies. If needed,
 subsequent appropriate communications are
 delivered to the appropriate stakeholders.
 Supportive strategies may involve school
 personnel, Division of School Climate and Safety,
 as well as our own mental health partners.

For incidents that do not require

11 And finally as you've heard so 12 wonderfully from Monica Sample, our division and our schools are fortunate that we get to work every day and work collaboratively with our 15 school resource officers and our school resource office and safety managers. Having a safety 17 manager for each zone provides timely support to our schools and other staff within our buildings. 19 The Division of School Support and Achievement, 20 principals, safety managers and SROs use 21 collaborative teamwork to support schools when

they are faced with issues of safety and security.

1

3

12

13

14

16

17

18

19

So at this time, that does conclude our presentation on school climate and safety. On behalf of the team and Ms. Sample, we want to thank you for your time and attention, and we're available for any questions. Thank you.

CHAIRMAN CAUSEY: Board members, if you could use the raise your hand icon to engage your question, or if you're calling in, if you can alert me that you would like to speak. Ms. Rowe, you may begin.

MS. ROWE: Thank you for the presentation, but I would also like to know what specific work have you done as to putting together ideas for safety protocols, social distancing, masks, things like that, for once schools are reopened? Because we've seen the plan but once students are sitting in the building, what is going to prevent the spread of COVID-19 in the building?

Page 85

Page 84

DR. ZARCHIN: So we spent a great deal of time talking about mitigation measures. You mentioned social distancing, waring of masks provisions. If students or staff don't have masks with them, actually even before you get in a school or office, we've got reminders about practices and protocols at each doorway, and that's been a big part of our work. When folks are exposed outside of school to COVID we're finding that exposure to colleagues in school has been very low because of staff following those 12 measures. That same work will lead us to, when 13 the students come back and staff in larger numbers, we have spent a great deal of time not 15 just with our staff and health services and Deb Somerville's leadership there, but also with the 17 Department of Health for Baltimore County. They have been great support as we've gone through 19 this work. 20 MS. ROWE: Okay (inaudible, echo)

schools that have done this when someone is

Page 86 Page 88 tested with COVID-19. students reenter the building, will the same DR. ZARCHIN: Thank you for that protocols that you used for staff be used for students? 3 3 question. So we, a big part of the work of nurses right now, they are involved in contact MS. SOMERVILLE: Yes, this is Ms. Somerville. Yes. Essentially all those, the tracing, not only in BCPS when a staff tests positive but also in the county supported by the reporting will occur through our school nurses so Department of Health. I believe Deb Somerville the school nurses will primarily report it to our office, and when students are back in the is on, and she may be the best person to walk through the details of that work. building there is a closer reporting process with 10 Ms. Somerville? the Department of Health, so there will be kind 11 MS. SOMERVILLE: So, this is a bad of an outbreak lens that's added to it for each connection. Could you repeat the question for 12 case. But other than that the process will be 12 13 me, Dr. Zarchin? 13 the same, the family will be contacted, we will 14 DR. ZARCHIN: Can you speak to the work 14 contact persons who had close contact, we'll be 15 15 on contact tracing? collaborating with teachers to identify obviously 16 16 MS. SOMERVILLE: Oh, okay, sure. So persons that have close contact, and we'll do the 17 we're doing contact tracing right now for all 17 community notice letter. So yes, essentially the 18 18 employees who test positive, so that involves an same process. 19 immediate call to the employee to determine the MS. ROWE: Thank you. 20 timeline for the illness and when they were CHAIRMAN CAUSEY: Thank you, and the 21 next hand that was raised was Mr. Kuehn, and then potentially infectious, to identify their Page 87 Page 89 it will be Dr. Hager and then Mr. Muhumuza. activities and their contacts in BCPS buildings. 2 Mr. Kuehn? And then we notify anyone who has close contact, 3 put them on quarantine, refer them to testing, MR. KUEHN: Thank you, Ms. Causey. all in collaboration with our partners at the Thank you for the presentation. The only Department of Health. We feel that this summer question that I have for the team that has been and the spring have really provided us a great presenting here is where are all the materials time to refine our contact tracing process. We that you've talked about today, are they available for people to find on BCPS, BCPS's always end the contact tracing process after a case with a community notice letter to all website? Or maybe I should start by asking, are 10 persons in the building. We don't have close the materials available that outline everything 11 11 contact but notifying (inaudible, static.) that you've all been talking about to the public 12 12 CHAIRMAN CAUSEY: Ms. Rowe, does that at this point in time? Let's start there. complete your questions and answers? 13 DR. ROBERTS: So Mr. Kuehn, I can 13 14 MS. ROWE: (Inaudible, static.) And address the portion that I referenced on the 15 notified. universal emergency response on our safety web 16 page, on bcps.org Office of Safety and Climate CHAIRMAN CAUSEY: Ms. Rowe, could you 17 repeat that because there was some feedback, and 17 should be an emergency response, what's meant by I want to make sure that Dr. Zarchin and each of them, that's where the community could 19 19 Ms. Somerville can hear your full question and locate those items with reference to the various 20 then respond. 20 types of emergencies and the response. The 21 MS. ROWE: (Inaudible, static.) So when safety plans, again, aren't public, the safety

13

14

15

16

17

18

20

21

1

2

3

Page 92

plans are provided to the police department and our fire department in terms of the school safety plans and their emergency drill exercises.

MS. BYERS: And the only thing I would add to that, Dr. Roberts, is that as a school system, Mr. Kuehn, we do have a comprehensive safety plan, and that comprehensive safety plan is where those universal procedures live, and that can be found on our public website under the Department of Safety. And then for the school progress plan which I referenced, each school does publish a one-page snapshot of their individual school process plan for their school's website.

DR. JONES: And then in terms of some of the pieces of the curriculum in terms of programs that we use in terms of conscious discipline and/or restorative practices, there are materials available to our teachers through Schoology and we work very closely with the Office of Academics to make sure that our teachers have exactly what

Page 91

they need and the training to be able to implement those programs.

MR. KUEHN: Dr. Jones, are those materials available to parents and people in the community to see?

DR. JONES: So there are materials that are available to parents and some schools have provided some of the restorative practice and conscious discipline materials just to kind of make sure that parents are aware of the programs 11 as they're being implemented. I can find out more information as to where they are located or how families can access those. Generally knows types of materials or that information is 15 provided during back to school nights and/or teacher-parent conferences or meetings that take 17 place at school, but I can find out more. I'm sure it's on our website but I'll find out 19 exactly where you can find that information. 20 MR. KUEHN: Okay, thank you very much.

CHAIRMAN CAUSEY: And next we have

Dr. Hager.

1

2

8

9

10

13

14

17

18

20

8

11

12

13

17

19

20

21

Page 90

DR. HAGER: Yes, thank you for that presentation. My questions are really more on the school climate side in a pre-pandemic world or hopefully in a post-pandemic world. Is a school progress plan the same as a school improvement plan?

DR. JONES: Yes.

DR. HAGER: Yes, it's the same concept, okay. So we as a board, we're invited to attend the MABE annual meeting, which is the Maryland Association of Boards of Education, and this year the focus area for the meeting was a whole child, and so clearly social emotional learning is a component or the whole child community model 16 where we think about overall school wellness and wellness for the students. And I know in the past the school improvement plans under the climate kind of reporting, folks would report on wellness initiatives, and we're more concerned that the models that you're using only include

Page 93

social emotional learning and not other components of their wellness. So I guess one question I have is, in the school progress plan are you required to report on social emotional learning or any sort of holistic wellness setting the tolls around social emotional learning or overall wellness goals?

And how, the second question is how does this office work with Policy 5470, which is the wellness policy, thinking about the whole child and addressing this?

MS. BYERS: So I'll start, this is Christina Byers, and then obviously any of my team members can jump in. The school progress plan does look at school climate and overall social emotional learning. So to answer your first question, the answer is yes, schools do set goals based on data sources that they are analyzing that pertain to school climate, whether that be stakeholder data around things like belonging, whether that be attendance data or

Page 97

12

13

14

16

17

18

19

20

21

1

2

3

4

5

19

Page 94

suspension data, so they do set a specific goal around school climate.

The other piece that you were talking about, equally important around the whole child, does directly correlate to the policy you referenced in that every school does have a wellness committee. And so while that is not embedded necessarily within the individual school progress plan, all schools are charged with having a wellness liaison, and they work within the schools to look at the implementation of that policy in that individual school setting.

DR. HAGER: Okay. I noticed in other committees, and I know you were just talking off the top of your head or one of the speakers was and that was not mentioned, so I was wondering how that all fits together, and how long has safety and climate been linked together in the same office, is this a new concept, or how long?

DR. ZARCHIN: This is the third year.

DR. HAGER: Third year, okay.

Page 95

15

17

18

10

11

12

13

15

17

18

19

20

DR. ZARCHIN: Yes.

DR. HAGER: And I think those are all of my questions. Thank you for your time.

> CHAIRMAN CAUSEY: Mr. Muhumuza? MR. MUHUMUZA: Can you hear me? CHAIRMAN CAUSEY: Yes, we can.

MR. MUHUMUZA: Yes. Before I ask my question, I want to go on a short tangent for a second. Many people don't know that the first 10 time I met the chief of climate and safety,

11 Dr. Zarchin, was about a year ago. This was 12

during my role on the Student Councils for

Maryland, the committee on safety, and I was

happy that Dr. Zarchin through our conversation

15 took the opportunity to come down to Dundalk to

really see what the students were talking about

17 and some of the concerns they had. And it was my

first time ever being in a leadership position

and so, Dr. Zarchin, I just want to say thanks 20 for doing that. That conversation really

21 inspired me at that time and made me really run for this position, so I just wanted to say than you so much, Dr. Zarchin.

3 My question was concerning kind of like what Dr. Hager was talking about, the post COVID, or the post COVID school environment. And mainly it deals with students reporting issues

concerning climate and safety, and I think I talked to Ms. Byers about this, about students

feeling like they can't go to their principals, 10

their teachers, and might need to reach out to an external body for help to address their concerns.

12 And my question is, what is the Office of Climate 13 doing to allow for these students to I guess

14 report incidents or concerns they have? Yeah.

DR. ROBERTS: Mr. Muhumuza, this is 16 Dr. Roberts. If I could, I'll open and address some of that question and certainly allow my colleagues to follow up, and it's a great question. We say in education and as educators,

that every child should have a connection within

the building, so if that person is not an

administrator or not a teacher per se, it could be a custodial worker, be a cafeteria worker, it could be a paraprofessional, and instructional assistant, just some adult within the building who they can go to, who they feel comfortable with. But in hearing your question, sometimes there may be a case where a child or a student doesn't feel comfortable with an adult in the building, sometimes they just feel comfortable

with their own peers or a particular peer or

small group of peers.

So to the larger question around school climate, it really does wrap around also to the work in our family engagement office and several other offices within our mentoring office and curriculum instruction. So several kinds of visions outside of school climate, but certainly within school climate help in addressing, for example student government, so if a student has a student leader such as yourself who they're comfortable with. What we also work and try to

8

17

20

21

1

2

10

11

12

13

15

16

17

18

19

20

21

Page 98

do is allow our students to understand that they can go to a trusted friend and maybe that friend can provide that intervention and go to a trusted adult with information on behalf of their friend or on behalf of a student. So it's really student leaders like yourself who could serve in that capacity.

Other ways, we've heard Ms. Sample talk about Dr. Rudd Safran who's absolutely, she hit the nail right on the head with Dr. Rudd Safran. She is absolutely an amazing leader within our 12 school community and we're so lucky to have her 13 in the east zone. I say that to say that what 14 she does is she will meet with students, so we in central office also take the opportunity to come in and build relationships with students. Your 16 comments, your poignant comments referencing 18 Dr. Zarchin is another great example. You made a connection with the central office staff, so for you that felt comfortable, going to who you felt comfortable going to or would feel comfortable

more.

1

2

14

16

18

19

20

This summer we spent a good amount of time working with our school leaders and teachers to educate them, provide professional development. We knew that there was going to be a need for connections and outreach in identifying when students weren't engaged or they may be showing signs of potential mental health issues, so that was done early on and I think it's been really important. I'm pleased to share, we have had, just recently a number of 12 examples where students have reached out to staff in times of need and crisis, so I'm very pleased with that. I think part of that's relationships that have long existed and I'd like to think that part of that is the awareness through that professional development that occurred over the summer.

MR. MUHUMUZA: Yeah, that is great, Dr. Zarchin, and I think what is terrific, and Dr. Roberts mentioned, was about the connections

Page 99

going to.

So what we do in central office is working within buildings in any capacity is to build connections and talk with children, because you never know, you're talking to that child and you don't know, sometimes as an adult you're making an impression and building a connection where they may feel comfortable reaching out. So those, I just wanted to kind of frame that into a response, and hopefully it addresses your question, in ways that central office, but as well as student leaders within buildings can serve in that capacity of supporting one another.

DR. WILLIAMS: Thank you, Dr. Roberts, and I'm going to ask Dr. Zarchin just to add to that response. Thank you.

DR. ZARCHIN: Well, first I want to thank Mr. Muhumuza for the opportunity to go out and visit, that was a highlight of the year and I look forward to getting back in the building with you with the rest of the students to talk some

Page 101

especially with student leaders they're making. But what I was thinking about is the students who really can't come to the staff personally or feel scared in some way. Is there tools? One example I use is I know that the governor's office has the app, the school safety app where they can submit an alert or something and somebody will get back to them. Are there tools like those available where students can submit, sometimes 10 even anonymously, issues they have, and to work 11 with you guys especially?

DR. ZARCHIN: So there is a call-in that students can make. I think most importantly are the teams in schools. When a student is not engaged or there are concerns, a teacher can work with a counselor who can work with an administrator, folks who may know the student or may not know the student well, but when red flags come up, there's outreach and connections made. That's been really important with this online learning, and it's a new thing and we're still

12

15

17

19

learning and growing, but those teams in schools

- have really made a difference in connecting with
- 3 students and getting them support, and sometimes
- it's connecting with outside agencies once those
- 5
- connections are made. We also have tip lines

6 that come in.

7

8

11

12

18

19

1

15

16

17

19

20

21

MR. MUHUMUZA: Thank you so much. Thank you, and thank you to the principal from Overlea,

and congratulations to our SRO of the year,

10 Ms. Moore. Thank you.

CHAIRMAN CAUSEY: Ms. Pasteur?

MS. PASTEUR: Thank you. First of all, 13 congratulations and thank you to everyone who has

14 presented, and I ditto congratulations to

Ms. Moore and always the very wonderful Monica

16 Sample for her award last year, and the good work

17 she does in her high school.

> Dr. Zarchin and Ms. Somerville, I would just like to follow up on Mr. Kuehn's question.

20 Where might parents and students and teachers

21 look so they have a sense of what is being

Page 103

they return, or how do they know or from where are they going to get that information? Are all principals saying the same thing, sending out letters, how do they know, how do they feel comfortable about our plan, and not just for the physical or the health safety, but also for the social emotional and mental? And what kind of professional development, I guess, during this time where people are still out, are principals 11 getting so that they're all on the same page as folks start going in while they're already in, and how they are going to have these discussions

planned in terms of safeguarding our students as

I heard things you were saying that are good. I just want to know how folks can get the information and how this translates into making sure we're all doing the same thing all the time.

with their student body as well as their staff as

students and teachers come in?

DR. ZARCHIN: Thank you for that question. So we have resources on the web page Page 104

for students, staff and parents, and a variety of

topics to help educate and get folks through this

difficult time. We will also be doing biweekly

updates from the design team and the COVID task

force that will be shared with everyone as well.

Deb Somerville, did you want to share any more

information about information that we've provided

8 to this point?

9

10

13

14

15

16

17

18

19

20

1

8

10

11

12

13

15

17

18

19

20

MS. SOMERVILLE: No, I don't think so.

DR. ZARCHIN: Thank you. We have quite a bit on line and we continue to add to that and as we get closer to a return, that communication will only continue.

MS. PASTEUR: Okay. So parents, everyone will know how, staff will know that everyone will be in sync so that as the return happens, everyone will be in sync in terms of how they talk to the children and how they talk to the staff?

DR. ZARCHIN: As far as the principals or school leaders?

Page 105

MS. PASTEUR: Yes. I want to just make sure that from school to school folks are not doing different things and having different expectations, that everyone is of the same mind in the system as people are returning in terms of the safety protocols and the mental and social health protocols.

DR. ZARCHIN: Yes, and that's been one of the challenges, as we get new information and we learned through this pandemic, is coordinating information, staying on the same message and making sure that we're putting the information out there and keeping it up to date, and that's work that will continue.

MS. SOMERVILLE: So, this is Deb jumping in, Ms. Pasteur, two thoughts that I wanted to add is that there is, all of the employees had to complete a COVID 101 course to talk about the key mitigation strategies and really introduce the common language that we're going to be using about social distancing, mask wearing and those

9

10

11

12

13

14

16

17

18

20

21

1

2

6

8

9

10

11

12

13

14

15

18

19

20

21

Page 106

kinds of things.

2 In addition, we have a training program 3 that the school nurses will be delivering when staff returns, so that training program has been drafted for the four separate public day schools and the principals have actually just reviewed it, so that will be used also as staff returns for consistent training and review for staff on protocols.

MS. PASTEUR: Thank you.

DR. WILLIAMS: And just to add, this is Dr. Williams, that the community superintendent and/or executive directors meet regularly, I want to say weekly with their principals to provide updates from various offices, updates from their offices, so that's been helpful as well. I just wanted to add that information, thank you.

DR. ZARCHIN: We've also been working with the Department of Health, health services, our design team, community superintendents to put together information in a health guideline

over 14,000 SROs that work in schools in the United States, and that's just a wonderful collaboration that she has with the principal and the students and the families of Overlea High School.

I did want to ask, going back to Ms. Byers, with the school safety and climate and wellness committee, and I wanted to understand, who's on the wellness committee and how does that operate in the virtual environment, and how does the school progress plan relate to the virtual environment?

MS. BYERS: Hi, good evening again. So the wellness committee is an individual, the leadership team at individual schools determine who really is the makeup of that. The requirement by the policy is that there be a wellness liaison, and that is the person who really leads the charge within a school around that committee in insuring that policy is being implemented.

Page 107

5

6

12

13

14

15

16

17

18

20

21

1

12

13

15

17

18

19

20

document that will be shared with everyone on the website, we're calling it our Safety is Our True North document, and that has a lot of information about different guidelines, social emotional wellbeing, monitoring, right across the board health and safety information. CHAIRMAN CAUSEY: Thank you.

Ms. Pasteur, does that complete your questions?

MS. PASTEUR: Yes, I'm done and I hand it down. Thank you.

CHAIRMAN CAUSEY: Thank you. Other board members? Mr. Muhumuza, is your hand back up?

MR. MUHUMUZA: No.

CHAIRMAN CAUSEY: Okay. Thank you. 16 Well, I'll take a moment and ask some questions. 17 First I wanted to do say it was my pleasure and honor to attend Officer Danielle Moore's awards ceremony when she became the National Association of School Resource Officers Officer of the Year.

which is an incredible award because there are

Page 109

In terms of the school's progress plan, schools continue to focus on their goals and their actions that are aligned with those goals, and so our leadership team within our schools do continue to meet regularly, all schools have meeting structures where they meet in the virtual environment and they engage in activities that are aligned to their school progress plans, whether that be to monitor the implementation of the professional learning plan, to examine data that is aligned to monitoring their school progress plan, or simply discussing the implementation of the action steps that they

So similar to the way that they would normally as a leadership team meet face to face in the schoolhouse, they are still conducting those leadership team meetings virtually.

identified in alignment to their goals.

MS. ROWE: You're muted, Ms. Causey. CHAIRMAN CAUSEY: Thank you. This question is for Dr. Zarchin and going back to the

20

21

1

2

Page 110

3

9

safety manager and their role, what specifically has been their role in the COVID pandemic this semester including, you know, the virtual environment, but also as plans are developed to 5 return students to school?

DR. ZARCHIN: So they are still working with schools, checking in. We are actually getting ready to begin safety managers going into schools and doing a checklist to make sure that their mitigation strategies are in place and being used consistently in schools and offices. That is something we've worked through with the 13 Department of Health, we got their feedback on 14 the form, and just yesterday that was approved to move forward, so that will be a big part of their 16 work in the near future. I have April Lewis on 17 as well if you'd like more details about the work 18 they've been doing.

CHAIRMAN CAUSEY: Actually, that would be great because we are hearing a number of concerns, and it's good to hear from you and your

Page 111

6

12

13

14

15

17

18

19

20

team and others that are directly addressing these issues.

DR. ZARCHIN: Thank you.

3 MS. LEWIS: Good evening, everyone. And so during the pandemic the safety managers continue to consult with police, they have established guidelines for when we involve law enforcement in the virtual environment. They've also been monitoring schools, going out to 10 schools visiting, even when the schools were closed, to make sure that our facilities were 11 safe. We've been working on the divisions in our process drill; because of COVID the schedule's going to be quite different so we're having to 15 customize the plans in a different way because the expectations for our schools will be 17 different as we return to school. So they've been quite busy working with the principals and 19 working on the visions to the comprehensive safety plan during this time, just making sure

that once our students start to return to school,

that they're ready to address the concerns that come up.

CHAIRMAN CAUSEY: Thank you. And my final question to Dr. Zarchin is so, when we hear concerns about the safety of students and staff and dealing with the impact of the pandemic, you feel that the schools are going to be able to address the safety of our students as they return to school?

10 DR. ZARCHIN: Yes. So as we return, there's going to be anxiety about a return with students that we're trying to position ourselves, to make sure that we have staff available to work 14 with students, and there is -- we're in a 15 different spot right now. Sadly, there's no 16 perfect plan for response. If we stay home we worry about mental health issues; when we return 18 to school we worry about physical health issues, and a combination on both sides of this equation. So our MTSS folks are busy doing training; school social workers are involved with tele-health

Page 113

Page: 29 (110 - 113)

Facsimile (410) 821-4889

Page 112

services; psychologists are providing social emotional supports, parent workshops. Trauma informed support training has been and will continue to be a critical part of the adult 5 learning that we do.

CHAIRMAN CAUSEY: Thank you very much, but it's also, the adult learning, but it's also what you're translating to provide to the students, and I'm glade to hear about the trauma informed, because the pandemic has provided a lot of trauma to our students and families and staff, and we know that those need to be addressed. Thank you.

DR. ZARCHIN: Thank you.

CHAIRMAN CAUSEY: Board members, any other discussion before we move to the next agenda item? Well, thank you, Dr. Zarchin, Dr. Jones, Mr. Roberts -- oh no, Dr. Roberts and Ms. Lewis, and also Ms. Somerville, thank you. Now moving to the next agenda item which is the presentation on curriculum -- excuse me,

13

14

17

18

20

21

Page 114

1

10

11

12

13

14

16

17

18

20

it's a report on reading from Dr. McComas, our chief of curriculum. So welcome, Dr. McComas.

DR. MCCOMAS: Hi, good evening, everyone, it's so good to be here this evening 5 with you. So I'm sorry, I should be more formal. Good evening, Dr. William, Chair Causey and members of the Board. I am Dr. McComas, our chief academic officer, and I'm joined this evening by two fantastic literacy leaders within BCPS, Ms. Jennifer Craft, our director of English 11 language arts, and Ms. Megan Shay, our executive 12 director of academics.

This evening we're very pleased to bring to the Board and all of our stakeholders who are joining us this evening a high level overview of 16 effective literacy instruction within BCPS. And as we get started I also would just like to remind everyone because I know you will be excited and you will want to understand more, I would encourage everyone to go back at some point and view the March 2019 curriculum committee

Page 115

archive, and you'll be able to have an even deeper dive and take that at your leisure. So on that we're going to go ahead and get started, and Mr. Corns, if you could kindly go to the next slide?

Thank you. And so this evening as always, we would like to ground into our presentation this evening and insure that everyone understands how it fits into the critical work of our organization and 11 specifically our strategic plan. Under the leadership of Dr. Williams as everyone is aware, we've launched our new strategic plan this year which we affectionately refer to as the Compass: ¹⁵ Our Pathway to Excellence, and it has five focus areas. Focus area number one is of course our 17 core mission of learning, accountability and results, and so what we will share you today is 19 really one of the fundamental aspects of learning within any school system. So on that I will hand 21 it over to Ms. Shay and she will pick up.

Page 116

MS. SHAY: Thank you, Dr. McComas. Next slide please, Mr. Corns. Good evening, everyone. So when talking about reading it is really important that we understand the complexities and the multifaceted skills required for proficient reading. Mr. Corns, if you could advance, I apologize, I think there's animation, if you can click through a few more times. Thank you so much. One more, thank you, perfect, right there, thank you so much.

So our esteemed members of the curriculum committee will recall this graph, I'm sure, and the pipe cleaner activity that we did along with it. This is a rope model developed by a researcher, Hollis Scarborough, and what this rope model attempts to do is to help visualize the multifaceted skills required for proficient reading. So if you look on the bottom of this diagram you'll see the area of word recognition. This encompasses areas of reading including phonological awareness, decoding and spelling or

Page 117

left-hand side with the rainbow colored boxes, these represent the five critical areas of reading as defined by the National Reading Panel, and you'll see how those areas of reading overlap with the Scarborough's rope. The bottom component of word recognition is the primary goal and focus area for primary grade instruction. This is also the area that our strategy 2-A within that goal area of learning accountability and results is focused on the implementation of our curriculum resource in Open Court, so thanks 13 to the support of this Board and our budget we

phonics, as well as sight recognition. On the

few moments. At the top of the rope, this is the additional area of important language comprehension necessary for skilled reading. This is where we instruct students to develop background knowledge, vocabulary, the structure

have been able to implement the Open Court

curriculum which Ms. Craft will talk about in a

15

16

17

18

19

20

17

18

20

21

15

17

19

20

21

Page 118

of language or syntax, as well as develop first verbal reasoning and literacy knowledge. As our readers move explicitly through the primary grades they are developing the skills necessary to become increasingly automatic and increasingly strategic, so that they can ultimately become skilled readers, who then move into the intermediate grades as well as middle and high school using those proficient reading skills to 10 learn across the disciplines.

You'll see on the orange arrow the goal 12 of curriculum in reading instruction is to 13 develop these explicit and systematic skills by 14 the end of grade two, so that as students move into grade three and beyond, they are able to 16 apply with fluent execution and coordination both word recognition and text comprehension. What can make reading instruction very complex for students and families and teachers is that the needs of an individual reader might demonstrate a need in any one of these strands because, again,

Page 119

17

it is that coordination and that bleeding together of those discrete skills that result in proficient reading. Next slide please.

4 This visual model of what it means to develop proficient readers is also reflected in our expectations for the classrooms. So as Dr. McComas shared, within focus area one. learning accountability and results in our Compass, we have our teaching and learning 10 framework. The teaching and learning framework 11 sets forth clear expectations for teaching and learning in every classroom every day. Here we 13 outline how these expectations are applied for 14 literacy.

On the left-hand side you can see some of the explicit expectations for literacy instruction in the primary grades that reflect the systematic and explicit instruction in 18 phonemic awareness, phonics and word study. Again, these are accomplished through our new curriculum that we now have implemented in grades Page 120

K through three. In addition to the elementary grades it is critically important that students have daily opportunities to read and interact with text of sufficient complexity and increasing text complexity in both literature and nonfiction as they move through those elementary grades, and that they have opportunities to write daily, both in short timeframes and extended timeframes for a range of tasks, purposes and audiences.

10 As we move into middle school and high school, we now want our students to have 12 authentic disciplinary literacy experiences and 13 opportunities. This is where we are hoping our 14 students will use that skilled reading developed through that explicit and systematic instruction in the elementary grades to apply to authentic 16 learning within the disciplines of science, 18 social studies, reading, fine arts and career technology education for example. We want 20 students to have already mastered the individual skills necessary for proficient reading so that

Page 121

they might focus their cognitive effort on applying those literacy skills to read and write authentically within the discipline. Our reading

curriculum is also centered around a multitiered system of supports, and as I transition I want to

introduce our director of English language arts,

Ms. Jennifer Craft. She did join us last year

just before we closed for the pandemic and went

into virtual learning, and so this is her first

opportunity to be with the Board this evening, 11

and I'm so pleased to have her join our team.

12 She's going to walk us through how these 13

expectations for literacy instruction are reflected in a multitiered system of curriculum

resources and implementation. Next slide please,

16 and Ms. Craft?

> MS. CRAFT: Thank you, Ms. Shay, and good evening. So happy to be here tonight. What should be in front of you is our elementary reading multitiered system of supports. And so on the pyramid you'll see on one side our

17

18

19

2

3

11

17

19

20

21

Page 122

3

10

11

13

17

19

4

5

11

12

13

15

17

18

19

20

comprehension and the other side decoding. And when we think about a multitiered system of supports it's going to have four basic components. It's going to have multitiered levels of prevention and support, evidence-based programs with high quality instruction, ongoing assessment and data-based decision making and problem solving.

9 MTSS has three tiers, so you'll see at that bottom level, tier one is our universal instruction. This is the differentiated evidence-based core instruction that all students 13 receive. Core instruction will meet the needs of 14 most students but some students will require tier 15 two. So that blue tier two band really is 16 supplemental short-term leveled intervention to 17 improve students' specific reading skills. And 18 then finally at the top of the pyramid, our yellow strip is tier three, intensive intervention which is extremely focused 21 standalone interventions for students who

Page 123

continue to have a huge difficulty with their reading despite efforts at tier one and tier two.

It's important to recognize that the tiers describe intensity of instruction, not specific programs, students or staff. Each tier is layered on the previous tier's level of support. So BCPS, for our tier one we have Wonders, our BCPS written curriculum and Open Court as part of our tier one instruction. 10 Additionally we have trained many of our teachers on LETRS which helps teachers understand that 12 effective reading instruction is complex with several related key components based on current scientific research. LETRS explains spoken and 15 written English language structures to students and how to implement structural routine

activities and approaches to differentiate

instruction to meet literacy needs for all

Education around both core instruction and

students. Importantly, we have collaborated with

both the Office of ESOL and the Office of Special

interventions to insure that we meet the needs of all students through a comprehensive and coordinated approach.

And so while we are looking at the elementary right now and you can see the different programs that we do have in place to support our students, we're not going to take a minute and look at our secondary reading multitiered systems of support. Next slide please.

So the same tiers are in effect, I just want to add a couple more layers to the multitiered system of supports. So when we're 14 talking about a multitiered system of supports we 15 should be using evidence-based interventions, and 16 an evidence-based intervention is one that is supported by strong research evidence 18 demonstrating its effectiveness, so it has demonstrated a statistically significant effect 20 on improving student reading outcomes, or it will demonstrate a rationale based on high quality

Page 125

Page: 32 (122 - 125)

Facsimile (410) 821-4889

Page 124

research findings or positive evaluations as to activities tied to your intervention is likely to improve student outcomes or other relevant outcomes.

Research indicates that one of the most common reasons that teachers do not get the anticipated results is that they have not properly implemented the program as intended or with fidelity. Fidelity of implementation occurs when teachers use a program in exactly the same way that it was designed to be used to deliver, and so one thing that we focus on in the Office of Special Education and the Office of ESOL is insuring that all of our teachers have training in the programs as well as job embedded support and opportunities to come together to learn the program, and so we have several layers of support to insure that the programs can be delivered with fidelity.

It's also important to note that the shifts that we're making in elementary schools

6

15

17

18

20

21

Page 126

such as implementing Open Court in grades K through three ultimately will result in lower numbers of students in high school and middle school needing reading intervention over time. Next slide.

MS. SHAY: Thank you, Ms. Craft. So Ms. Craft just described all of the curriculum resources and some of the universal professional learning offered at each of the tiers of support. 10 But at the Division of Curriculum an Instruction we know equal to our responsibility to provide 12 high quality evidence-based resources for curriculum, so to are we committed to providing 14 instructional support through professional learning and a service and support model for 16 schools.

One way that we provide universal supports to all schools is through our support of reading specialists in the elementary schools and department chairs in the middle and high schools. We work each month to provide professional

Page 127

13

15

16

17

18

20

2

3

10

11

12

13

15

17

19

20

learning, opportunities for data analysis and collaborative planning, as well as research to support specific programs or curriculum materials for both reading specialists and department

chairs each month. In addition we work collaboratively, you saw this graphic earlier when the Division of School Support and Achievement was talking about their interaction with school climate and safety. 10 We also work collaboratively with the Division of School Support and Achievement to support our 11 12 schools, our school leaders and our classroom 13 teachers through what we call our residency model. In the residency model resource teachers 15 from the Office of English Language Arts are assigned to support an individual school for a 17 specific length of time. During that time they provide job embedded coaching working 19 collaboratively with the school-based 20 instructional leadership team to support the

literacy need of students and of teachers, as

well as building capacity for that leadership team to continue to provide support towards the goals outlined in the school's progress plan.

In addition, the English language arts office supports the instructional course which is an additional layer of support identified by the Division of School Support and Achievement. Also outlined in our Compass is our commitment to providing support for general education and content teachers' knowledge of the necessary support for English learners. English learners are continuing to develop literacy in their L-1 or first language while also working to 14 explicitly develop literacy in English.

In the same manner, we collaborate closely with the Office of Special Education. As Ms. Craft noted, it is through a rating of our funds and our profession learning opportunities that we are able to provide supports for both general and special educators who are working to support the needs of students receiving special

Page 129

Page: 33 (126 - 129)

Facsimile (410) 821-4889

Page 128

education services, specifically in the areas of developing literacy.

And finally, we also provide collaboration and services and support to support the advanced needs of students receiving advanced academics. In some cases this even includes providing opportunities for more complex texts or for opportunities for a true integration across the multiple disciplines. Next slide.

And finally, we know that our literacy data that we have been working through for several years tells us that the efforts that we've made universally for redefining our curriculum and supporting professional learning are not enough. We know that in addition to the efficacy of courses aligned to standards, it is equally critical that we interrogate our curriculum to disrupt the inequities and outcomes for reading achievement by race. To do this we have a renewed emphasis and focus on insuring culturally relevant pedagogy in all of our

Proceedings Baltimore County Board of Education Meeting Page 130 Page 132 much for that information. So one of the slides literacy classrooms. Culturally responsive teaching teaches indicated that students are expected to read 3 to and through students' personal and cultural independently at the secondary level. Yet as I strengths and intellectual capabilities by often bring up, 68.3 percent of our sixth graders providing curriculum content and teaching and 66.4 percent of our tenth graders are not strategies through their cultural frames of reading at grade level. I appreciate the reference to make the context more personally information provided about tiered supports. I am meaningful and easier to master. You can see encouraged by the fact that our youngest learners reflected here on the slide, this means teachers are being taught the right way, but I am very approach students' cultural and linguistic concerned that so many of our students are not differences through an asset mindset and reading on grade level and I wonder if there's, 12 incorporate them fully into the learning process. if we can actually catch them up. One of the 13 In addition, teachers understand the questions I often ask is with that many students 14 importance of representation, and promote student 14 not being proficient in reading, why do we have a 15 identities by intentionally selecting curriculum practice of continuing to push kids on to the resources and material. To this end in the last 16 16 next grade? Many teachers tell me all of the 17 several years we have made some very deliberate 17 time that they try to hold students back and 18 18 steps, including working to form an affinity they're not allowed to do that. 19 group for our curriculum writers, and to provide So I'd like to understand our rationale exclusive training, resources and pedagogy to about continuing to grade level promote kids who 21 support culturally responsive instruction as well are not ready. I'd like to understand if we Page 131 Page 133 as developing tools to conduct an audit of our anticipate any changes in that, given that so own curriculum resources to insure that we are many kids are struggling in virtual learning. intentionally selecting those resources to truly And then finally, I'd like to know that given our reflect and represent the students that we serve. virtual attendance policy, how do we know that 5 Next slide. students who are being marked present are even 6 And Dr. McComas, I will turn it back to attending ELA, math or any academic subject, and 7 you. what are we doing to insure that the students are 8 DR. MCCOMAS: Okay, thank you, and I getting the instructional hours they need to believe that according to the agenda we have truly be successful? 10 10 about 12 minutes in this part of the agenda, and DR. MCCOMAS: Thank you, Ms. Mack, I 11 know there were, that's a multitiered series of 11 we're open to questions. 12 12 CHAIRMAN CAUSEY: Thank you very much questions, so if you will just bear with us as we 13 for that presentation. Board members? I see try to remember all of them and work through Ms. Mack, and then other board members can use 14 them. 15 the hand icon or if you do not have it, just 15 MS. MACK: If you have questions, just 16 chime in when you would like to speak. Ms. Mack? 16 ask me. 17 17 MS. MACK: Thank you very much, DR. MCCOMAS: Yes, ma'am, thank you. So Dr. McComas and Ms. Shay, and I'm sorry, I forgot 18 18 I will, and my team will also help with these

the other person's name.

DR. MCCOMAS: Ms. Craft.

MS. MACK: Ms. Craft, thank you very

19

20

21

19

20

questions. So I'll get it started here by saying

concerns about our data, right, because we know

first, it's really important, first we too have

11

15

16

17

19

21

Page 134

our fundamental mission is to help our students fundamentally become literate so that they can then be successful in all other realms of their life, so we truly are equally as urgent about improving our outcomes for our children.

I must also say that, as you know, because I know when we had that curriculum committee presentation, we really spent some time identifying how important it is to have a good diagnostic understanding of the root cause of a child struggling to become a fluent and proficient reader, right, and that it was 13 important for us as a system to have that 14 multitiered system of supports so that we can match the right treatment for the root cause or 16 the need of the student as they're striving to 17 become more proficient. So we, and I want to say 18 that we as a team greatly appreciate the opportunity always to talk to whoever about the 20 need to have that menu, so that we can match the 21 right supports to our learners as it becomes

Page 135

evident what their support need is, so that is a step in the right direction that we are doing.

3 You know, just as recent as, I think it was last January, we were bringing forward the visualizing an verbalizing, I think it was January, it's starting to blur together because of the COVID. And so that was a new intervention that we were layering in, so that is part of the work going forward. Now I would also, I'll come 10 back at the end and talk about attendance, so I want to make sure I hear from Ms. Shay and 12 Ms. Craft if they have other comments to add to sort of the piece around how do we address 14 students and moving them forward.

MS. MACK: Dr. McComas, can I just add something to that? Because in a perfect world when a student hits the tenth grade, there is tenth grade curriculum that that student should be focused on, but when we're putting efforts with that student in catching that student up, he or she is never getting the same opportunities

that a student who goes into the tenth grade able to read at the tenth grade level gets. They're always running behind because they're always trying to catch up.

DR. MCCOMAS: Well, I would certainly agree, Ms. Mack, that it is double work when a student is working to overcome a challenge. It's important also to recognize that brain development does occur at different rates, and while we like to have a conventional model where all students arrive at a certain level or grade, 12 I can speak specifically as a mom of one of my own children who had a reading disability, and it 14 just took her longer to get to where most children could get to. That wasn't a defect of 16 her, it wasn't a defect of her teachers, it was a 17 function of human brain development, and I think 18 that that's important for us to keep in mind too so that, you know, while we like to have 20 conventions, we need to recognize each and every child will grow and develop in their space, and

Page 137

Page 136

our challenge as the educators and adults in their life is to truly take the time to understand them, to understand their needs and then to find what is the right resource along that journey. And so I just add that we always keep the compelling human quality in this conversation as well.

And then I would also speak authentically as someone who was a high school teacher, who did teach tenth grade, and often had students in my content classes that were striving readers, and it was incumbent on me when I spoke with the reading specialist that they may have been working with to recognize that it's not one before the other, at that point you need to work together in tandem, that's why it's important for our content teachers to really have disciplinary literacy skills and to understand what are those specific literacy strategies to help students become proficient in the robustness of their content, whether it's biology or economics, or

8

10

11

12

13

15

17

18

19

3

5

6

7

13

14

16

17

18

20

21

11

12

17

20

21

Page 138

some of the other areas.

I'm sorry, I am going to turn it over, because I get passionate about this, but I want to give others an opportunity. Ms. Shay?

MS. SHAY: I think you're doing a wonderful job, Dr. McComas, and I appreciate you.

Ms. Mack, just to add to what you already shared, and you and I have had many conversations because I know you're equally passionate about this. And so it is a multifaceted approach as Dr. McComas described. 12 So we are, you're right, we are encouraged by having a much more systematic and explicit tier one for our primary grades to see those numbers shrink in terms of the students who need specific intervention.

What Ms. Craft mentioned briefly but certainly warrants further exploration is we are also redoubling our efforts to provide specific interventions targeted for the needs of adolescent readers who are striving. And so she

Page 139

2

4

5

11

12

13

17

19

20

21

mentioned programs such as System 44 and Read 180. These are high quality evidence-based resources for interventions that we are putting in place and continuing to expand opportunities for students to have access to in the middle and high school grades to do exactly what you just described, which is really about accelerating learning, so the problem you surfaced about students who are striving readers need to make 10 more than a year's gain in a year's time if we're going to close that gap that you described.

And so we are being really intentional about identifying specific programs as well as continuing to provide training of professional 15 learning procedures in general education and special education so that we are coming at that from multiple perspectives.

18 In terms of your questions around 19 retention, so I know you well know that we have a policy rule that outlines the specifics about promotion and retention, and one of the things

that I think is really important is that that 200

just fell out, that we can only consider

retention once we have documented specific

intervention strategies. This is why we were

describing to you about our multitiered systems

of support and all the number of contracts we've

brought and professional learning we've brought,

is designed to make sure that we have done a

really good job in effectively documenting those

evidence-based interventions, exclusively taught

and systematically used so that that conversation

can happen in alignment with what you said.

There may be an instance where a child at some

14 point in their elementary career should be

retained, but not until we can sufficiently

16 document and support that we have implemented

17 these specific intervention strategies. So

18 essentially every child we're describing is

actually moving in the same direction you're

talking about, which has not been in place across

the board in every grade level and the explicit

Page 141

and systematic way that Ms. Craft just described.

MS. MACK: Ms. Shay, can I just address that real quick please?

MS. SHAY: Sure.

MS. MACK: Thank you. I appreciate that information and I guess what I'm seeing, I've spent a lot of time in schools this whole pandemic, I've had porch meetings and walking meetings with teachers, but I'm hearing from teachers that they do all the tier support, they document it, they then say that this child is not ready because he or she does not have the basic foundation of reading to move to the next grade, and the principals say everybody has to pass. And I just think we need to take a look at that, because, I mean, in my two years on the Board I have only identified two children who have been retained, and in both cases the parents fought very hard for their children to be retained. I

just think we have to look at it differently.

You know, it's like building a house.

Page: 36 (138 - 141)

Facsimile (410) 821-4889

Page 145

7

8

10

11

17

20

21

8

9

10

11

21

Page 142

If you don't have a strong foundation on your house, you can go ahead and put the walls up but at some point when the wind blows the walls are going to shake and I just, I think that's what we're doing to our students. And I think my time is up. You can answer, I just can't ask any more questions.

DR. MCCOMAS: So thank you, Ms. Mack, for your comments. We hear and received what you're saying.

And I just also quickly just want to 12 touch on -- I know we come back to the attendance 13 conversation every meeting and again, I would 14 just like to reiterate that it's really incumbent upon every one of us to, we do freak out when we 16 have students that are not attending or are struggling, either way, they may be attending but 18 not doing well, or not attending. Whether that's virtual or in person, there is a whole series of outreach that occurs, and I know we've talked in previous meetings about some of those school

what you all really were saying, which is what I want folks to hear all the time, is that they are not separate, that you recognize and we've got to make sure that our administrators, our teachers, all of us on the Board, parents understand that even as Ms. Mack was talking about it about retention, that we don't all mature, intellectually mature or in our skills at the 12 same time. And so all of those things are happening together, just like things moving in 14 that manner, that sometimes it is wonderful to have the culturally varied materials, children 16 need to see people who look like them, but we don't want them to just look at pictures, and we don't want them just to know that the writer was of this particular orientation, cultural orientation. We want them to read what's behind

the pictures and read the names of those writers

brought in, Ms. Shay I think it was, brought in

the culturally varied material, and then saying

the examination of different learning needs. But

Page 143

17

18

2

12

13

15

17

18

19

20

structures that routinely operate to help with that. Is that perfect? Probably not, but it is enduring work, it's work that, we constantly have to work on that, so I know in the interest of time, we are trying to make sure that we monitor things, but I have confidence we'll come back and talk again about that, so thank you, Ms. Mack, for being a crusader for our children.

MS. MACK: Thank you very much. DR. MCCOMAS: Of course. CHAIRMAN CAUSEY: And next we have

12 Ms. Pasteur. 13 MS. PASTEUR: Thank you. Dr. McComas, Ms. Shay, Ms. Craft, truly if I had faith in 15 folks to spread the message correctly, it would be among the three of you, or with the three of 17 you, I know you know what you're saying. And what I'd like to hear more of is what you said 19 tonight in your comments, because it's not just the tiered support as you mentioned, and also

mentioning developing the skills, and then you

as well, at the same time.

So I would just like, and this is what I like about the ideas of Compass that we are now doing, and I will come back to that professional development and I know you ladies know how to do that and make it stick, that all of these things are happening all the time and together, and that our children, and helping parents understand, so they don't go into crisis mode about where their children are. All of the children are not going to be at the same spot at the third grade or at the fifth grade or at the tenth grade, they just aren't, but what is important is that we all have that professional development that helps us to understand that, and from your office and the other offices where the specialists are, the people who go out are saying let's take a look at what's going on, and that's why we have all these materials that you're always bringing, because no one thing is ever going to be the panacea, and I appreciate what you all have said.

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

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

8

9

12

21

1

2

3

4

10

11

12

21

Page 146
I just want you to keep saying it, and I
hear my bell ringing so I'm going to stop, and
I'm not even going to act like I'm asking another
question, I'm just going to stop right there, but
just keep saying it over and over until
people get that we don't always get to a spot at
the same time. Thank you for the presentation.
DR. MCCOMAS: Thank you, Ms. Pasteur.

CHAIRMAN CAUSEY: Dr. McComas, if there was a question you wanted to answer or a response you wanted to make to Ms. Pasteur, you have that time to do that.

DR. MCCOMAS: Thank you. Ms. Pasteur, I didn't really hear a question. I think you were just affirming in your experience that it is complex work and that it's not, children learning to read is not mechanical, it's not like making widgets, but it's true craftsmanship and it takes time as an individual journey with each child, rightly so, and we do need to do better.

MS. PASTEUR: Thank you.

Page 147

3

4

11

12

17

19

20

5

CHAIRMAN CAUSEY: Thank you. Next we have Mr. Kuehn.

DR. MCCOMAS: Yes, hi, Mr. Kuehn.

MR. KUEHN: Hi, good evening. Thank you for the presentation, I appreciate it. Just one note. If you could make these presentations available in BoardDocs before the meeting it would be useful, it's a lot of information to cover, and I unfortunately can't go back and look at the different slides that were just used to provide us all this great information.

DR. MCCOMAS: Yes, sir.

13 MR. KUEHN: So I guess my first question
14 is, you know, and there's a lot to reading my
15 notes later, and I know that it's, you know, we,
16 what do they say, we teach to read until about
17 third grade, and from third grade on we read to
18 learn. So it's extremely important and I
19 understand that we've changed the materials and
20 the curriculum that we use and have moved to Open

Court and I believe LETRS, and we moved away from

Page 148

Balanced Learning and other materials, so I think that's great. One of the questions I have is, what is in place for evidence-based writing instruction?

DR. MCCOMAS: Yes, and I will ask Ms. Shay and Ms. Craft to join in that conversation because that is an area, Mr. Kuehn, that we are working to strengthen, so thank you for identifying that.

10 MS. SHAY: Yes, thank you, that's a great question, Mr. Kuehn, and it is an area of need. We don't currently have a specific intervention identified in the same way we have 14 for reading, we have really had a very laser-like focus. There are some out there, in tier three 16 we have begun, I -- and now again my months are going to get confused from the pandemic, so 18 Ms. Craft can interject. I believe it was last fall we initiated our request for information which as you know, is the first step in looking to begin the process of having a contract for a

Page 149

tier three intervention for writing. We did that in collaboration with the Office of Special Education.

So right now the explicit writing instruction is aligned to the standards we've worked on as part of, in the elementary school it is included in the Wonders Anthology resource that you saw reflected on that chart, and in the secondary we do have our Collections Anthology, which does have within it explicit modules for the writing process and writers workshops, as well as additional opportunities for students to engage in interactive writing opportunities across content using additional resources infused from nonfiction sources such as the History Channel and science journals. And in those interactive writing experiences, the writing modules, students do have an opportunity to get realtime feedback.

So there is definitely instructional resources that I would say are more aligned to

Page 153

8

9

12

13

21

8

13

14

15

16

17

18

21

Page 150

that tier one if you think about that multitiered

- system of support diagram that Ms. Craft shared.
- You really do want to identify an area of need,
- which is about those supplemental tier two and
- tier three supports for explicit writing
- instruction, which is an area of focus moving

forward. Ms. Craft, I don't know if there's

anything you want to add to that?

MS. CRAFT: No, I think you were right on with the fact that we were right before the pandemic hit, we had been working with the Office of Special Education and ESOL to look for some tiered writing interventions.

14 But I did want to offer at the secondary 15 level that Reading Apprenticeship, although I 16 know reading is in the title, actually does 17 reading, writing, talking and reasoning, and so 18 within that tier one instruction Reading Apprenticeship is designed in each discipline to 20 learn how to write like you would write as a scientist, or to write like a historian, and so

I know I need to move things along. You know, we

talk a lot about professional development and I

can't imagine a more important place where we

need professional development than in teaching

teachers, and hiring and finding teachers that

understand the science of teaching and how to

correctly teach reading. So I would like you if

you could, and I don't know if this is outside of

C&I but I would think you'd be focused on it,

what steps are we taking and how is this priority

11 playing out through the system?

DR. MCCOMAS: Right, so I will get us started and then I'll invite Ms. Shay and

14 Ms. Craft to join. So first, absolutely,

15 Mr. Kuehn, we could not agree with you more in

that, you know, the need and the urgency to have

17 teachers enter the profession already truly

18 skilled in a scientific foundation of reading

instruction is really evident and again, I think

there is a great deal of work to be done at the

university level and teacher preparation programs

Page 151

12

13

16

to actually create a workforce that is ready to

hit the ground, and I will say that that is work

that I think is happening at different paces at 4 different universities. 5 So to balance that, we have offered

extensive professional learning and continue to offer extensive professional learning for our teachers in the LETRS program that you will often here us refer to. And on that, I'll ask Ms. Shay or Ms. Craft to kind of expand a little bit more on that program and the professional learning system that goes with that.

MS. SHAY: Absolutely, thank you, Dr. McComas.

So LETRS is an acronym that stands for Language Essentials for Teachers of Reading and Spelling, and we've been able to train nearly 2,000 teachers in the last several years through our partnership with special education, and that training consists of three full days, three modules, which is close to 20 hours of explicit

there are some -- and that is graded by asset as

having strong evidence, so it's the highest level

of evidence, and so that is something we have in

place for tier one and we are going to put in place for tier two and tier three as soon as we

are able to pilot some things in schools and

things are back on track.

MS. SHAY: And just to add to that really quickly, you may recall Reading 10 Apprenticeship was part of what we used in the 11 Striving Readers Comprehensive Literacy Grant's funds to provide for our middle and high school teachers, just to connect those dots. Thank you, Ms. Craft.

MR. KUEHN: Thank you for that information, it sounds like there's work to be done in the writing area.

MS. SHAY: Always.

19 MR. KUEHN: So hopefully we can get this 20 evidence-based curriculum soon.

So I've got some follow-on questions and

11

12

13

14

15

17

19

10

11

12

14

16

17

18

19

20

21

10

11

12

21

Page 154

professional learning that's really written at a graduate course level that really begins with the science of learning to read, as Ms. Craft talked about. It begins with brain research and functional MRI imaging that helps us understand the neuro development and the neuro diversity of learning to read, and continues on through the step down spelling correspondences and the decoding and encoding required in spelling.

So that is something we initially offered, we started doing it two years ago where we would offer cohorts multiple times a year. We're still doing it, we were even, we shifted and are doing it in a virtual setting to insure that we don't miss a beat, because what we know is with teacher turnover we have, often every year we hire many new teachers in the primary grades, and so we continue to offer that.

In addition, I just wanted to quickly mention we do also work closely in partnership with our local universities, so we do have

Page 155

17

19

2

3

4

5

6

11

12

13

17

19

20

21

partnerships where we do meet periodically with staff for example from Goucher College and from Towson University to really expand on these needs. And I know staff in our organizational effectiveness, that helps us work on what certificate programs do we want to add for cohorts through organizational effectiveness. We have identified reading and the need for teachers to develop that additional expertise both at the undergraduate level and then certainly at the graduate level.

And then last I will say that this is also a statewide initiative, talking about legislative initiatives about shifting the 15 expectations required for teacher certification in the State of Maryland to require an increased 17 level of expertise around reading. Because as Dr. McComas said, there's what we do in a 19 reactive mode from the teachers that we hired to insure that we have that explicit understanding, but there are also efforts underway to try to

improve the teacher preparation programs to better align to what we know is so critical for our students learning to read.

MR. KUEHN: Thank you, Ms. Shay. That's a key point and I think that at some level, and I would say that in hiring, we need to make it clear that we're not going to bring in teachers that don't understand this, because 20 hours is what you mentioned, 20 hours professional, that's a half a week of activity from my measure. And I understand we can't do everything overnight, but working with these, basically our providers, 13 these universities that are turning out teachers, 14 and they're the resource that we need, but we need them to understand this, because this is 16 critical to our success. I don't know if I can like make it work, but everybody on this call, if 18 there's one thing we do, we need teachers that know how to teach reading. 20 MS. SHAY: You will get no argument from

us, sir. We agree. We know teachers are the

Page 157

number one factor for student success, and reading is at ground zero for it all. Thank you.

MR. KUEHN: Thank you very much.

CHAIRMAN CAUSEY: Ms. Rowe?

MS. ROWE: Good evening, Dr. McComas.

DR. MCCOMAS: Good evening.

MS. ROWE: So the question I have is what is culturally significant pedagogy, and specifically how is it different than traditional pedagogy besides incorporating culturally diverse instructional materials?

DR. MCCOMAS: Well, one of the -- and again, I'll get us started and I'll invite my team to join to make sure that we have a robust response for you. So I will begin it by saying first and foremost it's recognizing that the cultural nuances that students bring to the classroom are benefits to learning, and it's not that differences are disadvantages, but really differences add strength and quality to learning. So that is one sort of like a frame of mind to

Page 158

begin with, and certainly layering in and

- bringing that frame of mind into the classroom
- day in and day out is insuring that students have
- 4 opportunities to read about multiple
- ⁵ perspectives, right? Because most of us as young
- 6 people and within our families grow up within a
- ⁷ singular culture in our early lives, and as we
- 8 grow older we get deeper and deeper into
- ⁹ diversity, right, whether that's in our school
- environment or our work environment. And so it's
- helping students understand that differences are
- assets and not deficits, it's recognizing how to
- understand multiple perspectives through a
- variety of, exposure to a variety of literature,
- ¹⁵ a variety of, I know as a historian it would not
- only just be literature but it would also be
- media, it would also be speeches, it could be a
- ¹⁸ variety of formats.

19

20

21

1

2

3

So that begins us down this road of cultural proficiency, and understanding that

education is not from a singular cultural

Page 159

perspective or a single narrative. I would invite Ms. Shay and Ms. Craft to join in on that.

MS. SHAY: Absolutely. Once again, you did a great job. I will add, and then I want to

quickly turn to Ms. Craft because I know this is

an area of passion for her. So in addition to,

Dr. McComas talked about specific areas of

representation and multiple perspectives.

- Instruction is culturally mediated when it also
- 10 incorporates and integrates diverse ways of
- 11 knowing, understanding and representing learning,
- and so it all takes place within that asset
- framed mindset to understand how the cultural and
- 14 linguistic differences are viewed as assets, and
- 15 they need to understand students are taught
 - specifically to understand that their cultural
- differences can be assets in terms of
- demonstrating their knowledge.
- And so yes, it is partly about, as you mentioned Ms. Rowe, definitely examining the
- resources that we're using, but it's also about
- CRC Salomon, Inc. Office (410) 821-4888

- within which we are explicitly instructing our
- students, the authentic literacy experiences that
- we referenced before are all situated in
- ⁵ authentic culture reflective of the multiple
- 6 perspectives and identities of our students. And
- so with that, Ms. Craft, I want to give you an
- 8 opportunity to chime in, because I know this is
- ⁹ an area of particular passion for you.
- MS. CRAFT: Yeah. I guess I would say when we're talking about culturally relevant
- pedagogy that you're really drawing on that
- asset-based approach to instruction in which
- teachers affirm the identity of all students.
 And so within a culturally responsive classroom,
- all students' identities and experience are
- valued, and they're used as a bridge to new
- learning. And so when you think about the fact
- 19 that learning doesn't take place in a vacuum but
- 20 rather it's influenced by both social and
 - cultural context, the fact is that we have to

Page 161

- make sure that we are not only recognizing but
 - valuing all of those different contexts that our
 - students bring with them, and that we don't see
- 4 different as negative but then as that difference
- ⁵ actually enriches our classroom and our
- 6 experiences to live in a multilingual diverse
- world. And so it's really important when we
- b think about it, is that what we're saying is that
- we're going to affirm the identity of all of our
- students so that they can learn and reach their
- full potential.
- I mean, I could go on for a long time

there.

MS. SHAY: Thank you, Ms. Craft, but I

- would also add, and I think we'd be remiss if we
 - didn't also underscore that culturally relevant
- pedagogy insures the communication of high
- expectations for all students, so it's truly living out the expectations realized in our
- equity policy and communicating clearly those
 - high expectations for all students.

21

11

12

13

14

15

16

17

18

20

21

11

17

18

19

20

21

let you respond.

Page 162

4

5

12

13

14

16

18

MS. ROWE: So would it be accurate to say that, a more collaborative style of classroom versus competitive space?

MS. SHAY: You bring in a really good point, Ms. Rowe, because in the collective and cultural approach in terms of collective success is a hallmark of many of our diverse cultures. So I think that that certainly can be an aspect of it in terms of less focus on one single right answer or the needs of an individual, but more of a collectivist approach would certainly be indicative of someone framing it through a culturally relevant pedagogy, certainly.

MS. ROWE: Okay, thank you. MS. SHAY: Sure. Thank you. CHAIRMAN CAUSEY: So, I had some questions. I wanted to just pass a little bit the current attendance procedures, and I'm just going to list a couple of questions and then I'll

So I want to understand how the current

Page 163

attendance practice at elementary school where if a student logs in to any class, including a special, during the day, that they are checked as being in attendance for the day. How does that align with the state and MSDE requirements for daily instruction?

Second, how is it effective to not understand which child has missed key instruction time as you've been talking about with literacy 10 that needs to be made up, and how is it effective when a student could have lack of mastery that 12 relates to missed instruction, versus a student that is struggling but has attended almost all the instruction, where that information would 15 then lead the school system to decide to do an assessment, to do a specific intervention, the assessment for learning differences or learning disabilities? So that's the first round.

DR. MCCOMAS: Okay. I will go ahead and get started so at, your first part was asking about our attendance and how it lines up with

Page 164

state expectations on attendance. Did I get that, did I understand your question correct, 3 that first part?

CHAIRMAN CAUSEY: Yes.

DR. MCCOMAS: Okay. I believe that we had sent a detailed explanation in a weekly update, but we are aligned with the MSDE expectations and so that is something that I, I don't have that MSDE guideline right in front of me this evening, but that is something that we can work to provide you a more detailed explanation on.

CHAIRMAN CAUSEY: Okay, because the school system and the Board need to provide information to the Maryland State Department of Education about attendance, so we certainly as a Board want to make sure that that is accurate and in alignment with their expectations.

19 DR. WILLIAMS: So, Ms. Causey, let me 20 just respond, Dr. Williams. So this has been -thank you for those questions. You know, the

Page 165

state board is going to be working with each of the local school systems to look at the first term performance metrics, so in terms of the synchronous learning, in terms of the enrollment of students, their success, there's several points in which we are working collaboratively with Dr. Salmon and Dr. Williamson,

superintendent. We're going to look at all of 10 those, but I want to go back to a comment that 11 was made earlier here.

Dr. Williamson is the deputy state

The work of the school is still happening with the teacher, the student and the family to triangulate and to look at how successful students are doing or not, and whether the parent is raising concerns or whether the teacher is raising concerns, and those interventions that are happening at the school level. But right now because of the pandemic, this, there hasn't been any strict rules or next steps other than what was shared earlier about

12

13

17

19

20

14

15

16

17

18

20

21

1

4

5

10

11

12

13

15

16

17

Page 166

how we're doing our attendance at the elementary,
how we're doing our attendance at the secondary,
and if there are problems, that triangle of the
student, the teacher and the parent or guardian
caregiver are collaborating to work through what
are those signs. You know, our supports in the
school building, our counselors, our social
workers, our PPWs are still working and
collaborating with staff or collaborating with
families if they're seeing a change, if they're
seeing that the student is not engaged or the
student is not logging in, it is still that work
at the local school level.

We are continuing to work with MSDE in terms of how we are progressing during this first semester and there are some next steps that I'm sure we constantly will have some updates regarding how we're reporting our success, what's the learning, but I really think as we work, as I shared, the EDs and CSs have weekly meetings with their principals and they provide updates. It's

number of ways. As you know, we are fortunate we have funds through COVID relief resources, the governor has provided funds to support tutoring, so providing actual supplemental time for students to work on areas that they are struggling with is one strategy to help a student recover ground that they may be behind on.

In terms of students who are behind, if you will, because either they have missed school for whatever reason may be, or if they're attending but they are struggling, in those instances what's really important is to understand what is the root cause of those troubles. Certainly if we have a child who is not attending, we need to dig into the root cause of what that is, and I think that Dr. Williams really just spoke to the qualitative work that must happen to be able to help with that.

And likewise, as we were describing earlier, understanding what the root cause of a child struggling with reading, it's important to

Page 167

14

16

18

19

20

really the work of our classroom teachers and what they're doing every day and when they're seeing problems, they're collaborating with the families as well as the school-based leaders.

CHAIRMAN CAUSEY: Thank you. So my other question's going to be addressed related to children having missed instruction time that needs to be made up and the difference between students not demonstrating mastery and the difference between a student who has not been able to attend content versus students who have attended but have other reasons they are struggling and need different interventions.

DR. MCCOMAS: Right, so thank you, Ms. Causey, I will work to answer both those questions. And thank you, Dr. Williams, for your contribution to our questions as well.

So Ms. Causey, I think your first question is about students that may have missed time and how do we provide supports to compensate for that time. And so that can be done in a

Page 169

understand is it a fluency issue, is it a decoding issue, is it a phonemic issue, and understanding really where in that pyramid of response and intervention does the child fit, so to speak, what tier intervention do we begin with, and monitor the progress. And if that is not working, then we come back to the table and we look at what are the other resources? And some of those interventions can occur throughout the school day, some can be provided as 11 tutorials, as a tutoring complement. It really 12 does come down to customizing the intervention 13 approach to how the student accelerate from where they are to where we would ideally like them to be. 15

So I hope I provided some framework to help answer that question.

CHAIRMAN CAUSEY: Thank you. I still have concerns but I'll move along.

If students cannot read on grade level, it seems that, to me and please clarify, that

16

17

18

19

20

Baltimore County Board of Education Meeting Page 170 Page 172 it's also harder for them to do math, which is get so many of our words from other languages, more problem solving verbiage oriented than it when we go beyond the explicit instruction and 3 used to be; is that correct? systematic instruction in decoding and encoding, DR. MCCOMAS: Well, certainly literacy we then go on to multisyllabic words with roots and prefixes and suffixes. The students have is key to all the other subject areas and I would include that with mathematics because as you explicit instruction in what we call word study, said, as the standards around mathematical which is another pathway for vocabulary practice have become more demanding in terms of development and also spelling. 9 literacy, so they can understand the context of a CHAIRMAN CAUSEY: Thank you. Are there problem, be able to identify what is the key 10 other board members with questions or comments? information within a problem, and then understand Mr. Kuehn, I see your hand up again; is that what formulas to apply to the context of that 12 still relevant? 13 13 problem, you're right, their reading capacity is MR. KUEHN: I'm sorry, I thought I had 14 very influential in demonstrating their math 14 taken it down. I could ask more questions but we 15 capacity. No longer are we in the days where don't want to be here until 1:30 again. 16 16 math is just computational skills. Therefore CHAIRMAN CAUSEY: That's correct, and 17 with reading, we talk about decoding and fluency, 17 board members, thank you, we are implementing our 18 18 and ultimately we put those together to be efficient strategies, so thank you. So board 19 members, is there anything else before we move proficient in your comprehension so that those foundation skills are habitual and you don't have from this agenda item? Okay. I'm not seeing any 21 hands. Okay. We will move on then, thank you to spend your energy on that, you can spend it on Page 171 Page 173 more complex tasks, the same is true for math, very much for that robust discussion, and then right? So that your computational skills also, the presentations from tonight are going to ultimately ideally, we would like them to become be attached to BoardDocs. habitual so that you're not spending too much of 4 The next item on the agenda is Item K, your time and your energy on that, but you're the report which is the update on water sampling, able to apply your time and energy to more and for that we call forward Mr. Dixit. complex problem solving situations. MR. DIXIT: Good evening, Chair 8 CHAIRMAN CAUSEY: Thank you for that. Ms. Causey, Vice Chair Ms. Henn, Dr. Williams and My last question is, do we explicitly teach members of the board. My name is Pete Dixit, I'm 10 spelling in similar ways to the improved program executive director of facilities management and I 11 that you have for literacy? have two of my team members with me today, 12 12 MS. SHAY: Yes. I'm sorry, Dr. McComas. Mr. Chris Roberts, director of facilities support 13 DR. MCCOMAS: Go right ahead, thank you. 13 services, and under his team rests the environmental office, so we have David Glassman,

MS. SHAY: Yes. So the sound spelling 15 correspondences that we teach children to decode 16 words are the same as we use to help them spell 17 or what we call encode. So that is explicitly taught through the Open Court curriculum and then 19 as we move into the intermediate grades, because 20 English is actually morphophonemic, meaning that

we spell by sounds but also by meaning because we

We are presenting to you today an update on the progress of water sampling. The water sampling is for checking the lead level in water in compliance with the 2018 Maryland regulations. We have already done a lot of work and made a

who is the supervisor of environmental services,

with me here to make this presentation.

21

15

16

17

18 19

11

18

20

21

2

Page 174

presentation to you last year. The purpose of

- this presentation is to share the progress and
- for the benefit of some of the new board members,
- we have included introductory slides to show how
- we started and how we were supposed to complete
- it, and also included in tonight's presentation
- is the work that we have done in support of the

motion that made the lead requirement even more

stringent than the state regulations require.

So with this, and a couple of other things, while all of this work is going on, every 12 school has bottled water, and so even those that 13 have passed the testing have bottled water, so we 14 have been extremely careful about the health of our students. With that introduction, I will

16 pass this to Mr. Roberts for further conversation 17 on this presentation. So Chris?

MR. ROBERTS: Thank you very much, Mr. Dixit, if we could go to the next slide please? Perfect.

So Mr. Dixit hit on a lot of these

Page 176 drinking sources must be sampled, so our protocol

- includes flushing of the fixtures, that's the
- first step. Then the water must sit idle in the
- pipes for anywhere between eight and 18 hours.
- After the minimum of eight, you know in between
- the eight and 18 hours we begin our sample
- collection, which is the first 250 milliliters of
- water out of the dispensing fixture after the
- water has set for that minimum time. This is
- 10 designed really as a worst case scenario under
- normal building operations where the water would
- have sat that long, and then we take our sample.
- So the sample is then sent to state certified
- 14 laboratory and then we receive the results. Next
- 15 slide please.

16

So with the results, we have an

17 extensive communication protocol. Our protocol

18 was developed in partnership with our Office of

19 Communications and Community Outreach. So once

we receive the results, all schools send a

notification home with all staff and students via

Page 175

talking points in this slide regarding the

regulations. So quickly, our sampling is guided

by Maryland State Regulations from April of 2018.

- With that all schools must be sampled every three
- years, so every potential drinking source in
- those schools must be sampled. Mr. Dixit also
- shared that with that, we have provided bottled
- water to all schools that are covered by these
- regulations as a preventative and proactive
- 10 measure while we embarked on the sampling
- 11 process.

12

15

17

18

Some potential sources of lead that exist, we can start from our municipal supply from Baltimore City and that supply piping, both of which must meet federal regulations, and then we come to our building piping and our dispensing fixtures which are listed here. Next slide please.

19 So our sampling protocol is outlined here. Our water sampling must be done during

21 normal school operations and again, all potential their typical communication process, which means

- some schools do that electronically via email,
- some via hard copy, and some may be a hybrid
- approach of both, but all staff and students are
- notified of their school's individual results.
- And in addition to that, those results are also
- posted on the BCPS website for all schools, so
 - that information is available to the public at
- any time for any school. Next slide please.

So our actions taken to this point with

11 our sampling is any fixture with results that

12 were above the action level were immediately

turned off the day the results were received, and

again I should start back, that the initial

sampling year was school year 18-19, which has

been completed. So any fixture that was found to

be above that action level was immediately turned

18 off. All of those fixtures which we designated

19 as failed have since been replaced. Those

replacement fixtures have then been resampled

prior to, which is protocol, prior to them being

10

17

20

Page 177

5

6

21

Page 178

placed back in service. So the resampling process of the failed fixtures occurred from October of 2019 to February of this year, and all of that resampling data was received and is available to us now.

So with that I'm going to turn it over to Mr. Glassman, who will get into more of the details on that, and you can advance to the next slide please. David?

10 MR. GLASSMAN: So stepping back quickly 11 to our initial sampling year, 95 percent of 12 fixtures that we sampled were below the action level of 20 parts per billion. There were 380 14 fixtures that required replacement as they were elevated above that action level. In addition to 16 that, we identified, or through maintenance there 17 were 346 additional fixtures that had been 18 replaced during that year. Any time a fixture is replaced it must be sampled under the regulations within 12 months of replacement so because of that, last year during that sampling period we

Page 179

12

13

14

16

18

20

4

5

10

11

12

13

15

17

19

20

21

sampled 727 different fixtures in 129 different schools and of those fixtures that we sampled, we had 152 of those that were above the action level for different reasons, but our response to those is to do a more extensive mediation of the fixture. Next slide please.

In addition to responding to the regulation, last year the Board asked us to take action on all fixtures that had exceeded five parts per billion, so we went back and reviewed 11 all of the data from the previous year and then took the data that we received last year, and we were taking action on those fixtures the following ways. Water fountains, drinking 15 fountains are being turned off until we have eliminated, until we decide that it's time to 17 take bottled water out of the school. Our taps are being identified as hand and dish washing 19 only. We were concerned about turning off -- we have over a thousand taps that exceeded five 21 parts per billion and we were concerned about

turning that many taps off, especially in the current situation where hand washing is so critical. And bubblers are being removed permanently from the buildings.

The number of fixtures between five and 20, we had 136 schools and just over 2,000 fixtures that we were taking action on. It is our plan to have all of these fixtures addressed before any students return to school, and the four schools that are scheduled to reopen in the next few weeks are all completed. Next slide please.

So as Chris noted, we are required to do our sampling while the school is occupied, so all of our sampling stopped last March when normal building operations ceased. Our ongoing plan is to sample one-third of the schools each year so that we can, within a three-year period all the schools will be sampled according to the regulation but we can spread out the load. It's a more efficient way for us to do this, and last

Page 181

year we had completed 27 schools before the shutdown, so we were about halfway through our plan. All sampling will resume as soon as school returns to normal occupancy.

So with that, thank you for your attention, and I will hand it back to Mr. Dixit.

MR. DIXIT: Thank you very much, Chris and David. I must acknowledge that there was a tremendous amount of work added to our environmental office and David and his team, a small team, did an outstanding job to meet all the requirements under the regulation, and pretty much most of it under the Board's resolution until we had to stop because of the COVID. And we'll continue to do our work, we are on the right path, and we have had tremendous success. So with that, we are open for questions. We are all going to try to answer if you have any questions and if we can't answer, we'll get back to you.

Page 182 Page 184 there any discussion? So the first hand I see is sure, number one, that everybody had access to Mr. Offerman, then Ms. Scott, then Dr. Hager, bottled water; number two, as soon as we found, 3 then Mr. Kuehn. we immediately disabled that fixture. And if it MR. OFFERMAN: I would simply ask how we fails again after replacing, then the plan is to 5 check the quality of the bottled water that we go take a deeper dive into the piping system and use. Thank you. keep on going until we find the cause of it, so a 7 MR. DIXIT: David? sort of root cause analysis to do that, and so 8 MR. GLASSMAN: We get a report from our far we are hopeful that we eventually will be bottled water company regarding their test able to find what is the problem. Because we results, so that's what we are required to do by know the supply water coming meets all federal the regulation and that's what we've been regulations, so it is somewhere from the main to provided from our water supplier on an annual our building, our pipe. And if most of the 13 basis. fixtures in the building pass the test and it's 14 CHAIRMAN CAUSEY: Mr. Offerman, if 14 only one or two fixtures that fails, then it has 15 you're finished, we can move on to Ms. Scott. to be either that fixture or the associated 16 16 piping to that fixture, and that's the work that MS. SCOTT: Thank you for that, 17 17 Mr. Dixit, for your report, and everybody who we do. 18 18 worked hard on providing us with the updated David, if I missed anything, feel free information about the lead test results. I'm 19 to chime in. 20 20 just curious and I wanted to know because as I MR. GLASSMAN: I think you covered most 21 was looking on the website at the update, there of it. Just to be a little more specific, once a Page 183 Page 185 fixture, if a fixture fails a second time, that were still some that were quite high. Like for location fails a second time, as Mr. Dixit said, instance at the Owings Mills High School, it looks like there was a land sink that's still 884 we're going deeper. So we're replacing the lines parts per billion, another land sink that's 244 that feed that fixture, we're replacing the fixture again, the lines that feed it, we go all parts per billion. And I understand you said that the fixtures were replaced and that it was the way back to the next valve, because those turned off so that no one was drinking or using were the most likely sources. 8 that water, but I wanted to know what steps you MS. SCOTT: Okay, thank you for that. all would be taking if there was a larger issue And just, my second question is just again, 10 as far as it was not just the fixture. I just because I was looking at Owings Mills and it 11 11 wonder, if it's still 884, if it's not the looked like they had quite a few fixtures that 12 12 fixture that's the issue, it could be something were still elevated on the second go round, so I 13 13 was curious about that. And then I believe you else, and what are you all doing to explore that? MR. DIXIT: I'm going to try to answer answered it already where you said, because there 15 15 was some water fountains that were still above that and then maybe David can join me later on. So the first thing is that there is a tremendous the 20 parts per billion, like at Northwest 17 amount of variation we have found from fixture to 17 Academy, like at Lansdowne High School. And at fixture, and we really don't know why, other than Battle Monument you also said that was taken care 19 19 different fixtures are from different of, but it looked like there is still a land sink 20 manufacturers that used different manufacturing 20 that's at 199 parts per billion. So I guess I 21 processes. In order to manage that, we made would say, what is your plan, is there a time

3

11

12

13

14

15

16

17

18

20

21

9

10

11

12

15

16

17

18

19

20

21

Page 186

5

13

14

15

16

17

18

line on places like Owings Mills High School where there's still quite elevated levels?

MR. GLASSMAN: Well, we've already addressed the fixtures, we've been working with our contracted services to replace those fixtures and to enact our strategy. Where we're kind of stuck right now is we can't use those fixtures until we resample them, and we can't resample them until the schools return to normal use, so we really can't gather any information on whether our strategy has been successful until we're able to get back in and do the sampling.

MS. SCOTT: Okay, thank you.

VICE CHAIR HENN: Thank you, and Chairwoman Causey stepped away so I'll be facilitating until she returns. The next hand raised was Dr. Hager.

DR. HAGER: Yes, thank you. Thank you for the presentation and I actually love talking about water access in schools, it's one of the things that I'm also quite passionate about. I

Page 187

want to follow up first on one of Ms. Scott's questions. Do you work with our public works department to identify whether there is a community piping issue in the schools where you see consistent high levels of lead in the water source, again recognizing that we know that community overall water source is not contaminated like it was in the plant or something like that.

MR. GLASSMAN: We don't really work with, we haven't had any conversations with our public water source, because they publish their testing results on an annual basis, so we have information about, that's already provided to the public.

DR. HAGER: Yeah, I was just thinking about the pipes in the community that are feeding into the school, you know what I mean?

MR. GLASSMAN: Right. Well, they're required to do sampling at the user end, so if they do sampling of their distribution system

they don't just sample the water at the pumping stations, they're required to do sampling

throughout their distribution system and then publish that information.

DR. HAGER: Thank you. So my other question is, the first is, I probably imagine you have similar concerns about the amount of sitting water right now in the pipes in schools and just the concern that when we do go back to test, the levels might be artificially inflated because the schools aren't being used and haven't been since March, so do you have a plan in place for when, about test water, how to flush the system so that when folks do return to the buildings, that the water is clean and usable?

MR. GLASSMAN: Well, we have a flushing protocol that we do at the end of every summer anyway, so we were already aware of that, and that's something that actually, the Maryland Department of the Environment has a flushing protocol for schools, we get a reminder email

Page 189

every August, but we're already aware of that and we sent that information out to our schools, and we've already sent information out to our facilities people in the schools and we're having them flush now on a regular basis. We don't want to wait until a couple of days or a couple of weeks, or even a month before school, we want them to be flushing. So we've given them a protocol to flush their schools on a, some areas on a daily basis, some areas on a weekly basis, 11 and so we're hopeful that we can stay ahead of it 12 not just from a lead perspective but just in 13 general, making sure that we don't have our

issue, so we're on top of that. Thank you.

DR. HAGER: Wonderful, and we know that there are teachers and administrators in the buildings, in many of the buildings now, so that's wonderful that you've already gotten started on that.

I have two other questions. One is,

chlorine levels drop and we have an infection

15

16

17

19

20

Page 190 Page 192 have you ever included students in your water 1 30 percent a year; is that accurate? 2 testing protocols? MR. DIXIT: Yes, approximately one-third 3 3 MR. GLASSMAN: You mean having students of the total number of schools. 4 4 do testing for us? MR. KUEHN: Okay, so here's my question. 5 DR. HAGER: Yeah, like clubs or science Are you sampling one-third and you're sampling 6 classes or anything like that? the entire school? 7 7 MR. GLASSMAN: Well, one of the issues MR. DIXIT: That's correct. we have is that because our building has to sit 8 MR. KUEHN: And how are you choosing for eight to 18 hours, a lot of our buildings those schools, is it randomized or -- because I don't have eight hours of downtime except for on 10 would hope that you're doing it in all areas of the weekends, so we do all of our sampling at 11 the county. 12 7:30 on Saturday, between 7:30 and noon on 12 MR. GLASSMAN: Yeah, we are spreading it 13 Saturday mornings, so we have not. And also, one 13 out around the county. We're not trying to do 14 of our protocol require, even though the 14 like one-third in one area, no, it's been spread 15 regulation doesn't require it, we require that out. 16 16 all of our sample collectors are certified water MR. KUEHN: So is it randomized? I'm 17 samplers, because we want to make sure we have 17 just curious as to how you're actually making 18 18 that level of expertise. these decisions so that we are indeed, you know, 19 19 DR. HAGER: Thank you. And then my last spreading it out. 20 20 question is, has the county considered installing MR. GLASSMAN: Well, what we're trying 21 water bottle filling stations in schools at any to do is just, we have to sample each school once Page 191 Page 193 1 point? every three years, and that's under the 2 MR. GLASSMAN: I know Mr. Dixit could regulation, and so our idea, what our plan was is probably answer that but yes, that's actually, we divide the schools into thirds so that we're have been -- I believe that's part of some of the sampling one-third of the schools every year. new construction and improvement, that's part of Every year is still going to get sampled once what they're looking at in new schools and in every three years. Some of the schools were renovations, is putting in bottled water filling selected based on the number of fixtures that we stations. I know we have several schools that had to sample anyway either because of elevated 9 have them. levels or because of the number of fixtures that 10 DR. HAGER: Yeah, there's really great had been replaced for maintenance, so that was an science around the positive impact of those on 11 easy selection. And then we just, it was one of 11 12 12 kid's health. Those are all my questions, thank my staff members who was doing the selection, and 13 the only thing we asked him to do was make sure you. 14 VICE CHAIR HENN: Thank you, Dr. Hager. that we were doing it from each of the geographic 15 Next we have Mr. Kuehn. 15 areas to make sure we had coverage. 16 16 MR. KUEHN: Thank you, Ms. Henn. Thank One of the things we do when we sample 17 you for the presentation, I appreciate it. 17 is we try to do a cluster of schools in a day, so 18 18 The first thing I would like to talk we can have a sampler who can go to multiple 19 schools without having to travel a lot between. 19 about is, and unfortunately I'm not sure which 20 slide this is on, but you were talking about 20 We do sampling on a Saturday, nobody can occupy 21 going forward and continuing to sample I believe that building until after we sample it, we are

18

20

21

Page 194

5

10

11

12

14

15

16

17

18

1

5

12

13

17

18

19

20

21

trying to limit our impact on the school usage on Saturday. So there will be things, it's not like we will do five schools around an area, we will do a grouping of a couple schools each sampling day, but we spread that out.

MR. KUEHN: Thanks for sharing that. So
here's the concern. Based on what Ms. Scott just
asked about the high levels of lead that have
been found in the northwest, I believe it's
Owings Mills that she was pointing out and
perhaps even Lansdowne, I would like to know that
we are going to sample those schools every year,
I don't want to wait three years to get back to
that school that has an elevated problem until we
realize, until there's zero problem, then we go
to a three-year cycle. How are we going to fix
that?

MR. GLASSMAN: So when a fixture is elevated, we can't turn that fixture back on until we have data that shows that it's no longer elevated. So when we say we're going to sample a

Page 195

third of the schools every year, that's above and beyond testing every fixture that was replaced since the last sampling. So for example, Owings Mills, if I've got ten water fountains that are elevated and probably the primary reason they're elevated is because we have bottled water in the school and they've never used those water fountains, that's one of the reasons that they may be elevated. But if that's the case, those water fountains will not be in use, they will be 11 turned off until such time as they, we have been able to correct the issue. So that, those water fountains may get sampled every year until they, until we've got data that demonstrates that 15 they're no longer elevated. So yes, those fixtures that are at issue will get sampled on as 17 frequently as necessary. 18 MR. KUEHN: Okay. So if -- so let me 19 just ask a basic question. We have bottled

water, right? So we're not using the fixtures.

Is that degrading the fixtures and leading to, in

essence leeching of lead from those fixtures somehow? And are there fixtures that just don't have lead issues that we can just buy and be done with this?

MR. GLASSMAN: Well, stagnation or lack of use of a fixture increases leeching of lead from that fixture even if that fixture designated or has passed the standards to be qualified as a lead-free fixture, because lead free is just, is a function of how it leeches lead out of the brass.

There are some truly lead-free fixtures.

We haven't really approached that as a universal solution, but it may be a solution that -- you know, like one of the things we're doing when we replace lines, we're not replacing copper lines with copper lines, we're replacing it with plastic lines so that we've eliminated that as a potential source. So we are looking at reducing our potential for introducing lead into the system by using different materials.

Page 197

Page 196

MR. KUEHN: And then one final question and I'll let you go. Is there a point where we just stop replacing them and just go straight to bottled water and stay there?

MR. GLASSMAN: Well, actually we do have a school that we made the decision because of the long-term plans for the school, and we had the number of fixtures that were elevated, we just worked with the school and you know, we're not, it had bottled water anyway, so we just made the decision that we're not going to continue to sample everything in that school, that we're going to use bottled water exclusively for drinking, except for a couple of fixtures that we do need like in the kitchen, and those are passing, they're below the five parts per billion, so we have, it is an option that we're utilizing.

time.

VICE CHAIR HENN: Great, thank you,

MR. KUEHN: All right, thanks for your

14

15

16

17

18

20

21

13

17

19

21

Page 198

5

13

14

15

16

17

18

19

20

8

11

12

13

15

17

19

20

21

Mr. Kuehn. Ms. Jose?

MS. JOSE: Thank you. Thank you, Mr. Dixit, Mr. Glassman, for your presentation, and Mr. Roberts, that was pretty good. A lot of my questions were asked by my colleagues.

I do want to emphasize that last year our action level for lead for MDE is 20 parts per billion and last year this Board unanimously passed a resolution to reduce that to five parts per billion, because we all know there is no level of lead that's safe for our children. I get this question a lot as to why we're pushing it, because we do know that lead causes learning disabilities in our children so it's important that we provide them with safe clean drinking water.

Having said that, when I looked at the results, and it is sporadic like Ms. Scott pointed out, there was some faucets that were not caught in January 2019 and in the followup you pick up X more fixtures that now have lead

Page 199

exceeding the allowable limits that we have, so to me that points to a bigger problem or, having worked with public utilities I know for a fact the City of Baltimore or Baltimore County does not have any lead lines in its service, it's mostly cast iron, so how do you plan to address those fixtures that have now exceeded the lead levels but did not previously? And I heard you just talk about a school where you will be continuing with bottled water for -- is that a 11 school that's being replaced, where you made a 12 decision?

And thirdly, I'm looking at the budget and we spend about half a million dollars on 15 bottled water a year, so is that actual bottled water which ends up in the landfill or the ocean, or is it just those refillable bottles that we're using? Because we're talking about, and Mr. Kuehn talked about this, about being, you know, reducing waste and going to a strategic

sustainability, and the way we start that is by

Page 200

addressing some of these issues that we're faced with because I think in the world's most developed country we should be able to provide safe water to our children.

So how would you address this sporadic problem, because I really would have liked to have seen this in a map displayed to see, it really is sporadic, there really is no rhyme or reason what I see looking at the numbers, but a picture always would have helped. And also, I thank Mr. Glassman because I know the resolution we passed just increased the work that you have to do, so thank you for that.

MR. DIXIT: So let me try to answer some of the questions. Before I answer any question, I do want to acknowledge all the help and guidance that Ms. Jose had provided to us since the inception of this program, so thank you very much.

Our focus so far has been to make sure that we meet state regulation and also make sure

Page 201

that we meet the Board's resolution as soon as we can. Now some of the questions that we are talking about here about the type of bottle that we are using and the sustainability of that, we haven't gotten to that level, but we know that eventually we will. Once we take care of the first phase, we'll get into those things too.

Frankly we would like to, once the school passes, we would like to get rid of all of the bottled water and sustainability is a very good incentive for us to do that, but we haven't gotten there because there needs to be a conversation when we get to that point.

And the second piece was what do you do when repeatedly something is failing, and if that happens, it hasn't happened to that extent yet, if that happens we just want to insure everybody here that we will not leave any step to make sure that we meet all the intent of the regulation and Board's motion, there will be no condition where we allow any tap or any fixture to not comply

Page 202

10

12

13

14

15

16

17

18

19

20

11

12

13

15

17

18

19

20

with those regulations and leave it at the school. We'll turn it off, we'll take it out,

we'll replace it, we'll do whatever we have to do

to make sure that it has no impact on safety of

students. So that's about all we can say at this

point, that this is an ongoing thing, it's a

continuous effort. So 2018 was the first time

when there was an official regulation by a state

or federal government about the drinking water

and saying that you have to meet these standards,

and our focus so far has been to make sure that

12 we comply and keep a safe supply for all our

13 students. I hope I answered your questions.

14 MS. JOSE: You did, so thank you for it, 15 and I think earlier somebody had mentioned about 16 the utilities test the school, they don't, 17 they're not required, but the new EPA rule that 18 should be coming out in 2020, the lead and copper rule will ask, will enforce or mandate utilities to test schools. At the end right now they are 20

21 only testing the treatment plan, so -- oh, I hear

Page 203

the bell ringing for me. Thank you.

1 2

3

8

9

10

11

12

13

14

15

17

19

20

21

MR. GLASSMAN: I did want to answer your question about bottled water a little bit more completely. We use the five-gallon water bottles with dispensers, we don't use individual water bottles, and those are returned to the supplier and they sanitize them, refill them, so our water bottles are reused for as long as they last.

MS. JOSE: Thank you, Mr. Glassman. That could be something the Board can address later on as we focus on becoming a more sustainable school system, so thank you.

VICE CHAIR HENN: Now I'll turn it back over to Ms. Causey.

CHAIRMAN CAUSEY: Thank you, Ms. Henn. 16 I did have a couple of questions, quick questions related to the water. I too was very grateful that we are doing a much better job related to this, the regulations from 2018 are helpful guidance.

Earlier you mentioned a school that you

gave up, I don't know if that's the right term, you gave up exchanging fixtures for bottled

water; which school was that?

MR. GLASSMAN: It's Bedford Elementary and the main reason is that it's slated to be replaced and we just, the school was not using any of the fixtures for drinking anyway. This was a, we had a conversation with the principal, who was very supportive of our choice.

CHAIRMAN CAUSEY: Okay, thank you. And then when you are looking at patterns or looking at issues in terms of what is the next cohort of schools that you're going to do testing, do you use the age of the school?

MR. GLASSMAN: Well, we just started this last year and we only got through about half of the schools we were going to do, and the first thing that we looked at was we selected schools that had a significant number of fixtures that we were already going to sample based on the replacement sampling, so that was the first thing

Page 205

that we did, because it just made a lot of sense to go ahead and if we're going to sample 50 percent of the fixtures just, if we're going to be there that long, let's sample all of them. So that was the first grouping that we selected.

And then based on that we looked at the areas where those had been and then we, you know, in an attempt to be equitable to the different areas we selected schools in other areas to sample. So we actually, the schools that had probably the biggest concerns were some of the ones that we resampled fully again.

CHAIRMAN CAUSEY: Okay, thank you, I just realize I was muted.

The next issue is along the lines of Dr. Hager and Ms. Jose in terms of a map that these I affected schools are in, communities where there may be more action needed. So is that something that is going to be evaluated?

MR. WILLIAMS: If I may, I'm sorry, Mr. Dixit. I think we can work and discuss that

And as you can see from the information

on the slide, I tried to provide information that

would show you the primary places where we are

certainly the purchase of Chromebooks, headsets,

3

5

8

9

11

12

13

14

15

16

17

4

10

11

12

17

20

21

Page 208

as a team. I don't know how detailed that can be, but I think that's a followup for the team.

CHAIRMAN CAUSEY: Okay, thank you. And again, I'm just grateful for all of the progress that has been made. It's been a big issue when I originally was on the Board in 2015 visiting Lansdowne High School and Dulaney High School and others, so we appreciate it.

Other board members before we move on to the next agenda item? Okay. Thank you very much, gentlemen, and we will move on to the next agenda item.

MR. DIXIT: Thank you very much. CHAIRMAN CAUSEY: Certainly. And we are moving on to Item L, a report on the update on reopening of schools, and so for that we will call on Dr. Williams.

18 DR. WILLIAMS: So good evening, 19 everyone. We have members of our design team 20 here this evening to provide an update to the 21 Board, several questions that surfaced from the

Page 206

making expenditures using those grant funds, and so they fall under food and nutrition services. Curriculum writing and professional learning to support virtual instruction, and the student curriculum materials; that would be the supplies and the distribution. The same for technology,

17

8

11

12

13

14

15

17

19

20

1

2

cameras, hotspots and Internet service; again, that is supplies and distribution. And the 14 reengagement and tutoring grants, we spent most

for Unserved Students grants.

of the money on stipends for teachers to work 16 with students that were not engaged during the

continuity of learning and who required 18 additional engagement opportunities, as well as students who we knew that could benefit from

tutoring support, and that grant is still active

and working through December. Through those

Page 207

last meeting. So we have Dr. Brian Scriven, Dr.

Mary McComas, Dr. George Roberts and Mr. Burke at 3

this time, so I'll turn it over to them.

MR. BURKE: Thank you, Dr. Williams. Good evening, Chairwoman Causey, Vice Chairwoman Henn, Dr. Williams and members of the Board. I'm Billy Burke, the chief of organizational effectiveness, and I'll start our reopening update with some information about the COVID

relief grants. Mr. Corns, could you move to the next slide please? Thank you.

So right now we're operating under quite a few COVID relief grants, I'll speak briefly about what they are. There is the CARES Act grants; the Elementary and Secondary Schools Fund which is called the GEER grant; Reopening

15 Emergency Relief Fund which is called the ESSER grants; the Governor's Emergency Education Relief 19 Schools Incentive grant; Coronavirus Relief Fund Technology grants; the Coronavirus Relief Fund Tutoring grant; and then finally the Broadband

Page 209

Page: 53 (206 - 209)

Facsimile (410) 821-4889

grants we've also been able to provide professional -- I'm sorry -- personal protective equipment, cleaning supplies, hand sanitizers.

And we've been looking at the reorganization of

health suites in order to make it possible to have the spacing available if a staff member or a student is sick and the nurse needs to place

students in isolation.

Those are the main expenditures on that grants. We wanted to give you a brief update on just the grants, what they are and how they're being spent, and we can move on to the next slide please.

DR. SCRIVEN: So good afternoon, Madam Chair, Vice Chair, Dr. Williams and members of the Board. I just wanted to give you an update on devices, and I know we had sent the communication to the Board and there was a request for a little more specificity around the distribution of the devices so I want to give that succinct detail at this time.

21

1

8

9

11

12

15

17

Page 210

From October 16th through the 22nd we have distributed 3,500 Chromebooks and 600 PCs to address new enrollment to the system. In addition, in this same timeframe we have 5 distributed 1,800 PCs as part of our swap model for devices that have been broken or damaged, where at the high school level they're able to contact their school and exchange the broken device and receive a new or refreshed device. We 10 are looking between November 6th and November 9th to deliver approximately 3,500 devices to schools 12 at the pre-K level, and we will also start to 13 deliver devices to para-educators and our AAs, 14 our adult assistants during this same window. 15 And then we're going to have approximately 8,000 16 to 9,000 devices at our distribution site, which 17 we will continue to swap out with schools on an 18 ongoing basis as we monitor the number of devices 19 that they are giving out. 20 So I am happy to say that our device

do is ask that you ask the teacher, followed by the school administration. If the teacher needs support, the administration is always welcome to reach out directly to our content offices and we will work to look into our inventory across the system and see where we can find a hard copy to make available for families or students as needed, and so we'll just continue to reiterate what our process is. I do understand that people have learning preferences where they may prefer a hard copy or traditional text compared to a digital copy and we will continue to work in that manner to support those learning needs while 14 we're in virtual format and as we move towards 15 the hybrid format. In general we have worked 16 over the last several years to create a blended environment whereby we have resources that are available both in digital format and text, traditional hard copy, to address differentiation in learning styles, and will continue in that manner.

Page 211

12

17

18

20

21

1

8

10

11

12

13

14

15

17

18

19

20

21

time that I reported out, because at that time we were right on the verge of running out, so we will be able to continue to meet the needs of enrollment, continue to meet students' needs as devices need to be swapped, meet the needs of our faculty and staff who need the device support such as para-educators and adult assistants, and always also meet the needs of our pre-K students.

situation is a lot more positive than the last

With that I will turn the presentation 10 over to Dr. McComas, who will give the overview for textbooks and athletics. Dr. McComas?

DR. MCCOMAS: Yes, thank you, Dr. Scriven, thank you. And so I just wanted to follow up, I know there had been inquiries about specific consumables and text copy, and that we provide that detailed followup to the Board and for the good of stakeholders.

18 We do have, a majority of our resources 19 are offered digitally for students in a virtual 20 format. If you find that you need a specific 21 hard copy of something, the first thing that we

Page 213 And I guess lastly, as I shared at

previous meetings, more and more what is becoming the industry standard are related to textbooks or materials to be offered by the companies with a, where there's a hard copy, they also, it's rare these days to find them not also offer a digital version as well, so we will continue to work through specific requests and support as needed.

And then athletics. I know we have many board members and families and students who are excited about their athletics update today. I believe the information was shared this afternoon. There's two parts to our athletics update.

I'll start with the fall. So this, you know, we have been on the starting of a two-semester model. The fall semester has been a virtual coaching model with a second semester being the competitive season's connect. Our fall virtual model will now also have a complementary in person conditioning component, it's completely

Page: 54 (210 - 213)

Facsimile (410) 821-4889

21

10

11

16

17

19

20

21

Page 214

3

17

19

20

6

7

11

12

13

15

16

17

18

19

20

21

voluntary on behalf of students to participate or not. The information is presently posted and was posted this afternoon on our BCPS website and it's our athletics reengagement program that discusses that opportunity in more detail for our students who are interested in that opportunity. I know many are and have been anxiously awaiting 8 the opportunity.

Our second part of our update on athletics for those of you who have been following, and I shared just two weeks ago in our 12 last board meeting update that we were one of 22 13 local school systems that supported the MPSSAA's 14 recommendation to accelerate the competitive season and have it begin in December. Yesterday 16 I'm pleased to share that the Maryland State 17 Board of Education did vote to support that 18 recommendation, and so we will be beginning our competitive seasons semester starting December 7th. 20

And just so that everyone's aware, the

Page 215

order of the seasons will be the winter season followed by the fall season in the middle, and with the spring season in the end. If you -- I want to make sure I get them right; yeah, that was the right sequence. Again, that information is on our website. I know there's many student athletes and families and parents who are very excited to see the opportunity to get up and moving and to see the competition seasons begin sooner, so thank you.

And that really concludes the update on my two portions, and at this point I will transition over to Dr. Roberts, who will begin talking to us about Phase One of our holistic 15 transition to hybrid learning.

DR. ROBERTS: Great, thank you, Dr. Boswell-McComas. So good evening, board members, Dr. Williams. I shared with our community at the end of September, and for the governor's state superintendent, school systems must, school systems needed to begin to bring

back groups of students in a safe and healthy manner, beginning with students who are in the most need.

So the first phase of BCPS's transition to hybrid instruction identified our four public day schools as returning on November 2nd for staff and students returning on Monday, November 16th. I shared with the Board, our public presentation with staff, and multiple stakeholder groups earlier this week. A detailed plan of transition to hybrid instruction for our four public separate day schools occurred and is undergoing a final review with integration and feedback prior to sharing publicly with the community later this week. We along with the 16 schools' leadership are excited to welcome back students and staff in the upcoming weeks. 18

However, as we welcome back students and staff to our public separate day schools, planning continues in the development for the next phase of additional small groups of students

Page 217

Page: 55 (214 - 217)

Facsimile (410) 821-4889

Page 216

to include outside general educational, regional, and school-based elementary, middle and high school programs, as well as our youngest learners and a small number of students with specific CTE programs who require the use of specific CTE program equipment.

So as outlined in our MSDE-approved BCPS reopening plan, by the end of the first semester and if safety measures continue to allow, these additional small groups of students are scheduled to have the opportunity to return to hybrid instruction.

So that does conclude our overall presentation on the update on reopening and we are available for questions. Thank you.

CHAIRMAN CAUSEY: Thank you. So I see Ms. Scott and Ms. Pasteur thus far. Ms. Scott, you may begin.

MS. SCOTT: Oh, I apologize. My hand was up from before.

CHAIRMAN CAUSEY: Okay. Then

1

17

18

20

21

1

Page 218

Ms. Pasteur?

2 MS. PASTEUR: Thank you. I want to ask 3 a few questions about the opening of the public separate day schools. I want to know, considering they really are, as some of our speakers asserted, our very vulnerable students. So I'd like to hear what the plan is, what the strategies are, how our students are going to be even more protected than they are when we don't have a virus, and what we are going to do to support and safeguard our teachers, understanding 12 that many of our students can't wear masks, have 13 some very special needs. So can you please 14 outline what safety guidelines, health and safety 15 guidelines will be in place to safeguard all 16 concerned?

DR. ROBERTS: Yes, and thank you for that, Ms. Pasteur. What I can do is provide an overview, just a brief overview of the plan, Ms. Pasteur, and then certainly for health metrics questions lean on Ms. Somerville for some

Page 219

19

1

4

5

11

13

17

20

specific health metrics that we're moving forward with for our four public separate day schools.

2 3 So the overall plan really is divided into three parts. Part one is a health and safety component and that part of the plan, that part one of the plan has six components to it. It outlines health metrics, mitigation strategies, screening, PPE strategies, ventilation, and health services protocols. Part two of the plan goes into specifics around school 11 operations, so there's six components to our school operations. There's, which address parent drop-off and pickup, transportation, food and nutrition, determining a hybrid or virtual 15 instruction, and that really speaks to how principals were communicating and speaking to 17 parents, were outlined for parents so a parent could make a decision whether their child will 19 participate in a hybrid or remain in a virtual 20 instruction, a hundred percent virtual

instruction. Then that part of the plan also

goes into attendance procedures in the hybrid

instruction, and then visitors to school, how

would the four schools work with visitors who may randomly show up or visitors who have scheduled

appointments. The last part of the plan, part

three, really dives into the instructional model.

This area of the plan, Ms. Pasteur, has five

components. So it talks about cohorting and

class assignment; so once parents do make the decision as to whether or not they choose to send

their child to participate in the hybrid

12 environment, then this particular part of the

plan will unpack the cohort. How will a child be

14 cohorted, what will be their class assignment, if

a cohort were to need to be changed for any

16 reason, specific steps for how that would happen,

17 it gives guidance to principals on how the

18 cohorting would occur.

School scheduling. So it provide guidance for the principals and for the staff on how the schedule would be built.

Page 221

Substitutes. So how, a little bit of guidance on staffing substitutes and how that would work in our four public separate day schools.

The use of device but quite specifically assistive technology, because we know their is a large use of assistive technology in our four public separate day schools.

And then classroom layout. We know that 10 in our four public separate day schools on average we could have up to seven to eight 12 students in a normal environment, in a non-COVID environment. So based on the number of students we know in a cohort model, if we know half would 15 come on an A day, half would be in a B cohort, 16 that automatically takes us down to about three to four. And then based on the number of parents 18 who obviously choose to send their students to 19 participate in the hybrid environment, we could have even fewer number of students related to the 21 four public separate day schools.

12

13

14

15

16

18

19

20

21

1

Page 222

5

10

17

So I wanted to end with that question, Ms. Pasteur, by saying that the plan that was presented to the staff and to the stakeholders earlier this week was presented to and worked with our Baltimore County Department of Health. So really when you talk about health metrics and talk about guidance and PPE, this is really done hand in glove with our Baltimore County Department of Health, so the most current science and the most current information is included in this plan.

MS. PASTEUR: Thank you, Dr. Roberts. And I can certainly appreciate the relationship with the health department and all of those things that go to that, but I'm really taken by the fact that some of this has not been done and this is to begin on November 16th, I believe you said.

DR. ROBERTS: For students. MS. PASTEUR: I'm sorry, what did you say?

Page 223

DR. ROBERTS: For students.

2 MS. PASTEUR: For students, yes. So we're talking essentially two weeks give or take a few days, and yet we still have to find out how many parents are interested in bringing back their children, which then is going to impact who will be teaching them because you want to make sure those numbers all work together, you want to have enough staff to work with children who are 10 coming back. And then you would have to find 11 those trained subs, not just any sub, because 12 these are children that have special needs that staffing must take care of during the course of the day. So tell me if you can what that 15 timeline is, where we are with this, because I'm hearing from parents and I'm just pretty much 17 right now dealing with parents who are concerned, and so I really would like to know what the timeline is in making, finding out who wants to 19 20 bring their children back. 21 And then next, how you reach out to the

staff to know by school that you have enough people, because you could well have one school that is very much understaffed and another one that has better staffing, so what's the timeline that goes with this?

6 DR. ROBERTS: Thank you for that, Ms. Pasteur, so a couple of other points here. So let's start with the staff and the parents. So a few weeks ago a survey was issued to the staff and that was part of the information that was shared with the stakeholders and the staff yesterday, so we know on average, and I don't have the specifics right in front of me, 14 Ms. Pasteur, but on average we're looking between 15 the four schools anywhere from 60, between 60 to 16 65 percent of staff who indicated a few weeks ago that they were willing to come back to school, 18 and then another percentage of those who did respond saying that they could potentially seek 20 some leave option. But we know now with the release of the plan and with staff coming back on

Page 225

Page: 57 (222 - 225)

Facsimile (410) 821-4889

Page 224

the 2nd, that if a staff member were to seek leave options because students don't return for another two-and-a-half weeks, then that does, would give that cushion because we're talking about a timeline. So with staff returning, all staff returning on the 2nd, if there were staff who were availing themselves of granting various leave or were not able to return for any other reason unrelated to COVID, that would give time 10 for the principal to schedule, reschedule based 11 on the number of students, which I'll transition 12 to with students.

So starting today and continuing, and keep in mind, these schools have anywhere from about 80 to 120 students. I think we had a stakeholder mention Ridge Ruxton is our largest public separate day school with about 120 students, all the way down to about 80 or up to 85. So the advantage to a small number, and this really speaks to the leadership of our principals and certainly in so many ways of these four

13

15

17

18

19

4

10

11

12

13

17

20

21

Page 226

schools, what was shared with me yesterday and the stakeholders is they want to call the parents. So what started today and what will continue tomorrow and conclude if not tomorrow,

by Thursday, is the school leadership is calling

every one of the parents. So we received the potential, the initial parent response back, but

again because that was a few weeks ago, what will

happen is to confirm to your point, how many are

coming back, because the principal needs to know.

And in order for them to know what they can take

12 advantage of in this small setting is they're

13 going to call each one of their parents and

14 they're going to say hey, Mrs. Pasteur, good to

talk to you, let's talk a little bit about some

16 of the questions you have, and provide a decision

17 ultimately by the end of the week. Because we

18 know as we look at part two of the plan, school

operations and transportation would have to be

20 involved. So principals again have to relay that

21 information to transportation so we can build out

Page 227

the transportation schedule to give them enough time for pickup of the children to build a schedule.

So that's the timeline, those are the things that have been occurring, things that are occurring right now, and ultimately the timeline for determining the number of students who would be coming back. So then the principals, once they have all that information that the staff and the children, they can then fill that schedule out for when students return in about two-and-a-half weeks.

MS. PASTEUR: So I know that the health suites are being looked at to make any necessary 15 adjustments. So in this period of time, then, whatever necessary structural changes or any kind of physical plant changes that need to be made to 18 accommodate the most safe environment for them 19 will also be done, because you also want that to be commensurate with the number of children and staff coming back, or what things have already

been done.

1

2

3

4

5

10

12

13

14

15

17

18

DR. SCRIVEN: George, let me jump in to take that one if you don't mind.

MS. PASTEUR: Thank you.

DR. SCRIVEN: So Ms. Pasteur, good evening, ma'am. In response to that, facilities has worked hand in hand with the principals and done a walkthrough of those buildings. For instance as it relates to the nursing suites, it was determined that some isolation rooms were needed for each one of those schoolhouses, that's just one example, so those rooms have already been identified and are already set up to meet the needs once students return on November 16th.

So we took a process with the schools 16 that we do similar to on boarding new schools, where we had wraparound services for the principals to make sure that any of their concerns, we had the appropriate staff available to meet those concerns and again, worked with principals to make sure that things would be in

Page 229

Page 228

place prior to the reopening. So that's where we are, just not with respect to the nursing suites, but holistically in respect to the school.

MS. PASTEUR: Okay. And I really respect and appreciate all that, but I just always pick up on words like determine and identify, which means that it has not happened. So it just seems to me that there are a lot of things that have to happen in a short period of time, and because I not only feel the importance of what is about to happen for these young 12 people, and also feel for their parents who, I'm sure many of them want to get their students back in as well, and for the staff. I just really want to, I just need to feel, and I'm responsible, I mean the largest one is in my 17 district, so on that note I'm embracing this. I 18 just want to feel that it's not just a 19 walkthrough for all of this, that things in 20 place, parents get the real sense and that we're

not rushing to the finish line with these young

Page 230 Page 232 people. I want to see some young people in and 1 I'm sorry, I don't have that right in front of 2 certainly those who were probably behind before me. 3 the pandemic and who might well be behind, I just DR. ADAMS: Hi. Good evening, have to have that feeling that we've done Mr. McMillion, Dr. Williams and board members. everything possible beyond thinking through it, It is a, Mr. McMillion, I can't give you the exact number, but it is an MSDE requirement that and you've certainly done that and I commend you 7 for it. students be enrolled in and attending school if 8 I'm just looking at the time but I'm they are to participate in athletics. 9 going to stop now just so I can hear if anyone MR. MCMILLION: Okay. So if a kid front else has any other questions that I might have 10 loaded his schedule from the fall based upon missed or concerns, maybe I'm the only one who recommendations that we made, now he doesn't have 12 feels like this. the two classes required in the spring, are we 13 MR. MCMILLION: Mrs. Causey, this is Rod 13 going to tell him that he can't play because we 14 McMillion. I have questions. 14 encouraged him to front load that schedule? 15 15 DR. ADAMS: No, sir. We have CHAIRMAN CAUSEY: Mr. McMillion, please 16 identified, the Office of Athletics worked with 16 go ahead. 17 MR. MCMILLION: Okay. I've got a couple 17 the secondary executive director of schools and 18 18 questions on a couple different topics. I'm identified that this was a concern and something going to start with athletics. I was informed that we needed to address, and we are working 20 this morning that there's a lot of seniors that through that as a system to provide guidance for 21 front loaded their schedule in the fall semester. students and schools on how to make an Page 231 Page 233 so how would that affect their participation in adjustment. 2 the spring if they don't have any classes or they MR. MCMILLION: So if it is a state have -- back in the day you needed two classes to requirement that they have two classes, are we participate. Suppose they don't have any classes appealing to the state to waiver that? 5 or one class, how does that affect their DR. ADAMS: There are no planned appeals participation? at this time that I could speak of, DR. MCCOMAS: Yes, so thank you for the Mr. McMillion. The state has also not given any question, Mr. McMillion. We'll have to work with indication that they would be accepting any or the schools through that, because we know that providing any of the waivers such that they did the shift in the schedule is something that was 10 in the spring. 11 11 made really to be responsive to our context, and DR. MCCOMAS: I'm going to add as well, that's something that we will have to work if Mr. Sye -- I'm sorry, I just wanted to make together with schools and students to work sure that we give Mr. Sye an opportunity also to 14 through that process, so thank you. provide any clarification, so Mr. Sye, if you 15 15 could add to the conversation, that would be MR. MCMILLION: And can you answer, is 16 that -- back in the day when I was the athletic 16 great. 17 17 director you needed two classes. Now was that a MR. SYE: Yes, good evening. Can you 18 18 county directive or is that a state directive? hear me? 19 19 DR. MCCOMAS: I'm going to ask Dr. Adams DR. MCCOMAS: Yes, thank you.

20

21

to add to the conversation. I think he'll be able

to address that more specifically, Mr. McMillion,

20

MR. SYE: Okay. So Rod, to answer your

Page: 59 (230 - 233)

Facsimile (410) 821-4889

question, we've been working in conjunction with

Page 234

the guidance office. And again, it is a state

- requirement under COMAR that students must be
- enrolled and attending. So what we have decided
- is that we should have the student athletes work
- with their guidance counselors and again, if they
- front loaded their schedule they have to be
- enrolled and attending, but there is no number in
- terms of the number of classes they need to take,
- so we are kind of putting it back on the guidance
- department to work with the student athlete to
- determine what type of classes could either raise
- their GPA, help them out to get into college or
- 13 whatever, you know, that they could actually do
- 14 to help them meet the requirement on enrolled and
- 15 attending to continue to play sports in the
- 16 second semester.
 - MR. MCMILLION: Thank you.
- 18 MR. SYE: Does that answer your
- 19 question?
- 20 MR. MCMILLION: Yes, thank you very
- 21 much.

1

2

17

21

17

Page 235

MR. SYE: No problem.

MR. MCMILLION: Now Dr. McComas, I have

another question. Does this, what applies to

- athletics, does it also apply to theater, band,
- chorus, clubs, et cetera?

DR. MCCOMAS: Well, thank you for that.

- We're going to take this one step at a time,
- Mr. McMillion, and I know that everyone is
- excited to get everything moving as quickly as
- possible but we do need to take these one at a
- time. Presently speaking, our vast majority of 11
- 12 things are being offered to the fullest extent we
- 13 can in virtual, so I'm not saying that we aren't
- moving in that direction but as of right now
- 15 we're working through the athletics, so thank
- 16 you, and I will keep you posted.
 - MR. MCMILLION: Okay. And now,
- 18 Dr. Roberts, can you explain to our listening
- 19 public, what does separate public day schools
- 20 mean, imply, signify or whatever?
 - DR. ROBERTS: Okay, certainly, and I

have Mrs. Lichter on the call as well, she

- directly supervises our public education. So in
- short, Mr. McMillion, our public separate day
- schools are four schools, so let's talk about
- three of them. So Maiden Choice, Ridge Ruxton
- and Battle Monument, that serve all IEP students,
- all special education students who range from,
- whose disabilities could range from emotional,
- range from physical, educational, that through
- the IEP process are placed in one of those three
- schools based on the geographic area. So Maiden
- 12 Choice serves our west side, Ridge Ruxton serves
- 13 our central area, and Battle Monument serves our
- 14 east side. And those students can enter anywhere
- 15 from two years old all the way up through the age
- 16 of 21 years old. So many of our students in
- 17 those three schools will oftentimes stay for
- 18 five, ten, 15 years, in some cases from two to
- 21. So that connection, that bond is very very
- 20 strong and the numbers are small.

They are staffed by not only special

Page 237

- educators, certified teachers, but adult
 - assistants, instructional assistants,
 - occupational therapists, speech therapists, so a
 - whole battery of related services to support the
 - students and meet their IEP needs and meet their
 - educational needs, where White Oak serves

 - elementary students more focused on emotional,
 - social emotional learning, and those students
 - ultimately transition to their home middle
 - 10 school.

11

13

15

17

20

21

21

So that's really a broad overview,

- 12 Mr. McMillion. Mrs. Lichter, is there anything
 - you wanted to add to that with respect to those
- four schools?
 - MS. LICHTER: The only real thing is
 - students with individualized education programs,
- part of what's indicated on those programs is the level of service and the hours of special
- 19 education services they receive, so it's called
 - their LRE, the least restrictive environment.
 - Students in our four public separate day schools,

14

16

17

18

19

21

1

4

10

11

12

13

16

17

Page 238

1

2

3

7

15

16

17

18

1

4

5

7

9

10

11

13

14

15

16

17

18

19

20

21

their whole day is all special education services, there are no students with, there's no typically developing peers in those schools, so it is the most restrictive environment that we have because it doesn't have any access to the general education student in this building. The difference, those buildings are all students with special needs. It would be the level for a nonpublic if they were to leave the county, but it's based on the services they need. So it's providing, like Dr. Roberts said, the most 12 intensive services.

That's why it's a separate case, it is a school for all students with special needs, where a lot of our other students with special needs are within our general education buildings, our comprehensive schools, so they have the ability to be integrated with their typically developing peers as well.

20 MR. MCMILLION: Okay. So if we break down separate public day schools, we get separate

Page 239

from the general public, from the general education schools, we get public versus private, and then we've got day versus residential.

MS. LICHTER: Correct, you got it.

MR. MCMILLION: Okay. Now I'm going to switch gears again. We've given those parents the opportunity, we surveyed them and we've given them the opportunity to choose whether they want to come into that school building or whether they want to be, continue being a virtual mode, correct?

DR. ROBERTS: Correct.

MR. MCMILLION: Okay. Have we given the teachers that same choice?

14 15 DR. ROBERTS: No, teachers are

reporting, all staff are expected to report on the 2nd.

18 MR. MCMILLION: Okay. So teachers are 19 expected to report and their only other option 20 is, if they are scared of their life for going 21 into that classroom for whatever reason, the only

Page 240

other source they have is to request a leave?

DR. ROBERTS: They need to speak with human resources, right, so the guidance they've been given is if they have any questions regarding returning to work, that they reach out to our benefits office in human resources.

MR. MCMILLION: Okay. So if they can't -- let's just suppose financially they can't afford to take a leave and so that's, a leave is not an option for them. So then they have, if they want to continue working for

Baltimore County Public Schools then they have to 13 go into that school building, correct? 14 DR. ROBERTS: I can't go down that

hypothetical with you, Mr. McMillion, because all of those are case by case. So again, our guidance has been clear from the beginning that if staff have questions, then they need to talk with the experts in human resources around options and what they could potentially avail themselves of.

Page 241

MR. MCMILLION: Okay. And I just want to understand, so it appears to me that their only options are they either report to work or they pursue a leave through HR.

DR. ROBERTS: That's the guidance that we've been providing to them, correct.

MR. MCMILLION: Thank you very much. I'm finished, Ms. Causey.

CHAIRMAN CAUSEY: Okay, next is Ms. Henn.

VICE CHAIR HENN: Thank you, Madam Chair. Thank you for the presentation, everyone. Dr. Roberts, would you mind navigating to your last slide?

DR. ROBERTS: I don't control that but you could ask Mr. Corns.

VICE CHAIR HENN: Could we revisit that? Thank you. So you had mentioned beyond Phase One and the return of the public separate day schools, some other groups that were returning. Do we have those in writing, is that something

3

4

5

7

8

12

13

14

15

16

17

18

21

1

2

12

13

14

15

16

17

18

19

20

21

Page 242

7

14

15

16

17

18

that can be provided to the Board, those details and a timeframe?

DR. ROBERTS: I could work through Dr. Williams on that request, Ms. Henn.

VICE CHAIR HENN: So you had mentioned those groups; is that not available in writing at this point?

DR. ROBERTS: Those weren't. So it's back in the September notification, those, specifically to those groups were identified in, I want to say in late September, but we'd have to go back and look.

VICE CHAIR HENN: Okay. I was trying to take notes since they aren't on the slide. Would you remind repeating those?

DR. ROBERTS: I didn't mention those specifically. I mentioned the, outside general education, regional and school-based elementary and middle and high school programs, and then I went on to CTEs -- the youngest learners, and CTE programs that require specific CTE program

Page 243

equipment to meet their hours, so those were the extent of my comments, Ms. Henn.

VICE CHAIR HENN: Okay. And is there a timeframe associated with those groups returning, you had mentioned?

DR. ROBERTS: Right. So I shared by the end of the first semester if safety measures continue to allow, those additional small groups of students are to be scheduled for the option to return to a hybrid instruction, based on our being approved, our BCPS approved by the MSDE plan.

VICE CHAIR HENN: By the end of the first semester?

DR. ROBERTS: That's what's in our current plan as approved by the state.

VICE CHAIR HENN: Okay. And would you mind defining youngest learners, what grades would those be, K through two?

DR. ROBERTS: Yes, our youngest learners would be our youngest learners, correct, so those

could be our pre, our preschool, kindergartners, I don't have the specifics now, but those could be considered and are our youngest learners.

VICE CHAIR HENN: Okay. And at what point will the Board receive a more detailed plan with some of those specifics?

DR. ROBERTS: So at that point we don't have sufficient, I don't have specific information at this point at this time to give you a specific timeline. Again, that's why I wanted to be specific in what has been approved, presented to the Board and approved by the state department in terms of that option, or not the option, the option to return to hybrid instruction by the end of the first semester.

DR. WILLIAMS: Ms. Henn, this is
Dr. Williams. We are working with our design
team as we move through these phases. And
working with the design team that consists of
our, many of our stakeholders, we should be able
to provide how we are thinking about phasing in,

Page 245

like Dr. Roberts said, about these other groups of students, so we will definitely make public

the plans for the four public separate day

schools that speaks to the health metrics and

⁵ mitigation strategies, and then we'll work

6 through the Phase Two looking at bringing back

additional small groups, still watching the

8 metrics, still watching the positivity rate, and

of course definitely working with our
 stakeholders and our unions to finalize these

plans.

11

12

17

19

20

21

VICE CHAIR HENN: Okay. So thank you for that information. And I'll just again reiterate the comments I made in our last meeting, you know, in the absence of information, the public is losing confidence in our plans, and that we have those plans coming. They want to see those plans, they want to see, even if those timeframes could change, they want to see something in progress. And it's very hard to keep saying they're coming, it's coming, it's

19

10

11

12

15

17

18

19

20

21

Page 246 coming, and not have anything to show. So while it's great we're moving forward with some returns to in person instruction perhaps, that doesn't bring that peace of mind or that confidence to the rest of our stakeholders who want to see some details, and to this Board who want to know what

plan, and that point I think it was November, we're a few days away from November. We need to

the plan is. So a month ago I asked about the

see some details, we need a plan and we need to start seeing some specifics pretty soon. So I'm

12 disappointed that we're not learning about this

13 tonight, because our public deserves to know

14 what's happening and what's going on. And like I

said, we need to restore confidence that our

focus on is a safe return, and the lack of 16 17 information does not do that.

18 DR. WILLIAMS: So Ms. Henn, we will make public once we share with the Board, we'll make 20 public our safety plan that Dr. Zarchin, Deb

21 Somerville and team, which speaks to the health

Page 247

12

13

14

15

16

17

18

19

and safety plan in general in terms of how we plan to monitor, we will share that with the Board and make that public, and then the specific

plans for the four public separate day schools.

VICE CHAIR HENN: And even beyond that, when can we expect to see the plans beyond the public day schools? That's a very small group, as you know, of our student population. The others need to know what's happening, they want to know when they can expect some in person instruction.

DR. WILLIAMS: Yes, we will work with our design team, I hear you, we will finalize that so we can work with our partners to make sure we can finalize the next phase of students as Dr. Roberts mentioned. So again, I understand exactly what you're saying, the absence of information, we want to make sure we are updating our Board as well as our community.

VICE CHAIR HENN: Thank you. And I would add, the community understands that the

plan can be fluid, they understand that health

care needs change and they are understanding to

that. They would rather have the information

with that understanding that they need to be

flexible and that things can change, than not

receive any information, so I would encourage you

to put out what we can put out rather than not

putting anything out, which has been the case so far. Thank you.

10 CHAIRMAN CAUSEY: Next is Mr. Kuehn, 11 then Dr. Hager, then Mr. Offerman.

MR. KUEHN: Thank you, Ms. Causey. Thank you for this presentation. It's the main event and we're finally getting to it after ten o'clock, perhaps next time we'll move it up.

But I know that there's a lot of challenges that we're facing and I think one of the things we need to really hammer out here, and I think Ms. Pasteur started this line of questioning and I'm going to continue for a while. I want to go back to the day schools and

Page 249

I'm concerned that these children that are

probably some of the most fragile, medically

fragile students we have are the first line that

we're reintroducing back into schools. Now I

know that the schools are limited, access will be

limited and what have you, and there will be some

kind of protocols, but as has been made very

clear, these kids will not be able to tolerate

masks on their faces and we don't have specific

rooms for every single one of them to be by

11 themselves. So I am curious as who how Baltimore

12 County, the Baltimore County Public Health

13 Department along with Baltimore County Public

Schools thinks this is where we should start. I

don't understand why we're not starting with K

through two, a fairly healthy population that

17 doesn't seem to have many issues with COVID.

We're going to a very different population in our

19 school system, so I would like someone to please

20 explain that to me.

DR. MCCOMAS: I will begin, Mr. Kuehn,

11

13

14

16

17

18

21

Page 250

9

10

and thank you for that, because I know that all of our students are important and our students in our separate public day schools certainly are particularly compelling in their needs. When we think about the students that virtual instruction is a match for or not a match for, we know that our students with the most critical needs, our students in our public day school often have the least good match to a virtual context, and so 10 that is part of why they are the beginning place.

You know, it's a complex puzzle, and so

we're beginning with those that we know the in

person is most essential for, to try to bring them back. But we're also aware and it's important to keep in mind families will still have a choice. And so as a mother, if I had a student at one of these schools and I felt like my child, I cannot take that risk for my child, they have the ability to keep their child virtual and the school and the school system will continue to work with that family. If as a

insure that they are safe and that their lives

are not being recklessly put at risk. I know our

teachers who spoke earlier this evening shared

experiences over time of these students'

journeys, and so please know that it is not

without great thought that we are going to serve

the neediest students first, so I do appreciate

the opportunity to speak to that. Thank you.

DR. ROBERTS: I was just going to add, Mr. Kuehn, and thank you, Dr. Boswell-McComas for those comments. And certainly we echo those

12 comments, certainly Mrs. Lichter and I,

13 Mrs. Lichter going into her eighth year in

14 working with our four public separate day

15 schools, and me going int my fifth year of

16 working with them. We take that responsibility

17 very seriously of all the other schools we work

18 with, but particularly our four public separate

day schools. And looking at the survey data from

the parent I saw in the chat, Ms. Causey was

requesting that be shared, that there is a

Page 251

Page 253

Page: 64 (250 - 253)

Facsimile (410) 821-4889

family they feel like they can and their child would benefit, and they as a family would like

their child to have that opportunity then they

will be able to have that opportunity. We take

very seriously the lives of our students, we take

very seriously the medical needs and the learning needs of these students. And so really in

working to address the most complex learning

needs of our students, it will really make

resolving the puzzle pieces of other phases less

complex because we are really addressing our 12 students with the greatest needs first and

13 foremost.

11

21

And so that's beginning to address your 15 question, Mr. Kuehn, and I appreciate your raising it, because our public separate day 17 school students are very compelling for all of us, in that we want them to have as much access 19 to professionals directly as we can get, whether it's the related service providers that they need or the academic teachers, but we also want to

significant number of parents who are indicating

that they would like their child back in because

as the governor and the state superintendent have

identified a few months ago, you know, it's the

students with the most need, and I think

Dr. Boswell-McComas, I won't add to her comments

because she did it very eloquently, but I think

the data at least initially is supporting. We'll

know more as the principals have these one-on-one

conversations, but the initial data was showing

11 that the parents at these four schools were at

12 least interested in returning, but now I think

13 the conversation with the parents will have some

more solid data as we get towards the end of the

15 week.

16

17

18

19

20

MR. KUEHN: Thank you, Dr. Roberts, I appreciate that, and Dr. McComas. And as a parent, I truly support parents making decisions, so I will move on at this moment.

But my next question to you, because we sit there and say those with the greatest need, I

fully understand the special needs of those

- students, but kindergarten through second grade,
- I would lump them into the same group and you
- would have, you should be planning to bring those
- kids back immediately. They are not learning how
- to read, they are not going to be successful
- staring at a device for six-plus hours a day. We
- already know that, and I know that teachers are
- struggling and working to do their best and I
- know that we've been hamstrung up to this point,
- but I believe that it would be irresponsible for
- 12 us not to make plans to immediately introduce
- 13 those students back into schools. Can you please
- 14 tell me why that is not happening right now?

15 DR. MCCOMAS: What I would share,

- 16 Mr. Kuehn, and thank you, we too agree that our
- 17 early learners are priorities in our groupings.
- 18 As we said, we're starting with our most needy
- students first, which is our public separate day
- 20 schools. And Dr. Roberts shared what we view as
- 21 Phase Two, includes the earliest learners you're

Page 255

- speaking to, along with students receiving
- special education services outside the general
- education classroom. And so if you think about
- those groups that Dr. Roberts spoke to, it really
- begins to lean forward in alignment with what
- you're calling for around prioritizing.

MR. KUEHN: So I know that Ms. Henn

pressed Dr. Roberts before for an answer

- regarding the various groups and what I heard,
- and you can correct me if I'm wrong, Dr. Roberts,
- 11 was that you're preparing for the end of semester
- 12 one, which is the current plan, that people go
- back to school January 29th or whatever that day
- is, that magic day when we will be prepared. Is
- 15 that accurate?
- 16 DR. ROBERTS: That is accurate with what
- 17 I shared earlier, right, that the current plan as
- on the website and approved by the state,
- 19 indicates by the end of the first semester. And
- 20 of course with the safety measures being in
- 21 place, we won't know what the safety measures

Page 256

would be like and the metrics would be like at

that time, but that would be the indication

according to the plan at this point.

MR. KUEHN: So what from what I've heard

and what I've seen and what I've seen from the

Maryland Department of, or the -- I'm sorry --

7 the Board of Education for all of Maryland was

clamoring for schools to return now. I'm

concerned and I'm wondering why we would delay at

least K through two at this point in time, and

perhaps even younger learners that we have. But

12 I'm focusing on them because they're, you know,

13 they're the bulk of the early learners that we

14 have that really need face-to-face activities.

15 DR. ROBERTS: So Mr. Kuehn, I would at

16 this point certainly reiterate Dr. Williams'

17 comments around it's not, these are trains that

18 are moving simultaneously in many respects, it's

not as if okay, let's focus on this and not do

20 anything else. There's multiple plans going on

working with our stakeholders, working with our

Page 257

- bargaining partners, and really all coming to the
- table. So certainly the first, this initial
- focus was on our public separate day schools, but
- that shouldn't be taken as there wasn't work or
- hasn't been work done on our youngest learners or
- other groups, it's just this is the plan for our
- public separate day schools, so going into the
- next phase. Now that we're doing this, again,
- now that we're getting deeper into the next
- phase, but even then, so we're looking at -- you
- 11 know, we talked about outside general education,
- 12 but there's another group potentially of small
- 13
- groups. So you know, you're talking about the
- other students in the system so that work, again,
- is also being looked at. So it's really phased
- 16 planning and phased approach as we go through,
- 17 not isolated planning, but it's phased planning
- 18 with, as Dr. Williams mentioned, with our
- 19 bargaining partners, with our stakeholders. We
- 20 have a reentry committee, we have a COVID-19 task
- 21 force, so all of that --

3

4

13

14

16

17

18

20

21

1

2

6

7

8

9

12

15

16

17

18

19

21

Page 258

MR. KUEHN: Dr. Roberts, I'm sorry to interrupt you.

DR. ROBERTS: You're fine.

MR. KUEHN: I appreciate you answer but we are limited on time. One of the things that I'm concerned about as you sit here and say this is a phased approach and what have you, and basically you're just pointing to the plan that was initially brought forward to start in the second semester and that's it, that's all I'm hearing from you. That's correct, right, or am I 12 missing something?

DR. ROBERTS: Because that's the plan that's been approved, so once that plan adjusts or is changed then that's the plan, I'm sharing with you the information that has been approved up through the state level.

MR. KUEHN: Okay, I understand. So have you shared a plan to start any earlier with younger learners?

DR. ROBERTS: To the level, to the

Page 259

17

1

2

8

9

10

11

12

13

17

19

20

21

extent of the public separate day schools, no. What we're sharing with you now and what we shared with the Board earlier and the community stakeholder groups earlier was the plan, the detailed plan for the public separate day schools at this point.

MR. KUEHN: All right, thank you.

DR. ROBERTS: You're welcome.

MR. KUEHN: So Ms. Causey, at this time 10 I am going to move to make a motion that we are provided with a plan by the next meeting that we have on November, I believe it is the 14th, to bring K through two, at least K through two across the entire county into schools by November 30th.

> CHAIRMAN CAUSEY: Is there a second? VICE CHAIR HENN: Second, Ms. Henn.

CHAIRMAN CAUSEY: Ms. Henn. Mr. Kuehn,

so board members, just a reminder that we are per 20 Roberts Rules speaking twice to motions, and we

are trying to stick to the time limit we

discussed. So Mr. Kuehn, you may speak to your

motion.

3 MR. KUEHN: So my focus is to try and bring the youngest learners in Baltimore County into schools. They are not medically fragile. Give parents the option to allow the children that they are, you know, they're confident that they can go in there. We've been told that we have all the PPE we need, we've been told that the facilities are clean and that they're available, and what we need to do is get in gear and start actually serving and reaching out to all the parents out there to determine if people 14 are willing to send their children back to school. And work with the teachers, because I'm 16 sure there are teachers that are willing to go back to school. And if there needs to be a 18 hybrid environment and an option for folks that aren't comfortable because of medical underlying 20 conditions, that we give students those options to continue virtually if that's the case.

Page 261

I don't know if there are any questions.

CHAIRMAN CAUSEY: We'll take discussion and what we're going to do is, Ms. Henn, if you can note the people that still have chosen to speak to this agenda item, and if everyone can take their hands down, and then if you want to speak to Mr. Kuehn's motion, raise your hand back up.

VICE CHAIR HENN: And Mrs. Causey, I know I seconded the motion. I would like to offer an amendment when appropriate.

CHAIRMAN CAUSEY: Now is appropriate.

VICE CHAIR HENN: Thank you. I offer the following amendment. I move that the Board direct the superintendent to bring the Board a recommendation for consideration and approval no later than November 10th for providing the option for all students in grade pre-K through grade two to return to some amount of regularly scheduled safe in person instruction starting no later than December 7th, 2020.

Page 262 Page 264 1 CHAIRMAN CAUSEY: Mr. Kuehn, do you everyone can take their hand down or -- okay. accept that? Then put it up if you want to speak to this 3 motion. Okay. So the order --MR. KUEHN: I'm curious as to the December 7th, is that just because that's one MR. MCMILLION: Ms. Causey, this is Rod 5 Monday later than I indicated, November 30th? McMillion. At some time I would like to speak to 6 MS. ROWE: Respectfully, members of the the motion. 7 7 Board, I do not believe that's an appropriate CHAIRMAN CAUSEY: Thank you, I will put amendment, I would defer to Mr. Brousaides. You you in the lineup. So starting with what the are changing the motion, that is not amending the participant list is showing me, Ms. Rowe, then motion. This is Lily Rowe. 10 Dr. Hager, then Ms. Scott, then Ms. Jose, and 11 CHAIRMAN CAUSEY: Ms. Rowe, I'll have then Mr. McMillion and then Mr. Muhumuza. 12 Mr. Brousaides chime in unless Julie wants to 12 MS. ROWE: Thank you. So I just wanted 13 modify something. 13 to clarify that the motion is for a plan, a 14 MS. HENN: I will withdraw. I was 14 safety plan, which brings into effect things like proposing wording. I will withdraw my amendment 15 15 when children get on the bus, are they evaluated 16 16 and support Mr. Kuehn's original motion. for symptoms before getting on a bus. If they're 17 CHAIRMAN CAUSEY: Okay, thank you. So 17 not evaluated for symptoms before getting on the 18 18 board members, at this point we have a motion bus, does the entire bus have to be quarantined with a second and we will go around the dais -if a child is present with symptoms once they're 20 excuse me -- I will go according to hands for at school. If the child has been sent home from 21 people to speak to the motion. school, does the parent have to get the child Page 263 Page 265 1 tested for COVID-19 before the child is allowed MS. PASTEUR: Is Ms. Henn going to first put down the names of us who have our hands up to return to school? If the parents aren't about the original, the agenda please? I want to required to do it, can the child return to make sure my hand is recognized because it's been school, and if not, is the school nurse going to up for a long time please. test the child for COVID-19. Should a child CHAIRMAN CAUSEY: Okay, Ms. Pasteur, and ultimately test positive for COVID-19, will you already spoke to this agenda item? everyone on the bus be notified and quarantined, 8 MS. PASTEUR: One time. I am trying to and will that also include teachers, because the 9 follow the rules, one question, one time. bus is for special ed students often anywhere 10 CHAIRMAN CAUSEY: I'm just clarifying from 45 minutes to an hour and a half bus ride, because we've had a lot of questions and a lot of 11 and that is a considerable amount of time to be 11 12 12 time, so -sitting on a bus spreading a virus when no one's 13 MS. PASTEUR: Wonderful. I have one 13 wearing a mask. And are the bus drivers going to 14 question. wear masks, and are the bus drivers required to 15 CHAIRMAN CAUSEY: Ms. Henn, do you have 15 show up as well? 16 16 the names for this agenda item, and then we can You see this list of questions is fairly 17 turn them off again and turn back on if you want 17 endless, and so I would like to know if by plan 18 18 to speak to the motion. this is what we're talking about. 19 19 VICE CHAIR HENN: One moment please. MR. KUEHN: Ms. Rowe, are you asking me? 20 MS. ROWE: Yes, I would like to know 20 Yes, I have the names, Madam Chair.

CHAIRMAN CAUSEY: Thank you. So

21

21

what, is what that you mean by a plan?

8

9

12

14

16

17

18

20

21

1

2

8

9

10

11

19

20

21

jump in?

Baltimore County Board of Education Meeting Page 268 finish your questions? MS. ROWE: It does for the motion, yes.

CHAIRMAN CAUSEY: Thank you. Next on the motion I have Dr. Hager. DR. HAGER: Thank you. I just wanted to

5 say that I will support this because it is a plan and not necessarily something that will go into place, given that I honestly believe that we probably lost our window for reopening schools, which really makes me quite sad. You know, we are keeping with this plan that was released in 12 September, it was released September 16th, which is nearly six weeks ago, and yet we haven't seen 14 any additional plans in writing about how to get 15 our kids back to some kind of groups back in some 16 schools in that time. And the fact that we are told me may need to wait until the semester, 18 which was the original plan, that's three months from now. And so I would love to see a plan.

Again, it's just a plan. We saw what happened in Dorchester County where they reopened

Page 269

Page: 68 (266 - 269)

Facsimile (410) 821-4889

Page 267

Page 266

1

2

3

17

19

20

11

12

13

15

17

18

19

20

21

CHAIRMAN CAUSEY: No. So I would

actually ask Dr. Roberts, who has spoken

plans related to those would have been

address that for Ms. Rowe, could you --

plan is, that we're asking. I'm assuming it means all those things I just listed but I just

but I'd like to know that when we use this

general term plan for safety that we all know

transferred, so Dr. Roberts?

extensively about the plan for the four public

separate day schools, because I imagine that the

DR. ROBERTS: I'm sorry. So I can

having the motion on the floor to ask staff for a plan. So it's unclear to me precisely what the

don't know what's in the head of our other board

members. I guess, Mr. Roberts, I wouldn't mind

knowing if that's what you consider a plan to be,

DR. ZARCHIN: Dr. Roberts, if I could

MS. ROWE: Okay. The Board is the one

DR. ROBERTS: Sure.

what we're talking about.

DR. ZARCHIN: I think what we are talking about are mitigation strategies that we do have in place, contact tracing, and transportation protocols and practices for students, and that is all information that we would have in a plan, and that we've been working on.

MS. ROWE: So the types of things I listed would be in the plan?

DR. ZARCHIN: Yes, so simple basic mitigation strategies like use of face covering, social distancing, hand hygiene, respiratory etiquette, cleaning and disinfecting, contact tracing, those would all be part of mitigation practices, and then it would go on to ongoing 17 work with the Department of Health to monitor COVID-19 trends and metrics, that would be part of the plan as well, so if the community numbers spike we can address that very quickly.

CHAIRMAN CAUSEY: Ms. Rowe, does that

and had to close again based on positivity rates which were not caused by the kids in the schools but a community transmission issue. But still they relied on the science, they looked at the transmission rates, and that is likely what we will do, and so we'll see if we actually end up reopening on, you know, November 30th for these youngest kids, but at least there will be something in writing, and so I appreciate the 10 motion and I am definitely for it.

CHAIRMAN CAUSEY: Thank you, and next is Ms. Scott.

MS. SCOTT: Thank you for that. I just wanted to just make sure I understood clearly what the motion is. Russ's motion is a plan for elementary school students to return to classrooms in (unintelligible, breaking up) administration to bring up a plan describing how they would be doing that to bring back younger students, as opposed to the original plan that they presented, which was to open the four

Pro	ceedings		Baltimore County Board of Education Meeting
	Page 270		Page 272
1	schools. I just want, do I have that correct?	1	through two across the county into schools by
2	MR. KUEHN: So this is in addition to	2	November 30th.
3	whatever else they're planning, so my, what I	3	CHAIRMAN CAUSEY: So Mr. Kuehn, if
4	said was, and	4	you Mr. Brousaides, if he wants to add the at
5	CHAIRMAN CAUSEY: Yes, please restate	5	parents option, can he just do that and the
6	your motion, Mr. Kuehn. It will not count	6	second can approve?
7	towards your time.	7	MR. BROUSAIDES: It can stay there and
8	MR. KUEHN: I made the motion that we	8	if someone wants to amend it, that's fine.
9	come up with a plan to be provided, a detailed	9	MR. KUEHN: I recall talking about that.
10	plan to be provided to the public and to the	10	VICE CHAIR HENN: May I amend it to
11	Board by November 10th that will focus on	11	include it, or can Mr. Kuehn withdraw it and make
12	bringing at least all K through two students back	12	a new motion?
13	into the buildings for in person learning by	13	CHAIRMAN CAUSEY: No, it's on the floor,
14	November 30th.	14	the motion is ton the floor with a second and
15	MS. SCOTT: Okay, great. Thank you for	15	discussion, so it can be amended, it cannot be
16	that.	16	withdrawn.
17	MS. MACK: Wasn't there a component in	17	VICE CHAIR HENN: Then I move to amend.
18	that motion, Mr. Kuehn, about choice?	18	CHAIRMAN CAUSEY: Okay.
19	CHAIRMAN CAUSEY: Excuse me, Ms. Mack, I	19	VICE CHAIR HENN: Let me make sure I get
20	didn't see your hand up.	20	the wording right. I move that the Board direct
21	MS. MACK: I'm sorry.	21	the superintendent to bring a pan no later than
	Page 271		Page 273
1	CHAIRMAN CAUSEY: So I'm working	1	November 10th for providing the option for all
2	through, so it was Ms. Scott, then Mr. McMillion,	2	students in grades pre-K through grade two to
3	then Mr. Muhumuza and Ms. Mack.	3	return to some amount of regularly scheduled safe
4	MR. KUEHN: And I also want to clarify	4	in person instruction, starting no later than
5	that I threw in the ability for the parents to	5	November 30th, 2020.
6	choose whether or not they were going to send	6	CHAIRMAN CAUSEY: Is there a second?
7	their children back, so it would be a hybrid	7	MR. KUEHN: I'll second it.
8	option in essence if people needed to stay home	8	CHAIRMAN CAUSEY: Okay.
9	for a reason.	9	MS. MACK: What was different is it the
10	CHAIRMAN CAUSEY: Ms. Henn, you are the	10	someone else?
11	second. Do you accept Mr. Kuehn's addition of	11	VICE CHAIR HENN: It was providing the
12	parents having a choice?	12	option.
13	MR. KUEHN: That's not an addition,	13	MS. MACK: Thank you.
14	that's what I originally stated. I was just	14	CHAIRMAN CAUSEY: So board members we
15	clarifying because I don't think I said that to	15	have a motion on the floor to amend, and if
16	Ms. Scott when she asked me to repeat it.	16	people don't have, you know, a lot to say about
17	MS. GOVER: Excuse me, Ms. Causey?	17	it, we can take the vote on that. If anyone
18	CHAIRMAN CAUSEY: Yes.	18	wants to speak to that, rather than have everyone
19	MS. GOVER: The original motion that	19	drop their hands down, just one at a time.
20	I recorded was that the Board would be provided	20	MR. MCMILLION: Mrs. Causey, I will
21	with a plan by November 10th to bring at least K	21	speak to that, Rod McMillion.

Page 276 AN CAUSEY: Yes, Mr. McMillion. MILLION: I'm curious, Russ and ave any accommodations or whatever Do teachers, are they still back or approach HR, are they an an option whether to stay into the classroom, are we going eachers in this amendment and mank you. HN: So, I would suggest that the ludes the possibility of a hose details would need to be he superintendent and the staff to had learning options for those or can't come in person. AN CAUSEY: Any other board vant to speak to this motion? Page 276 MS. GOVER: Mr. Kuehn? MR. KUEHN: Yes. MS. GOVER: Ms. Pasteur? MR. GOVER: Mr. Offerman? MR. MUHUMUZA: Yes. MS. GOVER: Ms. Henn? VICE CHAIR HENN: Yes. MS. GOVER: Ms. Causey? CHAIRMAN CAUSEY: Yes. MS. GOVER: Ms. Jose? MS. JOSE: Abstain. MS. GOVER: Ms. Mack? MS. GOVER: Ms. Mack? MS. GOVER: Ms. Mack? MS. GOVER: Ms. Scott? MS. GOVER: Ms. Scott? MS. GOVER: Ms. Scott? MS. GOVER: Ms. Rowe? Page 275 MS. GOVER: Ms. Scott? MS. GOVER: Ms. Scott? MS. GOVER: Ms. Scott? MS. GOVER: Ms. Scott? MS. GOVER: Ms. Rowe? MS. GOVER: Ms. Scott? MS. GOVER: Ms. Rowe? MS. GOVER: Ms. Rowe? MS. GOVER: Ms. Scott? MS. GOVER: Ms. Scott? MS. GOVER: Ms. Rowe? MS.
MILLION: I'm curious, Russ and we any accommodations or whatever Do teachers, are they still back or approach HR, are they sin an option whether to stay into the classroom, are we going eachers in this amendment and mank you. HN: So, I would suggest that the lades the possibility of a hose details would need to be he superintendent and the staff to at learning options for those war to speak to this motion? Page 275 or discussion on the motion, all in ng well, we will have to do a again utility and the staff station and the staff stations attest that we're opening, or is it presenting the MR. KUEHH: Yes. MR. KUEHH: Yes. MR. KUEHH: Yes. MS. GOVER: Ms. Pasteur? MR. KUEHH: Yes. MS. GOVER: Ms. Pasteur? MR. KUEHH: Yes. MS. GOVER: Ms. Pasteur? MS. GOVER: Mr. Molfierman? MR. MUHUMUZA: Yes. MS. GOVER: Ms. Henn? VICE CHAIR HENN: Yes. MS. GOVER: Ms. Causey? CHAIRMAN CAUSEY: Yes. MS. GOVER: Ms. Jose? MS. GOVER: Ms. Jose? MS. GOVER: Ms. Mack?
MS. GOVER: Ms. Pasteur? MS. PASTEUR: Yes. MS. GOVER: Mr. Offerman? MR. OFFERMAN: Abstain. MS. GOVER: Mr. Muhumuza? MR. OFFERMAN: Abstain. MS. GOVER: Mr. Muhumuza? MR. MUHUMUZA: Yes. MS. GOVER: Ms. Henn? VICE CHAIR HENN: Yes. MS. GOVER: Ms. Henn? VICE CHAIR HENN: Yes. MS. GOVER: Ms. Henn? VICE CHAIR HENN: Yes. MS. GOVER: Ms. Mack: MS. GOVER: Ms. Henn? VICE CHAIR HENN: Yes. MS. GOVER: Ms. Causey? CHAIRMAN CAUSEY: Yes. MS. GOVER: Ms. Mose? MS. GOVER: Ms. Mose? MS. GOVER: Ms. Scott: MS. GOVER: Ms. Soot: MS. GOVER: Ms. Soot: MS. GOVER: Ms. Scott: MS. GOVER: Ms. Mack? MS. GOVER: Ms. Mose? MS. GOVER: Ms. Mose? MS. GOVER: Ms. Mack? MS. GOVER: Ms. Causey, this is Moalie. CHAIRMAN CAUSEY: Yes, Ms. Jose? MS. JOSE: I believe Mr. Burke had his
Do teachers, are they still back or approach HR, are they en an option whether to stay into the classroom, are we going reachers in this amendment and bank you. HN: So, I would suggest that the ludes the possibility of a hose details would need to be he superintendent and the staff to know, if teachers aren't willing rare unable to for some reason, ey are the ones providing hybrid bal learning options for those or or can't come in person. MILLION: Outstanding, thank you. AN CAUSEY: Any other board vant to speak to this motion? Page 275 r discussion on the motion, all in ng well, we will have to do a again RUMUZA: Yeah. I just wanted a nis motion states that we're opening, or is it presenting the MS. PASTEUR: Yes. MS. GOVER: Mr. Offerman? MR. OFFERMAN: Abstain. MS. GOVER: Mr. Muhumuza? MR. MUHUMUZA: Yes. MS. GOVER: Ms. Henn? VICE CHAIR HENN: Yes. MS. GOVER: Ms. Causey? CHAIRMAN CAUSEY: Yes. MS. GOVER: Ms. Jose? MS. JOSE: Abstain. MS. GOVER: Mr. McMillion? MR. MCMILLION: Yes. MS. GOVER: Ms. Mack? MS. GOVER: Ms. Mack? MS. GOVER: Ms. Scott? MS. GOVER: Ms. Scott? MS. GOVER: Ms. Rowe? Page 275 MS. ROWE: Yes. CHAIRMAN CAUSEY: The motion carries. So board members, we now have the motion as amended? MS. JOSE: Ms. Causey, this is Moalie. CHAIRMAN CAUSEY: Yes, Ms. Jose? MS. JOSE: I believe Mr. Burke had his
back or approach HR, are they en an option whether to stay into the classroom, are we going eachers in this amendment and hank you. HN: So, I would suggest that the ludes the possibility of a hose details would need to be the superintendent and the staff to know, if teachers aren't willing are unable to for some reason, ey are the ones providing hybrid at learning options for those to or can't come in person. HILLION: Outstanding, thank you. AN CAUSEY: Any other board vant to speak to this motion? Page 275 r discussion on the motion, all in ng well, we will have to do a again IUMUZA: Madam Chair? AN CAUSEY: Yes, Mr. Muhumuza? IUMUZA: Yeah. I just wanted a nis motion states that we're opening, or is it presenting the MS. GOVER: Mr. Offerman? MR. OFFERMAN: Abstain. MS. GOVER: Ms. Henn? VICE CHAIR HENN: Yes. MS. GOVER: Ms. Causey? CHAIRMAN CAUSEY: Yes. MS. GOVER: Ms. Jose? MS. JOSE: Abstain. MS. GOVER: Mr. McMillion? MR. MCMILLION: Yes. MS. GOVER: Ms. Mack? MS. GOVER: Ms. Mack? MS. GOVER: Ms. Scott? MS. GOVER: Ms. Scott? MS. GOVER: Ms. Scott? MS. GOVER: Ms. Scott? MS. GOVER: Ms. Rowe? Page 277 MS. ROWE: Yes. CHAIRMAN CAUSEY: The motion carries. So board members, we now have the motion as amended? MS. JOSE: Ms. Causey, this is Moalie. CHAIRMAN CAUSEY: Yes, Ms. Jose? MS. JOSE: Ibelieve Mr. Burke had his
man option whether to stay into the classroom, are we going seachers in this amendment and mank you. MR. GOVER: Mr. Muhumuza? MR. MUHUMUZA: Yes. MS. GOVER: Ms. Henn? VICE CHAIR HENN: Yes. MS. GOVER: Ms. Causey? CHAIRMAN CAUSEY: Yes. MS. GOVER: Ms. Jose? MS. GOVER: Ms. Jose? MS. GOVER: Ms. Jose? MS. GOVER: Ms. Jose? MS. GOVER: Ms. McMillion? MS. GOVER: Ms. McMillion? MS. GOVER: Ms. McMillion? MR. MCMILLION: Yes. MS. GOVER: Ms. Mack? MS. GOVER: Ms. Scott? MS. GOVER: Ms. GOVER: Ms. Scott? MS. GOVER: Ms. Mack? MS. GOVER: Ms. Causey, this is Moalie. CHAIRMAN CAUSEY: Tes, Ms. Jose? MS. JOSE: Ms. Causey, this is Moalie. CHAIRMAN CAUSEY: Yes, Ms. Jose? MS. JOSE: I believe Mr. Burke had his
into the classroom, are we going eachers in this amendment and mank you. HN: So, I would suggest that the ludes the possibility of a hose details would need to be he superintendent and the staff to know, if teachers aren't willing are unable to for some reason, ey are the ones providing hybrid all learning options for those or can't come in person. MILLION: Outstanding, thank you. AN CAUSEY: Any other board vant to speak to this motion? Page 275 r discussion on the motion, all in ng well, we will have to do a again UMUZA: Yeah. I just wanted a nis motion states that we're opening, or is it presenting the AN CAUSEY: Yes, Mr. Muhumuza? MS. GOVER: Mr. Muhumuza? MS. GOVER: Ms. Causey, this is Moalie. CHAIRMAN CAUSEY: Yes, Ms. Jose? MS. GOVER: Ms. Mack? MS. GOVER: Ms. McMillion? MR. MCHILLION: Yes. MS. GOVER: Ms. McMillion? MS. GOVER: Ms. Scott? MS. GOVER: Ms. Causey. MS. GOVER: Ms. Causey, this is Moalie. CHAIRMAN CAUSEY: Yes, Ms. Jose? MS. JOSE: I believe Mr. Burke had his
mank you. HN: So, I would suggest that the ludes the possibility of a hose details would need to be he superintendent and the staff to know, if teachers aren't willing are unable to for some reason, by are the ones providing hybrid all learning options for those or can't come in person. HILLION: Outstanding, thank you. AN CAUSEY: Any other board vant to speak to this motion? Page 275 I discussion on the motion, all in ng well, we will have to do a again IUMUZA: Yeah. I just wanted a nis motion states that we're opening, or is it presenting the MR. MUHUMUZA: Yes. MS. GOVER: Ms. Henn? VICE CHAIR HENN: Yes. MS. GOVER: Ms. Causey? CHAIRMAN CAUSEY: Yes. MS. GOVER: Ms. Jose? MS. JOSE: Abstain. MS. GOVER: Mr. McMillion? MR. MCMILLION: Yes. MS. GOVER: Ms. Mack? MS. GOVER: Ms. Scott? MS. GOVER: Ms. Page 277 MS. ROWE: Yes. CHAIRMAN CAUSEY: The motion carries. So board members, we now have the motion as amended? MS. JOSE: I believe Mr. Burke had his
MS. GOVER: Ms. Henn? VICE CHAIR HENN: Yes. MS. GOVER: Ms. Causey? CHAIRMAN CAUSEY: Yes. MS. GOVER: Ms. Jose? MS. GOVER: Ms. Jose? MS. GOVER: Ms. Causey? CHAIRMAN CAUSEY: Yes. MS. GOVER: Ms. Jose? MS. GOVER: Ms. McMillion? MR. MCMILLION: Yes. MS. GOVER: Ms. Mack? MS. GOVER: Ms. Mack? MS. GOVER: Ms. Mock? MS. GOVER: Ms. Mack? MS. GOVER: Ms. Scott? MS. GOVER: Ms. Scott? MS. GOVER: Ms. Scott? MS. GOVER: Ms. Rowe? MS. GOVER: Ms. Causey. MS. GOVER: Ms. Causey. MS. GOVER: Ms. Mack? MS. GOVER: Ms. Causey. MS. GOVER: Ms. Cause
HN: So, I would suggest that the ludes the possibility of a hose details would need to be he superintendent and the staff to he superintendent and the staff to how, if teachers aren't willing are unable to for some reason, ey are the ones providing hybrid hal learning options for those how or can't come in person. MILLION: Outstanding, thank you. AN CAUSEY: Any other board want to speak to this motion? Page 275 Ir discussion on the motion, all in hing well, we will have to do a again IUMUZA: Madam Chair? AN CAUSEY: Yes, Mr. Muhumuza? IUMUZA: Yeah. I just wanted a his motion states that we're opening, or is it presenting the 10 VICE CHAIR HENN: Yes. MS. GOVER: Ms. Causey? CHAIRMAN CAUSEY: Ms. Jose? MS. GOVER: Ms. Jose? MS. GOVER: Ms. Mack? MS. GOVER: Ms. Mack? MS. GOVER: Ms. Scott? MS. GOVER: Ms. Scott? MS. GOVER: Ms. Rowe? Page 275 Page 275 Page 277 MS. ROWE: Yes. CHAIRMAN CAUSEY: The motion carries. So board members, we now have the motion as amended? MS. JOSE: Ms. Causey, this is Moalie. CHAIRMAN CAUSEY: Yes, Ms. Jose? MS. JOSE: I believe Mr. Burke had his
Indes the possibility of a hose details would need to be he superintendent and the staff to he superintendent and he superintendent and the staff to he superintendent and the superintendent and he superintendent and the su
CHAIRMAN CAUSEY: Yes. the superintendent and the staff to the superintendent and the superi
he superintendent and the staff to know, if teachers aren't willing are unable to for some reason, by are the ones providing hybrid al learning options for those and learning options for
know, if teachers aren't willing rare unable to for some reason, ey are the ones providing hybrid al learning options for those to or can't come in person. MILLION: Outstanding, thank you. AN CAUSEY: Any other board vant to speak to this motion? Page 275 r discussion on the motion, all in ng well, we will have to do a again AN CAUSEY: Yes, Mr. Muhumuza? AN CAUSEY: Yes, Mr. Muhumuza? AN CAUSEY: Yes, Mr. Muhumuza? IUMUZA: Madam Chair? AN CAUSEY: Yes, Mr. Muhumuza? IUMUZA: Yeah. I just wanted a nis motion states that we're opening, or is it presenting the AN CAUSEY: Yes, Ms. JOSE: Abstain. MS. GOVER: Mr. McMillion? MR. MCMILLION: Yes. MS. GOVER: Ms. Scott? MS. GOVER: Ms. Scott? MS. GOVER: Ms. Rowe? Page 277 MS. ROWE: Yes. CHAIRMAN CAUSEY: The motion carries. So board members, we now have the motion as amended. Is there any further discussion on the motion as amended? MS. JOSE: Ms. Causey, this is Moalie. CHAIRMAN CAUSEY: Yes, Ms. Jose? MS. JOSE: I believe Mr. Burke had his
rare unable to for some reason, by are the ones providing hybrid color can't come in person. MS. GOVER: Mr. McMillion? MR. MCMILLION: Yes. MS. GOVER: Ms. Mack? MS. GOVER: Ms. Mack? MS. MACK: Yes. MS. GOVER: Ms. Scott? MS. GOVER: Ms. Rowe? Page 275 r discussion on the motion, all in ng well, we will have to do a again IUMUZA: Madam Chair? AN CAUSEY: Yes, Mr. Muhumuza? IUMUZA: Yeah. I just wanted a nis motion states that we're opening, or is it presenting the MS. GOVER: Ms. Mack? MS. GOVER: Ms. Scott? MS. GOVER: Ms. Mack? MS. JOSE: Ms. Causey, this is Moalie. CHAIRMAN CAUSEY: Yes, Ms. Jose? MS. JOSE: I believe Mr. Burke had his
by are the ones providing hybrid al learning options for those al learning options for those and learning options for those are or or can't come in person. MILLION: Outstanding, thank you. AN CAUSEY: Any other board avant to speak to this motion? Page 275 Ir discussion on the motion, all in ang well, we will have to do a again IUMUZA: Madam Chair? AN CAUSEY: Yes, Mr. Muhumuza? IUMUZA: Yeah. I just wanted a anis motion states that we're Opening, or is it presenting the MR. MCMILLION: Yes. MS. GOVER: Ms. Scott? MS. GOVER: Ms. Rowe? MS. GOVER: Ms. Rowe? MS. GOVER: Ms. Rowe? Page 277 MS. ROWE: Yes. CHAIRMAN CAUSEY: The motion carries. So board members, we now have the motion as amended. Is there any further discussion on the motion as amended? MS. JOSE: Ms. Causey, this is Moalie. CHAIRMAN CAUSEY: Yes, Ms. Jose? MS. JOSE: I believe Mr. Burke had his
MS. GOVER: Ms. Mack? MS. MACK: Yes. MS. GOVER: Ms. Mack? MS. MACK: Yes. MS. GOVER: Ms. Scott? MS. GOVER: Ms. Rowe? Page 275 r discussion on the motion, all in ng well, we will have to do a again IUMUZA: Madam Chair? AN CAUSEY: Yes, Mr. Muhumuza? IUMUZA: Yeah. I just wanted a nis motion states that we're opening, or is it presenting the MS. GOVER: Ms. Mack? MS. GOVER: Ms. Scott? MS. GOVER: Ms. Rowe? MS. GOVER: Ms. Nack? MS. GOVER: Ms. Mack? MS. GOVER: Ms. Mack? MS. GOVER: Ms. Scott? MS. GOVER: Ms. Rowe? Page 277 MS. ROWE: Yes. CHAIRMAN CAUSEY: The motion carries. So board members, we now have the motion as amended. Is there any further discussion on the motion as amended? MS. JOSE: Ms. Causey, this is Moalie. CHAIRMAN CAUSEY: Yes, Ms. Jose? MS. JOSE: I believe Mr. Burke had his
MILLION: Outstanding, thank you. AN CAUSEY: Any other board vant to speak to this motion? Page 275 r discussion on the motion, all in ng well, we will have to do a again IUMUZA: Madam Chair? AN CAUSEY: Yes, Mr. Muhumuza? IUMUZA: Yeah. I just wanted a nis motion states that we're opening, or is it presenting the MS. MACK: Yes. MS. GOVER: Ms. Scott? MS. GOVER: Ms. Rowe? Page 277 MS. ROWE: Yes. CHAIRMAN CAUSEY: The motion carries. So board members, we now have the motion as amended. Is there any further discussion on the motion as amended? MS. JOSE: Ms. Causey, this is Moalie. CHAIRMAN CAUSEY: Yes, Ms. Jose? MS. JOSE: I believe Mr. Burke had his
MILLION: Outstanding, thank you. AN CAUSEY: Any other board vant to speak to this motion? Page 275 r discussion on the motion, all in ng well, we will have to do a again IUMUZA: Madam Chair? AN CAUSEY: Yes, Mr. Muhumuza? IUMUZA: Yeah. I just wanted a nis motion states that we're opening, or is it presenting the MS. GOVER: Ms. Scott? MS. GOVER: Ms. Rowe? Page 277 MS. ROWE: Yes. CHAIRMAN CAUSEY: The motion carries. So board members, we now have the motion as amended. Is there any further discussion on the motion as amended? MS. JOSE: Ms. Causey, this is Moalie. CHAIRMAN CAUSEY: Yes, Ms. Jose? MS. JOSE: I believe Mr. Burke had his
AN CAUSEY: Any other board vant to speak to this motion? Page 275 r discussion on the motion, all in ng well, we will have to do a again IUMUZA: Madam Chair? AN CAUSEY: Any other board Page 275 Page 277 MS. GOVER: Ms. Rowe? Page 277 MS. ROWE: Yes. CHAIRMAN CAUSEY: The motion carries. So board members, we now have the motion as amended. Is there any further discussion on the motion as amended? MS. ROWE: Yes. CHAIRMAN CAUSEY: The motion carries. So board members, we now have the motion as amended. Is there any further discussion on the motion as amended? MS. JOSE: Ms. Causey, this is Moalie. CHAIRMAN CAUSEY: Yes, Ms. Jose? MS. JOSE: I believe Mr. Burke had his
Page 275 r discussion on the motion, all in ng well, we will have to do a again IUMUZA: Madam Chair? AN CAUSEY: Yes, Mr. Muhumuza? IUMUZA: Yeah. I just wanted a nis motion states that we're opening, or is it presenting the MS. GOVER: Ms. Rowe? Page 277 MS. ROWE: Yes. CHAIRMAN CAUSEY: The motion carries. So board members, we now have the motion as amended. Is there any further discussion on the motion as amended? MS. JOSE: Ms. Causey, this is Moalie. CHAIRMAN CAUSEY: Yes, Ms. Jose? MS. JOSE: I believe Mr. Burke had his
Page 275 r discussion on the motion, all in ng well, we will have to do a again IUMUZA: Madam Chair? AN CAUSEY: Yes, Mr. Muhumuza? IUMUZA: Yeah. I just wanted a nis motion states that we're opening, or is it presenting the Page 277 MS. ROWE: Yes. CHAIRMAN CAUSEY: The motion carries. So board members, we now have the motion as amended. Is there any further discussion on the motion as amended? MS. JOSE: Ms. Causey, this is Moalie. CHAIRMAN CAUSEY: Yes, Ms. Jose? MS. JOSE: I believe Mr. Burke had his
r discussion on the motion, all in ng well, we will have to do a again IUMUZA: Madam Chair? AN CAUSEY: Yes, Mr. Muhumuza? IUMUZA: Yeah. I just wanted a nis motion states that we're opening, or is it presenting the MS. ROWE: Yes. CHAIRMAN CAUSEY: The motion carries. So board members, we now have the motion as amended. Is there any further discussion on the motion as amended? MS. JOSE: Ms. Causey, this is Moalie. CHAIRMAN CAUSEY: Yes, Ms. Jose? MS. JOSE: I believe Mr. Burke had his
characteristics of the motion carries. 2 CHAIRMAN CAUSEY: The motion carries. 3 So board members, we now have the motion as amended. Is there any further discussion on the motion as amended? 4 MS. JOSE: Ms. Causey, this is Moalie. 5 CHAIRMAN CAUSEY: The motion carries. 6 MS. JOSE: Ms. Causey, this is Moalie. 7 CHAIRMAN CAUSEY: Yes, Ms. Jose? 8 MS. JOSE: I believe Mr. Burke had his
again IUMUZA: Madam Chair? AN CAUSEY: Yes, Mr. Muhumuza? IUMUZA: Yeah. I just wanted a his motion states that we're pepening, or is it presenting the 3 So board members, we now have the motion as amended. Is there any further discussion on the motion as amended? MS. JOSE: Ms. Causey, this is Moalie. CHAIRMAN CAUSEY: Yes, Ms. Jose? MS. JOSE: I believe Mr. Burke had his
AN CAUSEY: Yes, Mr. Muhumuza? IUMUZA: Yeah. I just wanted a mis motion states that we're pepening, or is it presenting the 4 amended. Is there any further discussion on the motion as amended? MS. JOSE: Ms. Causey, this is Moalie. CHAIRMAN CAUSEY: Yes, Ms. Jose? MS. JOSE: I believe Mr. Burke had his
AN CAUSEY: Yes, Mr. Muhumuza? IUMUZA: Yeah. I just wanted a his motion states that we're his ppening, or is it presenting the motion as amended? MS. JOSE: Ms. Causey, this is Moalie. CHAIRMAN CAUSEY: Yes, Ms. Jose? MS. JOSE: I believe Mr. Burke had his
MS. JOSE: Ms. Causey, this is Moalie. CHAIRMAN CAUSEY: Yes, Ms. Jose? MS. JOSE: I believe Mr. Burke had his
opening, or is it presenting the 7 CHAIRMAN CAUSEY: Yes, Ms. Jose? 8 MS. JOSE: I believe Mr. Burke had his
opening, or is it presenting the MS. JOSE: I believe Mr. Burke had his
tted that clarification. 9 hand up, but I would also like to hear from
AN CAUSEY: Go ahead, Mr. Kuehn. 10 Dr. Williams on this motion, how the system would
HN: This is for the amendment, $\begin{vmatrix} 11 \end{vmatrix}$ facilitate this.
in to be provided to us by the CHAIRMAN CAUSEY: Okay, so I will call
vote on the 10th for the 30th. 13 on Mr. Burke, and then call on Dr. Williams.
sense? MR. BURKE: Thank you, Mrs. Causey. I
IUMUZA: Yes. 15 realize it's very uncommon for a staff member to
HN: Great. 16 raise their hand in the middle of all that. I
AN CAUSEY: Any other discussion 17 just wanted to make sure that you all didn't lose
ent? Okay. Ms. Gover, may I have a 18 the opportunity to understand the processes that
ent? Okay. Ms. Gover, may I have a the amendment? 18 the opportunity to understand the processes that would need to happen, like surveying staff,
CHAIRMAN CAUSEY: Okay, so I will cause on the 10th for the 30th. It is ense? IN It is ense in the provided to us by the wote on the 10th for the 30th. In it is ense? In it is ense in the 10th for the 30th. In it is ense in the 10th for the 20th for the 10th for the 10t

5

10

11

12

13

14

15

16

17

18

20

21

1

7

10

11

12

17

19

21

Page 278

13

14

16

18

20

8

11

12

13

15

16

17

18

19

20

21

November 30th might not be realistic, and I thought staff should at least tell you that.

and I think that can all be part of the plan that is presented with the understanding that there's a goal for the plan, and certainly recommendations and information that's brought forward, discussing the plan can certainly provide that information to the Board.

CHAIRMAN CAUSEY: Thank you, Mr. Burke,

MR. BURKE: Okay thank you. I just appreciate the opportunity to say something, thank you.

CHAIRMAN CAUSEY: Absolutely, thank you so much. Dr. Williams, Ms. Jose asked you a question.

DR. WILLIAMS: Thank you, Ms. Causey and thank you, Ms. Jose. Actually Billy Burke shared some information, but based on what I heard from the Board, we will have a plan to be presented by November 10th, and again, we will work with our design team, our principals, our unions and

Page 279

stakeholders, our parents, to try to bring back small groups of students at the designated grades of pre-K to two. It will require, we will have our, as Dr. Zarchin shared, our mitigation strategies to make sure that's available with the detailed plan. We have work to do.

CHAIRMAN CAUSEY: Thank you, Dr. Williams. So board members, I have left to speak to this issue Ms. Mack, and then I had questions, and then we'll be able to take a vote. Thank you, Ms. Mack.

MS. MACK: My comments will be very brief. I was just trying to point out that my notes indicated that when Mr. Kuehn made his 15 motion, he did indeed say give parents the option and students the option, send the survey out to teachers and insure that there is a hybrid option based on the feedback that we receive. But we've cleared that up with the amendment, that's all I had my hand up for.

CHAIRMAN CAUSEY: Okay, thank you.

Page 280

1 DR. MCCOMAS: Just let me, if I may just add for the Board's benefit, in our current plan that is approved by MSDE and posted on our website, on page six you'll see the specific language related to our intentions to provide a hybrid model as we move into the second semester. And I just also wanted to say that in our attendance piece there's also COVID mitigation strategies and some of the resources that you inquired about earlier, that the resource is available for your reference as well. Thanks for 12 letting me add that.

CHAIRMAN CAUSEY: Thank you, Dr. McComas. So I have not spoken to the motion and I would just say that I think it is very appropriate and as Dr. Hager pointed out, we have missed windows of opportunity where the health metrics were low enough that we could have had students back in and I would just speak to Dr. Karen Salmon, the state superintendent of Maryland who said yesterday at the state board

Page 281

meeting that it is time to shift the discussion away from risks of reopening to the risks of keeping them closed, because we know there are risks to our children, and I won't go into them in the interest of time, but they were discussed quite often at the state board and they've been discussed here.

So I support this motion and also, I think everyone can be very comfortable with all of the work that has been talked about tonight that has been done for our four public separate day schools, which is a heavy lift, and so that to create the plans for the other schools where students don't have those health issues, you know, should come along quickly.

Okay. Barring any other comments, we will now have a rollcall vote.

MS. GOVER: Dr. Hager?

DR. HAGER: Yes.

MS. GOVER: Mr. Kuehn?

MR. KUEHN: Yes.

ceedings		Baltimore County Board of Education Meeting
	1	Page 284 has already spoken to this agenda item.
		MS. PASTEUR: It should be Ms. Jose
		because I have already spoken once.
		CHAIRMAN CAUSEY: Yes. So I'm seeing
		that Dr. Hager is next, is that
		_
		MS. PASTEUR: Or Dr. Hager, but I have
		already spoken once.
		CHAIRMAN CAUSEY: Okay.
_		MR. MUHUMUZA: Can counsel be taken off
		CHAIRMAN CAUSEY: Sure.
		MS. PASTEUR: Don't take me off though.
		MS. MACK: You can remove me, Ms. Henn,
		Lisa Mack.
	15	VICE CHAIR HENN: You got it, Ms. Mack.
MS. SCOTT: Yes.	16	CHAIRMAN CAUSEY: Okay, we have Ms. Jose
MS. GOVER: Ms. Rowe?	17	
MS. ROWE: Yes.	18	on mute? We are not hearing anything. Ms. Jose,
MS. GOVER: Thank you.	19	sometimes well, star six is if you're on a
CHAIRMAN CAUSEY: Thank you, the motion	20	mobile device. Can tech support assist Ms. Jose,
carries, and I will point out that the motion	21	and we will move on to the next person while they
		Page 285
	1	try to help her rejoin the meeting. Ms. Henn,
	2	who was next?
-	3	VICE CHAIR HENN: I had Mr. Muhumuza but
list currently, so if there is any additional	4	he asked to be taken off the list I believe, and
work and any other plans, please bring them to	5	so the next is Dr. Hager.
the Board.	6	CHAIRMAN CAUSEY: Dr. Hager?
So going back to who had not yet spoken	7	DR. HAGER: Thank you. I just, in
to the reopening agenda item, Ms. Henn, if you	8	response to Mr. Burke's comment from earlier
could read that list?	9	about the work that needs to be done to prepare
VICE CHAIR HENN: Yes, Madam Chair.	10	to reopen, I wanted to comment again that the
Just one moment. We have Ms. Pasteur followed by	11	original plan is nearly six weeks ago, and I know
Ms. Jose on deck.	12	the design team has been working really hard, so
MS. JOSE: You can take me off the list.	13	I would hope that a lot of this work to reopen
VICE CHAIR HENN: Okay.	14	the schools has already happened, so I just
CHAIRMAN CAUSEY: So I see that	15	wanted to say that again, that time is ticking by
Dr. Hager was next.	16	to, and so I'm optimistic that all the work the
VICE CHAIR: I had Ms. Pasteur,	17	design team has been doing will pay off and then
Ms. Jose, Mr. Muhumuza, Dr. Hager. I had	18	we will be able to actually make this plan go
Ms. Rowe, I have taken her off the list at her	19	into effect.
request, Ms. Scott, Mr. Offerman and Ms. Mack.	20	(Inaudible, breaking up) the first has
CHAIRMAN CAUSEY: Okay. So Ms. Pasteur	21	to do with the parent survey that was
	MS. GOVER: Ms. Pasteur? MS. PASTEUR: Yes. MS. GOVER: Mr. Offerman? MR. OFFERMAN: Yes. MS. GOVER: Mr. Muhumuza? MR. MUHUMUZA: Yes. MS. GOVER: Ms. Henn? VICE CHAIR HENN: Yes. MS. GOVER: Ms. Causey? CHAIRMAN CAUSEY: Yes. MS. GOVER: Ms. Jose? MS. JOSE: Yes. MS. GOVER: Mr. McMillion? MR. MCMILLION: Yes. MS. GOVER: Ms. Scott? MS. SCOTT: Yes. MS. GOVER: Ms. Rowe? MS. ROWE: Yes. MS. GOVER: Thank you. CHAIRMAN CAUSEY: Thank you, the motion carries, and I will point out that the motion Page 283 does not preclude the system from bringing forward plans for other small groups that Dr. Roberts mentioned verbally but were not in a list currently, so if there is any additional work and any other plans, please bring them to the Board. So going back to who had not yet spoken to the reopening agenda item, Ms. Henn, if you could read that list? VICE CHAIR HENN: Yes, Madam Chair. Just one moment. We have Ms. Pasteur followed by Ms. Jose on deck. MS. JOSE: You can take me off the list. VICE CHAIR HENN: Okay. CHAIRMAN CAUSEY: So I see that Dr. Hager was next. VICE CHAIR: I had Ms. Pasteur, Ms. Jose, Mr. Muhumuza, Dr. Hager. I had Ms. Rowe, I have taken her off the list at her request, Ms. Scott, Mr. Offerman and Ms. Mack.	MS. GOVER: Ms. Pasteur? MS. PASTEUR: Yes. MS. GOVER: Mr. Offerman? MR. OFFERMAN: Yes. MS. GOVER: Mr. Muhumuza? MR. MUHUMUZA: Yes. MS. GOVER: Ms. Henn? VICE CHAIR HENN: Yes. MS. GOVER: Ms. Causey? CHAIRMAN CAUSEY: Yes. MS. GOVER: Ms. Jose? MS. GOVER: Ms. Jose? MS. JOSE: Yes. MS. GOVER: Ms. Scott? MS. GOVER: Ms. Rowe? MS. GOVER: Ms. Rowe? MS. GOVER: Ms. Rowe? MS. GOVER: Ms. Rowe? MS. GOVER: Thank you. CHAIRMAN CAUSEY: Thank you, the motion carries, and I will point out that the motion Page 283 does not preclude the system from bringing forward plans for other small groups that Dr. Roberts mentioned verbally but were not in a list currently, so if there is any additional work and any other plans, please bring them to the Board. So going back to who had not yet spoken to the reopening agenda item, Ms. Henn, if you could read that list? VICE CHAIR HENN: Yes, Madam Chair. Just one moment. We have Ms. Pasteur followed by Ms. Jose on deck. MS. JOSE: You can take me off the list. VICE CHAIR HENN: Okay. CHAIRMAN CAUSEY: So I see that Dr. Hager was next. VICE CHAIR: I had Ms. Pasteur, Ms. Jose, Mr. Muhumuza, Dr. Hager. I had Ms. Rowe, I have taken her off the list at her request, Ms. Scott, Mr. Offerman and Ms. Mack.

12

13

14

16

17

18

19

20

21

Page 286

disseminated. I know we didn't discuss that during the presentation. However, I am a parent of kids in three different grades and I also make surveys for a living, so I love surveys. And so

I was a little disappointed it was only four

questions and two of them had to do with video quality. And so I would love to know how that

survey was developed, what sort of input you received from stakeholders to decide what exactly

to ask, knowing what an effort it is to get
people to respond to a survey, and how you plan

to utilize that data that you're collecting.

DR. ROBERTS: So Ms. Hager, I think we would have to, I would certainly defer to Dr. Wheatley-Phillip on the design on the survey so we can get back to you on that question, I'm not sure if she's available to respond to the design of the survey itself.

I think I stopped hearing your questions.

DR. WHEATLEY-PHILLIP: Good evening,

Page 287

3

11

12

13

15

16

17

18

19

20

this is Dr. Wheatley-Phillip. The Office of Research works closely with members of the design team to really help in developing questions that would be objective questions that would get to the heart of what the design team was seeking to have answered. And so the development of the questions was based on a collaborative effort in working with members of the team, not only working with parent groups that are part of stakeholder groups as well as PTA to my understanding, but also working with members of 11 the Office of School Climate as well as the 12 Department of Special Education to really get a good idea of what the content of the question should contain. So the development of the question at our end really was around the design 17 of the questions and we did that in consultation 18 and working with members of the design team.

So we received thousands and thousands

of emails and I don't recall seeing many on video

quality, and so that was really quite surprising

to me when I saw that 50 percent of the questions had to do with that versus, you know, something regarding reopening or what their preference might be, you know, the other types of questions that seemed to be maybe more pertinent to the move towards reopening for students.

7 DR. WILLIAMS: So Dr. Hager, let me just chime in. Back in July when I made the request for a virtual start of the school year, it was 10 the Board that asked me to do a first semester how virtual learning was going, and so the original plan was just to respond to what was requested, and so that's why there was a survey 14 for parents and a survey for students. Students had more questions than the parent, but the 16 response was based on what was asked earlier on. 17 But since then we had given out a common email 18 where families could respond about their reopening and from that, those points, messages, emails were all sent to the design team and reflected. I just wanted to give that context as

Page 289

Page: 73 (286 - 289)

Facsimile (410) 821-4889

Page 288

to what happened earlier this school year with the request of a survey.

And then there was going to be another survey in, Dr. Wheatley-Phillip, I want to say December, early December to talk about the second semester. So there was a concern I recall that Dr. Wheatley-Phillip and team expressed about the number of surveys, but I just wanted to give that context as to why that survey looked the way it did based on what was directed earlier on in this process of the school year.

DR. HAGER: Well, you're right. I mean, it's harder to get people to respond to two surveys than it is to get them to respond to ten questions on one survey, you know, so that's part of the reason I was surprised to see the four questions. So, thank you for that information.

I -- and also it's difficult to sift through open ended responses, so having someone send an email means you have to code it and it takes an enormous amount of manpower, so I'm

19

20

21

Page 290 Page 292 asking, but a good quality survey is definitely a 1 CHAIRMAN CAUSEY: Ms. Scott and then Ms. Pasteur. better way to go. 3 3 MS. SCOTT: I want to let Ms. Pasteur And I just have one other question, and go, I can speak afterwards. that goes back to the concept of, are teachers 5 VICE CHAIR HENN: Then Mr. Offerman was told they have to come back to school or take 6 after Ms. Scott. leave? Will there eventually be an option where 7 you can come back too school in person and teach MR. OFFERMAN: Dr. Hager asked my in person, continue to teach virtually, or take questions, but I would like to ask, have we given leave if that is medically necessary for you, any consideration in the four public separate schools because of the nature of the students will there be the third option in the future for teachers or is really going to be, you know, just there, that we might consider doing any initial 12 these two options? 12 and/or periodic COVID testing that we could do 13 DR. WILLIAMS: So as we look at our and get some kind of short-term response? Thank 14 plan, Dr. Hager, I think right now we only have 14 you. That's all I ask. 15 the two options, but I'm sure there's going to be DR. ROBERTS: So Mr. Offerman, at this 16 16 more conversations around that. It would then, time there isn't anything in this specific plan 17 having a third option would lessen the number of 17 around short-term or any other term for COVID 18 18 staff members in terms of coming back into a testing. 19 building, so we just have to keep that in mind, MR. OFFERMAN: Thank you. 20 20 that the subset or the group is starting to DR. ROBERTS: You're welcome. 21 21 VICE CHAIR HENN: Next we have shrink when we provide those variety of options. Page 291 Page 293 But at the present time we have the two, but I'm Ms. Pasteur. 1 1 2 2 sure as we continue to discuss, that question MS. PASTEUR: Thank you, Ms. Henn. My 3 question is to Dr. Williams. Dr. Williams, my will come up as we well. 4 DR. HAGER: Thank you. Those are all my intent earlier and it still is sort of, was to questions. 5 ask you to piggyback on Dr. Roberts' comments in 6 MS. PASTEUR: It's my turn. terms of other groups. Mr. Kuehn came in with a CHAIRMAN CAUSEY: So Ms. Henn, is there motion, but in light of the fact that you, of the time for -- well, is there anyone else, because 8 positive response you gave to Ms. Jose's question 9 I haven't spoken yet. or request to hear from you, and what Mr. Roberts 10 MS. PASTEUR: It's my turn. It is my said, clearly you are looking at and your design 11 turn. team are looking at bringing in folks, and 12 CHAIRMAN CAUSEY: Excuse me. Ms. Henn? 12 clearly with the November 10th date in short 13 VICE CHAIR HENN: Yes, I have on the 13 order. And so I'm not going to make a motion, list Ms. Scott, Mr. Offerman and then but I'm going to trust, because I trust 15 Ms. Pasteur. Dr. McComas, I trust you, I trust the state, that 16 MS. PASTEUR: Okay, fine. there's no need for it, that your 17 CHAIRMAN CAUSEY: Okay. Can you put my 17 professionalism, integrity and most of all, I 18 18 name on the list because I have yet to speak to believe that all of you care about children. 19 19 this agenda item. Thank you. Ms. Pasteur? As you proceed because the reality, as 20 VICE CHAIR HENN: Ms. Scott was next, 20 Ms. Causey said, all these things that are laid 21 Madam Chair. out for these four schools, but what I heard, I

Page 296

Page 294 wrote down the words that were said, there is a mental plan but in terms of actually having spoken to parents, getting the parents to say yea or nay, and processing which teachers are coming back, and all of the things that need to be done, those are things that the words were determined or identified that need to be done in the next week. So I am hopeful that as all of you, the design team takes a look at the things, the myriad of things that still need to be done and knowing what kinds of people you are, that if you see that there is a glitch, a hole anywhere in this that might be a glitch or a hole for other 14 children, but knowing that these children cannot endure and survive any holes, that if the plan is 16 not tight for these children, because we just

very serious issues that they will face in those schools. And so I needed to say that, I said it and I know that it will be considered, because I know the people with whom I'm working. Thank you.

VICE CHAIR HENN: Thank you, Ms. Pasteur. Do we have, Ms. Jose, are you back with us? Can you hear me?

MS. JOSE: Yes. I have nothing to say, thank you.

VICE CHAIR HENN: Okay, thank you. Ms. Scott?

13 MS. SCOTT: I think everything has 14 really been said. I just would say that, you know, I think that we want, once we open, and I'm 16 looking forward to the plan that we're going to get, but once we open our goal is to stay open. 18 And I heard someone say that, you know, loss of learning can be overcome, but loss of life 20 cannot. So we need to be pragmatic, we need to be direct and we need to be, you know, really Page 297

Page 295

1

5

6

9

10

11

12

17

2

3

4

motion.

17

18

21

1

2

10

11

I'm going to hold to that because these children are so vulnerable, and I'm feeling in my heart so badly -- normally I hate it when people say it's my passion, but it's because it's my truth, but this is my passion, that we are going to take care of these babies like we take care of all of them, but these are the fruits, the fruit, the seeds if you will, of God's will, and that we're going to protect them.

skipped right along with them, and they are not

only our most fragile, we have to embrace them differently. I'm trusting that you will go and

be ready to take on that next group or one after

that along with what Mr. Kuehn said in his

And with that, I want to say something about teachers. I do have a problem with giving them only two options, especially if down the road there may be more conversation about more 15 than two, because they are the first group that will come up. I don't think that that's fair. I 17 think because this is the first group of teachers that come up, if anything, they ought to be given 19 a wider berth because, one, they are stepping up first, and two, they're stepping up to handle 21 some very heavy lifting in dealing with these

look at what we're doing, how we're opening and our plan for opening. Thank you.

VICE CHAIR HENN: Thank you, Ms. Scott. Mrs. Causey?

5 CHAIRMAN CAUSEY: Thank you. So board members, we had a tremendous amount of discussion and we appreciate staff and their preparations and also answers at the time. I do think it has become clear that we need to do something a little bit differently and you know, in this pandemic it's unprecedented and people are learning to work in many different ways, and I 13 think that we need to do something a little bit 14 differently here.

So I am going to as the board chair create an ad hoc committee on parents and staff survey to evaluate return to in person instruction, and I am going to appoint Dr. Hager as the chair of that ad hoc committee and she can select, you know, as many members that want to be involved in that. I would suggest board members

Page: 75 (294 - 297)

Facsimile (410) 821-4889

15

17

19

20

Page 300

7

8

20

21

1

4

5

6

7

8

9

10

11

12

17

19

20

21

Page 298 that are interested in working with her email her 1 virtually. 2 or contact her. And then Dr. Williams, I think it would be appropriate to have staff for this ad hoc from Dr. Monique Wheatley-Phillip's DRA which develops the survey, Dr. McComas and other staff that you feel will be able to help in developing this next survey. DR. WILLIAMS: So I'm happy -- I'm

sorry, Ms. Causey, go ahead. 10 CHAIRMAN CAUSEY: That's okay. I just 11 would point out that Dr. Erin Hager has a PhD, 12 she's in epidemiology at the Maryland School of 13 Medicine, and this is actually the job that she 14 does, creating surveys to evaluate wellness in children and programs that are effective, so this 16 is right in her wheelhouse and I'm grateful for 17 her expertise. So Ms. Hager, or Dr. Hager, I 18 would just like to hear that that is, that you will take on that role.

DR. HAGER: I'm happy to, you know, as long as Dr. Williams and his staff are on board

Page 299

14

17

18

21

1

with that. I love surveys, and if that's something that is acceptable, then okay, I would be happy to work with staff and the other board members.

CHAIRMAN CAUSEY: Okay, thank you very much. So we will move forward with that.

Board members, so Ms. Henn?

VICE CHAIR HENN: That is all in terms of speakers, Mrs. Causey.

CHAIRMAN CAUSEY: Okay. So for -- oh, I did have just a regular, or additional comment on reopening in general, and Ms. Pasteur and some others have already spoken to this, about the teachers having that additional third choice. What is the plan for the students at these four -- it's getting late so I'll forget the acronym, but our four special schools, what is the plan for teachers to teach those students that want to stay virtual? It would seem to me

that it would make sense to have some teachers

teaching virtually to students that want to learn

DR. ROBERTS: So Ms. Causey right now the principals, and again, I will refer back to -- there's certain components of this plan that may scale up and others that may not scale up as quickly. This is an area where the public separate day schools because of their size, because it is small, the principals are working on a schedule where they will be able to adjust their necessary staff, so they will be able to build a schedule where a teacher could teach the students who choose, or the parents who choose to send their children to school, while another group of teachers or a teacher, another group of teachers in another part of the building could be 16 providing instruction virtually.

So as of now, again, because it is that size they have that flexibility and they will be able to fine tune that as they know the number of students who are returning by the end of the week.

Page 301

CHAIRMAN CAUSEY: Okay, thank you. And I had one other comment related to this. So

Mr. McMillion had brought up about the

extracurriculars and Dr. McComas had said that

there's not a plan right now at this time and

that they're taking one thing at a time. And I

would just suggest that while sports are

important to a great many students and they are

good as well for physical health as well as

social emotional, but we know there's a lot os

11 students that don't to sports. And so I would

just really encourage similar plans to be put in

12

place, things that are optional, so again, it's

parents choosing what's safe for their children.

We know that teachers choose to be, have these

extra duties for these extracurriculars, so I

would just really encourage that we need to do as

18 much as we possibly can for our students,

19 especially at this time extends.

> DR. MCCOMAS: Thank you, Ms. Causey, I do hear that and we will work in that direction.

13

17

20

F10	ceedings		Baitimore County Board of Education Meeting
1	Page 302 Thank you.	1	Page 304 details and the actual link to the previous
2	CHAIRMAN CAUSEY: Thank you. Okay,	2	committee meeting.
3	board members, Julie, I'll take over now since	3	Okay. Any other discussion related to
4	I'm done speaking, if that's okay with you.	4	this motion on the floor? May I have a rollcall
5	VICE CHAIR HENN: Yes, Madam Chair.	5	vote please?
6	CHAIRMAN CAUSEY: Okay. And are there	6	MS. GOVER: I'm sorry, could you repeat
7	any other comments or questions on the reopening	7	what items you're moving, what letter?
8	of schools? Okay. Hearing none, we will we	8	CHAIRMAN CAUSEY: Item M, board
9		9	· ·
10	have the choice, board members, to move board	10	committee updates, and Item N, board member
	committee updates and board member comments to	11	comments.
11	the next meeting.		MS. GOVER: Thank you. Dr. Hager?
12	VICE CHAIR HENN: I move to move those	12	Did in oblig, are we also
13	to the next meeting. Ms. Henn.	13	moving the discussion on tune s chaget
14	MS. MACK: Second, Mack.	14	
15	CHAIRMAN CAUSEY: Thank you. Is there	15	MS. GOVER: That would be part of the
16	any discussion on moving those agenda items?	16	, ,
17	Ms. Gover, may I have a rollcall vote please?	17	CHAIRMAN CAUSEY: I'm going to make an
18	DR. HAGER: Ms. Causey, this is Erin	18	amendment that we do not move
19	Hager. I just want to point out that we moved	19	MS. HENN: I do not accept that.
20	them last meeting as well.	20	CHAIRMAN CAUSEY: I was going to make a
21	MR. OFFERMAN: No shit.	21	motion to consider your budget committee, we
	Page 303		Page 305
1	CHAIRMAN CAUSEY: Excuse me. Excuse me.	1	discussed it previously.
2	Let's keep our comments appropriate please.	2	VICE CHAIR HENN: I would not accept
3	I'm sorry, Dr. Hager, could you say that	3	that amendment.
4	again?	4	CHAIRMAN CAUSEY: Okay. Withdraw. If
5	DR. HAGER: I just made the point that	5	there is no other discussion, Ms. Gover, if you
6	we moved these last time as well and I know that	6	can take the vote?
7	our, you know, individual comments, I don't know	7	MS. GOVER: Dr. Hager?
8	how much people are, you know, staying on the	8	DR. HAGER: Yes.
9	edge of their seats to hear what each of us have	9	MS. GOVER: Mr. Kuehn?
10	to say, but at least the committee updates, it's	10	MR. KUEHN: Yes.
11	been a while. And I know it's late, so I'm not	11	MS. GOVER: Ms. Pasteur?
12	saying I object, I'm just pointing that out.	12	MS. PASTEUR: Yes.
13	CHAIRMAN CAUSEY: Okay. And actually	13	MS. GOVER: Mr. Offerman?
14	what I would like to do, that's a good point.	14	MR. OFFERMAN: Yes.
15	Ms. Gover, if the Board moves it forward to the	15	MS. GOVER: Mr. Muhumuza?
16	next meeting, I would like the BoardDocs updated	16	MR. MUHUMUZA: Yes.
17	to have the specific detail in the agenda item	17	MS. GOVER: Ms. Henn?
18	for each committee and the specific link for the	18	VICE CHAIR HENN: Yes.
19	most recent meeting for that committee as well as	19	MS. GOVER: Ms. Causey?
20	the agenda. Well, actually we don't have the	20	CHAIRMAN CAUSEY: No.
21	agenda set for the next meeting, so just the	21	MS. GOVER: Ms. Jose?

MS, JOSE: Yes. MS, GOVER: Mr. McMillion? MR, MCMILLION: Yes. MS, GOVER: Ms. Mack? MS, GOVER: Ms. Mack? MS, GOVER: Ms. Scott? MS, GOVER: Ms. Rowe? MS, MCCK: One of our stakeholders NS, MCCK: One of our stakeholders NS, GOVER: Ms. McMillion? MS, MCCK: One of our stakeholders NS, GOVER: Ms. McMillion? MS, MCCK: One of our stakeholders NS, GOVER: Ms. McMillion? MS, MCCK: One of our stakeholders NS, GOVER: Ms. McMillion? MS, MCCK: One of our stakeholders NS, GOVER: Ms. McMillion? MS, MCCK: One of our stakeholders NS, GOVER: Ms. McMillion. MS, MCCK: One of our stakeholders NS, GOVER: Ms. McMillion. MS, MCCK	F10	Page 206		Date County Board of Education Meeting
MS. GOVER: Mr. McMillion? MR. MCMILLION: Yes. MS. GOVER: Ms. Mack? MS. GOVER: Ms. Scott? MR. MCMILLION: Ms. Causey, I have one, Old McMillion. CHAIRMAN CAUSEY: Mr. McMillion? CHAIRMAN CAUSEY: Mr. McMillion? Ms. Bergman did mention having someone from our ESSOL population in the stakeholder segment, I think thought that was a really great idea. so I don't know if we'll be able to do it for the next meeting, but I think it should be a priority. Page 307 What you want. So if board members can opt in if they have an agenda item. I see Mr. Offerman. MR. OFFERMAN: This is not a new item, of the carliest was a really great idea. so I don't know if we'll be able to do it for the next meeting to include a report on the attendance for elementary schools as swell as the attendance for lementary schools as we'll set attendance for the secondary schools, just what the metrics are to date, but also to clarify	1	Page 306 MS. JOSE: Yes.	1	Page 308 talented students and our latest test results.
MR. MCMILLION: Yes. MS. GOVER: Ms. Mack? MS. MACK: Yes. MS. GOVER: Ms. Scott? MS. SCOTT: Yes. MS. GOVER: Ms. Rowe? MS. MSOWE: Yes. MS. GOVER: Ms. Rowe? MS. MGOWE: Yes. MR. MCMILLION: Ms. Causey, I have one, Rod McMillion. CHAIRMAN CAUSEY: Mr. McMillion? MR. MCMILLION: I would like to have an update on the hybrid Board of Education meetings. CHAIRMAN CAUSEY: Yes. Any other board members? Dr. Hager? DR. HAGER: I just went back to the public comments. Ms. Mack made me recall that Ms. Bergman did mention having someone from our Solvenests. Are Education Advisory Council meeting minutes of September 28th, 2020. And Item P is agenda setting, where we go around, for this we do, whoever wants to about it an item to be considered for upcoming agendas, we'll go around and you can just state Page 307 what you want. So if board members can opt in if they have an agenda item. I see Mr. Offerman. MR. OFFERMAN: This is not a new item, but I would like any discussion on any of the MR. UGE CHAIR HENR: I agree with MR. OFFERMAN: Tank you. CHAIRMAN CAUSITY: Okay, Ms. Henn? MR. GOTERMA: I would like any discussion on any of the MR. GOTERMA: I would like any discussion on any of the MR. GOTERMA: I would like to add an item MR. OFFERMA: I would like to do if for the next meeting to include a report on the attendance for elementary schools, just what the metrics are to date, but a tit can possibly be the next time, and that It include the plan that we moved tonight for the CHAIRMAN CAUSITY: Okay, and Mr. Kuc	2		2	
MS. GOVER: Ms. Mack? MS. MACK: Yes. MS. GOVER: Ms. Scott? MS. GOVER: Ms. Rowe? MR. MCMILLION: I would like to bave an update on the hybrid Board of Education meetings. CHAIRMAN CAUSEY: Yes. Any other board members? Dr. Hager? DR. HAGER: I just went back to the public comments. Ms. Mack made me recall that munitues of September 28th, 2020. The public comments. Ms. Mack made me recall that members? Dr. Hager? DR. HAGER: I just went back to the public comments. Ms. Mack made me recall that think thought that was a really great idea, so I don't know if we'll he able to do it for the next meeting but I think it should be a priority. Page 309 CHAIRMAN CAUSEY: Okay. Ms. Henn? What you want. So if board members can opt in if the phaye an agenda item. I see Mr. Offerman. MR. OFFERMAN: This is not a new item. A but I would like any discussion on any of the reopening agenda item. I the next meeting to include a report on the attendance for the reopening agenda item at the next meeting to include a report on the attendance for the reopening agenda item at the n	3		3	
MS. MACK: Yes. 5 Sinch and talented students are. CHAIRMAN CAUSEY: Thank you. Any other board members? MS. SCOTT: Yes. 7 MS. SCOTT: Yes. 8 MS. GOVER: Ms. Rowe? MS. ROWE: Yes. 9 MS. ROWE: Yes. 9 MS. ROWE: Yes. 9 MS. GOVER: Thank you. 10 CHAIRMAN CAUSEY: The motion carries, and so I ask Ms. Gover to update the board 12 ms. 13 ms. 14 ms. 14 ms. 15 ms. 15 ms. 16 ms. 16 ms. 17 ms. 17 ms. 18 ms.	4		4	<u> </u>
MS. GOVER: Ms. Scott? MS. GOVER: Ms. Rowe? MS. GOVER: Thank you. CHAIRMAN CAUSEY: The motion carries, MS. GOVER: Thank you. CHAIRMAN CAUSEY: The motion carries, MR. MCMILJON: I would like to have an update agenda items. And the next item is Item O, formation. Attached to BoardDocs is the Southeast Area Education Advisory Council meeting minutes of September 28th, 2020. And Item P is agenda setting, where we approximate in the beconsidered for upcoming agendas, we'll go around, for this we do, whoever wants to aubmit an item to be considered for upcoming agendas, we'll go around and you can just state They are a self a self and any of the they have an agenda item. I see Mr. Offerman. MR. OFFERMAN: This is not a new item, but I would like any discussion on any of the copening plans to be further up in the agenda than they were tonight. Thank you. CHAIRMAN CAUSEY: Okay. Ms. Henn? VICE CHAIR HENN: 1 agree with Mr. Offerman, I would move that the reopening discussion be the first item, or the earliest that it can possibly be the next time, and that the retries are to date, but also to clarify the alignment with the state vice CHAIRMAN CAUSEY: Okay, and Mr. Kuchn? Mr. Offerman, I would move that the reopening discussion be the first item, or the earliest that it can possibly be the next time, and that the retries are to date, but also to clarify the alignment with the state vice trun of pre-K through two. CHAIRMAN CAUSEY: Okay, and Mr. Kuchn? MR. KUEHN: I would like to ada an item to talk further about teacher qualifications and understanding the science of reading. CHAIRMAN CAUSEY: Ms. Ade? MR. MCMILJON: Ms. Causey, I have one, McMcMillion. CHAIRMAN CAUSEY: The motion carries, and Mar. Such McMillion. CHAIRMAN CAUSEY: Ms. And Item P is public comments. Sh. McMcMillion. CHAIRMAN CAUSEY: Okay. Ms. Henn? MR. KUEHN: I would like to add an item to talk further about teacher qualifications and underst	5		5	-
MS. SCOTT: Yes. MS. GOVER: Ms. Rowe? MS. GOVER: Yes. MS. GOVER: Thank you. CHAIRMAN CAUSEY: The motion carries, and so I ask Ms. Gover to update the board committee update agenda items. And the next item is Item O, information. Attached to BoardDocs is the Southeast Area Education Advisory Council meeting minutes of September 28th, 2020. And Item P is agenda setting, where we go around, for this we do, whoever wants to abubmit an item to be considered for upcoming agendas, we'll go around and you can just state what you want. So if board members can opt in if they have an agenda item. I see Mr. Offerman. MR. OFFERMAN: This is not a new item, but I would like any discussion on any of the reopening plans to be further up in the agenda han they were tonight. Thank you. CHAIRMAN CAUSEY: Okay. Ms. Henn? WICE CHAIR HENN: I agree with Mr. Offerman, I would move that the reopening discussion be the first item, or the earliest that it can possibly be the next time, and that it is clude the plan that we moved tonight for the return of pre-K through two. CHAIRMAN CAUSEY: Okay, and Mr. Kuchn? MR. MCMILLION: I would ilke to have an update on the hybrid Board of Education meetings. CHAIRMAN CAUSEY: Yes. Any other board members? Dr. Hager? DR. HAGER: I just went back to the public comments. Ms. Mack made me recall that Ms. Bergman did mention having someone from our ESOL, population in the stakeholders agenda, we'll go around and you can just state The meeting, but I think it should be a priority. Page 307 CHAIRMAN CAUSEY: Okay. Other board members? I would like as part of the reopening agenda item at the next meeting to include a members? I would like as part of the reopening agenda item at the next meeting to include a members? I would like as part of the reopening agenda item at the next meeting to include a members? I would like as part of the reopening agenda item at the next meeting to include a members? I would like as part of the reopening agenda item at the next meeting to include a members?	6		6	
8 MS. GOVER: Ms. Rowe? 9 MS. ROWE: Yes. 10 MS. GOVER: Thank you. 11 CHAIRMAN CAUSEY: The motion carries, 12 and so I ask Ms. Gover to update the board 12 committee update agenda items. 13 And the next item is Item O, 14 information. Attached to BoardDocs is the 15 Southeast Area Education Advisory Council meeting 16 minutes of September 28th, 2020. 17 And Item P is agenda setting, where we 18 go around, for this we do, whoever wants to 19 go around, for this we do, whoever wants to 19 go around, for this we do, whoever wants to 19 this what an item to be considered for upcoming 19 agendas, we'll go around and you can just state 10 what you want. So if board members can opt in if 19 they have an agenda item. I see Mr. Offerman. 10 MR. OFFERMAN: This is not a new item, 11 they were tonight. Thank you. 12 CHAIRMAN CAUSEY: Okay. Ms. Henn? 13 It include the plant that we moved tonight for the 14 that it can possibly be the next time, and that 15 It include the plant that we moved tonight for the 16 MR. KUEHN: I vould like to add an item 16 MR. McMILLION: I would flike to add an item 16 MR. McMILLION: I would milke to have an agenda item. I see Mr. Offerman. 17 MR. Horbital Nor. 18 MR. McMILLION: I would milke to have an agenda item at the next meeting to include a priority. 19 Page 307 20 CHAIRMAN CAUSEY: Okay. Ms. Henn? 21 MR. OFFERMAN: This is not a new item, 22 It would like as part of the reopening agenda item at the next meeting to include a report on the attendance for elementary schools as well as the attendance for the secondary schools, just what the metrics are to date, but also to clarify the alignment with the state superintendent's guidance on instruction time. 17 MR. GOFFERMAN: CAUSEY: Okay, and Mr. Kuchn? 18 MR. OFFERMAN: CAUSEY: Okay, and Mr. Kuchn? 19 MR. OFFERMAN: CAUSEY: Okay, and Mr. Kuchn? 20 MR. McMiller-Breetz requested that the 21 MR. McMiller-Breetz requested that the 22 MR. McMiller-Breetz requested that the 23 MR. McMiller-Breetz requested that the 24 MR. McMiller-Breetz requested that the	7		7	
MS. ROWE: Yes. MS. GOVER: Thank you. CHAIRMAN CAUSEY: The motion carries, and so I ask Ms. Gover to update the board committee update agenda items. And the next item is Item O, friormation. Attached to BoardDocs is the Southeast Area Education Advisory Council meeting minutes of September 28th, 2020. And Item P is agenda setting, where we agendas, we'll go around and you can just state Page 307 what you want. So if board members can opt in if they have an agenda item. I see Mr. Offerman. MR. OFFERMAN: This is not a new item, but I would like any discussion on any of the reopening plans to be further up in the agenda than they were tonight. Thank you. CHAIRMAN CAUSEY: Okay. Ms. Henn? Mr. Offerman, I would move that the reopening discussion be the first item, or the earliest that it can possibly be the next time, and that return of pre-K through two. CHAIRMAN CAUSEY: Okay, and Mr. Kuehn? MR. KUEHN: I would like to add an item to talk further about teacher qualifications and understanding the science of reading. Page 307 MR. MCHLLION: I would like to have an update on the hybrid Board of Education meetings. CHAIRMAN CAUSEY: Yes. Any other board members? Dr. Hager? DR. HAGER: I just went back to the public comments. Ms. Mack made me recall that Ms. Bergman did mention having someone from our Scol, population in the stakeholder segment, I think thought that was a really great idea, so I don't know if we'll be able to do it for the next meeting, but I think it should be a priority. Page 307 Page 309 CHAIRMAN CAUSEY: Okay. Other board members? I would like as part of the reopening agenda item at the next meeting to include a report on the attendance for the secondary schools, just what the metrics are to date, but also to clarify the alignment with the state superintendent's guidance on instruction time. Okay. And Item Q, last item, announcements. The next board meeting is Tuesday, November 10th, 15 in include the plan that we moved tonight for the 2000 at 6:30 p.m. And everyone take care and sta	8		8	MR. MCMILLION: Ms. Causey, I have one,
CHAIRMAN CAUSEY: The motion carries, and so I ask Ms. Gover to update the board committee update agenda items. And the next item is Item O, information. Attached to BoardDoos is the Southeast Area Education Advisory Council meeting minutes of September 28th, 2020. And Item P is agenda stetting, where we go around, for this we do, whoever wants to submit an item to be considered for upcoming agendas, we'll go around and you can just state Page 307 what you want. So if board members can opt in if they have an agenda item. I see Mr. Offerman. MR. OFFERMAN'S: This is not a new item, but I would like any discussion on any of the reopening plans to be further up in the agenda that they were tonight. Thank you. CHAIRMAN CAUSEY: Okay. Ms. Henn? Mr. Offerman, I would move that the reopening discussion be the first item, or the carliest it include the plan that we moved tonight for the reurum of pre-k through two. And Item Q last item, announcements. This meeting adjourned.) MR. KUEHN: I would like to add an item to to to alk further about teacher qualifications and understanding the science of reading. MR. KUEHN: I would like to add an item to to to alk further about teacher qualifications and understanding the science of reading. MR. MM. MCMILLION: I would like to heave an update on the hybrid Board of Education meetings. CHAIRMAN CAUSEY: Ns. Any other board members? I hybrid the public comments. Ms. Mack made me recall that Ms. Bergman did mention having someone from our ESOL, public comments, Ms. Mack made me recall that Ms. Bergman did mention having someone from our Schol, which thought that was a really great idea, so I don't know if we'll be able to do it for the next meeting, but I think it should be a priority. Page 307 CHAIRMAN CAUSEY: Okay. Other board members? I would like as part of the reopening agenda item at the next meeting to include a report on the attendance for the secondary schools, just what the metrics are to date, but also to clarify the alignment with the state update it include	9		9	-
CHAIRMAN CAUSEY: The motion carries, and so I ask Ms. Gover to update the board committee update agenda items. And the next item is Item O, information. Attached to BoardDoos is the Southeast Area Education Advisory Council meeting minutes of September 28th, 2020. And Item P is agenda stetting, where we go around, for this we do, whoever wants to submit an item to be considered for upcoming agendas, we'll go around and you can just state Page 307 what you want. So if board members can opt in if they have an agenda item. I see Mr. Offerman. MR. OFFERMAN'S: This is not a new item, but I would like any discussion on any of the reopening plans to be further up in the agenda that they were tonight. Thank you. CHAIRMAN CAUSEY: Okay. Ms. Henn? Mr. Offerman, I would move that the reopening discussion be the first item, or the carliest it include the plan that we moved tonight for the reurum of pre-k through two. And Item Q last item, announcements. This meeting adjourned.) MR. KUEHN: I would like to add an item to to to alk further about teacher qualifications and understanding the science of reading. MR. KUEHN: I would like to add an item to to to alk further about teacher qualifications and understanding the science of reading. MR. MM. MCMILLION: I would like to heave an update on the hybrid Board of Education meetings. CHAIRMAN CAUSEY: Ns. Any other board members? I hybrid the public comments. Ms. Mack made me recall that Ms. Bergman did mention having someone from our ESOL, public comments, Ms. Mack made me recall that Ms. Bergman did mention having someone from our Schol, which thought that was a really great idea, so I don't know if we'll be able to do it for the next meeting, but I think it should be a priority. Page 307 CHAIRMAN CAUSEY: Okay. Other board members? I would like as part of the reopening agenda item at the next meeting to include a report on the attendance for the secondary schools, just what the metrics are to date, but also to clarify the alignment with the state update it include	10	MS. GOVER: Thank you.	10	CHAIRMAN CAUSEY: Mr. McMillion?
and so I ask Ms. Gover to update the board committee update agenda items. And the next item is Item O, information. Attached to BoardDocs is the Southeast Area Education Advisory Council meeting minutes of September 28th, 2020. And Item P is agenda setting, where we go around, for this we do, whoever wants to submit an item to be considered for upcoming agendas, we'll go around and you can just state Page 307 what you want. So if board members can opt in if they have an agenda item. I see Mr. Offerman. MR. OFFERMAN: This is not a new item, but I would like any discussion on any of the reopening plans to be further up in the agenda than they were tonight. Thank you. CHAIRMAN CAUSEY: Okay. Ms. Henn? VICE CHAIR HENN: I agree with Mr. Offerman, I would move that the reopening discussion be the first item, or the earliest that it can possibly be the next time, and that it include the plan that we moved tonight for the return of pre-K through two. CHAIRMAN CAUSEY: Okay, and Mr. Kuchn? MR. KUEHN: I would like to add an item to it include the plan that we moved tonight for the return of pre-K through two. CHAIRMAN CAUSEY: Okay, and Mr. Kuchn? MR. KUEHN: I would like to add an item to it include the plan that we moved tonight for the return of pre-K through two. CHAIRMAN CAUSEY: Okay, and Mr. Kuchn? MR. KUEHN: I would like to add an item to it include the plan that we moved tonight for the return of pre-K through two. CHAIRMAN CAUSEY: Okay, and Mr. Kuchn? MR. KUEHN: I would like to add an item to talk further about teacher qualifications and understanding the science of reading. CHAIRMAN CAUSEY: Ms. Mack? MS. MACK: One of our stakeholders 19 to to talk further about teacher qualifications and understanding the science of reading. CHAIRMAN CAUSEY: Ms. Mack? 19 to to talk further about teacher qualifications and understanding the science of reading. CHAIRMAN CAUSEY: Ms. Mack? 19 to the public comments. Ms. Macka made me recall that the bublic comments. The public comments. The public comments in the	11	-	11	MR. MCMILLION: I would like to have an
committee update agenda items. And the next item is Item O, information. Attached to BoardDocs is the Southeast Area Education Advisory Council meeting minutes of September 28th, 2020. And Item P is agenda setting, where we go around, for this we do, whoever wants to submit an item to be considered for upcoming agendas, we'll go around and you can just state agenda setting, where we they have an agenda item. I see Mr. Offerman. MR. OFFERMAN: This is not a new item, but I would like any discussion on any of the reopening plans to be further up in the agenda than they were tonight. Thank you. CHAIRMAN CAUSEY: Okay. Ms. Henn? VICE CHAIR HENN: I agree with MC. Offerman, I would move that the reopening discussion be the first item, or the earliest that it can possibly be the next time, and that it include the plan that we moved tonight for the return of pre-K through two. CHAIRMAN CAUSEY: Okay, and Mr. Kuehn? MR. KUEHN: I would like to add an item to it include the plan that we moved tonight for the earliest that it can possibly be the next time, and that it include the plan that we moved tonight for the return of pre-K through two. CHAIRMAN CAUSEY: Okay, and Mr. Kuehn? MR. KUEHN: I would like to add an item to the plan that we moved tonight for the area to that we moved tonight for the area to that we return of pre-K through two. CHAIRMAN CAUSEY: Okay, and Mr. Kuehn? MR. KUEHN: I would like to add an item to talk further about teacher qualifications and understanding the science of reading. MR. ADACK: One of our stakeholders to tonight, Ms. Miller-Breetz requested that the to tonight, Ms. Miller-Breetz requested that the to tonight, Ms. Miller-Breetz requested that the Leaf of the meta in the stake to the but to the time and that the metrics are to date, but also to clarify the alignment with the state superintendent's guidance on instruction time. Okay. And Item Q, last item, announcements. This meeting is adjourned. (Meeting adjourned.)	12		12	update on the hybrid Board of Education meetings.
And the next item is Item O, information. Attached to BoardDocs is the Southeast Area Education Advisory Council meeting minutes of September 28th, 2020. And Item P is agenda setting, where we go around, for this we do, whoever wants to submit an item to be considered for upcoming agendas, we'll go around and you can just state Page 307 they have an agenda item. I see Mr. Offerman. MR. OFFERMAN: This is not a new item, but It would like any discussion on any of the reopening plans to be further up in the agenda than they were tonight. Thank you. CHAIRMAN CAUSEY: Okay. Ms. Henn? VICE CHAIR HENN: I agree with Mr. Offerman, I would move that the reopening discussion be the first item, or the earliest that it can possibly be the next time, and that it include the plan that we moved tonight for the return of pre-K through two. CHAIRMAN CAUSEY: Okay, and Mr. Kuchn? MR. KUEHN: I would like to add an item to be carried they and many formal thanks and the plan that we moved tonight for the return of pre-K through two. CHAIRMAN CAUSEY: Okay, and Mr. Kuchn? MR. KUEHN: I would like to add an item the next meeting to include a report on the attendance for elementary schools as well as the attendance for the secondary schools, just what the metrics are to date, but also to clarify the alignment with the state superintendent's guidance on instruction time. Okay. And Item Q, last item, announcements. The next board meeting is Tuesday, November 10th, 2020 at 6:30 p.m. This meeting is adjourned. (Meeting adjourned.)	13		13	
information. Attached to BoardDocs is the Southeast Area Education Advisory Council meeting minutes of September 28th, 2020. And Item P is agenda setting, where we agendas, we'll go around, for this we do, whoever wants to submit an item to be considered for upcoming agendas, we'll go around and you can just state Page 307 what you want. So if board members can opt in if they have an agenda item. I see Mr. Offerman. MR. OFFERMAN: This is not a new item, but I would like any discussion on any of the ropening plans to be further up in the agenda than they were tonight. Thank you. CHAIRMAN CAUSEY: Okay. Ms. Henn? VICE CHAIR HENN: I agree with Mr. Offerman, I would move that the reopening discussion be the first item, or the earliest that it can possibly be the next time, and that it include the plan that we moved tonight for the return of pre-K through two. CHAIRMAN CAUSEY: Okay, and Mr. Kuehn? MR. KUEHN: I would like to add an item CHAIRMAN CAUSEY: Okay, and Mr. Kuehn? MR. KUEHN: I would like to add an item To pre-K through two. CHAIRMAN CAUSEY: Okay, and Mr. Kuehn? MR. KUEHN: I would like to add an item To talk further about teacher qualifications and understanding the science of reading. CHAIRMAN CAUSEY: Ms. Mack? MS. MACK: One of our stakeholders to toils, Ms. Miller-Breetz requested that the	14		14	-
Southeast Area Education Advisory Council meeting minutes of September 28th, 2020. And Item P is agenda setting, where we go around, for this we do, whoever wants to go around, for this we do, whoever wants to aubmit an item to be considered for upcoming agendas, we'll go around and you can just state 21 don't know if we'll be able to do it for the next meeting, but I think it should be a priority. Page 307 Page 307 Page 308 CHAIRMAN CAUSEY: Okay. Other board members? I would like any discussion on any of the reopening plans to be further up in the agenda that they were tonight. Thank you. CHAIRMAN CAUSEY: Okay. Ms. Henn? Mr. Offerman, I would move that the reopening discussion be the first item, or the earliest that it can possibly be the next time, and that it include the plan that we moved tonight for the CHAIRMAN CAUSEY: Okay, and Mr. Kuehn? MR. KUEHN: I would like to add an item to talk further about teacher qualifications and understanding the science of reading. CHAIRMAN CAUSEY: Ms. Mack? MS. Mack made me recall that Ms. Bergman did mention having someone from our ESOL. KS. Bergman did mention having someone from our ESOL. BESOL population in the stakeholder segment, I this thought that was a really great idea, so I don't know if we'll be able to do it for the next meeting, but I think thought that was a really great idea, so I don't know if we'll be able to do it for the next meeting, but I think thought that was a really great idea, so I don't know if we'll be able to do it for the next meeting, but I think thought that was a really great idea, so I don't know if we'll be able to do it for the next meeting, but I think thought that was a really great idea, so I don't know if we'll be able to do it for the next meeting, but I think thought that was a really great idea, so I don't know if we'll be able to do it for the next meeting, but I think it should like as patroity. CHAIRMAN CAUSEY: Okay. Other board members? I would like as part of the reopening agenda item at the next meeting to clar	15		15	
And Item P is agenda setting, where we go around, for this we do, whoever wants to submit an item to be considered for upcoming agendas, we'll go around and you can just state page 307 what you want. So if board members can opt in if they have an agenda item. I see Mr. Offerman. MR. OFFERMAN: This is not a new item, but I would like any discussion on any of the ropening plans to be further up in the agenda than they were tonight. Thank you. CHAIRMAN CAUSEY: Okay. Ms. Henn? VICE CHAIR HENN: I agree with Mr. Offerman, I would move that the reopening Mr. Offerman, I would move that the reopening officusion on be the first item, or the earliest that it can possibly be the next time, and that it it include the plan that we moved tonight for the return of pre-K through two. CHAIRMAN CAUSEY: Okay, and Mr. Kuehn? MR. KUEHN: I would like to add an item to talk further about teacher qualifications and understanding the science of reading. CHAIRMAN CAUSEY: Ms. Mack? MS. MACK: One of our stakeholders tonight, Ms. Miller-Breetz requested that the	16	Southeast Area Education Advisory Council meeting	16	-
think thought that was a really great idea, so I don't know if we'll be able to do it for the next meeting, but I think it should be a priority. Page 307 think thought that was a really great idea, so I don't know if we'll be able to do it for the next meeting, but I think it should be a priority. Page 309 CHAIRMAN CAUSEY: Okay. Other board members? I would like as part of the reopening agenda item. I see Mr. Offerman. MR. OFFERMAN: This is not a new item, but I would like any discussion on any of the reopening plans to be further up in the agenda than they were tonight. Thank you. CHAIRMAN CAUSEY: Okay. Ms. Henn? KICE CHAIR HENN: I agree with with the state superintendent's guidance on instruction time. KICE CHAIR HENN: I agree with with that it can possibly be the next time, and that it include the plan that we moved tonight for the contact that it can possibly be the next time, and that it include the plan that we moved tonight for the contact that it can possibly be the next time, and that it can possibly be the next time, and that it include the plan that we moved tonight for the contact that it can possibly be the next time, and that it include the plan that we moved tonight for the contact that it can possibly be the next time, and that it include the plan that we moved tonight for the contact that it can possibly be the next time, and that it include the plan that we moved tonight for the contact the plan that we moved tonight for the contact that it can possibly be the next time, and that it include the plan that we moved tonight for the contact the plan that we moved tonight for the contact the plan that we moved tonight for the contact the plan that we moved tonight for the contact the plan that we moved tonight for the contact the plan that we moved tonight for the contact the plan that we moved tonight for the contact the plan that we moved tonight for the contact the plan that we moved tonight for the contact the plan that we moved tonight for the contact the plan that we moved tonight for t	17	minutes of September 28th, 2020.	17	Ms. Bergman did mention having someone from our
submit an item to be considered for upcoming agendas, we'll go around and you can just state Page 307 what you want. So if board members can opt in if they have an agenda item. I see Mr. Offerman. MR. OFFERMAN: This is not a new item, but I would like any discussion on any of the reopening plans to be further up in the agenda than they were tonight. Thank you. CHAIRMAN CAUSEY: Okay. Ms. Henn? Mr. Offerman, I would move that the reopening discussion be the first item, or the earliest that it can possibly be the next time, and that it can possibly be the next time, and that return of pre-K through two. CHAIRMAN CAUSEY: Okay, and Mr. Kuehn? MR. KUEHN: I would like to add an item to talk further about teacher qualifications and understanding the science of reading. CHAIRMAN CAUSEY: Ms. Mack? MS. MACK: One of our stakeholders tonight, Ms. Miller-Breetz requested that the	18	-	18	-
21 agendas, we'll go around and you can just state Page 307 what you want. So if board members can opt in if they have an agenda item. I see Mr. Offerman. MR. OFFERMAN: This is not a new item, but I would like any discussion on any of the reopening plans to be further up in the agenda than they were tonight. Thank you. CHAIRMAN CAUSEY: Okay. Ms. Henn? VICE CHAIR HENN: I agree with Mr. Offerman, I would move that the reopening discussion be the first item, or the earliest that it can possibly be the next time, and that it include the plan that we moved tonight for the return of pre-K through two. CHAIRMAN CAUSEY: Okay, and Mr. Kuehn? MR. KUEHN: I would like to add an item to talk further about teacher qualifications and understanding the science of reading. CHAIRMAN CAUSEY: Ms. Mack? MS. MACK: One of our stakeholders to tonight, Ms. Miller-Breetz requested that the	19	go around, for this we do, whoever wants to	19	think thought that was a really great idea, so I
Page 307 what you want. So if board members can opt in if they have an agenda item. I see Mr. Offerman. MR. OFFERMAN: This is not a new item, but I would like any discussion on any of the reopening plans to be further up in the agenda than they were tonight. Thank you. CHAIRMAN CAUSEY: Okay. Ms. Henn? VICE CHAIR HENN: I agree with Mr. Offerman, I would move that the reopening discussion be the first item, or the earliest that it can possibly be the next time, and that it include the plan that we moved tonight for the return of pre-K through two. CHAIRMAN CAUSEY: Okay, and Mr. Kuehn? MR. KUEHN: I would like to add an item to talk further about teacher qualifications and understanding the science of reading. CHAIRMAN CAUSEY: Okay. Other board members? I would like as part of the reopening agenda item at the next meeting to include a report on the attendance for the secondary schools, just what the metrics are to date, but also to clarify the alignment with the state superintendent's guidance on instruction time. Okay. And Item Q, last item, announcements. The next board meeting is Tuesday, November 10th, 2020 at 6:30 p.m. And everyone take care and stay safe. This meeting is adjourned. (Meeting adjourned.) (Meeting adjourned.)	20	submit an item to be considered for upcoming	20	don't know if we'll be able to do it for the next
Page 307 what you want. So if board members can opt in if they have an agenda item. I see Mr. Offerman. MR. OFFERMAN: This is not a new item, but I would like any discussion on any of the reopening plans to be further up in the agenda than they were tonight. Thank you. CHAIRMAN CAUSEY: Okay. Ms. Henn? VICE CHAIR HENN: I agree with Mr. Offerman, I would move that the reopening discussion be the first item, or the earliest that it can possibly be the next time, and that it include the plan that we moved tonight for the return of pre-K through two. CHAIRMAN CAUSEY: Okay, and Mr. Kuehn? MR. KUEHN: I would like to add an item to talk further about teacher qualifications and understanding the science of reading. CHAIRMAN CAUSEY: Okay. Other board members? I would like as part of the reopening agenda item at the next meeting to include a report on the attendance for the secondary schools, just what the metrics are to date, but also to clarify the alignment with the state superintendent's guidance on instruction time. Okay. And Item Q, last item, announcements. The next board meeting is Tuesday, November 10th, 2020 at 6:30 p.m. And everyone take care and stay safe. This meeting is adjourned. (Meeting adjourned.) (Meeting adjourned.)	21		21	meeting, but I think it should be a priority.
they have an agenda item. I see Mr. Offerman. MR. OFFERMAN: This is not a new item, but I would like any discussion on any of the reopening plans to be further up in the agenda than they were tonight. Thank you. CHAIRMAN CAUSEY: Okay. Ms. Henn? Mr. Offerman, I would move that the reopening discussion be the first item, or the earliest that it can possibly be the next time, and that it include the plan that we moved tonight for the return of pre-K through two. CHAIRMAN CAUSEY: Okay, and Mr. Kuehn? MR. KUEHN: I would like to add an item to talk further about teacher qualifications and understanding the science of reading. CHAIRMAN CAUSEY: Ms. Mack? MS. MACK: One of our stakeholders to night, Ms. Miller-Breetz requested that the		Page 307		Page 309
MR. OFFERMAN: This is not a new item, but I would like any discussion on any of the reopening plans to be further up in the agenda than they were tonight. Thank you. CHAIRMAN CAUSEY: Okay. Ms. Henn? VICE CHAIR HENN: I agree with Mr. Offerman, I would move that the reopening discussion be the first item, or the earliest that it can possibly be the next time, and that it include the plan that we moved tonight for the return of pre-K through two. CHAIRMAN CAUSEY: Okay, and Mr. Kuehn? MR. KUEHN: I would like to add an item MR. KUEHN: I would like to add an item to talk further about teacher qualifications and understanding the science of reading. CHAIRMAN CAUSEY: Ms. Mack? MS. MACK: One of our stakeholders to to give the attendance for elementary schools as well as the attendance for the secondary schools, just what the metrics are to date, but also to clarify the alignment with the state superintendent's guidance on instruction time. Okay. And Item Q, last item, announcements. The next board meeting is Tuesday, November 10th, 2020 at 6:30 p.m. And everyone take care and stay safe. This meeting is adjourned. (Meeting adjourned.) CHAIRMAN CAUSEY: Ms. Mack? MS. MACK: One of our stakeholders tonight, Ms. Miller-Breetz requested that the	1	what you want. So if board members can opt in if	1	CHAIRMAN CAUSEY: Okay. Other board
but I would like any discussion on any of the reopening plans to be further up in the agenda than they were tonight. Thank you. CHAIRMAN CAUSEY: Okay. Ms. Henn? VICE CHAIR HENN: I agree with Mr. Offerman, I would move that the reopening discussion be the first item, or the earliest that it can possibly be the next time, and that it include the plan that we moved tonight for the return of pre-K through two. CHAIRMAN CAUSEY: Okay, and Mr. Kuehn? MR. KUEHN: I would like to add an item MR. KUEHN: I would like to add an item to talk further about teacher qualifications and understanding the science of reading. CHAIRMAN CAUSEY: Ms. Mack? MS. MACK: One of our stakeholders to toight, Ms. Miller-Breetz requested that the	2	they have an agenda item. I see Mr. Offerman.	2	members? I would like as part of the reopening
than they were tonight. Thank you. CHAIRMAN CAUSEY: Okay. Ms. Henn? VICE CHAIR HENN: I agree with Mr. Offerman, I would move that the reopening discussion be the first item, or the earliest that it can possibly be the next time, and that it include the plan that we moved tonight for the return of pre-K through two. CHAIRMAN CAUSEY: Okay, and Mr. Kuehn? MR. KUEHN: I would like to add an item to talk further about teacher qualifications and understanding the science of reading. CHAIRMAN CAUSEY: Ms. Mack? MS. MACK: One of our stakeholders tonight, Ms. Miller-Breetz requested that the sa well as the attendance for the secondary schools, just what the metrics are to date, but also to clarify the alignment with the state superintendent's guidance on instruction time. Okay. And Item Q, last item, announcements. The next board meeting is Tuesday, November 10th, 2020 at 6:30 p.m. And everyone take care and stay safe. This meeting is adjourned. (Meeting adjourned.)	3	MR. OFFERMAN: This is not a new item,	3	agenda item at the next meeting to include a
than they were tonight. Thank you. CHAIRMAN CAUSEY: Okay. Ms. Henn? VICE CHAIR HENN: I agree with Mr. Offerman, I would move that the reopening discussion be the first item, or the earliest that it can possibly be the next time, and that it include the plan that we moved tonight for the return of pre-K through two. CHAIRMAN CAUSEY: Okay, and Mr. Kuehn? MR. KUEHN: I would like to add an item to talk further about teacher qualifications and understanding the science of reading. CHAIRMAN CAUSEY: Ms. Mack? MS. MACK: One of our stakeholders To schools, just what the metrics are to date, but also to clarify the alignment with the state superintendent's guidance on instruction time. Okay. And Item Q, last item, announcements. The next board meeting is Tuesday, November 10th, 2020 at 6:30 p.m. And everyone take care and stay safe. This meeting is adjourned. (Meeting adjourned.) (Meeting adjourned.)	4	but I would like any discussion on any of the	4	report on the attendance for elementary schools
CHAIRMAN CAUSEY: Okay. Ms. Henn? NICE CHAIR HENN: I agree with NICE CHAIR HEND: I agree with NICE CHAIR HENN: I agree with NICE CHAIR HEND: I agree wit	5	reopening plans to be further up in the agenda	5	as well as the attendance for the secondary
VICE CHAIR HENN: I agree with Mr. Offerman, I would move that the reopening discussion be the first item, or the earliest that it can possibly be the next time, and that it include the plan that we moved tonight for the return of pre-K through two. CHAIRMAN CAUSEY: Okay, and Mr. Kuehn? MR. KUEHN: I would like to add an item MR. KUEHN: I would like to add an item to talk further about teacher qualifications and understanding the science of reading. CHAIRMAN CAUSEY: Ms. Mack? MS. MACK: One of our stakeholders tonight, Ms. Miller-Breetz requested that the superintendent's guidance on instruction time. Okay. And Item Q, last item, announcements. The next board meeting is Tuesday, November 10th, 2020 at 6:30 p.m. And everyone take care and stay safe. This meeting is adjourned. (Meeting adjourned.)	6	than they were tonight. Thank you.	6	schools, just what the metrics are to date, but
9 Mr. Offerman, I would move that the reopening discussion be the first item, or the earliest that it can possibly be the next time, and that it include the plan that we moved tonight for the it include the plan that we moved tonight for the return of pre-K through two. 13 CHAIRMAN CAUSEY: Okay, and Mr. Kuehn? MR. KUEHN: I would like to add an item 15 MR. KUEHN: I would like to add an item 16 to talk further about teacher qualifications and understanding the science of reading. CHAIRMAN CAUSEY: Ms. Mack? MS. MACK: One of our stakeholders 19 tonight, Ms. Miller-Breetz requested that the 9 Okay. And Item Q, last item, announcements. 11 The next board meeting is Tuesday, November 10th, 2020 at 6:30 p.m. And everyone take care and stay safe. 14 This meeting is adjourned. (Meeting adjourned.) 16 (Meeting adjourned.)	7	CHAIRMAN CAUSEY: Okay. Ms. Henn?	7	also to clarify the alignment with the state
discussion be the first item, or the earliest that it can possibly be the next time, and that it it include the plan that we moved tonight for the return of pre-K through two. CHAIRMAN CAUSEY: Okay, and Mr. Kuehn? MR. KUEHN: I would like to add an item to talk further about teacher qualifications and understanding the science of reading. CHAIRMAN CAUSEY: Ms. Mack? MS. MACK: One of our stakeholders tonight, Ms. Miller-Breetz requested that the	8	VICE CHAIR HENN: I agree with	8	superintendent's guidance on instruction time.
that it can possibly be the next time, and that it include the plan that we moved tonight for the return of pre-K through two. CHAIRMAN CAUSEY: Okay, and Mr. Kuehn? MR. KUEHN: I would like to add an item to talk further about teacher qualifications and understanding the science of reading. CHAIRMAN CAUSEY: Ms. Mack? MS. MACK: One of our stakeholders tonight, Ms. Miller-Breetz requested that the The next board meeting is Tuesday, November 10th, 2020 at 6:30 p.m. And everyone take care and stay safe. This meeting is adjourned. (Meeting adjourned.)	9	Mr. Offerman, I would move that the reopening	9	Okay.
it include the plan that we moved tonight for the return of pre-K through two. CHAIRMAN CAUSEY: Okay, and Mr. Kuehn? MR. KUEHN: I would like to add an item to talk further about teacher qualifications and understanding the science of reading. CHAIRMAN CAUSEY: Ms. Mack? MS. MACK: One of our stakeholders tonight, Ms. Miller-Breetz requested that the 2020 at 6:30 p.m. And everyone take care and stay safe. This meeting is adjourned. (Meeting adjourned.)	10	discussion be the first item, or the earliest	10	And Item Q, last item, announcements.
return of pre-K through two. CHAIRMAN CAUSEY: Okay, and Mr. Kuehn? MR. KUEHN: I would like to add an item to talk further about teacher qualifications and understanding the science of reading. CHAIRMAN CAUSEY: Ms. Mack? MS. MACK: One of our stakeholders tonight, Ms. Miller-Breetz requested that the And everyone take care and stay safe. This meeting is adjourned. (Meeting adjourned.) 16 18 CHAIRMAN CAUSEY: Ms. Mack? 18 20	11	that it can possibly be the next time, and that	11	The next board meeting is Tuesday, November 10th,
CHAIRMAN CAUSEY: Okay, and Mr. Kuehn? MR. KUEHN: I would like to add an item to talk further about teacher qualifications and understanding the science of reading. CHAIRMAN CAUSEY: Ms. Mack? MS. MACK: One of our stakeholders tonight, Ms. Miller-Breetz requested that the	12	it include the plan that we moved tonight for the	12	2020 at 6:30 p.m.
MR. KUEHN: I would like to add an item to talk further about teacher qualifications and understanding the science of reading. CHAIRMAN CAUSEY: Ms. Mack? MS. MACK: One of our stakeholders tonight, Ms. Miller-Breetz requested that the (Meeting adjourned.) 16 18 20	13	return of pre-K through two.	13	And everyone take care and stay safe.
to talk further about teacher qualifications and understanding the science of reading. CHAIRMAN CAUSEY: Ms. Mack? MS. MACK: One of our stakeholders tonight, Ms. Miller-Breetz requested that the	14	CHAIRMAN CAUSEY: Okay, and Mr. Kuehn?	14	This meeting is adjourned.
17understanding the science of reading.1718CHAIRMAN CAUSEY: Ms. Mack?1819MS. MACK: One of our stakeholders1920tonight, Ms. Miller-Breetz requested that the20	15	MR. KUEHN: I would like to add an item	15	(Meeting adjourned.)
CHAIRMAN CAUSEY: Ms. Mack? MS. MACK: One of our stakeholders tonight, Ms. Miller-Breetz requested that the	16	to talk further about teacher qualifications and	16	
MS. MACK: One of our stakeholders tonight, Ms. Miller-Breetz requested that the	17	understanding the science of reading.	17	
tonight, Ms. Miller-Breetz requested that the	18	CHAIRMAN CAUSEY: Ms. Mack?	18	
	19	MS. MACK: One of our stakeholders	19	
21 Board ask for information about our gifted and 21	20	tonight, Ms. Miller-Breetz requested that the	20	
	21	Board ask for information about our gifted and	21	

Proceedings		Baltimore County Board of Education Meeting
	Page 310	
¹ STATE OF MARYLAN		
² BALTIMORE COUNTY	7: SS	
3		
4 I, Paul A. Gasparotti, a		
⁵ for the State of Maryland	-	
6 hereby certify that the for		
⁷ accurate transcription of	the recording to the	
8 best of my ability.		
9 I further certify that I as		
any of the parties nor in a		
11 the outcome of these production		
As witness, my hand ar	nd notarial seal this 2nd	
day of November, 2020.		
14		
15		
Paul A. Gasparotti		
17		
18		
19		
20		
21		
	l l	

WORD INDEX				279:10 285:18
	< 2 >	< 3 >	<7>	298:6 300:9, 10,
< \$ >	2,000 153:18	3,500 210:2, <i>11</i>	7 3:4	19 308:20
\$11 52:19	180:6	30 50:11 192:1	7:30 190: <i>12</i> , <i>12</i>	absence 245:15
	20 3:7 153:21	306 4:10, 11, 13,	727 179: <i>1</i>	247:17
< 0 >	156:8, 9 178: <i>13</i>	14	73 7:6	absolutely 98:9,
0100 27:17	180:6 185:16	309 4:15, 16	75 63:15	11 152:14
	198:7	30th 259:15	7th 29:17	153: <i>13</i> 159: <i>3</i>
<1>	200 140: <i>1</i>	262:5 269:7	214:20 261:2 <i>1</i>	278:13
1,800 54: <i>4</i>	2004 34:3	270:14 272:2	262:4	Abstain 10:2, 4
210:5	2015 206:6	273:5 275:13		11:18 15:17
1,800-voice 41: <i>4</i>	2018 173:20	278:1	< 8 >	66:5 276:6, 14
1:30 172: <i>15</i>	175:3 202:7	33 3:12	8 3:5	academic 72:4
101 105:18	203:19	34 7:7	8,000 210: <i>15</i>	114:8 133:6
10th 261:17	2019 58:18	346 178: <i>17</i>	80 225:15, 18	251:2 <i>1</i>
270:11 271:21	114:2 <i>1</i> 178: <i>3</i>	35 3: <i>13</i>	8250 3:7 4:2	academically
273: <i>1</i> 275: <i>13</i> ,	198:20	38 3: <i>14</i>	20:12 60:6	32:10 37:14
13 277:21	2020 1:12 4:13	380 178: <i>13</i>	61:2 <i>1</i>	academics 48:8
278:20 293:12	5:4 6:6 58:19	_	83 58:11	90:20 114:12
309:11	202:18 261:21	<4>	85 225:19	129:6
11 19:6 50:7	273:5 306:17	41 3: <i>15</i>	87 62:18	Academy
114 4:7	309:12 310:13	43 3:16	884 183: <i>3</i> , <i>11</i>	185:17
11th 29:4	206 4:9	44 139: <i>1</i>		accelerate
12 69:20	21 47:1, 17	45 265:10	<9>	169: <i>13</i> 214: <i>14</i>
131:10 178:20	236:16, 19	46 3:17	9,000 210: <i>16</i>	accelerated 42:1
120 225:15, 17	21-02 64: <i>15</i>	4th 33:1	911 82: <i>14</i>	accelerating
121 46:20	21-year-old	_	95 178: <i>11</i>	139:7
129 179: <i>1</i>	48:10	<5>	9th 210:10	Acceleration
12th 46:21	22 214: <i>12</i>	5 3:2, 3		31:20
13 58: <i>15</i>	22nd 210: <i>1</i>	50 3:18 205:2	<a>	accept 12:20
136 180:6	23 62:1	288:1	AAs 210:13	14:18 17:4
13th 6:6	24 3:9 62: <i>1</i>	52 32:10	ability 30:13 238:17 250:19	20:10, 16 262:2 271:11 304:19
14,000 108: <i>1</i> 14th 259: <i>12</i>	244 183: <i>4</i>	53 3:19	1 /38:1/ /30:19	
14th 239:12		5470 02.0		
	25 61:21 62:1	5470 93:9	271:5 310:8	305:2
15 236:18	63:19	55 58:12	271:5 310:8 able 6:21	305:2 acceptable 40:2
15 236: <i>18</i> 152 179: <i>3</i>	63: <i>19</i> 250 176: <i>7</i>		271:5 310:8 able 6:21 37:12 51:15, 17	305:2 acceptable 40:2 299:2
15 236: <i>18</i> 152 179: <i>3</i> 16 3: <i>6</i>	63:19 250 176:7 26 62:1, 19	55 58: <i>12</i> 56 3: <i>20</i>	271:5 310:8 able 6:21 37:12 51:15, 17 52:3 62:5	305:2 acceptable 40:2 299:2 accepted 34:20
15 236:18 152 179:3 16 3:6 16th 210:1	63:19 250 176:7 26 62:1, 19 27 1:12 3:10	55 58: <i>12</i> 56 3: <i>20</i> < 6 >	271:5 310:8 able 6:21 37:12 51:15, 17 52:3 62:5 76:11 91:1	305:2 acceptable 40:2 299:2 accepted 34:20 accepting 233:8
15 236:18 152 179:3 16 3:6 16th 210:1 216:8 222:17	63:19 250 176:7 26 62:1, 19 27 1:12 3:10 181:1	55 58:12 56 3:20 <6> 6:30 309:12	271:5 310:8 able 6:21 37:12 51:15, 17 52:3 62:5 76:11 91:1 112:7 115:1	305:2 acceptable 40:2 299:2 accepted 34:20 accepting 233:8 access 36:14
15 236:18 152 179:3 16 3:6 16th 210:1 216:8 222:17 228:14 268:12	63:19 250 176:7 26 62:1, 19 27 1:12 3:10 181:1 27th 5:4 7:14	55 58:12 56 3:20 < 6 > 6:30 309:12 60 4:3 224:15,	271:5 310:8 able 6:21 37:12 51:15, 17 52:3 62:5 76:11 91:1 112:7 115:1 117:14 118:15	305:2 acceptable 40:2 299:2 accepted 34:20 accepting 233:8 access 36:14 37:5, 12 38:21
15 236:18 152 179:3 16 3:6 16th 210:1 216:8 222:17 228:14 268:12 173 4:8	63:19 250 176:7 26 62:1, 19 27 1:12 3:10 181:1 27th 5:4 7:14 28 4:13 62:1	55 58:12 56 3:20 6> 6:30 309:12 60 4:3 224:15, 15	271:5 310:8 able 6:21 37:12 51:15, 17 52:3 62:5 76:11 91:1 112:7 115:1 117:14 118:15 128:19 136:1	305:2 acceptable 40:2 299:2 accepted 34:20 accepting 233:8 access 36:14 37:5, 12 38:21 60:13 81:21
15 236:18 152 179:3 16 3:6 16th 210:1 216:8 222:17 228:14 268:12 173 4:8 18 176:4, 6	63:19 250 176:7 26 62:1, 19 27 1:12 3:10 181:1 27th 5:4 7:14 28 4:13 62:1 28th 306:17	55 58:12 56 3:20 <6> 6:30 309:12 60 4:3 224:15, 15 600 210:2	271:5 310:8 able 6:21 37:12 51:15, 17 52:3 62:5 76:11 91:1 112:7 115:1 117:14 118:15 128:19 136:1 151:6 153:17	305:2 acceptable 40:2 299:2 accepted 34:20 accepting 233:8 access 36:14 37:5, 12 38:21 60:13 81:21 91:13 139:5
15 236:18 152 179:3 16 3:6 16th 210:1 216:8 222:17 228:14 268:12 173 4:8 18 176:4, 6 190:9	63:19 250 176:7 26 62:1, 19 27 1:12 3:10 181:1 27th 5:4 7:14 28 4:13 62:1 28th 306:17 29 3:11 62:1	55 58:12 56 3:20 <6> 6:30 309:12 60 4:3 224:15, 15 600 210:2 61 4:4	271:5 310:8 able 6:21 37:12 51:15, 17 52:3 62:5 76:11 91:1 112:7 115:1 117:14 118:15 128:19 136:1 151:6 153:17 167:11 168:18	305:2 acceptable 40:2 299:2 accepted 34:20 accepting 233:8 access 36:14 37:5, 12 38:21 60:13 81:21 91:13 139:5 184:1 186:20
15 236:18 152 179:3 16 3:6 16th 210:1 216:8 222:17 228:14 268:12 173 4:8 18 176:4, 6 190:9 180 139:2	63:19 250 176:7 26 62:1, 19 27 1:12 3:10 181:1 27th 5:4 7:14 28 4:13 62:1 28th 306:17 29 3:11 62:1 29th 255:13	55 58:12 56 3:20 <6> 6:30 309:12 60 4:3 224:15, 15 600 210:2 61 4:4 64 4:5	271:5 310:8 able 6:21 37:12 51:15, 17 52:3 62:5 76:11 91:1 112:7 115:1 117:14 118:15 128:19 136:1 151:6 153:17 167:11 168:18 170:10 171:6	305:2 acceptable 40:2 299:2 accepted 34:20 accepting 233:8 access 36:14 37:5, 12 38:21 60:13 81:21 91:13 139:5 184:1 186:20 238:5 249:5
15 236:18 152 179:3 16 3:6 16th 210:1 216:8 222:17 228:14 268:12 173 4:8 18 176:4, 6 190:9 180 139:2 18-19 177:15	63:19 250 176:7 26 62:1, 19 27 1:12 3:10 181:1 27th 5:4 7:14 28 4:13 62:1 28th 306:17 29 3:11 62:1 29th 255:13 2-A 117:9	55 58:12 56 3:20 <6> 6:30 309:12 60 4:3 224:15, 15 600 210:2 61 4:4 64 4:5 65 224:16	271:5 310:8 able 6:21 37:12 51:15, 17 52:3 62:5 76:11 91:1 112:7 115:1 117:14 118:15 128:19 136:1 151:6 153:17 167:11 168:18 170:10 171:6 184:9 186:11	305:2 acceptable 40:2 299:2 accepted 34:20 accepting 233:8 access 36:14 37:5, 12 38:21 60:13 81:21 91:13 139:5 184:1 186:20 238:5 249:5 251:18
15 236:18 152 179:3 16 3:6 16th 210:1 216:8 222:17 228:14 268:12 173 4:8 18 176:4, 6 190:9 180 139:2 18-19 177:15 19 46:8 47:17	63:19 250 176:7 26 62:1, 19 27 1:12 3:10 181:1 27th 5:4 7:14 28 4:13 62:1 28th 306:17 29 3:11 62:1 29th 255:13 2-A 117:9 2-E 32:13	55 58:12 56 3:20 <6> 6:30 309:12 60 4:3 224:15, 15 600 210:2 61 4:4 64 4:5 65 224:16 66.4 132:5	271:5 310:8 able 6:21 37:12 51:15, 17 52:3 62:5 76:11 91:1 112:7 115:1 117:14 118:15 128:19 136:1 151:6 153:17 167:11 168:18 170:10 171:6 184:9 186:11 195:12 200:3	305:2 acceptable 40:2 299:2 accepted 34:20 accepting 233:8 access 36:14 37:5, 12 38:21 60:13 81:21 91:13 139:5 184:1 186:20 238:5 249:5 251:18 accessing 36:10
15 236:18 152 179:3 16 3:6 16th 210:1 216:8 222:17 228:14 268:12 173 4:8 18 176:4, 6 190:9 180 139:2 18-19 177:15 19 46:8 47:17 56:3	63:19 250 176:7 26 62:1, 19 27 1:12 3:10 181:1 27th 5:4 7:14 28 4:13 62:1 28th 306:17 29 3:11 62:1 29th 255:13 2-A 117:9 2-E 32:13 2nd 216:6	55 58:12 56 3:20 <6> 6:30 309:12 60 4:3 224:15, 15 600 210:2 61 4:4 64 4:5 65 224:16 66.4 132:5 67 4:6	271:5 310:8 able 6:21 37:12 51:15, 17 52:3 62:5 76:11 91:1 112:7 115:1 117:14 118:15 128:19 136:1 151:6 153:17 167:11 168:18 170:10 171:6 184:9 186:11 195:12 200:3 209:1 210:7	305:2 acceptable 40:2 299:2 accepted 34:20 accepting 233:8 access 36:14 37:5, 12 38:21 60:13 81:21 91:13 139:5 184:1 186:20 238:5 249:5 251:18 accessing 36:10 37:17
15 236:18 152 179:3 16 3:6 16th 210:1 216:8 222:17 228:14 268:12 173 4:8 18 176:4, 6 190:9 180 139:2 18-19 177:15 19 46:8 47:17 56:3 199 185:20	63:19 250 176:7 26 62:1, 19 27 1:12 3:10 181:1 27th 5:4 7:14 28 4:13 62:1 28th 306:17 29 3:11 62:1 29th 255:13 2-A 117:9 2-E 32:13 2nd 216:6 225:1, 6 239:17	55 58:12 56 3:20 <6> 6:30 309:12 60 4:3 224:15, 15 600 210:2 61 4:4 64 4:5 65 224:16 66.4 132:5 67 4:6 68.3 132:4	271:5 310:8 able 6:21 37:12 51:15, 17 52:3 62:5 76:11 91:1 112:7 115:1 117:14 118:15 128:19 136:1 151:6 153:17 167:11 168:18 170:10 171:6 184:9 186:11 195:12 200:3 209:1 210:7 211:3 225:8	305:2 acceptable 40:2 299:2 accepted 34:20 accepting 233:8 access 36:14 37:5, 12 38:21 60:13 81:21 91:13 139:5 184:1 186:20 238:5 249:5 251:18 accessing 36:10 37:17 accommodate
15 236:18 152 179:3 16 3:6 16th 210:1 216:8 222:17 228:14 268:12 173 4:8 18 176:4, 6 190:9 180 139:2 18-19 177:15 19 46:8 47:17 56:3	63:19 250 176:7 26 62:1, 19 27 1:12 3:10 181:1 27th 5:4 7:14 28 4:13 62:1 28th 306:17 29 3:11 62:1 29th 255:13 2-A 117:9 2-E 32:13 2nd 216:6	55 58:12 56 3:20 <6> 6:30 309:12 60 4:3 224:15, 15 600 210:2 61 4:4 64 4:5 65 224:16 66.4 132:5 67 4:6	271:5 310:8 able 6:21 37:12 51:15, 17 52:3 62:5 76:11 91:1 112:7 115:1 117:14 118:15 128:19 136:1 151:6 153:17 167:11 168:18 170:10 171:6 184:9 186:11 195:12 200:3 209:1 210:7	305:2 acceptable 40:2 299:2 accepted 34:20 accepting 233:8 access 36:14 37:5, 12 38:21 60:13 81:21 91:13 139:5 184:1 186:20 238:5 249:5 251:18 accessing 36:10 37:17

Proceedings
accommodations
274: <i>3</i>
accomplished
119:20
accountability
115: <i>17</i> 117: <i>10</i>
119:8
accountable
61: <i>12</i>
accounts 39:18
accounts 39.78 accurate 162:1
164: <i>17</i> 192: <i>1</i>
255:15, 16
310:7
achieve 30:1
56:16
achieved 68:15
achievement
27: <i>13</i> , <i>18</i> , <i>19</i> 28: <i>4</i> , <i>17</i> 67: <i>7</i>
28:4, 1/ 0/:/ 77:21 70:5
77:21 79:5
83:19 127:8, 11
128:7 129: <i>19</i>
acknowledge
40:10 181:8
200:16
acronym
153:15 299:17
Act 6:21 8:1
40:11 78:5
146: <i>3</i> 207: <i>14</i>
Action 4:5
64:8, 18 65:2
79:8 109: <i>13</i>
177:12, 17
178:12, 15
179:3, 9, 13
180:7 198:7
205:18
actions 28:9
71:2 109:3
177: <i>10</i>
active 208:20
activities 44:7
69:18, 20 70:4
87: <i>1</i> 109: <i>7</i>
123:17 125:2
256:14
activity 116: <i>13</i>
156: <i>10</i>
130.10

actual 54:20 168:*4* 199:*15* 304:1 ad 297:16, 19 298:4 **Adams** 231:19 232:3, 15 233:5 **add** 32:17 63:21 90:5 99:15 104:11 105:17 106:11, *17* 124:*12* 135:12, 15 137:5 138:7 150:8 151:8 155:6 157:20 159:*4* 161:*15* 231:20 233:11, 15 237:13 247:21 252:9 253:6 272:4 280:2, 12 307:15 **added** 37:10 88:11 181:9 addition 36:2 52:15 106:2 120:1 127:6 128:*4* 129:*15* 130:13 154:19 159:6 177:6 178:15 179:7 210:4 270:2 271:11, 13 additional 44:12 52:16, 17, 19 53:1 117:18 128:6 149:12. *14* 155:9 178:17 208:18 216:21 217:10 243:8 245:7 268:14 283:4 299:11, 14 Additionally 79:2 80:17 123:10 additions 7:15. 18

address 23:4, 8 28:4 41:20 69:20 89:14 96:11, 16 112:1, 8 135:13 141:2 199:6 200:5 203:10 210:3 212:19 219:12 231:21 232:19 251:8, 14 266:8 267:20 addressed 113:12 167:6 180:8 186:4 addresses 23:21 99:10 addressing 93:11 97:18 111:1 200:1 251:11 adds 63:17 adequate 36:19 63:2 **adhered** 45:10 adjourned 309:14, 15 Adjournment 4:16 **adjust** 300:9 adjustment 233:1 adjustments 227:15 adjusts 258:14 **admin** 39:7 administration 35:5, 8 43:20 44:17 47:21 212:2, 3 269:18 **Administrative** 3:6 16:13 17:1, administrator 97:1 101:17 administrators 144:7 189:17 admission 29:6 adolescent

adult 51:15 79:13 97:4, 8 98:4 99:6 113:4, 7 210:14 211:7 237:1 adults 52:16, 17, 19 53:1 137:1 advance 116:6 178:8 advanced 58:16 129:5.5 advantage 225:19 226:12 **advice** 8:10 22:12 **Advisory** 29:13 306:16 advocacy 41:4 advocate 33:2 52:16 **affect** 74:3 231:1, 5 affectionately 115:14 **affinity** 130:18 **affirm** 160:14 161:9 affirming 146:15 **afford** 240:9 afternoon 209:14 213:13 214:3 age 58:10 204:14 236:15 aged 53:16 agencies 102:4 Agenda 3:4 4:14 7:12, 13, 14, 16, 18, 19 8:16 16:12 20:7, 14 22:9 32:17 64:7 66:17 113:17, 20 131:9, 10 172:20 173:4 206:10, 12 261:5 263:3, 7,

16 283:8 284:1

291:19 302:16

303:17, 20, 21 306:13, 18 307:2, 5 309:3 agendas 306:21 ages 46:21 ago 5:12 34:5 95:11 154:11 214:11 224:9, 16 226:8 246:7 253:4 268:13 285:11 **agree** 136:6 152:15 156:21 254:16 307:8 **agreed** 34:*3* agreement 26:14 **ahead** 16:18 115:3 142:2 163:19 171:13 189:11 205:2 230:16 275:10 298:9 aides 44:9 alert 84:11 101:7 Alicea 19:2 **align** 81:14 156:2 163:5 aligned 67:9 78:12 79:8 109:3, 8, 11 129:16 149:5, 21 164:7 alignment 77:18 109:14 140:12 164:18 255:5 309:7 aligns 78:18 alive 25:5 45:3, *12* 51:7 Allegiance 3:3 5:5, 14 Allison 3:14 38:6, 8 **allow** 6:16, 19 96:13, 17 98:1 201:21 217:9

138:2*1*

allowable 199:1

243:8 260:6

Proceedings
allowed 23:4
40: <i>17</i> 61:8
75:5 76:2
132:18 265:1
allowing 22:18
50:2 77:6
allows 76:5
amazing 53:5
98:11
amend 272:8,
10, 17 273:15
amended 6:5
272:15 277:4, 5
amending 262:9
amendment
261:11, 14
262:8, <i>15</i> 274:8
275:11, 18, 19
279: <i>19</i> 304: <i>18</i> 305: <i>3</i>
amount 42:9
60: <i>13</i> 100:2
181:9 183: <i>17</i>
188.7 261.10
265:11 273:3
289:21 297:6
analogy 42:12
analysis 28:16
79: <i>3</i> 127: <i>1</i>
184:7
analyzing 93:19
anchor 75:9
ancient 50:21
animation 116:7
Annapolis
60:10 63:1
announced 46: <i>10</i> 56: <i>2</i>
Announcements
4:15 309:10
announcing
55: <i>3</i>
annual 29: <i>3</i>
92:11 182:12
187:13
anonymously
101:10
answer 5:14
45:8 93:16, 17
142:6 146:10
142.0 140.10

162:10 167:15 169:17 181:18, 19 183:14
191: <i>3</i> 200: <i>14</i> , <i>15</i> 203: <i>2</i>
231: <i>15</i> 233:20 234: <i>18</i> 255:8 258: <i>4</i>
answered 185: <i>14</i> 202: <i>13</i> 287: <i>6</i>
answers 87: <i>13</i> 297:8
Anthology 149:7, 9 anticipate 133:1
anticipated 125:7
antiracist 80:11 anxiety 112:11 anxiously 214:7
anymore 39:15 anyway 188:18 193:8 197:10
204:7 apologize 116:7 217:19
app 78:14 101:6, 6
appeal 64:12 appealing 233:4
appears 241:2 applicable 7:11
applied 119: <i>13</i> applies 235: <i>3</i>
apply 118: <i>16</i> 120: <i>16</i> 170: <i>12</i> 171:6 235: <i>4</i>
applying 121:2 appoint 297:18 appointed 19:2
33: <i>17</i> appointees 8: <i>6</i>
appointment 8:3 17:1, 5 Appointments

3:6 12:12, 14,

<i>17</i> 14: <i>12</i> , <i>20</i>
16:13 220:5
appreciate
22:13 74:18
76: <i>14</i> 77:9
132:6 134: <i>18</i> 138:6 141: <i>5</i>
145:2 <i>1</i> 147:5 191: <i>17</i> 206:8
222:13 229:5
251: <i>15</i> 252: <i>7</i>
253:17 258:4
269:9 278: <i>11</i> 297: <i>7</i>
appreciated
74: <i>15</i>
appreciative
34:9 77:4
Apprenticeship
150: <i>15</i> , <i>19</i> 151: <i>10</i>
approach 36:14
40: <i>4</i> 124: <i>3</i>
130:10 138:11
160: <i>13</i> 162: <i>6</i> ,
11 169:13
177: <i>4</i> 257: <i>16</i> 258:7 274: <i>5</i>
approached
196: <i>13</i>
approaches
123:17
appropriate
22: <i>14</i> 23: <i>13</i> 64: <i>18</i> 70: <i>6</i>
82:17, 18, 18
83:5, 6, 7
228:19 261:11,
12 262:7
280:16 298:3
303:2 approval 16:21
34: <i>15</i> 261: <i>16</i>
approve 9:4
10:18 65:2
272:6
approved 6:6 20:11 110:14
243:11, 11, 16

```
255:18 258:14,
16 280:3
approving 275:2
approximately
192:2 210:11,
15
April 70:15
110:16 175:3
archive 115:1
area 27:15, 15
68:9 77:20
78:9, 19 92:13
115:16 116:19
117:8, 9, 10, 18
119:7 148:7, 11
150:3, 6 151:17
159:6 160:9
192:14 194:3
220:7 236:11,
13 300:6
306:16
areas 28:12
30:8 54:6 68:8
78:1, 8 115:16
116:20 117:3, 5
129:1 138:1
159:7 168:5
170:5 189:9, 10
192:10 193:15
205:7, 9, 9
argument 64:17
156:20
arms 48:15, 16
arrive 136:11
arrow 118:11
art 46:6, 7
47:7 49:1, 3
article 38:15
artificially
188:10
arts 114:11
120:18 121:6
127:15 128:4
aside 54:12
asked 33:14
46:13 47:15
179:8 193:13
194:8 198:5
```

246:7 271:16

278:14 285:4

288:10, 16
292:7 308:4
asking 36:17 41:12 45:16
41:12 45:16
46: <i>12</i> 53: <i>3</i>
89:9 146: <i>3</i>
163:20 265:19
266:12 290:1
asks 20:10
aspect 162:8
aspects 115:19
asserted 218:6
assess 30:13
assessment
78: <i>16</i> 122:7
163: <i>16</i> , <i>17</i>
asset 130:11
151: <i>1</i> 159: <i>12</i>
asset-based
160: <i>13</i>
assets 158:12
159: <i>14</i> , <i>17</i>
assigned 127:16
assignment 8:3
220:9, 14
assignments
31:12
assist 48:12
73:18 74:1
284:20
assistant 19: <i>1</i> 2, 20 39:5 97: <i>4</i>
20 39:5 97:4
assistants
210:14 211:7
237:2, 2
assistive 221:6,
7
assists 74:2
associated
34:17 184:15
243:4
Association
92:12 107:19
assuming
266:12
assurance 76:19
assure 52:21
62:12, 14
asynchronous

244:11, 12

31:16	authorize 64:19	151:7 165:10	249:11, 12, 13	87:1 89:8
athlete 234:10	65:3	169:7 177: <i>14</i>	260:4 310:2, 5	114: <i>10</i> , <i>16</i>
athletes 215:7	automatic 118:5	178:1, 10	band 122:15	123:7, 8 177:7
234: <i>4</i>	automatically	179: <i>10</i> 181: <i>6</i> ,	235:4	214:3 217:7
athletic 231:16	221:16	19 185:6	barely 31:12	243:11
athletics 211: <i>11</i>	avail 240:20	186:12 188:9	bargaining 8:11	bcps.org 8:15
213:9, 11, 13	available 84:7	194:13, 19	25:20 40:18	47:17 89:16
214:4, 10	89:8, 10 90:19	203:13 216:1,	257:1, 19	BCPS's 89:8
230:19 232:8,	91:4, 7 101:9	16, 18 223:5, 10,	barriers 28:7	216:4
16 235:4, 15	112:13 147:7	20 224:17, 21	Barring 281:16	bear 133: <i>12</i>
attached 173:3	177:8 178:5	226:7, 10 227:8,	Based 32:9	bearing 68: <i>14</i>
306:15	209:6 212:7, 18	21 229:13	49:11 62:15	beat 154:15
attempt 39:8	217:15 228:19	231:3, 16 234:9	63:11 72:12	becoming
205:8	242:6 260:11	242:9, 12 245:6	81:17 93:18	203:11 213:2
attempts 116: <i>16</i>	279:5 280:11	248:21 249:4	123:13 124:21	Bedford 204:4
attend 6:19	286:17	250:14 253:2	193:7 194:7	beginning
30:3 61:9 62:3	availing 225:7	254:5, 13	204:20 205:6	214:18 216:2
92:10 107:18	average 50:13	255:13 260:14,	221:13, 17	240:17 250:10,
167: <i>11</i>	221:11 224:12,	17 261:7	225:10 232:10	12 251:14
attendance 79:1	14	263:17 268:15,	236:11 238:10	begins 154:2, 4
80:19 93:21	awaiting 214:7	15 269:19	243:10 269:1	158:19 255:5
133:4 135:10	award 102:16	270:12 271:7	278:18 279:18	begun 32:15
142:12 162:18	107:21	274:5, 15 279:1	287:7 288:16	148:16
163: <i>1</i> , <i>4</i> , 2 <i>1</i>	awarded 71:2 <i>1</i>	280:19 283:7	289:10	behalf 38:10
164: <i>1</i> , <i>16</i> 166: <i>1</i> ,	awards 107:18	286:16 288:8	Bash 3:12 4:4	64:20 65:4
2 220:1 280:8	aware 35:17	290:4, 5, 7, 18	33:8 61:19	67:12 84:5
309:4, 5	36:3 91:10	294:5 296:7	basic 122:3	98: <i>4</i> , <i>5</i> 214: <i>1</i>
attended 163:13	115:12 188:18	300:3 308:2, 15	141:12 195:19	behavior 23:15
167:12	189: <i>1</i> 214:2 <i>1</i>	background	267:11	50:9 52:12
attending 72:17	250:14	18: <i>3</i> 117:2 <i>1</i>	basically 62:1	61:10
133:6 142: <i>16</i> ,	awareness	backgrounds	156:12 258:8	behaviors 47:3
<i>17, 18</i> 168: <i>11</i> ,	100: <i>16</i> 116:2 <i>1</i>	54:8	basis 182: <i>13</i>	believe 62:11,
<i>15</i> 232:7 234:3,	119: <i>19</i>	bad 86:11	187: <i>13</i> 189: <i>5</i> ,	21 63:20 86:7
7, 15		badly 53:20	10, 10 210:18	131:9 147:2 <i>1</i>
attends 46:8	< B >	295:4	bathroom 48:11	148:18 164:5
attention 31:11	babies 295:7	balance 153:5	battery 237:4	185: <i>13</i> 191: <i>4</i> ,
35:13, 16 36:18	back 24:16	Balanced 148: <i>1</i>	Battle 185:18	21 194:9
37:7 61:5 84:6	25:13, 16 38:1	BALTIMORE	236:6, 13	213:12 222:17
181:6	41:16 42:10	1:2 5:9 6:1	BCPS 1:9 7:5,	254:11 259:12
audiences 120:9	51:10 54:12, 17	19:5, 6, 10, 21	6 27:17 28:8,	262:7 268:8
audio 56:17	55:5, 13 57:9	23:10 24:2	11 29:1, 2, 3, 16	277:8 285:4
64: <i>3</i>	63:21 73:4	25:12 27:10, 13	37:16 38:3, 8	293:18
audit 28:11	85:13 88:8	35:14 36:11	41:2 46:8, 8, 9,	believes 28:15
29: <i>1</i> 131: <i>1</i>	91:15 99:20	38:15 45:20	10, 13 48:19	bell 146:2
August 189: <i>1</i>	101:8 107:12	54:4 56:1, 14,	49:4 51:9	203:1
authentic	108:6 109:2 <i>1</i>	21 59:20 70:18,	53:15 54:5	belonging 93:21
120:12, 16	114:20 131:6	18, 19, 20 81:20	67:8 68:11	beloved 75:1
160:3, 5	132:17 135:10	82:19 85:17	69:11 70:17	benefit 57:19
authentically	142:12 143:6	175: <i>14</i> 199: <i>4</i> , <i>4</i>	71:2 73:13	174:3 208:19
121:3 137:9	145:4 147:9	222:5, 8 240:12	76:7, 17 86:5	251:2 280:2

Proceedings
benefits 53:2
157: <i>18</i> 240: <i>6</i>
Berger 33:15
_
Bergman 3:13
4:3 35:11, 12
60:5, 7, 8
308: <i>17</i>
berth 295:19
best 24:14
20:9 33:17
38:2 45:2 63:6,
18 67:21 76:21
86:8 254:9
310:8
better 42:20
63:8 146:20
156:2 203:18
224:4 290:2
beyond 39:8 118: <i>15</i> 172:2
118: <i>15</i> 172:2
195:2 230:5
241:18 247:5, 6
big 85:8 86:3
110:15 206:5
higger 100.2
biggest 58:1
72:15 205:11
billion 178:13
179: <i>10</i> , <i>21</i>
183:4, 5 185:16,
20 197:17
198:8, 10
Billy 31:2
207:7 278: <i>17</i>
biology 137:21
bit 104:11
153:10 162:17
203:3 221:1
203.3 221.1 226:15 297:10,
13
biweekly 104:3
bleeding 119: <i>1</i> blended 212: <i>16</i>
Diended 212:16
blows 142:3
Blue 62:20
122:15
blur 135:6
BOARD 1:1, 8
2:1, 3 3:7 4:2, 10, 11 5:3, 6, 10
10, 11 5:3, 6, 10

6:5, 6, 8, 10, 11, 13, 14, 16 7:3, 10, 21 8:15, 21 10:17 12:19 16:16, 20 17:3 20:9, 10, 12, 12 22:11, 13, 16, 20 23:1, 3, 4, 7 24:4, 7, 13 27:20 28:5, 19, 21 29:15 32:15, 16 33:19 34:1, 2, 6, 8, 13, 16 35:2, 4 40:6, 17 49:4 50:1 53:3 54:19 60:10, 12, 13, 14, 16, 20, 21 61:1, 2, 3, 4, 6, 8, 9, 11, 15 62:3, 5, 6, 8, 9, 12, 21 63:4, 10, 13, 15, 18, 20 64:9, 12, 21 65:1, 4, 8 67:3 71:12 77:7 84:8 92:10 107:5, 12 113:15 114:7, *14* 117:*13* 121:*10* 131:*13*, *14* 140:2*1* 141:16 144:8 164:14, 17 165:*1* 172:*10*, 17, 18 173:9 174:3 179:8 181:21 198:8 203:10 206:6, 9, 21 207:6 209:16, 18 211:16 213:10 214:12, 17 215:17 216:8 232:4 242:1 244:5, 12 246:6, 19 247:3, 19 256:7 259:3, 19 261:14, 15 262:7, 18 266:9, *14* 270:*11* 271:20 272:20

273:14 274:20 277:3 278:9, 19 279:8 280:21 281:6 283:6 288:10 297:5, 15, 21 298:21 299:3, 7 302:3, 9, 9, 10 303:15 304:8, 9 306:12 307:1, 21 308:7, 12, 13 309:1, 11 **BoardDocs** 147:7 173:3 303:16 306:15 **boarding** 228:*16* **boards** 62:8 92:12 **Board's** 9:1 20:17 24:6 28:10 181:13 201:1, 20 280:2 **body** 81:18 96:11 103:14 boe@bcps.org 24:5 **bond** 236:19 **booster** 43:15 **Boswell-McCom** as 215:17 252:10 253:6 **bottle** 190:21 201:3 **bottled** 174:12, *13* 175:7 179:17 182:5, 9 184:2 191:7 195:6, 19 197:4, 10, 13 199:10, *15, 15* 201:*10* 203:3 204:2 **bottles** 199:17 203:4, 6, 8 **bottom** 116:18 117:6 122:10 **boxes** 117:2 **brain** 136:8, 17 154:4 branches 27:11

breaking 269:17 285:20 **Brian** 207:1 **bridge** 160:17 bridging 81:2 **brief** 209:10 218:19 279:13 **briefly** 138:17 207:13 **bring** 16:21 25:13, 16 61:5 71:13 114:13 132:4 156:7 157:17 161:3 162:*4* 215:2*1* 223:20 246:4 250:13 254:4 259:13 260:4 261:15 269:18, 19 271:21 272:21 279:1 283:5 bringing 135:4 145:19 158:2 223:5 245:6 270:12 283:1 293:11 **brings** 71:14 264:14 **broad** 237:11 **Broadband** 207:21 **broadcasted** 7:5 broken 42:14 210:6, 8 **brought** 20:15 39:15 140:7, 7 144:1.1 258:9 278:7 301:3 **Brousaides** 64:10, 11 262:8, 12 272:4, 7 **bubblers** 180:*3* **buck** 54:18 **budget** 117:*13* 199:13 304:13. 21 **build** 52:13 98:16 99:4

226:21 227:2 300:11 **building** 24:15 43:7, 17 50:19 51:2 69:21 74:18 75:3 76:8, 14, 20 79:13 80:5 84:20, 21 87:10 88:1, 9 96:21 97:4, 9 99:7, 20 128:*1* 141:2*1* 166:7 175:16 176:11 180:16 184:12, 13 190:8 193:21 238:6 239:9 240:13 290:19 300:15 buildings 26:7, 15 40:5 55:5, 11 79:7 83:18 87:1 99:3, 12 180:4 188:14 189:18, 18 190:9 228:8 238:7, 16 270:13 **built** 220:21 **bulk** 256:13 **bullied** 40:18 **bullying** 40:16 69:21 **Burke** 207:2, 4, 7 277:8, 13, 14 278:3, 10, 17 Burke's 285:8 bus 42:14 264:15, 16, 18, 18 265:7, 9, 10, 12, 13, 14 277:20 **Business** 3:5, 6 4:5 8:17 64:8 **Buster's** 58:21 busy 73:18 111:18 112:20 buy 59:6, 12

brass 196:11

break 238:20

196:3

1 Toccculings
BYERS 77:8, 13 79:19, 20 90:4 93:12, 13 96:8 108:7, 13
90.0 108.7, 13
<c> cafeteria 97:2 calendar 33:18 34:14, 18 Call 3:2 5:3 8:17 22:18</c>
23:19 24:8
46:15 64:9 66:18 73:20 86:19 127:13 156:17 171:17 172:6 173:6
206:17 226:2,
13 236:1 277:12, 13
called 54:5
207:16, 18 237:19
call-in 101: <i>12</i>
calling 84:10
calling 84: <i>10</i> 107:2 226: <i>5</i> 255: <i>6</i>
calls 82:14
camera 31:7
cameras 208:12
Camp 34:2
candidate 19:2
capabilities
130: <i>4</i>
capable 31:19
capacities 79:13
capacity 64:14
80:5 98:7 99:3,
13 128:1
170: <i>13</i> , <i>15</i>
car 59:6, 12
Card 58:18
care 48:9
73:10 185:18
201:6 223:13
248:2 293: <i>18</i> 295: <i>7</i> , <i>7</i> 309: <i>13</i>
career 68:13, 13
120: <i>18</i> 140: <i>14</i>

careers 70:3 **careful** 174:14 caregiver 166:5 caregivers 46:16 **CARES** 207:14 **Carol** 3:16 43:12 **carries** 10:15 12:10 16:11 18:20 22:9 66:16 277:2 282:21 306:11 case 34:12 35:8 64:15 87:9 88:12 97:7 176:10 195:9 238:*13* 240:16, 16 248:8 260:21 cases 39:21 41:18 129:6 141:18 236:18 casino 59:13 cast 199:6 catch 132:12 136:4 catching 135:20 caught 198:20 **cause** 31:*13* 62:6 79:3 134:*10*, *15* 168:13, 15, 20 184:6. 7 **caused** 269:2 causes 198:*13* Causey 2:3 5:2, 17, 20 7:19 8:20 9:3, 8 10:1, 2, 14, 17, 21 11:2, 17, 18 12:9, 18 13:3, 17, 18 14:9, 13, *17* 15:3, 18, 19 16:10, 17 17:3, 8 18:4, 7, 8, 20 20:3, 20 21:16, 17 22:8 24:12 27:6, 9 29:10, *15* 33:5 34:8

35:10 38:5

41:6, 9 43:11 46:1 49:13, 16, 21 53:11 56:18 59:21 61:18 64:4 65:1, 7 66:2, 3, 15 67:2 71:11 84:8 87:12, 16 88:20 89:3 91:21 95:4, 6 102:11 107:7, 11, 15 109:19, 20 110:19 112:3 113:6, 15 114:6 131:12 143:11 146:9 147:1 157:4 162:16 164:4, 13, 19 167:5, 15, 18 169:18 171:8 172:9. 16 173:8 181:21 182:14 186:15 203:14, 15 204:10 205:13 206:3, *14* 207:5 217:16, 21 230:13, 15 241:8, 9 248:10, 12 252:20 259:9, 16, 18 261:2, 9, 12 262:1, 11, 17 263:6, 10, 15, 21 264:*4*, 7 266:*1* 267:21 268:3 269:11 270:5, 19 271:1, 10, 17, 18 272:3, 13, 18 273:6, 8, 14, 20 274:1, 20 275:5, 10, 17 276:11, 12 277:2, 6, 7, 12, 14 278:3, 13, 16 279:7, 21 280:13 282:9. 10, 20 283:15, 21 284:4, 8, 11, 16 285:6 291:7, 12, 17 292:1

293:20 297:4, 5 298:9, 10 299:5, 9.10 300:2 301:1, 20 302:2, 6, 15, 18 303:1, 13 304:8, 17, 20 305:4, 19, 20 306:11 307:7, 14, 18 308:6, 8, 10, 13 309:1 **caved** 55:2 **CDC** 49:9 ceased 180:16 celebrating 70:2 centered 80:7 121:4 **central** 74:16 77:14 98:15, 19 99:2, 11 236:13 ceremony 107:19 certain 40:6 136:11 300:4 certainly 96:17 97:17 136:5 138:18 155:10 158:1 162:8, 11, 13 164:16 168:14 170:4 206:14 208:11 218:20 222:13 225:21 230:2, 6 235:21 250:3 252:11, 12 256:16 257:2 278:6, 8 286:14 certificate 155:6 certificated 12:13 certification 155:*15* **certified** 176:*13* 190:16 237:1 **certify** 310:6, 9 cetera 40:19 62:16 235:5 Chair 2:3, 4 6:8, 9 9:21 11:16 12:15, 15

13:2, 16 14:15,

16 15:17 16:15, 20 18:1, 6 21:15 24:12 30:2 66:1 67:1, 2 114:6 173:7, 8 186:14 191:*14* 197:*21* 203:13 209:15, 15 241:11, 12, 17 242:5, 13 243:3, 13, 17 244:4 245:12 247:5, 20 259:17 261:9, 13 263:19, 20 272:10, 17, 19 273:11 275:4 276:10 282:8 283:10, 10, 14, *17* 284:*15* 285:3 291:13, 20, 21 292:5, 21 296:6, 11 297:3, 15, 19 299:8 302:5, 5, 12 305:2, 18 307:8 **CHAIRMAN** 5:2, 17, 20 7:19 9:3, 8 10:2, 14, *17*, *21* 11:2, *18* 12:9, 18 13:3, 18 14:9, 13, 17 15:3, 19 16:10, 17 17:3, 8 18:4, 8, 20 20:3, 20 21:17 22:8 27:6 29:10 33:5 35:10 38:5 41:6, 9 43:11 46:1 49:13, 16, 21 53:11 56:18 59:21 61:18 64:4 65:1, 7 66:3, 15 84:8 87:12, 16 88:20 91:21 95:4, 6 102:11 107:7, *11, 15* 109:20

110:19 112:3

Proceedings
113:6, 15
131:12 143:11
131: <i>12</i> 143: <i>11</i> 146: <i>9</i> 147: <i>1</i>
157: <i>4</i> 162: <i>16</i>
164: <i>4</i> , <i>13</i> 167: <i>5</i>
169:18 171:8
172:9, <i>16</i> 181:2 <i>1</i> 182: <i>14</i>
203:15 204:10
205:13 206:3,
14 217:16, 21
230:15 241:9
248:10 259:16,
<i>18</i> 261:2, <i>12</i>
262:1, 11, 17
263:6, 10, 15, 21
264:7 266: <i>1</i> 267:2 <i>1</i> 268: <i>3</i>
269: <i>11</i> 270: <i>5</i> ,
19 271:1, 10, 18
272:3, 13, 18
273:6, 8, 14
274:1, 20 275:5,
10, 17 276:12
277:2, 7, 12
278:3, 13 279:7,
21 280:13 282:10, 20
283:15, 21
284:4, 8, 11, 16
285:6 291:7, 12,
17 292:1 297:5
298:10 299:5,
<i>10</i> 301: <i>1</i> 302:2,
6, 15 303:1, 13
304:8, <i>17</i> , <i>20</i> 305:4, <i>20</i>
306: <i>11</i> 307: <i>7</i> ,
14, 18 308:6, 10,
13 309:1
chairs 126:20
127:5
Chairwoman
8:19, 20 24:11
27:8 29: <i>15</i> 71: <i>11</i> , <i>11</i>
186: <i>15</i> 207: <i>5</i> , <i>5</i>
challenge 45:2
136:7 137: <i>1</i>

challenges
37: <i>13</i> 53: <i>6</i>
37: <i>13</i> 53: <i>6</i> 59: <i>16</i> 68: <i>19</i>
71:1 105:9
248:17
change 52:6
166:10 245:19
248.2 5
changed 147:19
changed 147:19 220:15 258:15
changes /:13,
18 20:11 60:5
133: <i>1</i> 227: <i>16</i> ,
17
changing 48:12
52:8 262:9
channel 7:6, 7 149:16
character 70:4
charge 108:19
charged 94:9
chart 149:8
Charter 19:16,
18
chat 252:20
chats 74:9
check 46:16
75:11 182:5
checked 163:3 checking 5:19
110:7 173:19
check-ins 75:11 checklist 110:9
cheerleaders
72:15
Cheese 58:21
Cheryl 2:11 chief 95:10
114:2, 8 207:7
child 38:3, 19
39: <i>11</i> , <i>13</i> 45: <i>3</i>
48:14, 15 59:2,
5, 7, 8 60:17, 17
68:12 92:13, 15
93:10 94:4
96:20 97:7
99:5 134:11
136:2 <i>1</i> 140: <i>13</i> ,

18 141:11

146:19 163:8

```
168:14, 21
169:4 219:18
220:11, 13
250:18, 18, 19
251:1, 3 253:2
264:19, 20, 21
265:1, 3, 5, 5
children 32:2
37:4 39:19
40:5 41:21
43:17 44:1, 4
45:4, 6 49:9
53:16, 20 54:9,
12 56:14 58:8,
14 59:16 99:4
104:18 134:5
136:13, 15
141:17, 19
143:8 144:15
145:8, 10, 10
146:16 167:7
171:15 198:11,
14 200:4 223:6,
9, 12, 20 227:2,
10, 20 249:1
260:6, 14
264:15 271:7
281:4 293:18
294:14, 14, 16
295:3 298:15
300:13 301:14
children's 53:17
child's 33:2
chime 131:16
160:8 184:19
262:12 288:8
chlorine 189:14
choice 50:6, 7,
11 51:4 204:9
236:5, 12
239:14 250:16
270:18 271:12
299:14 302:9
choices 26:5
choose 220:10
221:18 239:8
271:6 300:12,
12 301:15
choosing 192:8
```

301:14 **chorus** 235:5 **chosen** 68:13 261:4 **Chris** 173:12 174:17 180:13 181:7 Christian 59:19 Christina 3:18 49:14, 17 77:13 93:13 **Chromebooks** 208:11 210:2 **Chuck** 58:21 **Cindy** 3:9 24:9 **cites** 58:6 **citizens** 22:14 72:14 City 19:5, 6, 11 56:1 175:14 199:4 claimed 55:1 clamoring 256:8 clarification 233:14 275:7, 9 **clarify** 169:21 264:13 271:4 309:7 clarifying 263:10 271:15 class 30:16, 20 31:4, 6, 8, 11 59:7 163:2 220:9, 14 231:5 **classes** 30:14 137:11 190:6 231:2, 3, 4, 17 232:12 233:3 234:8, 11 classroom 43:1 45:17 49:1 54:13 119:12 127:12 157:18 158:2 160:*15* 161:5 162:2 167:1 221:9 239:21 255:3 274:7 classrooms

51:18 54:18

119:6 130:*1* 269:17 **clean** 188:15 198:15 260:10 **cleaner** 116:13 cleaning 48:12 209:3 267:14 clear 34:17 39:9 40:6 64:2 119:11 156:7 240:17 249:8 297:9 cleared 279:19 clearly 30:8 35:1 63:5 92:14 161:20 269:14 293:10, 12 **click** 116:8 **client** 43:4 Climate 4:6 66:18 67:5, 13 68:6 71:7, 17 73:15 76:1 77:17 78:6, 17 81:4, 12 82:12 83:9 84:4 89:16 92:4, 19 93:15, 19 94:2, 18 95:10 96:7, 12 97:13, 17, 18 108:7 127:9 287:12 climates 69:9 close 28:17 37:2 44:8 87:2, 10 88:14, 16 139:11 153:21 269:1 **Closed** 4:5 6:2 8:1, 13 22:20 40:5, 7 64:8, 18 65:*3* 111:*11* 121:8 281:3 **closely** 90:20 128:16 154:20 287:2 closer 88:9 104:12

Proceedings
closing 27:19
28:4
closures 34:21
club 43:15
clubs 190:5
235:5
cluster 193:17
coaching
127: <i>18</i> 213: <i>18</i> Coalition 57: <i>1</i>
co-coordinator
72:2 <i>1</i>
code 289:20
cognitive 50:8
121: <i>1</i>
cohort 204:12
220:13, 15
221:14, 15
cohorted 220:14
cohorting 220:8,
18
cohorts 154:12
155:7 277:20
cold 50:19
collaborate
72: <i>3</i> 128: <i>15</i>
collaborated 123:19
collaborating 88: <i>15</i> 166: <i>5</i> , <i>9</i> ,
9 167:3
collaboration
67:18 70:7
80:8 87:4
108:3 129:4
149:2
collaborative
25:18 67:4
76:2, 15 83:21
127:2 162:2
287:7
collaboratively
68:10 73:11
77:11, 16 80:2
83:14 127:6, 10,
19 165:6
colleagues
85: <i>10</i> 96: <i>18</i> 198: <i>5</i>
collect 51:2
~~~~

collecting 286:12
collection 176:7
Collections
149:9
collective 8:10
56:13 76:6
162:5, 6
Collectively
83:3
collectivist
162:11
collectors
190: <i>16</i>
<b>college</b> 29:3, 5
<b>college</b> 29:3, 5 68:14 155:2
234:12
<b>color</b> 62:15
colored 117:2
<b>Columbia</b> 19: <i>14</i>
<b>COMAR</b> 234:2
combination
112: <i>19</i>
Comcast 7:6
<b>come</b> 26:14
35:2 42:10
50:19 52:7
62:6 74:5 76:9
85:13 95:15 98:15 101:3, 19
98:15 101:3, 19
102:6 103:15
112:2 125: <i>16</i> 135:9 142: <i>12</i>
135:9 142:12
143:6 145:4
169:7, 12
175:16 221:15
224:17 239:9
270:9 274:5, 7,
15, 18 281:15 290:5, 7 291:3
295:16, 18
comes 20:21
43: <i>18</i> 61: <i>17</i> 63: <i>15</i> 73:2 <i>1</i>
comfortable
97:5, 8, 9, 21
98:20, 21, 21
99:8 103:6
260: <i>19</i> 281:9

```
coming 62:5
139:16 184:10
202:18 223:10
224:21 226:10
227:8, 21
245:17, 21, 21
246:1 257:1
290:18 294:4
commend 230:6
commends 28:5
29:2
commensurate
227:20
comment 22:10,
17 23:9 60:1, 3
64:5 165:10
285:8, 10
299:11 301:2
commenting
24:1
Comments 3:8
4:2, 11 24:4
33:7 54:1 62:9
63:19 98:17, 17
135:12 142:9
143:19 172:10
243:2 245:14
252:11, 12
253:6 256:17
279:12 281:16
293:5 302:7, 10
303:2, 7 304:10
308:16
commissioner
54:21
commitment
69:8 73:10
77:5 128:8
committed
126:13
Committee 4:10
6:11 20:10, 18
21:1 28:6, 10,
18 33:18 37:8
70:15 76:4, 5,
11 94:7 95:13
108:8, 9, 14, 20
114:21 116:12
134:8 257:20
```

302:10 303:10. 18, 19 304:2, 9, *14*, *21* 306:*13* committees 71:1 80:19, 20, 21 94:14 committee's 20:11 **common** 54:12 74:11 105:20 125:6 288:17 communicated 56:6 communicating 161:20 219:16 communication 54:15 75:17 104:12 161:17 176:*17* 177:*1* 209:18 communications 82:17 83:6 176:19 communicative 55:16 communities 80:10 205:17 community 22:12 29:16 49:7 55:20, 21 66:19 72:16 73:5, 10 74:4 75:1 76:6 77:2, 13 80:6, 13 87:9 88:17 89:18 91:5 92:15 98:12 106:12, 20 176:*19* 187:*4*, *7*, *17* 215:*19* 216:15 247:19, 21 259:3 267:19 269:3 community's 75:14 companies 213:4 **company** 182:9 compared

comparison 37:3 **Compass** 67:10 68:7 77:19 78:19 115:14 119:9 128:8 145:3 compelling 137:6 250:4 251:17 compensate 167:20 compensation 8:4 competition 215:9 competitive 162:3 213:19 214:14, 19 complement 169:11 complementary 213:20 **complete** 39:*19* 87:13 105:18 107:8 174:5 completed 177:16 180:11 181:*1* completely 203:4 213:21 **complex** 118:18 123:12 129:7 146:16 171:1, 7 250:11 251:8, 11 complexities 116:4 complexity 120:4, 5 compliance 173:20 complications 50:12 **comply** 201:21 202:12 component 82:2 92:15

212:11

297:16, 19

117:7 213:2*1* 

219:5 270:17

components	<b>conclude</b> 23:18	connectivity	contacted 88:13	contracted
81:16 93:2	64:5 84:3	42:2	contacting 75:13	186:5
122: <i>4</i> 123: <i>13</i>	217:13 226:4	conscious 80:15	contacts 87:1	contracts 140:6
219:6, 11 220:8	concludes 33:6	90:17 91:9	contain 82:5	contributing
300:4	60:1 215:11	consent 9:1	287:15	79:4
comprehension	concrete 45:15	consequence	contaminated	contribution
117:19 118:17	condition	42:8	187:8	167: <i>17</i>
122:1 170:19	201:20	consequences	<b>content</b> 128:10	<b>control</b> 241:15
comprehensive	conditioning	41:15	130:5 137:11,	conventional
78: <i>16</i> 90: <i>6</i> , <i>7</i>	213:21	consider 8:11	17, 21 149:14	136:10
111:19 124:2	conditions	140:2 266:16	167: <i>11</i> 212: <i>4</i>	conventions
151:11 238:17	25:19, 20	274:8 292:11	287:14	136:20
compromised	260:20	304:21	context 130:7	conversation
50:10	conduct 7:8	considerable	160: <i>1</i> , <i>21</i> 170: <i>9</i> ,	95:14, 20 137:7
computational	8:10 22:16	265:11	12 231:11	140:11 142:13
170: <i>16</i> 171: <i>2</i>	23:16 68:4	Consideration	250:9 288:2 <i>1</i>	148:7 174:16
<b>computer</b> 46: <i>14</i>	78:15 79:2	3:4 7:14	289:9	201:13 204:8
57:18	131: <i>1</i>	261:16 292:9	contexts 161:2	231:20 233:15
computers	conducting	considered	continue 25:12	253:13 295:14
54:17	109:17	40:13 55:10	55:18, 20 77:15	conversations
concept 92:9	conferences	58:16 73:17	79:16 104:11,	26:18 138:9
94: <i>19</i> 290: <i>4</i>	74:6 91: <i>16</i>	190:20 244:3	13 105:14	187:11 253:10
<b>concern</b> 26:3, 5	confidence	296:3 306:20	109:2, 5 111:6	290:16
32:9 76:11	143:6 245:16	considering	113: <i>4</i> 123: <i>1</i>	coordinated
188:9 194:7	246:4, 15	218:5	128:2 153:6	124:3
232:18 289:6	confident 260:7	considers 28:21	154: <i>18</i> 181: <i>15</i>	coordinating
concerned	confidential	consistent 106:8	197: <i>11</i> 210: <i>17</i>	105:10
27:11 36:9	64:13	187:5	211:3, 4 212:8,	coordination
92:20 132:10	<b>confirm</b> 64:18	consistently	12, 20 213:7	67:18 118:16
179:19, 21	226:9	110:11	217:9 226:4	119: <i>1</i>
218:16 223:17	conflict 73:6	consists 153:20	234:15 239:10	coordinator
249:1 256:9	conflicted 24:14	244:19	240:11 243:8	19:8, 17, 20
258:6	confused 148:17	constant 51:3	248:20 250:21	coping 70:3
concerning 30:8	Congratulations	constantly	260:21 290:8	<b>copper</b> 196:16,
96:3, 7	19:21 20:3	143:3 166:17	291:2	17 202:18
concerns 22:15	102:9, 13, 14	construction	Continued 4:1	<b>copy</b> 177:3
31:15 41:21	conjunction	191:5	continues 24:18	211:15, 21
45: <i>14</i> 46: <i>17</i>	233:21	consult 8:9	81:1 154:7	212:6, 11, 12, 19
57:11 71:3	<b>connect</b> 151: <i>13</i>	111:6	216:20	213:5
73:19 95:17	213:19	consultation	continuing	core 115:17
96:11, 14	connecting	6:9 287:17	25:17 52:9	122:12, 13
101: <i>15</i> 110:2 <i>1</i>	102:2, 4	consumables	128:12 132:15,	123:21
112:1, 5 133:21	connection	211:15	20 139:4, 14	corners 51:14
165:16, 17	86:12 96:20	contact 44:8	166:14 191:21	Corns 115:4
169:19 188:7	98:19 99:7	51:3 83:2 86:4,	199:10 225:13	116:2, 6 207:10
205:11 228:19,	236:19	15, 17 87:2, 7, 8,	continuity	241:16
20 230:11	connections	11 88:14, 14, 16	208:17	coronavirus
<b>concern's</b> 61:2 <i>1</i>	29:5 99:4	210:8 267:4, 14	continuous	50:15 51:8
	100:6, 21	298:2	78:11, 15 202:7	207:19, 20
	101:19 102:5		<b>contract</b> 148:21	

Proceedings
Proceedings           correct         164:2           170:3         172:16           192:7         195:12           239:4, 11, 12         240:13           243:21         255:10           258:11         270:1           correctly         49:9           143:15         152:7           correspondences         154:8           154:8         171:15           coughs         44:5           Council         29:13           306:16         Councils           Councils         95:12           counsel         8:9           64:9         284:9           310:9         counseling           75:15         80:16           counselors         67:21           67:21         166:7           234:5         count 270:6           country         200:3           COUNTY         1:2           5:9         6:1         20:1           23:11         24:2           25:12         27:10         13
64:9 284:9 310:9 counseling 75:15 80:16 counselor 101:16 counselors 67:21 166:7
<b>countless</b> 39:18 <b>country</b> 200:3 <b>COUNTY</b> 1:2 5:9 6:1 20:1
County's 45:20 47:6

**couple** 34:5 124:12 162:19 174:10 189:6, 6 194:4 197:14 203:16 224:7 230:17, 18 courageous 33:21 **course** 68:15 105:18 115:16 128:5 143:10 154:2 223:13 245:9 255:20 courses 129:16 Court 117:12, 14 123:9 126:1 147:21 171:18 **cover** 44:4 147:9 **coverage** 193:*15* covered 52:1 175:8 184:20 **covering** 267:12 coverings 47:20 48:2, 5 **COVID** 25:11 36:3 39:21 40:8 43:8, 9 44:15 57:5 58:11 85:9 96:4, 5 104:4 105:18 110:2 111:*13* 135:7 168:2 181:*14* 207:9, 13 225:9 249:17 280:8 292:12, 17 **COVID-19** 6:8 29:8 32:8 41:18 49:10 75:2 84:21 86:1 257:20 265:1, 5, 6 267:18 **Craft** 114:10 117:*15* 121:*7*. *16*, *17* 126:6, *7* 128:17 131:20,

21 135:12

138:17 141:1

143:14 148:6. 18 150:2, 7, 9 151:14 152:14 153:10 154:3 159:2, 5 160:7, *10* 161:*14* craftsmanship 146:18 create 25:8 153:1 212:16 281:13 297:16 created 70:5 **creating** 277:20, 20 298:14 **creation** 78:*13* **creative** 68:21 creatively 31:18 **credit** 68:14 **crisis** 27:12 48:16 100:13 145:9 **critical** 28:16 80:11 82:2, 9 113:4 115:10 117:3 129:17 156:2, *16* 180:*3* 250:7 critically 29:7 120:2 crosstalk 49:19 crucial 39:2 crusader 143:8 **CSs** 166:20 **CTE** 217:4, 5 242:20, 21 CTEs 242:20 cultivating 78:6 cultural 28:7 80:7, 9 130:3, 6, 10 144:19 157:17 158:20, 21 159:13, 16 160:2*1* 162:6 culturally 129:21 130:2, 21 144:2, 15 157:8, 10 159:9 160:11, 15

**culture** 158:7 160:5 **cultures** 79:10 162:7 **curious** 182:20 185:13 192:17 249:11 262:3 274:2 current 5:21 19:7 61:8, 11 69:3 71:1 123:13 162:18, 21 180:2 222:9, 10 243:16 255:12, 17 280:2 currently 6:2 19:3 36:3 46:20 74:8 148:12 283:4 curriculum 30:18 31:20 36:11, 14 37:5, 7, 18 42:1 80:16 90:16 97:16 113:21 114:2, 21 116:12 117:12, *15* 118:*12* 119:21 121:4, 14 123:8 126:7, 10, 13 127:3 129:14, 18 130:5, 15, 19 131:2 134:7 135:18 147:20 151:20 171:18 208:7.9 cushion 225:4 custodial 97:2 customize 81:17 111:15 customizing 169:12 **cut** 56:17 64:3 cvcle 78:11.14 194:16 <D>

**D.C** 63:2 **D-1** 9:5 **D-2** 10:19 **D-3** 14:19 **D-4** 12:21 **D-5** 12:21 **daily** 44:7 52:20 75:11 120:3, 7 163:6 189:10 dais 262:19 damaged 210:6 **Danielle** 107:18 **Darren** 3:20 56:19, 21 data 28:10, 16 32:14, 19 51:2 58:7 78:17 79:1, 1, 2, 4 93:18, 20, 21 94:1 109:10 127:1 129:11 133:21 178:4 179:11, 12 194:20 195:*14* 252:19 253:8, 10, 14 286:12 data-based 122:7 **date** 105:13 293:12 309:6 daughter 31:6 57:3 **Dave** 58:21 **David** 173:14 178:9 181:8, 10 182:7 183:*15* 184:18 day 25:14 26:12 34:20 35:6 44:11 46:11 47:20 49:6 52:4 53:16 54:18 56:13 83:14 106:5 119:12 158:3, 3 163:3, 4 167:2 169:10

161:*16* 162:*13* 

177:13 193:17

194:5 216:6, 12,

Proceedings
<i>19</i> 218:4 219:2
221:3, 8, 10, 15,
221.3, 8, 10, 13, 21 223:14
225:17 231:3,
16 235:19
236:3 237:21
238:1, 21 239:3
241:19 245:3
247:4, 7 248:21
250: <i>3</i> , 8 251: <i>16</i>
252: <i>14</i> , <i>19</i>
254:7, 19
255:13, 14
257:3, 7 259:1,
257:3, 7 259:1, 5 266:4 281:12
300:7 310: <i>13</i>
<b>Dayana</b> 3:13
4:3 35:11 60:7
days 31:17
34: <i>17</i> 51: <i>11</i>
52:7, 8, 11
153:20 170: <i>15</i>
189:6 213:6
223:4 246:9
deal 85:1, 14
152:20
dealership 59:5
<b>dealing</b> 52: <i>12</i> 112: <i>6</i> 223: <i>17</i>
112:6 223:17
295:21
<b>deals</b> 96:6 <b>death</b> 45:16
death 45:16
<b>Deb</b> 85:15
86:7 104:6
105:15 246:20
<b>deceased</b> 12: <i>13</i>
December
208:21 214:15,
20 261:21
262:4 289:5, 5
dooida 163.15
179:16 286:9
<b>decided</b> 57:8
234: <i>3</i>
decision 40:19
122:7 197:6, <i>11</i>
199:12 219:18
220:10 226:16
decisions

192:18 253:18 decisive 58:6 deck 283:12 declare 6:10 **decode** 171:15 decoding 116:*21* 122:*1* 154:9 169:2 170:17 172:3 dedicated 49:2 deeper 115:2 158:8, 8 184:5 185:3 257:9 **deeply** 68:9 **defect** 136:15, 16 **defer** 262:8 286:14 **deficits** 158:12 **defined** 117:4 **defining** 243:18 definitely 31:11 149:20 159:20 245:2, 9 269:10 290:1 degrading 195:2*1* delay 256:9 deliberate 130:17 **deliver** 33:16 125:11 210:11, 13 delivered 82:17 83:7 125:18 delivering 68:16 106:3 demanding 170:8 demonstrate 47:2 118:20 124:21 demonstrated 124:19 demonstrates 195:14 demonstrating 124:18 159:18

167:9 170:*14* 

demotions 8:4

**Department** 19:13 35:16 36:5 51:3 67:15, 16 69:7, 14 70:16, 20, 21 76:7, 8, 8 80:8 81:19 82:20 85:17 86:7 87:5 88:10 90:1, 2, 10 106:19 110:13 126:20 127:4 164:15 187:3 188:20 222:5, 9, 14 234:10 244:13 249:13 256:6 267:17 287:13 **Departments** 81:21 **depend** 75:9 **deputy** 19:15 165:8 describe 123:4 described 126:7 138:11 139:7, *11* 141:*1* describing 140:5, 18 168:19 269:18 **deserve** 56:15 **deserves** 246:13 **design** 104:4 106:20 206:19 244:17, 19 247:13 278:21 285:12, 17 286:15, 18 287:2, 5, 16, 18 288:20 293:10 294:9 designated 177:18 196:7 279:2 designed 125:11 140:8 150:19 176:10 despicable 52:19

**detail** 209:21 214:5 303:17 detailed 164:6, 11 206:1 211:16 216:10 244:5 259:5 270:9 279:6 details 86:9 110:17 178:8 242:1 246:6, 10 274:12 304:1 determine 36:7 55:7 75:14 79:3 86:19 108:15 229:6 234:11 260:13 274:14 determined 228:10 294:6 determining 219:14 227:7 detrimental 40:11 53:17 devastating 39:17 develop 58:3 73:6 79:12 117:20 118:*1*, *13* 119:5 128:12, 14 136:21 155:9 developed 26:11 69:11 110:4 116:14 120:14 176:18 200:3 286:8 developing 28:16 118:4 129:2 131:*1* 143:21 238:3, 18 287:3 298:7 development 33:3 39:3 58:1 69:17 70:4 100:5, 17 103:9 136:9, 17 145:5. *14* 152:2, *4* 154:6 172:8 216:20 287:6, 15

developmentally 70:6 **develops** 81:*14* 298:5 device 210:9, 9, 20 211:6 221:5 254:7 284:20 devices 209:17, 20 210:6, 11, 13, 16, 18 211:5 diagnostic 134:10 **diagram** 116:19 150:2 **dictated** 40:18 die 50:12 51:9 difference 102:2 161:4 167:8, 10 238:7 differences 46:19 70:2 130:11 157:19, 20 158:11 159:14, 17 163:17 different 44:8 54:6, 7, 8, 10 105:3, 3 107:4 111:14, 15, 17 112:15 124:6 136:9 144:3 147:10 153:3, 4 157:9 161:2, 4 167:13 179:1, 1, 4 183:19, 19, 20 196:21 205:8 230:18 249:18 273:9 286:3 297:12 differentiate 123:17 differentiated 122:11 differentiation 212:19 differently 141:20 294:19

despite 6:18

123:2

297:10, 14

Proceedings
difficult 56:9
75: <i>10</i> 104: <i>3</i>
289:18
difficulty 42:2
123: <i>1</i>
<b>dig</b> 168:15
digital 212:12,
18 213:6
<b>digitally</b> 211:19
diminished 28:8
direct 54:1
261: <i>15</i> 272:20
296:2 <i>1</i>
directed 289:10
direction 25:13
42:12 135:2
140:19 235:14
301:21
<b>directive</b> 231:18,
directly 76:13
94:5 111: <i>1</i>
212:4 236:2
251: <i>19</i>
<b>Director</b> 17:1
19:3, 4, 15
56:2 <i>1</i> 114: <i>10</i> ,
12 121:6
173:10, 12
231:17 232:17
directors 106:13
disabilities
38:12 44:8
47:4 50:9
163: <i>18</i> 198: <i>14</i>
236:8
<b>disability</b> 62:16
136: <i>13</i>
<b>disabled</b> 38:20
184:3
disadvantages
157:19
disappointed
246: <i>12</i> 286: <i>5</i>
disciplinary
120:12 137:17
<b>discipline</b> 70:3
80:15 90:17
91:9 121:3
150: <i>19</i>

disciplines 8:4 118:10 120:17 129:9 discrete 119:2 discuss 8:2 76:9 205:21 286:1 291:2 discussed 32:18 260:1 281:5, 7 305:1 discusses 214:5 discussing 109:12 278:8 discussion 7:12 9:9 11:3 13:4 14:13 15:4 17:9 21:*1* 34:15 65:9 113:16 173:1 182:1 261:2 272:15 275:1, 17 277:4 281:1 297:6 302:16 304:3, 13 305:5 307:4, 10 discussions 103:13 **dish** 179:18 disinfecting 267:14 disorders 48:4 50:13 disparities 62:15 dispensers 203:5 dispensing 175:16 176:8 displayed 200:7 **dispute** 23:12 disregards 40:4 **disrupt** 129:18 **disrupts** 23:15 disseminated 286:1 distance 31:7 distancing 44:10 47:21 48:17 59:1

84:17 85:3

105:21 267:13

distributed 210:2, 5 distribution 187:2*1* 188:*3* 208:10, 13 209:20 210:16 **District** 19:14 229:17 ditto 102:14 **dive** 115:2 184:5 **diverse** 37:13 157:10 159:10 161:6 162:7 diversity 29:21 37:12 154:6 158:9 dives 220:6 **divide** 193:3 **divided** 219:3 **Division** 67:5, 6, 13, 15 68:6, 8 71:7, 8 73:15 77:16, 17, 20 79:5 81:3 82:11 83:9, 12, 19 126:10 127:7, 10 128:7 **divisions** 111:12 **divisive** 24:21 **Dixit** 173:6, 7, 9 174:19, 21 175:6 181:6, 7 182:7, 17 183:14 185:2 191:2 192:2, 7 198:3 200:14 205:21 206:13 document 82:5 107:1, 3 140:16 141:11 documented 140:3 documenting 140:9 **doing** 53:5 74:15 75:10 86:17 95:20

110:9, 18 112:20 133:7 135:2 138:5 142:5, 18 145:4 154:11, 13, 14 165:15 166:1, 2 167:2 183:*13* 192:10 193:12, 14 196:15 203:18 257:8 269:19 285:17 292:11 297:1 dollars 199:14 doodles 31:4 **door** 35:3 doorway 85:7 **Dorchester** 41:15 268:21 **dots** 151:13 **double** 136:6 downtime 190:10 **Dr** 7:15, 17 9:10, 11 11:5, 6 13:5, 6 15:6, 7 16:14, 18, 19 17:11, 12 18:21 19:1 21:4, 5 24:12 27:9 29:15 33:1, 8, 10, 15, 16 35:15 39:20 54:1 55:15, 17 61:19, 20 65:11, 12 66:19 67:1, 2 71:10, 12 73:14, 15, 20 74:2, 16, 20 75:5 77:14. 15 79:15, 18, 19 81:5, 7, 8, 9 85:1 86:2, 13, 14 87:18 89:1, 13 90:5, 15 91:3, 6 92:1, 2, 8, 9 94:13, 20, 21 95:1, 2, 11, 14, 19 96:2, 4, 15, 16 98:9, 10, 18 99:14, 14, 15,

*17* 100:20, 21

101:12 102:18 103:20 104:10, 20 105:8 106:11, 12, 18 109:21 110:6 111:3 112:4, 10 113:14, 17, 18, 18 114:1, 2, 3, 6, 7 115:12 116:1 119:7 131:6, 8, 18, 20 133:10, 17 135:15 136:5 138:6, 11 142:8 143:10, *13* 146:8, 9, *13* 147:3, 12 148:5 152:12 153:14 155:18 157:5, 6, 12 159:7 163:19 164:5, 19, 20 165:7, 7, 8 167:14, 16 168:16 170:4 171:12, 13 173:8 182:2 186:17, 18 187:16 188:5 189:16 190:5, 19 191:10, 14 205:16 206:17, 18 207:1, 1, 2, 4, 6 209:14, 15 211:10, 11, 12, 13 215:13, 16, *17, 18* 218:*17* 222:12, 19 223:1 224:6 228:2, 5 231:7, 19, 19 232:3, 4, 15 233:5, 11, 19 235:2, 6, 18, 21 238:11 239:12, 15 240:2, 14 241:5, 13, 15 242:3, 4, 8, 16 243:6, 15, 20 244:7, 16, 17 245:1 246:18, 20 247:12, 16 248:11 249:21

96:13 103:19

104:3 105:3

Proceedings
252:9, 10 253:6,
16, 17 254:15,
20 255:4, 8, 10,
<i>16</i> 256: <i>15</i> , <i>16</i>
257:18 258:1, 3,
<i>13, 21</i> 259:8
264:10 266:2, 6,
7, 20, 20 267:1,
2, 11 268:4, 5
275:20, 21
277:10, 13
278:14, 16
279:4, 8 280:1,
14, 16, 20
281:18, 19
283:3, 16, 18
284:5, 6 285:5,
6, 7 286:13, 15,
21 287:1 288:7,
7 289:4, 7, 12
290:13, 14
291:4 292:7, 15,
20 293:3, 3, 5,
<i>15</i> 297: <i>18</i>
298:2, 4, 5, 8, 11,
<i>17</i> , <i>20</i> , <i>21</i> 300:2
301:4, 20
302:18 303:3, 5
304:11, 12
305:7, 8 308:14,
15
<b>DRA</b> 298:4
drafted 106:5
draw 35:13
<b>drawing</b> 160:12
<b>drill</b> 90:3
111:13
drills 82:3
<b>drinking</b> 175:5
176: <i>1</i> 179: <i>14</i>
183:7 197: <i>14</i> 198: <i>15</i> 202: <i>9</i>
198: <i>15</i> 202:9
204:7
<b>driven</b> 28:11 <b>drivers</b> 265:13,
14
<b>drop</b> 189: <i>14</i>
273:19
<b>drop-off</b> 219: <i>13</i>

<b>dropped</b> 58: <i>17</i> <b>DSSA</b> 80: <i>1</i>
DSSA-based
81: <i>1</i> <b>due</b> 36: <i>3</i> 41: <i>17</i>
<b>Dulaney</b> 206:7
<b>Dundalk</b> 95: <i>15</i>
duties 62:3
301:16
duty 63:5 dynamics 54:8
uynamics 54.6
< E >
<b>E-1</b> 17:4
<b>Earlier</b> 7:21
64:11 127:7
165: <i>11</i> , 2 <i>1</i> 168:20 202: <i>15</i>
203:21 216:10
222:4 252:3
222: <i>4</i> 252: <i>3</i> 255: <i>17</i> 258: <i>19</i>
259:3, 4 280:10
285:8 288:16
289:1, 10 293:4 earliest 254:21
307:10
early 100:9
158:7 254:17
256:13 289:5
easier 130:8
east 73:17
74: <i>10</i> 98: <i>13</i> 236: <i>14</i>
Eastern 41:16
easy 193:11
echo 85:20
252:11
economics
137:2 <i>1</i> <b>ed</b> 19:9, <i>15</i>
265:9
<b>edge</b> 303:9
<b>EDs</b> 166:20
educate 100:4
104:2
EDUCATION
1:1, 8 5:3, 9 7:4 17:2 19:3,
1.7 11.4 17.3,

13, 14, 17, 20 22:16 23:10

24:2 29:13
34:16 35:4, 20
38:11, 18 60:15
61:17 63:4
71:13 92:12
96:19 120:19
96: <i>19</i> 120: <i>19</i> 123: <i>21</i> 125: <i>13</i>
128:9, 16 129:1
139:15, 16
149:3 150:12
153: <i>19</i> 158:2 <i>1</i>
164.16 207.17
214:17 236:2, 7
237:16, 19
238:1, 6, 16
239:2 242:18
255:2, 3 256:7
257: <i>11</i> 287: <i>13</i>
306:16 308:12
educational
19:9 27:12
40:21 53:18
62:15 63:17
217:1 236:9
237:6
Education's 6:5
Educator 26:3 educators 24:16
25:1, 5 26:2, 5, 9 27:1 96:19
128:20 137: <i>1</i>
237:1
<b>effect</b> 124:11,
19 264:14
285:19
effective 52:10
54:16 55:15
62:13 114:16
123:12 163:7,
10 298:15
effectively 140:9
effectiveness
124:18 155:5, 7
207:8
<b>efficacy</b> 129:16
efficient 172:18
180:2 <i>1</i>

```
effort 29:6
121:1 202:7
286:10 287:7
efforts 34:10
67:4 70:10
123:2 129:12
135:19 138:19
155:21
eight 38:13
57:3 176:4, 5, 6
190:9, 10
221:11
eighth 252:13
either 30:5
56:4 142:17
168:9 184:15
193:8 234:11
241:3
ELA 133:6
electronically
177:2
Elementary
19:19 36:20
46:9 53:15
59:16 80:15
120:1, 6, 16
121:19 124:5
125:21 126:19
140:14 149:6
163:1 166:1
204:4 207:15
217:2 237:7
242:18 269:16
309:4
elevated 178:15
185:12 186:2
193:8 194:14,
19, 21 195:5, 6,
9, 15 197:8
eliminated
179:16 196:18
elimination
62:14
eloquently 253:7
email 24:4
177:2 188:21
288:17 289:20
298:1
```

```
emails 24:19
30:6, 9 74:14
287:20 288:20
embarked
175:10
embedded 68:5
94:8 125:15
127:18
embrace 294:18
embracing
229:17
emergencies
89:20
emergency 6:7
34:20 70:14, 21
82:4, 7, 13
89:15, 17 90:3
207:16, 17
emotional 39:11
40:21 50:9
53:18 67:16
69:12, 15 70:12
72:4, 9 79:17,
21 80:4, 12
92:14 93:1, 4, 6,
16 103:8 107:4
113:2 236:8
237:7, 8 301:10
emotionally
74:9
emphasis 129:20
emphasize 198:6
employee 23:9,
21 86:19
employees 8:6
86:18 105:17
employment 8:3
empowers 73:1
enact 186:6
encode 171:17
encoding 154:9
172:3
encompasses
78:1 116:20
encourage 23:5,
11 114:20
248:6 301:12,
17
```

Proceedings
encouraged
132:8 138: <i>12</i>
232:14
<b>ended</b> 23:20
36:6 289:19
<b>endless</b> 265:17
ends 60:16
199:16
endure 294:15
<b>enduring</b> 143: <i>3</i> <b>energy</b> 170:2 <i>1</i>
171:5, 6
enforce 202:19
enforcement
111:8
<b>engage</b> 31:18
84:9 109:7
149: <i>13</i>
engaged 100:7
101:15 166:11
208:16
<b>Engagement</b> 70:7 97:14
208:18
engaging 72:12
<b>English</b> 36:15
114: <i>10</i> 121: <i>6</i>
123:15 127:15
128:4, 11, 11, 14
171:20
enormous 40:4
289:21
enrich 31:18
<b>enriches</b> 161:5 <b>enrolled</b> 46:20
232:7 234:3, 7,
232.7 234.3, 7, 14
enrollment
165:4 210:3
211:4
enter 55:11
68: <i>13</i> 152: <i>17</i>
236:14
entire 73:9
192:6 259: <i>14</i>
264:18
entirety 6:12 entry 55:8
entry 55:8 environment
25:8 39: <i>16</i>

42:21 43:3
52:1, 3 62:13
67:8 68:10
78: <i>14</i> , <i>20</i> 96: <i>5</i>
108:10, 12
109:7 110:4
111:8 158: <i>10</i> ,
10 188:20
212: <i>17</i> 220: <i>12</i> 221: <i>12</i> , <i>13</i> , <i>19</i>
221:12, 13, 19
227: <i>18</i> 237: <i>20</i> 238: <i>4</i> 260: <i>18</i>
environmental
173: <i>14</i> , <i>15</i>
181:10
environments
70:9 79:11
<b>EPA</b> 202:17
epidemiology
298:12
<b>epitome</b> 74:16
<b>equal</b> 33:15
34:4 35:1 37:8
60:13 126:11
equality 35:3 equally 60:11
94:4 129:17
134: <i>4</i> 129:17 134: <i>4</i> 138:9
equals 45:15
<b>equation</b> 112: <i>19</i>
equipment
209:3 217:6
243:1
equitable 70:9
205:8
equity 28:5, 10,
11, 18 29:1
35: <i>3</i> 40: <i>14</i>
68:4 70:2 80:7,
9 161:20 <b>Frio</b> 64:0
Eric 64:9 Erin 2:6
298: <i>11</i> 302: <i>18</i>
<b>ESOL</b> 35:14, 21
36:3, 8, 10, 12,
19, 21 123:20
125:13 150:12
308:18
especially 5:10
29:8 32:12

36:20 58:2
63:3 101:1, 11
180: <i>1</i> 295: <i>13</i>
301:19
essence 196:1
271:8
essential 6:3
69:6 250: <i>13</i>
Essentially 88:5,
17 140:18
223:3
Essentials
153:16
<b>ESSER</b> 207:16
established
111:7
establishment
6:15
<b>esteem</b> 58: <i>3</i>
<b>esteemed</b> 116: <i>11</i>
et 40:19 62:16
235:5
<b>Ethics</b> 12:12, 16
14: <i>11</i> , <i>19</i>
etiquette 267:14 evaluate 297:17
298: <i>14</i>
evaluated
205:19 264:15,
17
evaluation 8:5
evaluations
125:1
evening 5:2, 9 7:9, 21 8:19
1:9, 21 8:19
16:14, 19 24:9,
10, 11 27:7, 8
29:11, 14 33:4,
8, 9, 10 35:11,
12 38:6, 7 41:7
43:12, 14 46:2,
<i>4</i> 49: <i>14</i> 50: <i>1</i> 56: <i>19</i> , 20 61:20
64:11, 12 67:1
04.11, 12  07.1 $71.11  15  77.12$
71:11, 15 77:12 78:7 79:19
108: <i>13</i> 111: <i>4</i>
114:3, 4, 6, 9, 13,
<i>15</i> 115:6, 8

```
18 147:4 157:5,
6 164:10 173:7
206:18, 20
207:5 215:17
228:6 232:3
233:17 252:3
286:21
evening's 23:1
event 6:7 29:4
248:14
events 72:17
eventually
184:8 201:6
290:6
everybody
35:12 36:17
37:21 63:12, 12
141:14 156:17
182:17 184:1
201:17
everybody's
35:13
everyone's 36:2
214:21
evidence 124:17
151:2, 3
evidence-based
122:5, 12
124:15, 16
126:12 139:2
140:10 148:3
151:20
evident 135:1
152:19
evolves 48:14
exacerbate 26:7
exact 232:6
exactly 63:14
90:21 91:19
125:10 139:6
247:17 286:9
examination
69:1 144:3
examine 71:1
78:16, 21 80:11
109:10
Examiner 64:15
examining
159:20
```

<b>example</b> 70:13
74.20 97.19
98:18 101:4
120:19 155:2
195:3 228:12
Examples 72:7
100: <i>12</i>
exceeded 179:9,
20 199:7
<b>exceeding</b> 199: <i>1</i>
Excellence
67: <i>10</i> 77: <i>19</i> 115: <i>15</i>
excellent 43:20
exceptional
32:13
excess 48:14
exchange 210:8
exchanging
204:2
<b>excited</b> 114:19
213: <i>11</i> 215:8 216: <i>16</i> 235:9
exciting 29:20
exclusive 130:20
exclusively
140: <i>10</i> 197: <i>13</i>
<b>Excuse</b> 16:17
60:2 62:1
113:2 <i>1</i> 262:20
270:19 271:17
291:12 303:1, 1
executed 45:19
execution
118: <i>16</i>
executive
106: <i>13</i> 114: <i>11</i>
173:10 232:17
executives
48:20 49:4
exercise 59:12
exercises 90:3
Exhibit 9:5
10:19 14:19
20:14
exist 175:13
exist 175:13 existed 100:15
exist 175:13

116:2 121:10,

Proceedings
153: <i>10</i> 155: <i>3</i>
expect 247:6, 10
expectation 40:3
expectations 40.5
105:4 111:16
119:6, 11, 13, 16
121: <i>13</i> 155: <i>15</i>
161:18, 19, 21
164:1, 8, 18
expected 132:2
239:16, 19
expecting 57:17
<b>expenditures</b> 208:5 209:9
experience
19:10 36:9
74:13 146:15
160: <i>16</i>
experiences
69:16 71:16
76:18 120:12
149:17 160:3
161:6 252:4
experiencing
74:12 75:18
<b>expert</b> 58:6
expertise 155:9,
<i>17</i> 190: <i>18</i>
298:17
experts 240:19
<b>expired</b> 23:19
<b>explain</b> 235:18
249:20
explains 82:6
123:14
explanation
164:6, 12
<b>explicit</b> 118: <i>13</i>
119:16, 18
120: <i>15</i> 138: <i>13</i>
140:2 <i>1</i> 149:4,
<i>10</i> 150:5
153:2 <i>1</i> 155:20
172:2, 6
explicitly 118:3
128:14 160:2
171:9, <i>17</i>
exploration
138:18

**explore** 183:*13* exposed 85:9 **exposure** 85:10 158:*14* **express** 75:17 expressed 35:15 289:7 expresses 60:18 extended 120:8 **extends** 301:19 extensive 44:12 153:6, 7 176:*1*7 179:5 extensively 266:3 **extent** 201:16 235:12 243:2 259:1 external 70:8 96:11 extra 301:16 extracurricular 72:17 extracurriculars 301:4, 16 extreme 47:2 extremely 24:21 122:20 147:18 174:*14* < F > **face** 45:1 47:20 48:2 51:12, 13 109:16, 16 267:12 296:1 **faced** 84:1 200:1 faces 48:14 249:9 face-to-face 25:7 256:14 facilitate 277:11 facilitated 75:6 facilitating 186:*16* facilities 111:11 173:10, 12

189:4 228:6

260:10 **facility** 81:18 facing 82:5 248:17 **fact** 56:3 132:8 150:10 160:18, 21 199:3 222:16 268:16 293:7 **factor** 157:1 **factors** 79:*3* faculty 211:6 **fail** 61:9 **failed** 177:19 178:2 **failing** 201:15 fails 184:4, 14 185:*1*, 2 fair 29:3 63:6 295:16 **fairly** 249:16 265:16 **faith** 62:16 143:14 **fall** 148:19 208:6 213:15, 17, 19 215:2 230:21 232:10 **falls** 44:18 families 29:8 47:10 69:2 91:13 108:4 113:11 118:19 158:6 166:10 167:4 212:7 213:10 215:7 250:15 288:18 **family** 54:8 59:3 72:3 75:4 88:13 97:14 165:14 250:21 251:1, 2 fantastic 114:9 **far** 57:10 104:20 183:10 184:8 200:20 202:11 217:17 248:9

father 57:2 **faucets** 198:19 fault 56:12 favor 275:2 favorite 47:9 favors 63:7 **featured** 38:14 **February** 178:*3* **federal** 175:15 184:10 202:9 **feed** 48:13 185:*4*, *5* feedback 74:10 76:12 87:17 110:13 149:19 216:14 279:18 **feeder** 80:14 feeding 48:9 187:17 **feel** 41:19 48:19 87:5 97:5, 8, 9 98:21 99:8 101:3 103:5 112:7 184:18 229:10, 12, 15, 18 251:1 298:6 **feeling** 42:10 96:9 230:4 295:3 feels 230:12 feet 47:21 **fell** 140:2 **fellow** 54:4 72:5 felt 98:20, 20 250:17 **female** 73:2 fewer 221:20 fidelity 125:9, 9, 19 **fifth** 145:12 252:15 figuring 27:3 **fill** 39:5 227:10 **filling** 190:21 191:7 **final** 112:4 197:*1* 216:*13* 

**finalize** 245:10 247:13, 15 **finally** 79:11 83:11 122:18 129:3, 10 133:3 207:21 248:14 financially 240:8 **find** 26:21 89:8 91:11, 17, 18, 19 137:4 184:6, 9 211:20 212:6 213:6 223:4, 10 **finding** 85:10 152:5 223:19 **findings** 29:1 125:*1* **fine** 120:18 258:3 272:8 291:16 300:19 **fingers** 56:11 finish 229:21 268:1 **finished** 182:15 241:8 **FiOS** 7:7 **Fire** 70:19 76:7 81:2*1* 90:2 **firm** 69:5 **first** 7:13 20:15 24:9 25:10 28:9, 12 29:16 33:7 41:1 46:13 60:5 82:13 83:1 93:17 95:9, 18 99:17 102:12 107:17 118:*1* 121:9 128:13 133:20, 20 147:13 148:20 152:14 157:16 163:18, 20 164:3 165:2 166:*15* 167:*18* 176:*3*, 7 182:*1* 183:*16* 187:*1* 

**fast** 31:20

188:6 191:18

Proceedings
201:7 202:7
204:17, 21
205:5 211:2 <i>1</i> 216:4 217:8
243:7, <i>14</i>
244: <i>15</i> 249: <i>3</i>
244: <i>15</i> 249: <i>3</i> 251: <i>12</i> 252: <i>7</i>
254:19 255:19
257:2 263:1
285:20 288:10 295:15, 17, 20
295:15, 17, 20
307:10
<b>fit</b> 169:4
fits 94:17 115:9
five 19:18 31:2,
14 52:8 63:15
115: <i>15</i> 117: <i>3</i>
179:9, 20 180:5
194: <i>3</i> 197: <i>16</i>
198:9 220:7
236:18
five-gallon
203:4
<b>fix</b> 42:15 49:10
194:16
<b>fixture</b> 176:8
177:11, 16
178:18 179:6
183:10, 12, 17,
<i>18</i> 184: <i>3</i> , <i>15</i> , <i>16</i>
185: <i>1</i> , <i>1</i> , <i>4</i> , <i>5</i>
194: <i>18</i> , <i>19</i>
195:2 196:6, 7,
7, 9 201:2 <i>1</i>
<b>fixtures</b> 175:17
176:2 177:18,
20 178:2, 12, 14,
17 179:1, 2, 9,
13 180:5, 7, 8
183:6, 19
184: <i>13</i> , <i>14</i>
185: <i>11</i> 186: <i>4</i> , <i>5</i> ,
7 193:7, 9
195: <i>16</i> , <i>20</i> , <i>21</i>
196: <i>1</i> , <i>2</i> , <i>12</i>
197:8, <i>14</i>
198:2 <i>1</i> 199:7
204:2, 7, 19
205:3
<b>flags</b> 101:18

<b>flexibility</b> 30:21 300:18
flexible 248:5
floor 266:10
272:13, 14
273:15 304:4
flu 45:14 50:19
<b>fluency</b> 169: <i>1</i> 170: <i>17</i>
fluent 118:16
134:11
fluid 248:1
flush 188:13
189:5, 9
<b>flushing</b> 176:2
188: <i>16</i> , <i>20</i>
189:8
focus 58:1
68:7, 9 77:19
78: <i>19</i> 92: <i>13</i>
109:2 115:15,
16 117:8 119:7
121:1 125:12
129:20 148:15
150:6 162:9
200:20 202:11
200:20 202:11 203:11 246:16
256:19 257:3
260:3 270:11
focused 38:16
80:3 117:11
122:20 135:19
152:9 237:7
<b>focusing</b> 256:12
<b>folks</b> 85:8
92:19 101:17
103: <i>12</i> , <i>17</i>
104:2 105:2
112:20 143:15
144:5 188: <i>14</i>
144:5 188: <i>14</i> 260: <i>18</i> 293: <i>11</i>
follow 53.7
82: <i>11</i> 96: <i>18</i> 102: <i>19</i> 187: <i>1</i>
102: <i>19</i> 187: <i>1</i>
211:14 263:9
<b>followed</b> 49:9
212: <i>1</i> 215:2
283:11
<b>following</b> 8:2
0.1 17.1 20.12

9:1 17:1 20:12

82:10 85:11
179:14 214:11
261: <i>14</i>
follow-on
151:2 <i>1</i>
<b>followup</b> 22:15
198:20 206:2
211: <i>16</i>
<b>food</b> 48:14
208:6 219:13
<b>forbid</b> 50:17
<b>force</b> 39:4
104:5 257:21 <b>forced</b> 274:5
<b>forced</b> 2/4:3
foregoing 310:6 foremost
157:16 251:13 <b>forget</b> 299:16
forgot 131:18
form 56:5
110:14 130:18
formal 39:4
114:5
format 211:20
212:14, 15, 18
formats 158.18
former 5:10
<b>forming</b> 28:5
<b>forms</b> 74:10
<b>formula</b> 45: <i>13</i>
<b>formulas</b> 170: <i>12</i>
<b>forth</b> 16:21
119: <i>11</i>
<b>fortunate</b> 83:13
168: <i>1</i> <b>forum</b> 23:8
forward 34:19
56:16 66:19
82:5 99:20
110:15 135:4, 9,
110.13 133.4, 9, 14 150:7 173:6
191:2 <i>1</i> 219: <i>1</i>
246:2 255:5
258:9 278:8
283:2 296: <i>16</i>
299:6 303:15
foster 70:8
fought 141:18
<b>found</b> 8:14
20.19 79.7

90:9 177:16
183:17 184:2
194:9
<b>foundation</b> 69:5,
6 141:13 142:1
152:18 170:20
<b>fountains</b> 179: <i>14</i> , <i>15</i>
185: <i>15</i> 195: <i>4</i> , <i>8</i> ,
10, 13
four 25:14
26:12 31:5
46:10, 17 47:19
49:6 50:5, 15
51:14 53:4
58:9 106:5 122:3 180:10 216:5, 12 219:2
122:3 180:10
216:5, 12 219:2
220:3 221:3, 7,
10, 17, 21 224:15 225:21
224:15 225:21
236:4 237:14,
21 245:3 247:4
252:14, 18
253:11 266:3
269:21 281:11 286:5 289:16
286:5 289:16
292:9 293:21
299:16, 17
<b>fourth</b> 29:3
31: <i>1</i>
fragile 25:9 26:20 47:5 249:2, 3 260:5
26:20 47:5
249:2, 3 260:5
294:18
<b>frame</b> 99:9 157:21 158:2
157:21 158:2
framed 159:13
frames 130:6
framework
69:11 79:9
119:10, 10
169: <i>16</i>
framing 162:12
Frankly 201:8
freak 142: <i>15</i> free 184: <i>18</i>
196:9
freely 51:17
110017 31.1/

**frequent** 36:13

frequently
195:17
<b>friend</b> 98:2, 2, 4
Friendship
19: <i>16</i> , <i>17</i>
<b>front</b> 35:2, 3
75:1 121:19
164:9 224:13
230:21 232:1, 9,
14 234:6
fruit 295:8
fruits 295:8
frustrated 54:14
frustration
39: <i>15</i>
<b>full</b> 38:20 49:8
87:19 153:20
161:11
fullest 235:12
<b>full-time</b> 39:5
fully 6:17
130:12 205:12
254:1
<b>function</b> 136:17
196:10
functional 154:5
Fund 207:16,
18, 19, 20
fundamental
115: <i>19</i> 134: <i>1</i>
fundamentally
134:2
<b>funding</b> 63:2
<b>funds</b> 128:18
151: <i>1</i> 2 168:2, <i>3</i>
208:5
<b>further</b> 138:18
174: <i>16</i> 277: <i>4</i>
307:5, 16 310:9
<b>future</b> 33:14
62:8, 10 110:16
290:10
<g></g>

29:18 78:7

Proceedings
Gasparotti 1:21
310:4, <i>16</i>
gather 186:10
gear 260:11
gears 239:6
<b>GEER</b> 207:18
<b>general</b> 38:11
82:10 128:9, 20
139: <i>15</i> 189: <i>13</i>
212:15 217:1
238:6, 16 239:1,
1 242:17 247:1
255:2 257:11
266:18 299:12
<b>Generally</b> 91: <i>13</i>
gentlemen 46:5
206:11
geographic
193: <i>14</i> 236: <i>11</i>
<b>George</b> 207:2
228:2
<b>getting</b> 32: <i>3</i> 36: <i>13</i> 99:20
36: <i>13</i> 99:20
102:3 103:11
110:8 133:8
135:21 248:14
257:9 264: <i>16</i> ,
17 294:3
299:16
<b>Gifted</b> 29: <i>12</i> 32: <i>6</i> , <i>11</i> 307: <i>21</i>
308:5
<b>Gilmore</b> 19: <i>19</i>
Girls 72:21
give 26:21
42:16, 19 43:1
76:19 138:4
160:7 209:10,
16 20 211.10
223:3 225:4, 9
227:1 232:5
233:13 244:9
260:6, 20
279:15 288:21
289:8 308:2
<b>given</b> 26:6 51:20 80:13
133: <i>1</i> , <i>3</i> 189: <i>8</i>
233:7 239:6, 7,
<i>13</i> 240: <i>4</i> 268: <i>8</i>

```
274:6 288:17
292:8 295:18
gives 220:17
giving 73:4
210:19 295:12
glad 35:7
glade 113:9
Glassman
173:14 178:7,
10 182:8
184:20 186:3
187:10, 19
188:16 190:3, 7
191:2 192:12,
20 194:18
196:5 197:5
198:3 200:11
203:2, 9 204:4,
15
glitch 294:12, 13
global 72:15
glove 222:8
go 16:18 18:2
38:1 53:19
58:21 59:2, 2, 4,
7, 8, 10, 11, 12,
12, 13, 18, 19
60:10 63:21
70:11 95:8
96:9 97:5 98:2,
3 99:18 114:20
115:3, 4 142:2
145:9, 17 147:9
161:12 163:19
165:10 171:13
172:2, 4 174:19
184:5 185:5, 12
188:9 193:18
194:15 197:2, 3
205:2 222:15
230:16 240:13,
14 242:12
248:21 255:12
257:16 260:8,
16 262:19, 20
267:16 268:7
275:10 281:4
285:18 290:2
```

292:4 294:19

```
298:9 306:19.
21 308:2
goal 28:1 68:6,
12 94:1 117:7,
10 118:11
278:6 296:17
goals 25:3 93:7,
18 109:2, 3, 14
128:3
God 50:17
God's 295:9
goes 42:3
136:1 153:12
219:10 220:1
224:5 290:4
going 42:8, 19
58:19 77:15
78:8 79:15
84:20 98:20, 21
99:1, 15 100:5
103:3, 12, 13
105:20 108:6
109:21 110:8
111:9, 14 112:7,
11 115:3
121:12 122:3, 4
124:7 135:9
138:2 139:11
142:4 145:10,
18, 20 146:2, 3,
4 148:17 151:4
156:7 161:9
162:19 165:1, 9
167:6 173:2
174:11 178:6
181:18 183:14
184:6 185:3
191:21 193:5
194:12, 16, 21
197:11, 13
199:20 204:13,
17, 20 205:2, 3,
19 210:15
218:8, 10 223:6
226:13, 14
230:9, 19
231:19 232:13
233:11 235:7
239:5, 20
246:14 248:20
```

249:18 252:6, 9, 13, 15 254:6 256:20 257:7 259:10 261:3 263:1 265:4, 13 271:6 274:6, 7 283:7 288:11 289:3 290:11, 15 293:13, 14 295:2, 6, 10 296:16 297:15, *18* 304:*17*, *20* Good 5:2 8:19 16:14, 19 24:10, 11 27:8 29:14 33:4, 9, 10 35:12 38:7 43:12, 14 46:4 50:1 56:20 61:20 62:6 64:11 67:1 71:11 77:12 79:19 100:2 102:16 103:17 108:*13* 110:2*1* 111:4 114:3, 4, 6 116:2 121:18 134:9 140:9 147:4 157:5, 6 162:4 173:7 198:4 201:11 206:18 207:5 209:14 211:17 215:17 226:14 228:5 232:3 233:17 250:9 286:21 287:14 290:1 301:9 303:14 Googled 31:2 **gotten** 24:19 189:19 201:5, 12 Goucher 155:2 **GOVER** 9:10, 12, 14, 16, 18, 20 10:1, 3, 5, 7, 9, 11, 13 11:5, 7, 9, 11, 13, 15, 17, 19, 21 12:2, 4, 6, 8

13:5, 7, 9, 11, 13, 15, 17, 19, 21 14:2, 4, 6, 8 15:6, 8, 10, 12, 14, 16, 18, 20 16:1, 3, 5, 7, 9 17:11, 13, 15, 17, 19, 21 18:5, 7, 9, 11, 13, 15, 17, 19 21:4, 6, 8, 10, 12, 14, 16, 18, 20 22:1, 3, 5, 7 64:19 65:3, 11, 13, 15, 17, 19, 21 66:2, 4, 6, 8, 10, 12, 14 271:17, 19 275:18, 20 276:1, 3, 5, 7, 9, 11, 13, 15, 17, 19, 21 281:18, 20 282:1, 3, 5, 7, 9, 11, 13, 15, 17, 19 302:17 303:15 304:6, 11, 15 305:5, 7, 9, 11, 13, 15, 17, 19, 21 306:2, 4, 6, 8, 10, 12 government 97:19 202:9 **governor** 168:*3* 253:3 governor's 101:5 207:17 215:20 **GPA** 234:12 **grade** 46:21 58:6, 8 70:5, 5 117:8 118:14, *15* 132:6, *11*, *16*, 20 135:17, 18 136:1, 2, 11 137:*10* 140:*21* 141:13 145:11, 12, 12 147:17, *17* 169:20 254:2 261:18, 18 273:2 **graded** 151:1

Proceedings
grader 31:1 38:11 graders 132:4, 5 grades 69:19 118:4, 8 119:17, 21 120:2, 6, 16 126:1 138:14
139:6 154:18 171:19 243:18 273:2 279:2 286:3 graduate 46:9
53:15 58:9 68:12 154:2 155:11 graduation 62:19
grant 207:18, 19, 21 208:5, 20 granting 225:7 grants 207:10, 13, 15, 17, 20 208:1, 14 209:1,
10, 11 Grant's 151:11 graph 116:12 graphic 127:7 grateful 20:5 71:19 75:19
77:2 203:17 206:4 298:16 <b>great</b> 30:3 71:14 74:15 76:19 81:8 85:1, 14, 18
87:6 96:18 98:18 100:19 110:20 147:11 148:2, 11 152:20 159:4
191:10 197:21 215:16 233:16 246:2 252:6 270:15 275:16 301:8 308:19 greatest 251:12
253:21 greatly 77:9 134:18

greetings 71:13 **grief** 75:20 grieve 75:6 grieving 75:4 **ground** 115:7 153:2 157:2 168:7 grounded 68:9 group 25:10, 15 40:9 41:3 54:5 72:21 73:1 97:11 130:19 247:7 254:3 257:12 290:20 294:20 295:15, 17 300:14, 14 **grouping** 194:*4* 205:5 groupings 254:17 **groups** 24:8 25:6, 16 35:18 40:11 216:1, 10, 21 217:10 241:20 242:6, 10 243:4, 8 245:1, 7 255:4, 9 257:6, 13 259:4 268:15 279:2 283:2 287:9, 10 293:6 **grow** 136:21 158:6, 8 **growing** 102:*1* **GT** 31:21 32:5, 14 35:19 **GTCAC** 3:11 29:16, 21 32:16 guardian 166:4 **guess** 93:2 96:13 103:9 141:6 147:13 160:10 185:20 213:1 266:15 **guidance** 39:10 57:8 200:17 203:20 220:17, 20 221:2 222:7

232:20 234:1, 5,

9 240:3, 17 241:5 309:8 **guided** 175:2 guideline 106:21 164:9 guidelines 49:10 107:4 111:7 218:14, 15 guys 101:11 gym 59:12 gyms 59:9 <H> **habitual** 170:20 171:4 **Hager** 2:6 9:10, 11 11:5, 6 13:5, 6 15:6, 7 17:11, *12* 21:4, 5 65:11, 12 89:1 92:1, 2, 9 94:13, 21 95:2 96:4 182:2 186:17, *18* 187:*16* 188:5 189:16 190:5, 19 191:10, 14 205:16 248:11 264:10 268:4, 5 275:20, 21 280:16 281:18, 19 283:16, 18 284:5, 6 285:5, *6*, *7* 286:*13* 288:7 289:12 290:14 291:4 292:7 297:18 298:11, 17, 17, 20 302:18, 19 303:3, 5 304:11, *12* 305:7, 8 308:14, 15 **half** 156:10 199:14 204:16 221:14.15 265:10 **halfway** 181:2

hallway 50:20, 20 **hallways** 51:18 hammer 248:18 hamstrung 254:10 **hand** 70:11, 11 84:9 88:21 107:9, 12 115:20 131:15 172:11 179:18 180:2 181:6 182:*1* 186:*16* 209:3 217:19 222:8 228:7, 7 261:7 263:4 264:1 267:13 270:20 277:9, 16 279:20 310:12 handle 295:20 **hands** 43:18 172:21 261:6 262:20 263:2 273:19 **happen** 140:12 168:18 220:16 226:9 229:9, 11 277:19 happened 201:16 229:7 268:21 285:14 289:1 happening 50:16 144:13 145:7 153:3 165:13, 18 246:14 247:9 254:14 **happens** 104:17 201:16, 17 **happy** 30:2 95:14 121:18 210:20 298:8, 20 299:3 hard 30:12 141:19 177:3 182:18 211:21 212:6, 11, 19

213:5 245:20 285:12 **harder** 25:1 62:21 170:1 289:13 hate 295:4 **Havden** 5:11 **HBCU** 29:3 **head** 94:15 98:10 266:14 **headsets** 208:11 **health** 6:4, 7 44:12 45:13 51:3 53:2 54:21 55:7, 18 70:19 76:6 83:10 85:15, 17 86:7 87:5 88:10 100:8 103:7 105:7 106:19, 19, 21 107:6 110:13 112:17, 18 174:14 191:12 209:5 218:14, 20 219:1, 4, 7, 9 222:5, 6, 9, 14 227:13 245:4 246:21 248:1 249:12 267:17 280:17 281:14 301:9 healthy 25:5 45:3 73:7 216:1 249:16 hear 22:11 23:19 41:8 46:16 49:15, 20 87:19 95:5 110:21 112:4 113:9 135:*11* 142:9 143:18 144:5 146:2, *14* 202:21 218:7 230:9 233:18 247:13 277:9 293:9 296:8 298:18 301:21 303:9

hallmark 162:7

Proceedings
hoond 41.11
heard 41:11
64:12, 15 83:11
98:8 103: <i>16</i>
199:8 255:9
256:4 278:18
293:21 296:18
Hearing 11:3
15: <i>4</i> 17:9 21: <i>1</i>
22:13 42:6
64:14 65:9
68:4 97:6
110:20 141:9
223:16 258:11
225:10 258:11
275:1 284:17,
18 286:19
302:8
<b>heart</b> 287:5
295:4
heavily 75:5
heavy 281:12
295:21
<b>held</b> 6:11 7:4
he'll 231:20
Hello 49:15
help 31:18
26.19 52.10
36:18 52:10
57:5, 7 96:11
97:18 104:2
116: <i>16</i> 133: <i>18</i> 134: <i>1</i> 137: <i>19</i>
134: <i>1</i> 137: <i>19</i>
143: <i>1</i> 168: <i>6</i> , <i>18</i>
169: <i>17</i> 171: <i>16</i>
200:16 234:12,
14 285:1 287:3
298:6
helped 74:21
200: <i>10</i>
helpful 75:16
106.16 202.10
106:16 203:19
helping 76:16
145:8 158: <i>11</i>
<b>helps</b> 72:13
123: <i>11</i> 145: <i>14</i>
154:5 155:5
Henn 2:4 8:20
9:20, 21 11:15,
<i>16</i> 12: <i>15</i> 13:2,
2, 15, 16 14:14,
15 15:16, 17
17:21 18:1, 5, 6
17.21 10.1, 3, 0
~~~~

21:14, 15 24:12
30:3 65:21
66:1 67:2
71:12 173:8
186: <i>14</i> 191: <i>14</i> ,
<i>16</i> 197:21
203:13, 15
207:6 241:10,
11, 17 242:4, 5, 13 243:2, 3, 13,
17 244:4, 16
245:12 246:18
247:5, 20 255:7
259:17, 17, 18
261:3, 9, 13
262:14 263:1,
15, 19 271:10
272:10, 17, 19 273:11 276:9,
10 282:7, 8
283:8, 10, 14
284:13, 15
285: <i>1</i> , <i>3</i> 291:7,
12, 13, 20 292:5, 21 293:2 296:6,
21 293:2 296:6,
11 297:3 299:7,
8 302:5, <i>12</i> , <i>13</i> 304: <i>19</i> 305:2,
17, 18 307:7, 8
hey 226: <i>14</i> Hi 33: <i>10</i> 49: <i>20</i>
53:13 60:7
108: <i>13</i> 114: <i>3</i>
147:3, <i>4</i> 232:3
High 37:10
55:4 58:13 59:17 68:18
71:5, 9, 14, 19
72:1 75:18
102:17 108:4
114: <i>15</i> 118:8
120: <i>10</i> 122: <i>6</i>
124:2 <i>1</i> 126: <i>3</i> ,
12, 20 137:9
139:2, 6 151:12
161: <i>17</i> , <i>21</i> 183: <i>1</i> , <i>2</i> 185: <i>17</i>
186: <i>I</i> 187:5
194:8 206:7, 7
·

210:7 217:2
242:19
highest 51:8 151:2
highlight 78:8
99:19
highlights 61:7
highly 35:4
hire 154: <i>17</i>
hired 155:19
hiring 152:5 156:6
historian
150.21 158.15
history 27:16
33:12, 13 34:7
149:15
hit 98:9 150:11
153:2 174:2 <i>1</i>
hits 135:17
hoc 297:16, 19 298:4
hold 48:16
57:8 61: <i>12</i>
132:17 295:2
holds 80:9
hole 294:12, 13
holes 294:15
holiday 34:18
35:7
holidays 33:13, 15 34:4 35:1, 1
holistic 93:5
215: <i>14</i>
holistically
229:3
Hollis 116: <i>15</i> home 45: <i>7</i> , <i>11</i>
home 45:7, 11
51:5 52:7
112: <i>16</i> 176:2 <i>1</i> 237:9 264:20
271:8
honestly 268:8
honor 107:18
honor 107: <i>18</i> Hope 33: <i>3</i>
37:20 61: <i>14</i>
169:16 192:10
202:13 285:13
DODOTHI IV/I·V

hopefully 92:5 99:10 151:19 **hoping** 61:*1* 120:13 host 29:2 **hotspots** 208:12 hour 52:19 265:10 **hours** 31:3 36:7 42:1 52:4 53:20 133:8 153:21 156:8, 9 176:4, 6 190:9, 10 237:18 243:1 254:7 house 141:21 142:2 **HR** 241:4 274:5 **huge** 30:16 51:1 123:1 **Human** 70:19 136:17 137:6 240:3, 6, 19 **hundred** 63:16 219:20 hundreds 24:19 26:8 **hvbrid** 6:*13* 56:2 177:3 212:15 215:15 216:5, 11 217:11 219:14, 19 220:1, 11 221:19 243:10 244:14 260:18 271:7 274:7, 12, 16 279:17 280:6 308:12 hygiene 48:9 267:13 hypothetical 240:15 < I > icon 84:9 131:15 idea 37:1

193:2 287:14

308:19 **ideal** 51:6 **ideally** 169:14 171:3 ideas 84:16 145:3 identified 28:13 109:14 128:6 141:17 148:13 155:8 178:16 179:18 216:5 228:13 232:16, 18 242:10 253:4 294:7 identify 64:1 86:21 88:15 150:3 170:10 187:3 229:7 identifying 79:8 100:7 134:9 139:13 148:9 identities 130:15 160:6, 16 identity 58:4 160:14 161:9 **idle** 176:*3* **Idol** 31:*3* **IEP** 38:12 39:1, 6 57:4 80:19 236:6, 10 237:5 **IEPs** 57:19 illness 86:20 illnesses 50:13, 18 **imagine** 152:*3* 188:6 266:4 **imaging** 154:5 immediate 86:19 immediately 82:14 177:12, *17* 184:*3* 254:*5*, 12 **immune** 50:10 **impact** 76:13 112:6 191:*11* 194:1 202:4 223:6

hopeful 184:8

189:11 294:8

impacting 30:7

Proceedings
implement
_
47:19 79:14
82:3 91:2
117:14 123:16
implementation
69:16 78:13
94.11 109.9 13
94: <i>11</i> 109:9, <i>13</i> 117: <i>11</i> 121: <i>15</i>
125:9
implemented
39:7 91: <i>11</i>
108:2 <i>1</i> 119:2 <i>1</i>
125:8 140: <i>16</i>
implementing
28:2 126: <i>1</i>
172:17
imply 235:20
importance
130:14 229:10
important 20:4
29:7 33:14
47:10 60:15, 20
70:10 94:4
100: <i>10</i> 101: <i>20</i> 116: <i>4</i> 117: <i>18</i>
116:4 117:18
120:2 123:3
125:20 133:20
134:9, 13 136:8,
18 137:16
140:1 145:13
147:18 152:3
147.70 132.3
161:7 168: <i>1</i> 2,
<i>21</i> 198: <i>14</i>
250:2, 15 301:8
importantly
43:21 55:11
57: <i>1</i> 101: <i>13</i>
123:19
impossible 39:9
44: <i>10</i>
impression 99:7
_
improve 43:10
122:17 125:3
156: <i>1</i>
improved
171:10
improvement
62:18 78:11, 15
92:7, 18 191:5
14.1,10 171.3

improving 124:20 134:5
inadequacies 38:16
inappropriate
23: <i>14</i> 39: <i>16</i> inaudible 85: <i>20</i>
87: <i>11</i> , <i>14</i> , <i>21</i> 285: <i>20</i>
incentive 201:11 207:19
inception 200:18
incident 82:9, 10, 16 83:4
incidents 82:21
96: <i>14</i>
include 70: <i>17</i> 92: <i>21</i> 170: <i>6</i>
92:21 170:0 217:1 265:8
272:11 307:12
309:3
included 149:7 174:4, 6 190:1
222:10
includes 67:15
129:6 176:2
254:21 274:11 including 70:18
80:15 110:3
116:20 130:18
163:2 income 58:11,
13
inconceivable 39:12
incorporate 130:12
incorporated
69:18
incorporates 159: <i>10</i>
incorporating 157:10
increase 29:21 41:18
increased 29:18
44:13 155:16
200: <i>12</i> increases 196: <i>6</i>
increasing 120:4

increasingly
118:5, 5
incredible
107:2 <i>1</i>
incumbent
137: <i>12</i> 142: <i>14</i>
independently
132: <i>3</i>
INDEX 4:1
indicated 132:2
224: <i>16</i> 237: <i>17</i>
262:5 279:14
indicates 55:19
125:5 255:19
indicating 253:1
indication
233:8 256:2
indicative
162:12
indicators 78:7
individual 6:14
30:13 45:13
90:13 94:8, 12
108:14, 15
118:20 120:20
127:16 146:19
127: <i>16</i> 146: <i>19</i> 162: <i>10</i> 177: <i>5</i>
203:5 303:7
individualized
237:16
individuals 8:8
47:1
industry 213:3
inequities
129:18
infection 55:20
189: <i>14</i>
infectious 86:21
inflated 188:10
influenced
160:20
influential
170:14
Information
4:12 24:5 67:9
91:12, 14, 19
98:4 103:3, 18
104:7, 7 105:9,
11, 12 106:17,
,,

```
132:1, 7 141:6
147:8, 11
148:19 151:16
163:14 164:15
170:11 177:8
182:19 186:10
187:14 188:4
189:2, 3 207:9
208:2, 3 213:12
214:2 215:5
222:10 224:10
226:21 227:9
244:9 245:13.
15 246:17
247:18 248:3, 6
258:16 267:6
278:7, 9, 18
289:17 306:15
307:21 308:2
informational
8:13.15
informed 48:1
113:3, 10
230:19
infused 149:14
initial 55:3
177:14 178:11
226:7 253:10
257:2 292:11
initially 154:10
253:8 258:9
initiate 28:10
initiated 148:19
initiative 155:13
initiatives 68:8
92:20 155:14
injure 48:17
injustice 68:20
input 23:5
35:8 41:3
286:8
inquired 280:10
inquiries 211:14
inspired 95:21
installing 190:20
instance 140:13
183:2 228:9
instances 168:12
instant 29:6
```

instruct 35:5 117:20 instructing 160:2 instruction 19:9 25:2, 7 36:19 37:18 52:20 56:5 80:3 97:16 114:16 117:8 118:12, 18 119:17, 18 120:15 121:13 122:6, 11, 12, 13 123:4, 9, 12, 18, 21 126:10 130:21 148:4 149:*5* 150:*6*, *18* 152:19 159:9 160:13 163:6, 8, *12, 14* 167:7 172:2, 3, 6 208:8 216:5, 11 217:12 219:15, 20, 21 220:2 243:10 244:15 246:3 247:11 250:5 261:20 273:4 297:18 300:16 309:8 instructional 78:2, 9 97:3 126:14 127:20 128:5 133:8 149:20 157:11 220:6 237:2 instructions 31:12 insure 44:18, 20 45:2, 19 67:7 68:11 69:4 73:8 76:16 77:11 78:12 115:8 124:*1* 125:18 131:2 133:7 154:*14* 155:20 201:17 252:1 279:17 **insures** 78:4 161:*17*

21 107:3, 6

Proceedings
insuring 108:20
insuring 108:20 125:14 129:20
158: <i>3</i> 160: <i>1</i>
int 252:15
integrated
238:18
integrates
159:10
integration
129:8 216: <i>13</i>
integrity 293:17
intellectual 47:4
130:4
intellectually 144: <i>11</i>
intend 56:7
intended 125:8
intended 123.8 intensity 123:4
intensive
122:19 238:12
intent 201:19
293:4
intentional
139:12
intentionally
130:15 131:3
intentions 280:5
interact 51:16
58:3 120:3
interaction
127:9 interactive
149: <i>13</i> , <i>17</i>
interest 143:4
281:5
interested 22:13
214:6 223:5
253:12 298:1
310:10
interests 63:6
interferes 23:16
interject 148:18
intermediate
118:8 171:19
Internet 208:12
interrogate
129: <i>17</i> interrupt 258:2
interrupt 258:2 intervention
36:14, 21 83:1
CRC Salomon, Inc.

98:3 122:16, 20 124:16 125:2 126:4 135:7 138:16 140:4, 17 148:13
149:1 163:16 169:4, 5, 12 interventions
122:21 124:1, 15 138:20 139:3 140:10
150:13 165:18 167:13 169:9 introduce 71:4
105:19 121:6 254:12 introducing
196:20 introduction 174:15
introductory 174:4 invaluable 73:8
inventory 212:5 investigators 68:2
invite 5:4 48:21 152:13 157:13 159:2 invited 92:10
involve 83:8 111:7 involved 44:14
86:4 112:2 <i>1</i> 226:20 297:2 <i>1</i> involvement
73:1 involves 86:18 iron 199:6
irresponsible 254:11 isolated 52:2, 8
257:17 isolation 209:8 228:10
issue 24:21 31:21 74:3

169:1, 2, 2

183:9, 12 187:4

189:15 195:12,

```
16 205:15
206:5 269:3
279:9
issued 224:9
issues 30:4
34:7 45:1, 4
52:12 74:1, 7,
11 76:10 84:1
96:6 100:9
101:10 111:2
112:17, 18
190:7 196:3
200:1 204:12
249:17 281:14
296:1
item 7:12, 13
8:16 10:15
14:10 16:12, 12
17:4 20:7, 8
22:9 61:21
64:7, 7 66:17
113:17, 20
172:20 173:4, 4
206:10, 12, 15
261:5 263:7, 16
283:8 284:1
291:19 303:17
304:8, 9, 16
306:14, 14, 18,
20 307:2, 3, 10,
15 309:3, 10, 10
items 7:8
12:11, 21 63:21
89:19 302:16
304:7 306:13
itinerant 81:3
its 6:12 20:10
37:13 64:13
124:18 199:5
\langle J \rangle
Jalima 19:2
Jamie 33:1
Janine 34:6
January 135:4,
6 198:20
255:13
Jennifer 114:10
121:7
```

```
job 53:5 74:16
125:15 127:18
138:6 140:9
159:4 181:11
203:18 298:13
jog 63:9
John 2:10
join 121:7, 11
148:6 152:14
157:14 159:2
183:15
joined 114:8
joining 5:18
114:15
joint 41:4
Jones 77:14
79:15, 18, 19
81:9 90:15
91:3, 6 92:8
113:18
Jose 2:5 10:3,
4 11:19, 20
13:19, 20 15:20,
21 18:9, 10
21:18, 19 66:4,
5 198:1, 2
200:17 202:14
203:9 205:16
264:10 276:13,
14 277:6, 7, 8
278:14, 17
282:11, 12
283:12, 13, 18
284:2, 16, 17, 18,
20 296:7, 9
305:21 306:1
Jose's 293:8
Joshua 2:14
journals 149:16
journey 137:5
146:19
journeys 252:5
Jr 2:10
Julie 2:4 3:11
29:11 30:2
262:12 274:3
302:3
Julie's 304:13
July 288:8
```

jump 42:13 93:14 228:2 266:21 jumping 105:15 jungle 59:9 jurisdiction 8:7

K-12 32:11 Karen 280:20 Kathleen 2:3 keep 25:3, 4 45:11, 11 48:15 71:2 136:18 137:6 146:1,5 184:6 202:12 225:14 235:16 245:21 250:15, 19 290:19 303:2 keeping 40:5 44:14 51:7 105:13 268:11 281:3 Kelly 73:14, 16 **Kennedy** 34:*1* **kept** 45:6 key 68:16 72:7 105:18 123:13 156:5 163:8 170:5, 10 **kid** 58:20 59:18, 19 232:9 **kids** 31:5 54:17 55:13 57:13, 17, 19 59:14, 15 132:15, 20 133:2 249:8 254:5 268:15 269:2, 8 286:3 kid's 191:12 kind 44:21 88:10 91:9 92:19 96:3 99:9 103:8 153:10 186:6 227:16 234:9 249:7 268:15

Jewish 34:21

292:13

Proceedings
lein donocuton
kindergarten
55:4 57:4, 9, 16,
18 254:2
kindergartners
244: <i>1</i>
kindly 115:4
kinds 97:16
106: <i>1</i> 294: <i>11</i>
kitchen 197:15
knew 100:5
208:19
know 24·14 15
know 24:14, 15 26:14 31:9, 10
20.14 31.9, 10
32:19 37:2, 21
41:18 50:15
60:14 74:15
84:14 92:17
94: <i>14</i> 95: <i>9</i> 99: <i>5</i> , <i>6</i> 101: <i>5</i> ,
99:5, 6 101:5,
<i>17</i> , <i>18</i> 103:2, <i>5</i> ,
<i>17</i> 104: <i>15</i> , <i>15</i>
110:3 113:12
114:18 126:11
129:10, 15
133:3, 4, 11, 21
134:6, 7 135:3
136:19 138:9
139:19, 19
141:21 142:12,
20 143:4, 17, 17
144:18 145:5, 5
147: <i>14</i> , <i>15</i> , <i>15</i>
148:20 150:7,
<i>16</i> 152: <i>1</i> , <i>1</i> , <i>8</i> ,
<i>16</i> 154: <i>15</i>
155: <i>4</i> 156:2, <i>16</i> ,
<i>19</i> , <i>21</i> 158: <i>15</i>
159:5 160:8
164.21 166.6
164:2 <i>1</i> 166:6 168: <i>1</i> 176:5
182:20 183:8,
18 184:10
187: <i>6</i> , <i>18</i>
189: <i>16</i> 191:2, 8
192: <i>18</i> 194: <i>11</i>
196:15 197:9
198: <i>10</i> , <i>13</i>
199:3, 20
200:11 201:5
204:1 205:7
201.1 203./
CRC Salomon, Inc.

206:1 209:17
211:14 213:9,
<i>16</i> 214:7 215:6
218:4 221:6, 9,
14, 14 223:18
224:1, 12, 20
226:10, 11, 18
227:13 231:9
234:13 235:8
245:15 246:6,
<i>13</i> 247:8, 9, <i>10</i>
248:16 249:5
250:1, 6, 11, 12 252:2, 5 253:4,
9 254:8, 8, 10
255:7, 21
256: <i>12</i> 257: <i>11</i> , <i>13</i> 260: <i>7</i> 261: <i>1</i> ,
10 265:17, 20
266:14, 17, 18
268:10 269:7
273:16 274:14
281: <i>3</i> , <i>15</i>
285:11 286:1, 7
288:2, 4 289:15
290:11 296:3, 4,
15, 18, 21
297: <i>10</i> , <i>20</i> 298: <i>20</i> 300: <i>19</i>
301:10, 15
303:6, 7, 7, 8, 11
308·20
knowing 159: <i>11</i>
knowing 159:11 266:16 286:10
294: <i>11, 14</i>
knowledge
117:21 118:2
128:10 159:18
known 67:21 knows 30:21
knows 30:21 91:13
Kuehn 2:7 9:7,
7, 12, 13 11:1, 1,
7, 8 13:7, 8
15:1, 8, 9 17:13,
<i>14</i> 21:6, 7
65:13, 14 88:21
89:2, 3, 13 90:6
91:3, 20 147:2,
3, 4, 13 148:7,

11 151:15, 19 152:15 156:4 157:3 172:11, 13 182:3 191:15, 16 192:4, 8, 16 194:6 195:18 197:1, 19 198:1 199:19 248:10, 12 249:21 251:15 252:10 253:16 254:16 255:7 256:4, 15 258:1, 4, 18 259:7, 9, 18 260:1, 3 262:1, 3 265:19 270:2, 6, 8, 18 271:4, 13 272:3, 9, 11 273:7 274:10 275:10, 11, 16 276:1, 2 279:14 281:20, 21 293:6 294:21 305:9, 10 307:14, 15 Kuehn's 102:19 261:7 262:16 271:11
<l> L-1 128:12 laboratory 176:14 lack 54:15 163:11 196:5 246:16 ladies 46:4 145:5 laid 293:20 land 183:3, 4 185:19</l>
landfill 199:16 Lane-Forester 46:3 Lane-Forster 3:17 46:4, 5 language 36:5, 16 105:20

```
118:1 121:6
123:15 127:15
128:4. 13
153:16 280:5
languages 172:1
Lansdowne
37:10 185:17
194:11 206:7
large 55:21
221:7
larger 85:13
97:12 183:9
largest 225:16
229:16
laser-like 148:14
Lastly 76:1
213:1
late 242:11
299:16 303:11
latest 308:1
launched 115:13
law 111:7
law-related
72:11
layer 128:6
layered 123:6
layering 135:8
158:1
layers 124:12
125:17
layout 221:9
lead 28:8 75:9
85:12 163:15
173:19 174:8
175:12 182:19
187:5 189:12
194:8 196:1, 3,
6, 9, 10, 20
198:7, 11, 13, 21
199:5, 7 202:18
leader 56:17
74:18, 21 75:3,
12 76:20 97:20
98:11
leaders 48:19
49:4 70:17, 17
76:9, 14 77:18
98:6 99:12
100:3 101:1
```

```
104:21 114:9
127:12 167:4
leader's 77:10
leadership
55:16 78:2, 9
79:7 80:3
85:16 95:18
108:15 109:4,
16, 18 115:12
127:20 128:1
216:16 225:20
226:5
lead-free 196:9,
12
leading 195:21
leads 83:3
108:19
lean 218:21
255:5
learn 24:14
49:2 57:18, 19
58:3 59:7, 11
118:10 125:16
147:18 150:20
161:10 299:21
learned 32:14
105:10
learners 55:5
128:11, 11
132:8 134:21
217:3 242:20
243:18, 20, 21
244:3 254:17,
21 256:11, 13
257:5 258:20
260:4
learning 19:4
25:4 30:17, 20
31:5, 7, 16 36:9
38:3, 10, 17
39:16 40:10
41:17, 19 42:16,
21 43:10, 18
51:6, 6 53:6
57:2, 11, 16
59:17 60:19
69:6, 9, 12, 16,
19, 20 70:4, 9
74:13 78:3
```

114:11 117:18

79:9, 12, 17, 18,

Proceedings
• • • • • • • • • • • • • • • • • • • •
21 80:4, 6, 10
92:14 93:1, 5, 6,
<i>16</i> 101:2 <i>1</i>
102: <i>1</i> 109: <i>10</i>
102.1 107.10
113:5, 7 115:17,
<i>19</i> 117: <i>10</i>
119:8, <i>9</i> , <i>10</i> , <i>12</i>
120:17 121:9
120.17 121.7
126:9, <i>15</i> 127: <i>1</i>
128:18 129:14
130:12 133:2
139:8, <i>15</i> 140:7
144: <i>3</i> 146: <i>16</i>
148: <i>1</i> 153:6, 7,
<i>11</i> 154: <i>1</i> , <i>3</i> , <i>7</i>
156: <i>3</i> 157: <i>18</i> ,
<i>20</i> 159: <i>11</i>
160:18, 19
100.10, 19
163:17, 17
165:4 166:19
103.4 100.19
198: <i>13</i> 208:7,
<i>17</i> 212: <i>10</i> , <i>13</i> ,
20 215:15
237:8 246:12
251:6, 8 254:5
270:13 274:17,
17 288:11
296:19 297:12
learning's 30:7
loovo 25.21
leave 25:21
26:7 37:20
50.2 52.2
52:3 53:2
58:13 201:18
202:1 224:20
202.1 224.20
225:2, 8 238:9
240:1, 9, 10
240.1, 9, 10
241:4 290:6, 9
leaving 32:2
leaving 52.2
led 70:15
leeches 196:10
leeching 196: <i>1</i> ,
6
left 279:8
left-hand 117:2
119: <i>15</i>
legal 8:9 25:20
legally 25:21
legendary 33:21
legislative
3

155:*14* leisure 115:2 **length** 127:17 **lens** 67:11 76:12 80:1 81:6 88:11 lessen 290:17 lessons 52:9 72:11, 12 **LETRS** 123:11, 14 147:21 153:8, *15* **letter** 47:14, 15 87:9 88:17 304:7 **letters** 103:5 **letting** 280:12 level 80:18 114:15 122:10 123:6 132:3, 6, 11, 20 136:2, 11 140:21 150:15 151:2 152:2*1* 154:2 155:10, 11, 17 156:5 165:19 166:13 169:20 173:19 177:12, 17 178:13, 15 179:3 190:18 198:7, 11 201:5 210:7, 12 237:18 238:8 258:17, 21 **leveled** 122:16 levels 30:14 39:10 58:12 122:5 186:2 187:5 188:*10* 189:14 193:9 194:8 199:8 **Lewis** 70:15 110:16 111:4 113:19 **liaison** 19:9 94:10 108:18 **Lichter** 236:1

237:12, 15

239:4 252:12,

13 lies 56:12 **life** 48:8 134:4 137:2 239:20 296:19 **lift** 281:12 **lifting** 295:21 light 293:7 liked 200:6 likewise 168:19 **Lily** 2:12 262:10 limbo 32:2 limit 23:18 194:1 259:21 limited 28:2 51:20 59:1 249:5, 6 258:5 **limits** 23:2 199:*1* line 31:4 42:2, 5, 17, 18 52:10 61:21 104:11 186:*1* 229:21 248:19 249:3 lines 102:5 163:2*1* 185:3, 5 196:16, 16, 17, 18 199:5 205:15 **lineup** 264:8 linguistic 130:10 159:14 link 303:18 304:1 **linked** 94:18 Lisa 2:8 284:14 **list** 41:21 42:3 162:19 264:9 265:16 283:4, 9, 13, 19 285:4 291:14, 18 **listed** 175:17 266:13 267:10 **listen** 7:1 listening 46:12 70:1 235:18 literacy 114:9,

120:12 121:2, 13 123:18 127:21 128:12. 14 129:2, 10 130:1 137:18, 19 151:11 160:3 163:9 170:4, 9 171:11 literally 73:20 literate 134:2 literature 120:5 158:14, 16 little 153:10 162:17 184:21 203:3 209:19 221:1 226:15 286:5 297:10, 13 live 54:5 90:8 161:6 lives 45:5 49:7 158:7 251:5 252:1 LIVESTREAM 1:9 7:5 **living** 161:19 286:4 **load** 180:20 232:14 **loaded** 230:21 232:10 234:6 **lobby** 63:1, 2 **local** 154:21 165:2 166:13 214:13 locate 89:19 **located** 47:17 91:12 location 185:2 **locked** 51:21 **logging** 166:12 logs 163:2 long 27:16 42:1 94:17, 19 100:15 161:12 176:12 203:8 205:4 263:5 298:21

longer 136:14 170:15 194:20 195:15 **long-term** 197:7 **look** 56:16 93:15 94:11 99:20 102:21 116:18 124:8 141:15, 20 144:16, 17 145:17 147:9 150:12 165:2, 9, *14* 169:8 212:5 226:18 242:12 290:13 294:9 297:1 **looked** 28:11 185:11, 19 198:17 204:18 205:6 227:14 257:15 269:4 289:9 **looking** 29:20 124:4 148:20 182:21 185:10 191:6 196:19 199:13 200:9 204:11, 11 209:4 210:10 224:14 230:8 245:6 252:19 257:10 293:10, 11 296:16 looks 27:4 37:*1* 183:*3* lose 277:17 **losing** 26:8 245:16 loss 45:5 75:5, 7, 13, 17, 19, 20 296:18, 19 lost 31:15 39:1 50:14 75:1 268:9 **lot** 18:2 46:12 49:8 57:5 107:3 113:10

16 118:2

119:14, 16

141:7 147:8, 14

152:2 173:2*1*

174:21 190:9

Proceedings	
193: <i>19</i> 198: <i>4</i> ,	:
<i>12</i> 205: <i>1</i>	
210:2 <i>1</i> 229:8	
230:20 238:15	
248:16 263:11,	
11 273:16	
285:13 301:10	
loud 41:11 42:8	
love 43:19	
186:19 268:19	
286:4, 7 299:1	
low 58:11	
85:11 280:18	
lower 126:2	
lowest 55:19	
Lowry 8:18, 19	
10:15, 16 12:10,	
11 14:9, 11	
LRE 237:20	
lucky 98:12	
lump 254:3	
lyrics 31:3	
<m> ma'am 133:17</m>	
228:6	
MABE 92:11	
Mack 2:8 9:6,	
6 10:7, 8, 20, 20	
12:2, 3 13:1, 1	
14:2, 3, 21, 21	
15:2, 2 16:3, 4	
17:7, 7 18: <i>13</i> ,	
14 22:1, 2 65:5,	
5 66:8, 9	
131: <i>14</i> , <i>16</i> , <i>17</i> ,	
21 133:10, 15	
135: <i>15</i> 136: <i>6</i>	
138:7 141:2, 5	
142:8 143:7, 9	
144:9 270:17,	
<i>19</i> , <i>21</i> 271: <i>3</i>	
273:9, 13	
076.17.10	

Madam 12:15
14:15 16:15, 20
209.14 241.11
209: <i>14</i> 241: <i>11</i> 263:20 275: <i>4</i>
283:10 291:21
302:5
magic 255:14
Maiden 50:7,
11 51:4 236:5,
11
main 47:17, 18
184:11 204:5
209:9 248:13
maintain 6:3
maintaining
69:8
maintenance
178:16 193:10
majority 211:18
235:11
Makeda 2:13
makers 40:20
makeup 108: <i>16</i>
makeup 108:16 making 7:10
37:16 52:18
99:7 101: <i>1</i>
103:18 105:12
111:20 122:7
125:21 146:17
189:13 192:17
208:5 223:19
253:18
mall 59:7
Malone 3:19
53:12, 13, 14
manage 183:21
management
70: <i>14</i> , <i>21</i> 173: <i>10</i>
manager 73:14, 16 82:15 83:3,
10 82.13 83.3, 17 110:1
managers 68: <i>3</i> 83: <i>16</i> , <i>20</i> 110: <i>8</i>
111:5
mandate 202:19
manner 6:13
128:15 144:14
212:13, 21
0160

monnouvor
manpower 289:21
mantra 74:19
manufacturers
183:20
manufacturing
183:20
map 200:7
205:16
March 114:21
180:15 188:12
mark 34:19
marked 133:5
Mary 207:2
Maryland
38:13 56:3
58:16 92:11
95: <i>13</i> 155: <i>16</i>
95: <i>13</i> 155: <i>16</i> 164: <i>15</i> 173:20
175: <i>3</i> 188: <i>19</i>
214: <i>16</i> 256: <i>6</i> , <i>7</i> 280: <i>21</i> 298: <i>12</i>
310: <i>1</i> , <i>5</i>
mask 59:4
105:21 265:13
masks 44:4
51:13, 13 59:1
84:17 85:3, 5
218: <i>12</i> 249: <i>9</i> 265: <i>14</i>
master 130:8
mastered 120:20 mastery 163:11
167:9
match 134:15,
20 250:6, 6, 9
material 62:17
130:16 144:2
materials 51:20,
21 89:6, 10
90:18 91:4, 6, 9,
<i>14</i> 127: <i>3</i>
144:15 145:19
147: <i>19</i> 148: <i>1</i>
157: <i>11</i> 196: <i>21</i>
208:9 213:4
math 31:1,6
133:6 170:1, 14,
<i>16</i> 171: <i>1</i>

mathematical 170:7 mathematics 170:6 matter 8:7 9:4 47:12 64:13, 15, 19 Matters 3:5 8:11, 17 9:2 12:20 14:18 23:9, 9 24:1, 1 mature 144:10, 11 **McComas** 114:1, 2, 3, 7 116:*1* 119:7 131:6, 8, 18, 20 133:10, 17 135:15 136:5 138:6, 11 142:8 143:10, 13 146:8, 9, 13 147:3, 12 148:5 152:12 153:14 155:18 157:5, 6, 12 159:7 163:19 164:5 167:14 170:4 171:12, 13 207:2 211:10, 11, 12 231:7, 19 233:11, 19 235:2, 6 249:21 253:17 254:15 280:1, 14 293:15 298:5 301:4, 20 McMillion 2:9 10:5, 6 11:21 12:*1* 13:2*1* 14:1 16:1, 2 18:11, 12 21:20, 21 66:6, 7 230:13, 14, 15, *17* 231:8, *15*, 21 232:4, 5, 9 233:2, 7 234:17, 20 235:2, 8, 17 236:3 237:12 238:20 239:5,

13, 18 240:7, 15 241:1, 7 264:4, 5, 11 271:2 273:20, 21 274:1, 2, 19 276:15, 16 282:13, 14 301:3 306:2, 3 308:8, 9, 10, 11 **MDE** 198:7 mean 141:16 161:12 187:18 190:3 229:16 235:20 265:21 289:12 meaning 171:20, 21 meaningful 130:8 means 40:1 119:4 130:9 177:1 229:7 266:13 289:20 meant 82:6 89:17 measure 156:10 175:10 measures 45:10 85:2, 12 217:9 243:7 255:20, 21 mechanical 146:17 mechanism 6:16 media 24:20 158:17 mediated 159:9 mediation 179:5 medical 6:7 44:21 47:3 48:3 251:6 260:19 medically 25:9 26:20 47:5 249:2 260:5 290:9 **Medicine** 298:*13* meet 49:1

216:2

276:17, 18

279:9, 11, 12

283:20 284:*13*.

14, 15 302:14,

14 306:4, 5

307:18, 19

308:16

98:14 106:13

109:5, 6, 16

Proceedings
100.12 102.10
122:13 123:18
124: <i>1</i> 155: <i>1</i>
175: <i>15</i> 181: <i>11</i>
200:21 201:1,
19 202:10
211:3, 4, 5, 8
228:13, 20
234:14 237:5, 5
243: <i>1</i>
Meeting 4:12 5:3 6:6, 10, 11,
5:3 6:6, 10, 11,
17 7:2, 4, 8
22:17, 20 23:1, 3, 16 29:17
2 16 20.17
3, 10 29.17
30:5 32:14, 21
34:13 60:2
62:4 64:6
70:17 92:11, 13
109:6 142: <i>13</i>
147:7 207:1
214.12 245.15
214: <i>12</i> 245: <i>15</i>
259: <i>11</i> 281: <i>1</i>
259:11 281:1 285:1 302:11, 13, 20 303:16,
<i>13</i> , <i>20</i> 303: <i>16</i> ,
19, 21 304:2
306:16 308:21
309:3, 11, 14, 15
mostings 6:20
meetings 6:20,
21 8:1 30:1
61: <i>10</i> 91: <i>16</i>
109: <i>18</i> 141: <i>8</i> , <i>9</i>
142:21 166:20
213:2 308: <i>12</i> meets 184: <i>10</i>
meets 184·10
Megan 3:19
_
53:12, 13
114: <i>11</i>
Member 2: <i>14</i>
4:11 5:6, 11
6:16 12:12, 16
14:12, 20 20:5,
13 34:1, 2
60:11, 12, 14, 16,
21 61:2, 11, 15
62:5, <i>6</i> , 21
63:13, 15 69:10
73:17 76:3, 11
209:6 225:1
277:15 302:10
304:9

MEMBERS 2:1 6:13, 14 7:10 8:21 10:17 12:19 16:15, 20 17:3 20:9 22:12, 12 24:4, 12 29:15 43:3 49:3 50:2 51:1 54:5 61:6 62:3, 12 63:4, 10, 20 64:20 65:1, 8 67:3 71:12 72:5, 8 73:12 84:8 93:14 107:12 113:15 114:7 116:11 131:13, 14 172:10, 17, 19 173:9, 11 174:3 181:21 193:12 206:9, 19 207:6 209:15 213:10 215:18 232:4 259:19 262:6, 18 266:15 273:14 274:21 277:3 279:8 287:2, 8, 11, 18 290:18 297:6, 20, 21 299:4, 7 302:3, 9 307:1 308:7, 14 309:2 mental 83:10 100:8 103:8 105:6 112:17 294:2 mention 154:20 225:16 242:16 308:17 mentioned 64:1 85:3 94:16 100:21 138:17 139:1 143:20 156:9 159:20 202:15 203:21 241:18 242:5, 17 243:5 247:16 257:18 283:3	
8:21 10:17 12:19 16:15, 20 17:3 20:9 22:12, 12 24:4, 12 29:15 43:3 49:3 50:2 51:1 54:5 61:6 62:3, 12 63:4, 10, 20 64:20 65:1, 8 67:3 71:12 72:5, 8 73:12 84:8 93:14 107:12 113:15 114:7 116:11 131:13, 14 172:10, 17, 19 173:9, 11 174:3 181:21 193:12 206:9, 19 207:6 209:15 213:10 215:18 232:4 259:19 262:6, 18 266:15 273:14 274:21 277:3 279:8 287:2, 8, 11, 18 290:18 297:6, 20, 21 299:4, 7 302:3, 9 307:1 308:7, 14 309:2 mental 83:10 100:8 103:8 105:6 112:17 294:2 mentioned 64:1 85:3 94:16 100:21 138:17 139:1 143:20 156:9 159:20 202:15 203:21 241:18 242:5, 17 243:5 247:16 257:18	
12:19 16:15, 20 17:3 20:9 22:12, 12 24:4, 12 29:15 43:3 49:3 50:2 51:1 54:5 61:6 62:3, 12 63:4, 10, 20 64:20 65:1, 8 67:3 71:12 72:5, 8 73:12 84:8 93:14 107:12 113:15 114:7 116:11 131:13, 14 172:10, 17, 19 173:9, 11 174:3 181:21 193:12 206:9, 19 207:6 209:15 213:10 215:18 232:4 259:19 262:6, 18 266:15 273:14 274:21 277:3 279:8 287:2, 8, 11, 18 290:18 297:6, 20, 21 299:4, 7 302:3, 9 307:1 308:7, 14 309:2 mental 83:10 100:8 103:8 105:6 112:17 294:2 mention 154:20 225:16 242:16 308:17 mentioned 64:1 85:3 94:16 100:21 138:17 139:1 143:20 156:9 159:20 202:15 203:21 241:18 242:5, 17 243:5 247:16 257:18	
22:12, 12 24:4, 12 29:15 43:3 49:3 50:2 51:1 54:5 61:6 62:3, 12 63:4, 10, 20 64:20 65:1, 8 67:3 71:12 72:5, 8 73:12 84:8 93:14 107:12 113:15 114:7 116:11 131:13, 14 172:10, 17, 19 173:9, 11 174:3 181:21 193:12 206:9, 19 207:6 209:15 213:10 215:18 232:4 259:19 262:6, 18 266:15 273:14 274:21 277:3 279:8 287:2, 8, 11, 18 290:18 297:6, 20, 21 299:4, 7 302:3, 9 307:1 308:7, 14 309:2 mental 83:10 100:8 103:8 105:6 112:17 294:2 mention 154:20 225:16 242:16 308:17 mentioned 64:1 85:3 94:16 100:21 138:17 139:1 143:20 156:9 159:20 202:15 203:21 241:18 242:5, 17 243:5 247:16 257:18	8:21 10:17
22:12, 12 24:4, 12 29:15 43:3 49:3 50:2 51:1 54:5 61:6 62:3, 12 63:4, 10, 20 64:20 65:1, 8 67:3 71:12 72:5, 8 73:12 84:8 93:14 107:12 113:15 114:7 116:11 131:13, 14 172:10, 17, 19 173:9, 11 174:3 181:21 193:12 206:9, 19 207:6 209:15 213:10 215:18 232:4 259:19 262:6, 18 266:15 273:14 274:21 277:3 279:8 287:2, 8, 11, 18 290:18 297:6, 20, 21 299:4, 7 302:3, 9 307:1 308:7, 14 309:2 mental 83:10 100:8 103:8 105:6 112:17 294:2 mention 154:20 225:16 242:16 308:17 mentioned 64:1 85:3 94:16 100:21 138:17 139:1 143:20 156:9 159:20 202:15 203:21 241:18 242:5, 17 243:5 247:16 257:18	12:19 16:15, 20
12 29:15 43:3 49:3 50:2 51:1 54:5 61:6 62:3, 12 63:4, 10, 20 64:20 65:1, 8 67:3 71:12 72:5, 8 73:12 84:8 93:14 107:12 113:15 114:7 116:11 131:13, 14 172:10, 17, 19 173:9, 11 174:3 181:21 193:12 206:9, 19 207:6 209:15 213:10 215:18 232:4 259:19 262:6, 18 266:15 273:14 274:21 277:3 279:8 287:2, 8, 11, 18 290:18 297:6, 20, 21 299:4, 7 302:3, 9 307:1 308:7, 14 309:2 mental 83:10 100:8 103:8 105:6 112:17 294:2 mention 154:20 225:16 242:16 308:17 mentioned 64:1 85:3 94:16 100:21 138:17 139:1 143:20 156:9 159:20 202:15 203:21 241:18 242:5, 17 243:5 247:16 257:18	17:3 20:9
49:3 50:2 51:1 54:5 61:6 62:3, 12 63:4, 10, 20 64:20 65:1, 8 67:3 71:12 72:5, 8 73:12 84:8 93:14 107:12 113:15 114:7 116:11 131:13, 14 172:10, 17, 19 173:9, 11 174:3 181:21 193:12 206:9, 19 207:6 209:15 213:10 215:18 232:4 259:19 262:6, 18 266:15 273:14 274:21 277:3 279:8 287:2, 8, 11, 18 290:18 297:6, 20, 21 299:4, 7 302:3, 9 307:1 308:7, 14 309:2 mental 83:10 100:8 103:8 105:6 112:17 294:2 mention 154:20 225:16 242:16 308:17 mentioned 64:1 85:3 94:16 100:21 138:17 139:1 143:20 156:9 159:20 202:15 203:21 241:18 242:5, 17 243:5 247:16 257:18	22:12, 12 24:4,
12 63:4, 10, 20 64:20 65:1, 8 67:3 71:12 72:5, 8 73:12 84:8 93:14 107:12 113:15 114:7 116:11 131:13, 14 172:10, 17, 19 173:9, 11 174:3 181:21 193:12 206:9, 19 207:6 209:15 213:10 215:18 232:4 259:19 262:6, 18 266:15 273:14 274:21 277:3 279:8 287:2, 8, 11, 18 290:18 297:6, 20, 21 299:4, 7 302:3, 9 307:1 308:7, 14 309:2 mental 83:10 100:8 103:8 105:6 112:17 294:2 mention 154:20 225:16 242:16 308:17 mentioned 64:1 85:3 94:16 100:21 138:17 139:1 143:20 156:9 159:20 202:15 203:21 241:18 242:5, 17 243:5 247:16 257:18	12 29:15 43:3
12 63:4, 10, 20 64:20 65:1, 8 67:3 71:12 72:5, 8 73:12 84:8 93:14 107:12 113:15 114:7 116:11 131:13, 14 172:10, 17, 19 173:9, 11 174:3 181:21 193:12 206:9, 19 207:6 209:15 213:10 215:18 232:4 259:19 262:6, 18 266:15 273:14 274:21 277:3 279:8 287:2, 8, 11, 18 290:18 297:6, 20, 21 299:4, 7 302:3, 9 307:1 308:7, 14 309:2 mental 83:10 100:8 103:8 105:6 112:17 294:2 mention 154:20 225:16 242:16 308:17 mentioned 64:1 85:3 94:16 100:21 138:17 139:1 143:20 156:9 159:20 202:15 203:21 241:18 242:5, 17 243:5 247:16 257:18	49:3 50:2 51:1
64:20 65:1, 8 67:3 71:12 72:5, 8 73:12 84:8 93:14 107:12 113:15 114:7 116:11 131:13, 14 172:10, 17, 19 173:9, 11 174:3 181:21 193:12 206:9, 19 207:6 209:15 213:10 215:18 232:4 259:19 262:6, 18 266:15 273:14 274:21 277:3 279:8 287:2, 8, 11, 18 290:18 297:6, 20, 21 299:4, 7 302:3, 9 307:1 308:7, 14 309:2 mental 83:10 100:8 103:8 105:6 112:17 294:2 mention 154:20 225:16 242:16 308:17 mentioned 64:1 85:3 94:16 100:21 138:17 139:1 143:20 156:9 159:20 202:15 203:21 241:18 242:5, 17 243:5 247:16 257:18	54:5 61:6 62:3,
72:5, 8 73:12 84:8 93:14 107:12 113:15 114:7 116:11 131:13, 14 172:10, 17, 19 173:9, 11 174:3 181:21 193:12 206:9, 19 207:6 209:15 213:10 215:18 232:4 259:19 262:6, 18 266:15 273:14 274:21 277:3 279:8 287:2, 8, 11, 18 290:18 297:6, 20, 21 299:4, 7 302:3, 9 307:1 308:7, 14 309:2 mental 83:10 100:8 103:8 105:6 112:17 294:2 mention 154:20 225:16 242:16 308:17 mentioned 64:1 85:3 94:16 100:21 138:17 139:1 143:20 156:9 159:20 202:15 203:21 241:18 242:5, 17 243:5 247:16 257:18	
72:5, 8 73:12 84:8 93:14 107:12 113:15 114:7 116:11 131:13, 14 172:10, 17, 19 173:9, 11 174:3 181:21 193:12 206:9, 19 207:6 209:15 213:10 215:18 232:4 259:19 262:6, 18 266:15 273:14 274:21 277:3 279:8 287:2, 8, 11, 18 290:18 297:6, 20, 21 299:4, 7 302:3, 9 307:1 308:7, 14 309:2 mental 83:10 100:8 103:8 105:6 112:17 294:2 mention 154:20 225:16 242:16 308:17 mentioned 64:1 85:3 94:16 100:21 138:17 139:1 143:20 156:9 159:20 202:15 203:21 241:18 242:5, 17 243:5 247:16 257:18	64:20 65:1, 8
84:8 93:14 107:12 113:15 114:7 116:11 131:13, 14 172:10, 17, 19 173:9, 11 174:3 181:21 193:12 206:9, 19 207:6 209:15 213:10 215:18 232:4 259:19 262:6, 18 266:15 273:14 274:21 277:3 279:8 287:2, 8, 11, 18 290:18 297:6, 20, 21 299:4, 7 302:3, 9 307:1 308:7, 14 309:2 mental 83:10 100:8 103:8 105:6 112:17 294:2 mention 154:20 225:16 242:16 308:17 mentioned 64:1 85:3 94:16 100:21 138:17 139:1 143:20 156:9 159:20 202:15 203:21 241:18 242:5, 17 243:5 247:16 257:18	67:3 71:12
107:12 113:15 114:7 116:11 131:13, 14 172:10, 17, 19 173:9, 11 174:3 181:21 193:12 206:9, 19 207:6 209:15 213:10 215:18 232:4 259:19 262:6, 18 266:15 273:14 274:21 277:3 279:8 287:2, 8, 11, 18 290:18 297:6, 20, 21 299:4, 7 302:3, 9 307:1 308:7, 14 309:2 mental 83:10 100:8 103:8 105:6 112:17 294:2 mention 154:20 225:16 242:16 308:17 mentioned 64:1 85:3 94:16 100:21 138:17 139:1 143:20 156:9 159:20 202:15 203:21 241:18 242:5, 17 243:5 247:16 257:18	
131:13, 14 172:10, 17, 19 173:9, 11 174:3 181:21 193:12 206:9, 19 207:6 209:15 213:10 215:18 232:4 259:19 262:6, 18 266:15 273:14 274:21 277:3 279:8 287:2, 8, 11, 18 290:18 297:6, 20, 21 299:4, 7 302:3, 9 307:1 308:7, 14 309:2 mental 83:10 100:8 103:8 105:6 112:17 294:2 mention 154:20 225:16 242:16 308:17 mentioned 64:1 85:3 94:16 100:21 138:17 139:1 143:20 156:9 159:20 202:15 203:21 241:18 242:5, 17 243:5 247:16 257:18	84:8 93:14
131:13, 14 172:10, 17, 19 173:9, 11 174:3 181:21 193:12 206:9, 19 207:6 209:15 213:10 215:18 232:4 259:19 262:6, 18 266:15 273:14 274:21 277:3 279:8 287:2, 8, 11, 18 290:18 297:6, 20, 21 299:4, 7 302:3, 9 307:1 308:7, 14 309:2 mental 83:10 100:8 103:8 105:6 112:17 294:2 mention 154:20 225:16 242:16 308:17 mentioned 64:1 85:3 94:16 100:21 138:17 139:1 143:20 156:9 159:20 202:15 203:21 241:18 242:5, 17 243:5 247:16 257:18	107:12 113:15
172:10, 17, 19 173:9, 11 174:3 181:21 193:12 206:9, 19 207:6 209:15 213:10 215:18 232:4 259:19 262:6, 18 266:15 273:14 274:21 277:3 279:8 287:2, 8, 11, 18 290:18 297:6, 20, 21 299:4, 7 302:3, 9 307:1 308:7, 14 309:2 mental 83:10 100:8 103:8 105:6 112:17 294:2 mention 154:20 225:16 242:16 308:17 mentioned 64:1 85:3 94:16 100:21 138:17 139:1 143:20 156:9 159:20 202:15 203:21 241:18 242:5, 17 243:5 247:16 257:18	
173:9, 11 174:3 181:21 193:12 206:9, 19 207:6 209:15 213:10 215:18 232:4 259:19 262:6, 18 266:15 273:14 274:21 277:3 279:8 287:2, 8, 11, 18 290:18 297:6, 20, 21 299:4, 7 302:3, 9 307:1 308:7, 14 309:2 mental 83:10 100:8 103:8 105:6 112:17 294:2 mention 154:20 225:16 242:16 308:17 mentioned 64:1 85:3 94:16 100:21 138:17 139:1 143:20 156:9 159:20 202:15 203:21 241:18 242:5, 17 243:5 247:16 257:18	131:13, 14
181:21 193:12 206:9, 19 207:6 209:15 213:10 215:18 232:4 259:19 262:6, 18 266:15 273:14 274:21 277:3 279:8 287:2, 8, 11, 18 290:18 297:6, 20, 21 299:4, 7 302:3, 9 307:1 308:7, 14 309:2 mental 83:10 100:8 103:8 105:6 112:17 294:2 mention 154:20 225:16 242:16 308:17 mentioned 64:1 85:3 94:16 100:21 138:17 139:1 143:20 156:9 159:20 202:15 203:21 241:18 242:5, 17 243:5 247:16 257:18	172:10, 17, 19
206:9, 19 207:6 209:15 213:10 215:18 232:4 259:19 262:6, 18 266:15 273:14 274:21 277:3 279:8 287:2, 8, 11, 18 290:18 297:6, 20, 21 299:4, 7 302:3, 9 307:1 308:7, 14 309:2 mental 83:10 100:8 103:8 105:6 112:17 294:2 mention 154:20 225:16 242:16 308:17 mentioned 64:1 85:3 94:16 100:21 138:17 139:1 143:20 156:9 159:20 202:15 203:21 241:18 242:5, 17 243:5 247:16 257:18	1/3:9, 11 1/4:3
209:15 213:10 215:18 232:4 259:19 262:6, 18 266:15 273:14 274:21 277:3 279:8 287:2, 8, 11, 18 290:18 297:6, 20, 21 299:4, 7 302:3, 9 307:1 308:7, 14 309:2 mental 83:10 100:8 103:8 105:6 112:17 294:2 mention 154:20 225:16 242:16 308:17 mentioned 64:1 85:3 94:16 100:21 138:17 139:1 143:20 156:9 159:20 202:15 203:21 241:18 242:5, 17 243:5 247:16 257:18	
215:18 232:4 259:19 262:6, 18 266:15 273:14 274:21 277:3 279:8 287:2, 8, 11, 18 290:18 297:6, 20, 21 299:4, 7 302:3, 9 307:1 308:7, 14 309:2 mental 83:10 100:8 103:8 105:6 112:17 294:2 mention 154:20 225:16 242:16 308:17 mentioned 64:1 85:3 94:16 100:21 138:17 139:1 143:20 156:9 159:20 202:15 203:21 241:18 242:5, 17 243:5 247:16 257:18	
259:19 262:6, 18 266:15 273:14 274:21 277:3 279:8 287:2, 8, 11, 18 290:18 297:6, 20, 21 299:4, 7 302:3, 9 307:1 308:7, 14 309:2 mental 83:10 100:8 103:8 105:6 112:17 294:2 mention 154:20 225:16 242:16 308:17 mentioned 64:1 85:3 94:16 100:21 138:17 139:1 143:20 156:9 159:20 202:15 203:21 241:18 242:5, 17 243:5 247:16 257:18	
18 266:15 273:14 274:21 277:3 279:8 287:2, 8, 11, 18 290:18 297:6, 20, 21 299:4, 7 302:3, 9 307:1 308:7, 14 309:2 mental 83:10 100:8 103:8 105:6 112:17 294:2 mention 154:20 225:16 242:16 308:17 mentioned 64:1 85:3 94:16 100:21 138:17 139:1 143:20 156:9 159:20 202:15 203:21 241:18 242:5, 17 243:5 247:16 257:18	
273:14 274:21 277:3 279:8 287:2, 8, 11, 18 290:18 297:6, 20, 21 299:4, 7 302:3, 9 307:1 308:7, 14 309:2 mental 83:10 100:8 103:8 105:6 112:17 294:2 mention 154:20 225:16 242:16 308:17 mentioned 64:1 85:3 94:16 100:21 138:17 139:1 143:20 156:9 159:20 202:15 203:21 241:18 242:5, 17 243:5 247:16 257:18	
277:3 279:8 287:2, 8, 11, 18 290:18 297:6, 20, 21 299:4, 7 302:3, 9 307:1 308:7, 14 309:2 mental 83:10 100:8 103:8 105:6 112:17 294:2 mention 154:20 225:16 242:16 308:17 mentioned 64:1 85:3 94:16 100:21 138:17 139:1 143:20 156:9 159:20 202:15 203:21 241:18 242:5, 17 243:5 247:16 257:18	
287:2, 8, 11, 18 290:18 297:6, 20, 21 299:4, 7 302:3, 9 307:1 308:7, 14 309:2 mental 83:10 100:8 103:8 105:6 112:17 294:2 mention 154:20 225:16 242:16 308:17 mentioned 64:1 85:3 94:16 100:21 138:17 139:1 143:20 156:9 159:20 202:15 203:21 241:18 242:5, 17 243:5 247:16 257:18	
290:18 297:6, 20, 21 299:4, 7 302:3, 9 307:1 308:7, 14 309:2 mental 83:10 100:8 103:8 105:6 112:17 294:2 mention 154:20 225:16 242:16 308:17 mentioned 64:1 85:3 94:16 100:21 138:17 139:1 143:20 156:9 159:20 202:15 203:21 241:18 242:5, 17 243:5 247:16 257:18	
20, 21 299:4, 7 302:3, 9 307:1 308:7, 14 309:2 mental 83:10 100:8 103:8 105:6 112:17 294:2 mention 154:20 225:16 242:16 308:17 mentioned 64:1 85:3 94:16 100:21 138:17 139:1 143:20 156:9 159:20 202:15 203:21 241:18 242:5, 17 243:5 247:16 257:18	290.18 297.6
302:3, 9 307:1 308:7, 14 309:2 mental 83:10 100:8 103:8 105:6 112:17 294:2 mention 154:20 225:16 242:16 308:17 mentioned 64:1 85:3 94:16 100:21 138:17 139:1 143:20 156:9 159:20 202:15 203:21 241:18 242:5, 17 243:5 247:16 257:18	20.16 277.0,
308:7, 14 309:2 mental 83:10 100:8 103:8 105:6 112:17 294:2 mention 154:20 225:16 242:16 308:17 mentioned 64:1 85:3 94:16 100:21 138:17 139:1 143:20 156:9 159:20 202:15 203:21 241:18 242:5, 17 243:5 247:16 257:18	
mental 83:10 100:8 103:8 105:6 112:17 294:2 mention 154:20 225:16 242:16 308:17 mentioned 64:1 85:3 94:16 100:21 138:17 139:1 143:20 156:9 159:20 202:15 203:21 241:18 242:5, 17 243:5 247:16 257:18	308.7 14 309.2
100:8 103:8 105:6 112:17 294:2 mention 154:20 225:16 242:16 308:17 mentioned 64:1 85:3 94:16 100:21 138:17 139:1 143:20 156:9 159:20 202:15 203:21 241:18 242:5, 17 243:5 247:16 257:18	
105:6 112:17 294:2 mention 154:20 225:16 242:16 308:17 mentioned 64:1 85:3 94:16 100:21 138:17 139:1 143:20 156:9 159:20 202:15 203:21 241:18 242:5, 17 243:5 247:16 257:18	
294:2 mention 154:20 225:16 242:16 308:17 mentioned 64:1 85:3 94:16 100:21 138:17 139:1 143:20 156:9 159:20 202:15 203:21 241:18 242:5, 17 243:5 247:16 257:18	
mention 154:20 225:16 242:16 308:17 mentioned 64:1 85:3 94:16 100:21 138:17 139:1 143:20 156:9 159:20 202:15 203:21 241:18 242:5, 17 243:5 247:16 257:18	
225:16 242:16 308:17 mentioned 64:1 85:3 94:16 100:21 138:17 139:1 143:20 156:9 159:20 202:15 203:21 241:18 242:5, 17 243:5 247:16 257:18	
308:17 mentioned 64:1 85:3 94:16 100:21 138:17 139:1 143:20 156:9 159:20 202:15 203:21 241:18 242:5, 17 243:5 247:16 257:18	225:16 242:16
mentioned 64:1 85:3 94:16 100:21 138:17 139:1 143:20 156:9 159:20 202:15 203:21 241:18 242:5, 17 243:5 247:16 257:18	308:17
85:3 94:16 100:21 138:17 139:1 143:20 156:9 159:20 202:15 203:21 241:18 242:5, 17 243:5 247:16 257:18	mentioned 64:1
100:21 138:17 139:1 143:20 156:9 159:20 202:15 203:21 241:18 242:5, 17 243:5 247:16 257:18	
139:1 143:20 156:9 159:20 202:15 203:21 241:18 242:5, 17 243:5 247:16 257:18	100:21 138:17
156:9 159:20 202:15 203:21 241:18 242:5, 17 243:5 247:16 257:18	139: <i>1</i> 143:20
202:15 203:21 241:18 242:5, 17 243:5 247:16 257:18	156:9 159:20
17 243:5 247:16 257:18	202:15 203:21
17 243:5 247:16 257:18	241:18 242:5,
	<i>17</i> 243:5
283:3	247:16 257:18
	283:3

mentioning
58:5 143:2 <i>1</i>
mentoring
72:21 97:15
menu 134:20
merged 30:5
36:4
message 105:11
143:15
messages 24:20
288:19
met 7:21 40:8
54:11 95:10
method 36:21
metrics 40:8
55:7, 18 165:3
218:21 219:1, 7
222:6 245:4, 8
256:1 267:18
256:1 267:18 280:18 309:6
Michael 33:21
MICROSOFT
1:10
middle 59:17
118:8 120: <i>10</i>
126:3, 20 139:5
151: <i>12</i> 215:2 217:2 237:9
217:2 237:9
242:19 277:16
military 68:14
Miller-Breetz
3:11 29:12, 14
307:20
milliliters 176:7
million 199:14
Mills 183:2
185:10 186:1
194:10 195:4
mind 63:9
105:4 136:18
157:2 <i>1</i> 158:2
225:14 228:3
241:13 243:18
246: <i>4</i> 250: <i>15</i>
266:15 290:19
mindfulness
70:2
mindset 130:11

minimum 176:5, **minute** 124:8 **Minutes** 4:12 8:12 23:4 31:2, *14* 131:*10* 265:10 306:17 missed 163:8, 12 167:7, 19 168:9 184:18 230:11 280:17 missing 258:12 mission 28:6 115:17 134:1 **mistakes** 31:13 mitigate 39:8 mitigation 47:16, 18 85:2 105:19 110:10 219:7 245:5 267:3, 12, 15 279:4 280:8 Moalie 2:5 277:6 mobile 284:20 mode 145:9 155:19 239:10 model 72:13 73:4 78:1, 4 80:1 81:10 92:15 116:14, *16* 119:*4* 126:15 127:14, 14 136:10 210:5 213:17, 18, 20 220:6 221:14 280:6 modeling 57:20 **models** 92:21 **modify** 262:13 **modules** 149:10, 18 153:21 **Mom** 39:14 136:12 **Moment** 3:*3* 5:7. 14 107:16 253:19 263:19 283:11 **moments** 117:16

Monday 216:7 262:5 money 63:12 208:15 **Monica** 66:21 71:5 83:12 102:15 **Monique** 298:4 **monitor** 109:9 143:5 169:6 210:18 247:2 267:17 monitored 82:16 monitoring 107:5 109:11 111:9 monitors 83:4 month 55:5 126:21 127:5 189:7 246:7 **monthly** 70:14 **months** 51:5 148:16 178:20 253:4 268:18 Monument 185:18 236:6, 13 moon-cycle.com 35:6 **Moore** 72:20 102:10, 15 **Moore's** 73:1 107:18 morning 230:20 mornings 190:13 morphophonemi **c** 171:20 **Mosley** 3:10 27:7, 8 **mother** 53:15 54:3 250:16 **motion** 7:11 9:3 10:14, 18 12:9, 19 14:18 16:10 17:4 18:20 20:16 22:8 65:2 66:15 174:8

159:*13*

mine 40:12

201:20 259:10

Proceedings
260:2 261:7, 10
262:9, 10, 16, 18,
21 263:18
264:3, 6, 13
266:10 268:2, 4
269:10, 15, 15
270:6, 8, 18
270.0, 0, 10
271:19 272:12,
<i>14</i> 273: <i>15</i>
274:9, 21 275:1,
2/4.9, 21 2/3.1,
7 277:2, 3, 5, 10
279:15 280:14
201.0 202.20
281:8 282:20,
21 293:7, 13
295:1 304:4, 21
306: <i>11</i>
motions 259:20
motivating
74: <i>14</i>
move 21:2
51: <i>17</i> , <i>19</i>
110:15 113:16
118: <i>3</i> , <i>7</i> , <i>14</i>
120: <i>6</i> , <i>10</i>
141: <i>13</i> 152: <i>1</i> 169: <i>19</i> 171: <i>19</i>
169: <i>19</i> 171: <i>19</i>
172: <i>19</i> , <i>21</i>
182: <i>15</i> 206:9,
11 207:10
209:12 212:14
244:18 248:15
253:19 259:10
261:14 272:17,
20 280:6
284:21 288:6
200.6 202.0 12
299:6 302:9, 12,
<i>12</i> 304: <i>18</i>
307:9
moved 9:6
10:20 13: <i>1</i>
14:2 <i>1</i> 15: <i>1</i>
14:21 15:1 17:6 20:19
65:5 147:20, 2 <i>1</i>
302:19 303:6
307:12
moves 303:15
moving 31: <i>19</i> 113: <i>20</i> 135: <i>14</i>
113·20 135· <i>14</i>
140:19 144:13
140:19 144:13

215:9 219:*1* 235:9, 14 246:2 256:18 302:16 304:7, 13 MPSSAA's 214:13 MRI 154:5 **MSDE** 163:5 164:7, 9 166:14 232:6 243:11 280:3 **MSDE-approved** 217:7 MTSS 112:20 122:9 Muhumuza 2:14 5:7, 12, 13, 21 9:18, 19 11:13, 14 13:13, 14 15:14, 15 17:19, 20 21:12, 13 65:19, 20 89:1 95:4, 5, 7 96:15 99:18 100:19 102:7 107:12, 14 264:11 271:3 275:4, 5, 6, 15 276:7, 8 282:5, 6 283:18 284:9 285:3 305:15, 16 multifaceted 116:*5*, *17* 138:11 multilingual 161:6

multiple 38:12

129:9 139:17

154:12 158:4,

193:18 216:9

multisyllabic

multitiered

20 122:2, 4

67:21 121:4, *14*,

256:20

172:4

13 159:8 160:5

44:7 59:10

124:9, 13, 14 133:11 134:14 140:5 150:*1* municipal 175:13 **Muslim** 35:1 **mute** 17:20 18:2 284:18 **muted** 109:19 205:14 **myriad** 80:17 294:10 < N >**NAACP** 3:10 27:7, 11 28:2, 4, 15, 21 29:2 nail 98:10 name 38:7 46:5 53:13 60:7 80:17 131:19 173:9 291:18 names 7:10 49:2 144:21 263:2, 16, 20 name's 56:20 narrative 159:1 **NASRO's** 71:21 72:19 **nation** 55:19 **national** 26:3, 4 58:18 62:16 71:21 72:20 107:19 117:4 nature 292:10 navigated 75:20 navigating 241:13 nay 294:4 **near** 110:*16* **nearly** 153:17 268:13 285:11 necessarily 94:8 268:7 necessary 44:19 117:19 118:4 120:21 128:10

16 290:9 300:10 necessitated 68:21 need 25:6, 17 26:16 28:18 32:4 35:15 36:8 37:15, 20 40:13 42:15, 20 43:8, 9, 18, 21 51:19 52:13, 15 53:1, 7 54:20 55:15, 16 56:15 59:14 63:4 91:1 96:10 100:6, 13 113:12 118:21 127:21 133:8 134:16, 20 135:1 136:20 137:15 138:15 139:9 141:15 144:16 146:20 148:12 150:3 152:1, 4, 16 155:8 156:6, 14, *15, 18* 159:*15* 164:14 167:13 168:15 197:15 211:5, 6, 20 216:3 220:15 227:17 229:15 234:8 235:10 238:10 240:2, 18 246:9, 10, 10, *15* 247:9 248:4, 18 251:20 253:5, 21 256:14 260:9, 11 268:17 274:12 277:19 293:16 294:5, 7, 10 296:20, 20, 21 297:9, 13 301:17 **needed** 20:21 27:2 79:13 83:5 205:18 212:8 213:8

215:21 228:11

231:3.17 232:19 271:8 296:2 neediest 252:7 **needing** 126:4 **needs** 39:3 40:12 41:12, 20, 21 42:6 44:3, 18 48:10 54:10 63:10, 12 72:12 75:14 78:16 80:12 81:1, 15 118:20 122:13 123:18 124:1 128:21 129:5 137:3 138:20 144:3 155:4 162:10 163:10 167:8 201:12 209:7 211:3, 4, 5, 8 212:2, 13 218:13 223:12 226:10 228:14 237:5, 6 238:8, 14, 15 248:2 250:4, 7 251:6, 7, 9, 12 254:1 260:17 285:9 needy 254:18 **negative** 41:14 56:9 161:4 negotiated 26:13 negotiating 25:8, 18 negotiations 8:11, 12 26:17 networks 81:2 **neuro** 154:6, 6 **never** 40:2 41:20 42:21 73:18 99:5 135:21 195:7 New 3:5, 6 4:5 8:16 19:21 20:5 34:14 64:8 94:19 101:21 105:9 115:13 119:20 135:7 154:*17*

195:17 227:14,

160:17 174:3

Proceedings
191:5, 6 202:17 210:3, 9 228:16 272:12 307:3 Nicholas 34:2
nights 91:15
nine 8:10
noise 18:3
non-common
33: <i>12</i> , <i>15</i> 34: <i>4</i> , <i>18</i>
non-COVID
221:12
nonfiction
120:5 149: <i>15</i>
nonpublic 238:9
nonpublic 238:9 nonunion 40: <i>15</i>
nonverbal 39:13
noon 190:12
noun 170.14
normal 175:21
176: <i>11</i> 180: <i>15</i>
181: <i>4</i> 186:9
221:12
normally
109:16 295:4
North 107: <i>3</i>
northwest
27:15, 15
185: <i>16</i> 194: <i>9</i>
notarial 310:12
Notary 310:4
note 125:20
147:6 229: <i>17</i>
261:4
noted 128:17
180:13
notes 147:15
242:14 279:14
308: <i>3</i>
notice 87:9
88:17
noticed 94:13
notification
176:2 <i>1</i> 242:9
notified 87: <i>15</i>
177:5 265:7
notifies 82:14
notify 87:2
•
notifying 75:7
87:11
novels 31: <i>3</i>

November 29:4 33:1 210:10, 10 216:6, 8 222:17 228:14 246:8, 9 259:12, 15 261:17 262:5 269:7 270:11, 14 271:21 272:2 273:1,5 277:21 278:1, 20 293:12 309:11 310:13 nuances 157:17 number 23:2 29:18 30:4 37:11 39:21 64:15 100:11 110:20 115:16 140:6 157:1 168:*1* 180:*5* 184:1, 2 192:3 193:7, 9 197:8 204:19 210:18 217:4 221:13, 17, 20 225:11, 19 227:7, 20 232:6 234:7, 8 253:1 289:8 290:17 300:19 **numbers** 25:11 40:1 42:11 51:1 85:14 126:*3* 138:*14* 200:9 223:8 236:20 267:19 nurse 209:7 265:4 nurses 51:2 68:1 86:4 88:6, 7 106:3 nursing 228:9 229:2 nutrition 208:6 219:14 <0> **Oak** 237:6 **object** 303:12

objective 287:4

observe 23:17 obtain 8:9 obviously 88:15 93:13 221:18 occupancy 181:4 occupational 237:3 **occupied** 180:14 occupy 193:20 **occur** 88:6 136:9 169:9 220:18 occurred 100:17 178:2 216:12 occurring 227:5, occurs 125:9 142:20 ocean 199:16 o'clock 248:15 **OCTOBER** 1:12 5:4 6:6 7:14 29:17 178:*3* 210:*1* offer 76:12 150:14 153:7 154:12, 18 213:6 261:11, 13 **offered** 126:9 153:5 154:11 211:19 213:4 235:12 Offerman 2:10 5:16, 16, 17, 19 9:16, 17 11:11, 12 13:11, 12 15:12, 13 17:6, 6, 17, 18 21:10, 11 65:6, 6, 8, 17, *18* 182:2, *4*, *14* 248:11 276:5, 6 282:3, 4 283:20 291:14 292:5, 7, 15, 19 302:21 305:13, 14

Office 17:2 19:3, 12 71:17 74:17 75:1 76:1, 18 77:3 82:15 83:2, 16 85:6 88:8 89:16 90:20 93:9 94:19 96:12 97:14, 15 98:15, 19 99:2, *11* 101:5 123:20, 20 125:12, 13 127:15 128:5, *16* 145:*15* 149:2 150:11 173:14 176:18 181:10 232:16 234:1 240:6 287:1, 12 **Officer** 107:18, 20 114:8 officers 68:4 83:15 107:20 offices 6:2 69:13 76:7 97:15 106:15, 16 110:11 145:16 212:4 official 202:8 officials 8:6 oftentimes 236:17 **Oh** 86:16 113:18 202:21 217:19 299:10 **Okav** 14:*17* 41:10 85:20 86:16 91:20 92:10 94:13, 21 104:14 107:15 131:8 162:*14* 163:19 164:5, 13 172:20, 21 185:8 186:*13* 192:4 195:18 204:10 205:13 206:3, 10 217:21 229:4

230:17 232:9

233:20 235:17, 21 238:20 239:5, 13, 18 240:7 241:1, 9 242:13 243:3, *17* 244:*4* 245:12 256:19 258:18 262:17 263:6 264:1, 3 266:9 270:15 272:18 273:8 275:18 277:12 278:10 279:21 281:16 283:14, 21 284:8, 16 291:16, 17 296:11 298:10 299:2, 5, 10 301:1 302:2, 4, 6,8 303:13 304:3 305:4 307:7, 14 309:1, 9 **old** 57:*3* 236:15, 16 **older** 158:8 **once** 36:4 84:17, 19 102:4 111:21 140:3 159:3 176:19 184:21 192:21 193:5 201:6, 8 220:9 227:8 228:14 246:19 258:14 264:19 284:3, 7 296:15, 17 one-on-one 44:6 253:9 **one-page** 90:12 ones 58:2 205:12 274:16 one's 265:12 one-third 180:17 192:2, 5, *14* 193:*4* **one-to-one** 39:*1*

307:2, 3, 9

ongoing 68:21 69:17 122:6

Proceedings
190.16 202.6
180:16 202:6
210:18 267:16
online 30:9, <i>14</i> 53:6 101:20
53:6 101:20
onset 69: <i>3</i>
open 6:20, 21
8:1 22:19
41:13 50:4, 6
96:16 117:12,
<i>14</i> 123:8 126: <i>1</i>
131:11 147:20
171:18 181:17
269:21 289:19
296:15, 17, 17
opened 41:14
56:4
opening 67: <i>10</i>
218:3 297:1, 2
operate 57:18
108: <i>10</i> 143: <i>1</i>
operating
207:12
operational
78: <i>3</i> 81:7, 9
operations 6:1
175:21 176:11
180: <i>16</i> 219: <i>11</i> ,
12 226:19
opportunities
22:10 31:16
77: <i>1</i> 120: <i>3</i> , <i>7</i> ,
<i>13</i> 125: <i>16</i>
127: <i>1</i> 128: <i>18</i>
129:7, <i>8</i> 135:2 <i>1</i>
139: <i>4</i> 149: <i>1</i> 2,
13 158:4
208:18
opportunity
6:17 28:8
33:11 37:9
60:12 76:15
95:15 98:15
99: <i>18</i> 121: <i>10</i> 134: <i>19</i> 138: <i>4</i>
134: <i>19</i> 138: <i>4</i>
149: <i>18</i> 160:8
214:5, 6, 8
215:8 217:11
233:13 239:7, 8
251:3, 4 252:8
, .

277:18 278:11
280:17
opposed 269:20
opt 307:1
optimal 69:6
optimistic
285:16
option 27: <i>1</i> 197: <i>17</i> 224:20
239:19 240:10
243:9 244:13,
14, 14 260:6, 18 261:17 271:8
272:5 273:1, 12
274:6, 12
279:15, 16, 17
290:6, 10, 17 optional 301:13
options 225:2
240:20 241:3
260:20 274:17
290:12, 15, 21
295:13
oral 64: <i>17</i>
orange 118: <i>11</i>
Order 3:2 5:3
6: <i>3</i> 7:7 18: <i>1</i> 23: <i>1</i> 7 36:7
64.20 79.9
64:20 79:9 183:21 209:5
215:1 226:11
264:3 293:13
organization
115:10
organizational
155:4, 7 207:7 orientation
144: <i>19</i> , <i>20</i>
oriented 170:2
origin 62:16
original 262:16
263:3 268:18
269:20 271:19
285:11 288:12
originally 206:6
271: <i>14</i> os 301: <i>10</i>
ought 295:18
outbreak 88:11
outcome 310:11

outcomes 28:13 124:20 125:3, 4 129:18 134:5 outline 89:10 119:13 218:14 outlined 128:3, 8 175:19 217:7 219:17 outlines 139:20 219:7 outlining 47:14 outreach 100:6 101:19 142:20 176:19 outside 30:17 85:9 97:17
102:4 152:8 217:1 242:17 255:2 257:11 outstanding 71:16, 20 181:11 274:19 overall 37:14 92:16 93:7, 15 187:7 217:13 219:3 overcome 136:7 296:19
overlap 117:5 Overlea 66:20 71:5, 9, 13, 19 72:1, 6, 17 73:12, 18 74:4 75:18 102:8 108:4 overnight 156:11 overview 67:4 114:15 211:10
218:19, 19 237:11 Owings 183:2 185:10 186:1 194:10 195:3 P > p.m 22:21 32:21 309:12 pace 31:20

```
Padillo 3:20
56:19, 20, 21
page 47:18
89:16 103:11,
21 280:4
pages 47:17
paid 53:2 62:4
63:11, 14
Painter 33:1
pan 272:21
panacea 145:20
pandemic 24:18
25:3 29:9 32:8
45:7, 14 68:20
69:3 105:10
110:2 111:5
112:6 113:10
121:8 141:8
148:17 150:11
165:19 230:3
297:11
Panel 12:12, 16
14:12, 19 117:4
paper 42:16, 17
para-educators
52:18 210:13
211:7
paraprofessional
97:3
parent 38:8
39:4, 18 43:5
113:2 165:16
166:4 219:12,
17 226:7
252:20 253:18
264:21 285:21
286:2 287:9
288:15
parents 30:6, 9
31:15, 21 37:4
41:1, 12, 18
44:16 45:1, 8
46:13, 16 47:13
49:8 51:10
54:4 56:6, 10
57:13 59:6
72:5 82:6 91:4,
7, 10 102:20
104:1, 14
```

141:18 144:8

145:8 215:7
219:17, 17
220:9 221:17
223:5, 16, 17
224:8 226:3, 6,
13 229:12, 20
239:6 253:1, 11,
13, 18 260:6, 13
265:2 271:5, 12
272:5 279:1, 15
288: <i>14</i> 294: <i>3</i> , <i>3</i> 297: <i>16</i> 300: <i>12</i>
301: <i>14</i>
parking 49:8
part 44: <i>15</i>
52:20 56:8
67:5 70:10
85:8 86: <i>3</i>
100:14, 16
110: <i>15</i> 113: <i>4</i>
123:9 131:10
135:8 149:6
151.10 163.20
164:3 191: <i>4</i> , 5
164:3 191:4, 5 210:5 214:9
219:4, 5, 6, 9, 21
220:5, 5, 12
220.3, 3, 12
224:10 226:18 237:17 250:10
267:15, 18
207.13, 18 278:4 287:9
289:15 300:15
304:15 309:2
participant
264:9
Participants 70.16
70:16
participate 6:17
74:5 214:1
219:19 220:11
221:19 231:4
232:8
participated
29:19
participating
6:14
participation
24:7 231: <i>1</i> , 6
narticular

paces 153:3

30:10 97:10

Proceedings
144:19 160:9
220:12
particularly
27:14 250:4
27.14 230.4 252:18
parties 310:10
partly 159:19
partner 73:13
74:7 75:9 76:3,
16
partners 70:8
72:2 73:8 76:6
81:20 83:10
87:4 247:14
257:1, 19
partnership
71:16 74:9
153:19 154:20
176:18
partnerships
70:11 77:3
155: <i>1</i>
parts 78:4
178: <i>13</i> 179: <i>10</i> ,
<i>21</i> 183:4, 5
185: <i>16</i> , <i>20</i>
197: <i>16</i> 198: <i>7</i> , <i>9</i>
213: <i>13</i> 219: <i>4</i>
pass 50:18
141: <i>14</i> 162: <i>17</i>
174: <i>16</i> 184: <i>13</i>
passed 5:11
174: <i>13</i> 196:8
198:9 200: <i>12</i>
passes 201:9
passing 197: <i>16</i>
passion 159:6
160:9 295:5, 6
passionate
138:3, 10
186:2 <i>1</i>
Pasteur 2:11
9: <i>14</i> , <i>15</i> 11: <i>9</i> ,
10 13:9, 10
15:10, 11 17:15,
16 21:8, 9
65:15, 16
102:11, 12
104: <i>14</i> 105: <i>1</i> ,
16 106:10
CD C C I

107:8, 9 143:12,
<i>13</i> 146:8, <i>11</i> , <i>13</i> ,
21 217:17
218:1, 2, 18, 20
220:7 222:2, 12,
20 223:2 224:7, 14 226:14
227:13 228:4, 5
229:4 248:19
263:1, 6, 8, 13
276:3, 4 282:1,
2 283:11, 17, 21 284:2, 6, 12
291:6, 10, 15, 16,
19 292:2, 3
293:1, 2 296:7
299:12 305:11,
12 path 181:16
Pathway 67:10
77:19 115:15
172:7
patterns 80:14
204: <i>11</i> Paul 1: <i>21</i>
310:4, 16
Pause 26:18, 19,
21 27:2
pay 35:16
36: <i>18</i> 37: <i>7</i> 285: <i>17</i>
paying 31:11
PCs 210:2, 5
PD 34:17
peace 246:4
pedagogy 129:21 130:20
157:8, <i>10</i>
160:12 161:17
162: <i>13</i>
peek 71:14
peer 57:20 97:10
peers 39:12
51:16 97:10, 11
238:3, 19
pencil 42:17
people 40:1
42:9 47:9 60:4 89:8 91:4 95:9
22.0 22.1 20.2

```
103:10 105:5
144:16 145:17
146:6 158:6
189:4 212:9
224:2 229:12
230:1, 1 255:12
260:13 261:4
262:21 271:8
273:16 286:11
289:13 294:11
295:4 296:4
297:11 303:8
percent 32:10
58:11, 12, 15
62:19 63:15, 16
132:4, 5 178:11
192:1 205:3
219:20 224:16
288:1
percentage
224:18
perfect 112:16
116:9 135:16
143:2 174:20
performance
8:5 63:11
165:3
peril 49:7
period 29:9
34:5 178:21
180:18 227:15
229:9
periodic 292:12
periodically
155:1
permanently
180:4
persistent 28:14
32:7
person 30:12
37:4 38:1 39:7
42:10 43:19
51:11 55:13
86:8 96:21
108:18 142:19
213:21 246:3
247:10 250:13
261:20 270:13
```

```
284:21 290:7, 8
297:17
personal 23:15
70:1 130:3
209:2
personally
101:3 130:7
Personnel 3:5
6:3 8:7, 17 9:1,
4 12:20 14:18
83:9
persons 87:10
88:14, 16
person's 131:19
perspective
67:20 77:6, 9,
10 159:1
189:12
perspectives
139:17 158:5,
13 159:8 160:6
pertain 93:19
pertains 74:7
78:17
pertinent 288:5
Pete 173:9
Pharoan 3:12
4:4 33:8, 10
61:19, 20
phase 201:7
215:14 216:4,
21 241:18
245:6 247:15
254:21 257:8,
10
phased 257:15,
16, 17 258:7
phases 244:18
251:10
phasing 244:21
PhD 298:11
phone 22:18
phonemic
119:19 169:2
phonetic 33:17
34:10
phonics 117:1
119:19
phonological
```

```
physical 6:12
24:15 26:1, 15
38:20 50:8
70:12 72:4
103:7 112:18
227:17 236:9
301:9
physically 6:18
38:19
pick 115:21
198:21 229:6
pickup 219:13
227:2
picture 200:10
pictures 39:17
144:17, 21
piece 94:3
135:13 201:14
280:8
pieces 90:16
251:10
piggyback 293:5
pilot 151:6
pipe 116:13
184:12
pipes 176:4
187:17 188:8
piping 175:14,
16 184:5, 16
187:4
place 44:13
45:19 91:17
110:10 124:6
139:4 140:20
148:3 151:4, 5
152:3 159:12
160:19 188:12
209:7 218:15
229:1, 20
250:10 255:21
267:4 268:8
301:13
placed 178:1
236:10
places 186:1
208:4
plan 25:16
26:11 40:13
45:15 47:16
54:16, 20 55:3,
```

116:21

273:4 274:18

Proceedings
7 56:2 78:10,
14, 18 79:12
81:13, 14, 15, 17
82:2 84:19
90:7, 7, 11, 13
90:7, 7, 11, 13 92:6, 7 93:3, 15
94:9 103:6
108: <i>11</i> 109: <i>1</i> ,
10, 12 111:20 112:16 115:11,
112:16 115:11
<i>13</i> 128: <i>3</i> 180: <i>8</i> ,
16 181:3 184:4
185:2 <i>1</i> 188: <i>1</i> 2 193:2 199: <i>6</i>
195:2 199:0
202:21 216:11
217:8 218:7, 19
219:3, 5, 6, 10,
21 220:5, 7, 13
222:2, 11
224:21 226:18
243:12, 16
244:5 246:7, 8,
10, 20 247:1, 2
248:1 255:12,
17 256:3 257:6
258:8, 13, 14, 15,
230.0, 13, 14, 13,
19 259:4, 5, 11
264:13, 14
265:17, 21
266:3, 11, 12, 16,
18 267:7, 10, 19
268:6, 11, 18, 19,
20 269:15, 18,
20 270:9, 10
271:21 274:11
275:9, 12 278:4,
6, 8, 19 279:6
280:2 285:11,
18 286:11
288:12 290:14
292:16 294:2,
15 296:16
297:2 299:15,
<i>18</i> 300:4 301:5
307:12
planned 45:18
103:1 233:5
planning 29:2
80:20 127:2
216:20 254:4
~~~~

100:10, 13

114:13 121:11
214:16
pleasure 71:14
107:17
<b>Pledge</b> 3:3 5:5,
14
plus 45:14, 14,
<i>14</i> , <i>15</i> 63:9
poignant 98:17
<b>Point</b> 18: <i>1</i>
32:12 89:12
104:8 114:20
137: <i>15</i> 140: <i>14</i> 142: <i>3</i> 156: <i>5</i>
142:3 156:5
162:5 177:10
191: <i>1</i> 197:2 201: <i>13</i> 202: <i>6</i>
201:13 202:6
215: <i>12</i> 226: <i>9</i> 242: <i>7</i> 244: <i>5</i> , <i>7</i> ,
9 246:8 254:10
256:3, 10, 16
259:6 262: <i>18</i>
279:13 282:21
298:11 302:19
303:5, 14
<b>pointed</b> 198: <i>19</i>
280:16
<b>pointing</b> 56:11 194:10 258:8
194:10 258:8
303:12
<b>points</b> 165:6
175: <i>1</i> 199:2
224:7 288:19
<b>Police</b> 70:20
76:8 81:2 <i>1</i>
82:19 90:1
111:6
policies 28:3
60:3
<b>Policy</b> 3:7 4:2
20:8, 9, 12, 12,
17 23:5 27:17 60:6, 8 61:6, 21
62:2, 11 63:21
93:9, 10 94:5,
12 108:17, 20
133:4 139:20
161:20
political 54:7

population
32:20 35:14, 21
45:21 47:6
247:8 249: <i>16</i> ,
18 308:18
porch 141:8
portion 22:17
32:20 33:6
60:1, 2 62:4
64:5 78:18
81:9 89:14
portions 6:20
7:1 215:12
<b>posed</b> 68:19
<b>position</b> 19:2, 7
20:4 33:21
39:5 95:18
96: <i>1</i> 112: <i>12</i>
positive 35:8
39:9 43:7
69:10 73:5
74:14, 19 78:6
79:10 86:6 18
125:1 191:11
210:21 265:6
293:8
positively 72:16
positivity 245:8
269:1
possibility
63:10 274:11
possible 47:19
48: <i>18</i> 55: <i>14</i>
209:5 230:5
235:10
possibly 301:18
307:11
post 96:4, 5
posted 177:7
214:2, 3 235:16
280:3
<b>posting</b> 28:21
post-pandemic
92:5
Postponed 4:10,
11
potential 45:15
71:3 100:8

161:*11* 175:5,

```
12, 21 196:19,
20 226:7
potentially 26:8
86:21 224:19
240:20 257:12
Powell 3:18
49:14, 15, 17, 17
50:1
PPE 219:8
222:7 260:9
PPWs 68:1
166:8
practice 23:1
82:3 91:8
132:15 163:1
170:8
practices 23:6
28:3 72:9 74:5
80:16 85:7
90:18 267:5, 16
pragmatic
296:20
pre 244:1
precautions
44:19 45:9
precious 53:21
precisely 266:11
preclude 283:1
prefer 212:10
preference
288:3
preferences
212:10
prefixes 172:5
pre-K 46:21
47:8 55:4
210:12 211:8
261:18 273:2
279:3 307:13
pre-pandemic
92:4
preparation
152:21 156:1
preparations
297:7
prepare 285:9
prepared 71:3
255:14
preparing
```

politics 53:7

68:12 255:11

Tocccungs
<b>preschool</b> 68:17 244:1
presence 6:12
present 6:18
14:10 33:11
67:12 133:5
264: <i>19</i> 291: <i>1</i>
presentation
67:3 84:4, 14
89:4 92:3
113:2 <i>1</i> 115:8
131: <i>13</i> 134:8
146:7 147:5
173:16 174:1, 2
6, 17 186:19
191: <i>17</i> 198: <i>3</i>
211:9 216:9
217:14 241:12
248:13 286:2
presentations
147:6 173:2
presented 7:20
9:5 10:19
12:20 14:19
20:14 26:11
34:6 102: <i>14</i>
222:3, 4 244:12
269:21 278:5,
19
presenting 89:6
173:17 275:8
presently 214:2
235:11
presents 38:17
president 24:10
43: <i>15</i>
pressed 255:8
pressure 42:9
<b>pretty</b> 181: <i>12</i> 198: <i>4</i> 223: <i>16</i>
246:11
prevalent 32:7
<b>prevent</b> 49:10
84:20
preventative
175:9
prevention
40:16 122:5

previous 123:6
142:2 <i>1</i> 179: <i>11</i>
213:2 304: <i>1</i>
previously
199:8 305: <i>1</i>
<b>pride</b> 73:10
primarily 88:7 primary 117:7,
8 118:3 119: <i>17</i>
138:14 154:17
195:5 208: <i>4</i>
principal 66:20
71:5 102:8
108:3 204:8
225:10 226:10
<b>principals</b> 74:8, 10, 14 78:21
80:2, 5 83:2, 20
96:9 103:4, 10
104:20 106:6,
14 111:18
141: <i>14</i> 166:2 <i>1</i>
219:16 220:17,
20 225:20
226:20 227:8
228:7, <i>18</i> , 2 <i>1</i> 253:9 278:2 <i>1</i>
300:3, 8
principal's
76: <i>12</i>
principle 34:4
<b>Prior</b> 19:7, 10
22:20 32:8
57:5 58:10
177:21, 21
216:14 229:1
<b>priorities</b> 27:20 254:17
prioritizing
255:6
<b>priority</b> 56:14
152: <i>10</i> 308: <i>21</i>
private 239:2
proactive 68:17
71:2 73:6
76:10 175:9
<b>Probably</b> 143:2
188:6 191:3 195:5 205:11
175.5 205.11

```
230:2 249:2
268:9
problem 69:20
122:8 139:8
170:2, 10, 11, 13
171:7 184:9
194:14, 15
199:2 200:6
235:1 295:12
problems 26:8
166:3 167:3
procedures
81:11 82:4
90:8 139:15
162:18 220:1
proceed 293:19
proceeding 33:7
PROCEEDINGS
5:1 310:11
process 75:6, 20
78:10 79:6
81:13 82:8
87:7, 8 88:9, 12,
18 90:13
111:13 130:12
148:21 149:11
175:11 177:1
178:2 212:9
228:15 231:14
236:10 289:11
processes 23:12
32:1 81:11
183:21 277:18
processing
294:4
productive
72:14
profession
128:18 152:17
professional
34:17 57:21
69:17 79:12
80:6, 10 100:4,
17 103:9
109:10 126:8.
14, 21 129:14
139:14 140:7
145:4, 14 152:2,
```

```
154:1 156:9
208:7 209:2
professionalism
293:17
professionals
251:19
proficiency
58:17 80:9
158:20
proficient 58:12,
15, 16 116:5, 17
118:9 119:3, 5
120:21 132:14
134:12, 17
137:20 170:19
profoundly
38:19
program 36:4,
18 106:2, 4
125:8, 10, 17
153:8, 11
171:10 200:18
214:4 217:6
242:21
programs 23:6
28:3 80:14
90:16 91:2, 10
122:6 123:5
124:6 125:15,
18 127:3 139:1,
13 152:21
155:6 156:1
217:3, 5 237:16,
17 242:19, 21
298:15
progress 28:2
36:15 37:14
39:2 56:16
78:10, 18 90:11
92:6 93:3, 14
94:9 108:11
109:1, 8, 12
128:3 169:6
173:18 174:2
206:4 245:20
progressing
166:15
promise 73:2
promised 33:16
```

promote 79:9
130:14 132:20
promotion
139:21
promotions 8:3
proper 23:8
<b>properly</b> 35:18,
21 125:8
proposed 20:11
34:3 60:3, 5
proposing
262:15
<b>protect</b> 295:10
protected 218:9
protective 209:2
protesting 49:8
protocol 175:19
176: <i>1</i> , <i>17</i> , <i>17</i>
177:21 188:17,
21 189:9
190:14
protocols 44:2,
13 45:18 55:9
81:11 82:11
84:16 85:7
88:2 105:6, 7
106:9 190:2
219:9 249:7
267:5
proud 72:19
<b>provide</b> 25:2
29:4 67:4, 19
69:1 75:3
76:21 98:3
100:4 106:14
113:8 126: <i>11</i> , 17, 21 127: <i>18</i>
1
128:2, <i>19</i> 129: <i>3</i> 130: <i>19</i> 138: <i>19</i>
130.19 138.19
151:12 164:11,
131:12 104:11,
14 100:21 167:20 198:15
200:3 206:20
208:3 209:1
211:16 218:18
220:19 226:16
232:20 233:14
244:21 278:9
280:5 290:21

4 153:6, 7, 11

provided 24:6	235:19, 19	qualified 26:4	148:2 151:21	raising 27:18
53:1 71:8 87:6	236:2, 3 237:21	196:8	162:17, 19	165: <i>16</i> , <i>17</i>
90:1 91:8, 15	238:21 239:1, 2	qualitative	164:2 <i>1</i> 167: <i>16</i> ,	251:16
104:7 113:10	240:12 241:19	168:17	17 172:10, 14	Randallstown
132:7 168: <i>3</i>	245:2, 3, 16	quality 122:6	181: <i>17</i> , <i>19</i>	27:10
169: <i>10</i> , <i>16</i>	246:13, 19, 20	124:21 126:12	187:2 189:2 <i>1</i>	randomized
175:7 182: <i>12</i>	247:3, 4, 7	137:6 139:2	191: <i>12</i> 198: <i>5</i>	192:9, <i>16</i>
187: <i>14</i> 200: <i>17</i>	249:12, 13	157:20 182:5	200:15 201:2	randomly 220:4
242:1 259:11	250:3, 8 251:16	286:7 287:21	202:13 203:16,	range 67:19
270:9, 10	252:14, 18	290:1	16 206:21	76:5 120:9
271:20 275:12	254:19 257:3, 7	quarantine 87:3	217:15 218:3,	236:7, 8, 9
providers	259:1, 5 266:3	quarantined	21 226:16	rare 213:5
156:12 251:20	270:10 281:11	264:18 265:7	230:10, 14, 18	<b>Rastrom</b> 33:16
provides 22:11	292:9 300:6	quasi-judicial	240:4, 18 261:1	rate 62:19
83:4, 17	308:16 310:4	64: <i>14</i>	263:11 265:16	245:8
providing 55:6,	<b>publicly</b> 32:18	question 45:13	268:1 279:10	rates 55:20
8, 12 69:8, 17	216:14	84:10 86:3, 12	286:6, 20 287:3,	56:1 136:9
74:9 75:15, 16	<b>publish</b> 90:12	87:19 89:5	4, 7, 17 288:1, 4,	269:1, 5
113: <i>1</i> 126: <i>13</i>	187:12 188:4	93:3, 8, 17 95:8	15 289:15, 17	rating 128:17
128:9 129:7	<b>pullout</b> 36:21	96:3, 12, 17, 19	291:5 292:8	rationale
130:5 168: <i>4</i>	<b>pumping</b> 188: <i>1</i>	97:6, 12 99:11	302:7	124:21 132:19
182:18 233:9	<b>purchase</b> 208:11	102:19 103:21	question's 167:6	<b>Ray</b> 3:10 27:7
238:11 241:6	<b>purpose</b> 174:1	109:2 <i>1</i> 112:4	quick 141:3	reach 96:10
261:17 273:1,	purposes 120:9	146:4, 10, 14	203:16	161: <i>10</i> 212: <i>4</i>
11 274:16	pursuant 6:21	147:13 148:11	quickly 142: <i>11</i>	223:21 240:5
300:16	8:1	157:7 164:2	151:9 154:19	reached 100:12
provisions 85:4	pursue 241: <i>4</i>	167:19 169:17	159:5 175:2	reaching 99:8
psychologists	purview 23:6	171:9 185:9	178:10 235:9	260:12
68:2 113: <i>1</i>	<b>push</b> 132:15	188:6 190:20	267:20 281:15	reactive 155:19
<b>PTA</b> 287:10	<b>pushing</b> 198: <i>12</i>	192:4 195:19	300:6	read 39:17
PUBLIC 1:7	<b>put</b> 49:5 87:3	197: <i>1</i> 198: <i>12</i>	<b>quite</b> 104:10	57:16 58:8, 10
3:8 4:2 6:1, 2,	106:20 142:2	200:15 203:3	111:14, 18	62:2 120:3
<i>19</i> 19:5, 6, <i>11</i> ,	151: <i>4</i> 170: <i>18</i>	222:1 231:8	183: <i>1</i> 185: <i>11</i>	121:2 132:2
<i>16</i> , <i>17</i> 20: <i>1</i>	248:7, 7 252:2	233:21 234:19	186:2, <i>21</i>	136:2 139:2
22:9, 17, 19	263:2 264:2, 7	235:3 251:15	207:12 221:5	144:20, 2 <i>1</i>
23:5, 10 24:2, 3	291:17 301:12	253:20 263:9,	268:10 281:6	146:17 147:16,
25:14 26:12	<b>putting</b> 40:20	14 278:15	287:21	17 154:3, 7
27:13 33:7, 19	84:15 105:12	286:16 287:14,	<b>quote</b> 27:18, 21	156:3 158:4
35: <i>14</i> 41: <i>15</i>	135:19 139:3	<i>16</i> 290: <i>3</i> 291:2	39:20	169:20 254:6
46:11, 18 47:20	191:7 234:9	293:3, 8		283:9 308:3
49:6 59:19	248:8	questioning	< R >	reader 20:15
60:1, 2, 3, 15, 21	<b>puzzle</b> 250:11	248:20	race 129:19	21:3 118:20
61:13, 17 64:5	251:10	questions 35:9	radio 55:1	134:12
82:2 89:11, 21	<b>pyramid</b> 121:21	46:12 73:20	rage 24:18	readers 118:3, 7
90:9 106:5	122:18 169:3	84:7 87:13	rainbow 117:2	119:5 137:12
177:8 187:2, 12,		92:3 95:3	raise 84:9	138:21 139:9
<i>15</i> 199: <i>3</i> 216: <i>5</i> ,	< Q >	107:8, 16	234:11 261:7	151: <i>11</i>
9, 12, 19 218:3	qualifications	131: <i>11</i> 132: <i>13</i>	277:16	<b>readily</b> 73:21
219:2 221:3, 8,	307:16	133:12, 15, 19	raised 31:21	Reading 4:7
10, 21 225:17		139:18 142:7	88:21 186:17	58:12, 15, 17
	1	1	1	1

Proceedings
114:1 116:3, 6, 18, 20 117:4, 4, 5, 19 118:9, 12, 18 119:3
120:14, 18, 21 121:3, 20 122:17 123:2, 12 124:8, 20
126:4, 19 127:4 129:19 132:6, 11, 14 136:13 137:13 141:13 147:14 148:14
150:15, 16, 17, 18 151:9 152:7, 18 153:16 155:8, 17
156:19 157:2 168:21 170:13, 17 307:17 reads 31:3, 8, 12 ready 27:4
ready 27:4 68:12 110:8 112:1 132:21 141:12 153:1 294:20
real 32:9 141:3 229:20 237:15 realistic 40:2 278:1
reality 293:19 realize 24:17 45:9 194:15 205:14 277:15
realized 161:19 really 33:20 34:11 37:19, 20, 20 46:15 61:14, 14 63:14, 16, 17, 19 87:6 92:3 95:16, 20, 21 97:13 98:5
100:10 101:3, 20 102:2 105:19 108:16, 19 115:19 116:3 122:15 133:20 134:8 137:17 139:7, 12 140:1, 9

142:14 144:4
146: <i>14</i> 148: <i>14</i>
150:3 151:9 152:19 154:1, 2 155:3 157:19
152:19 154:1, 2
155:3 157:19
160: <i>12</i> 161: <i>7</i> 162: <i>4</i> 166: <i>19</i>
167: <i>1</i> 168: <i>1</i> 2,
17 169:3, 11
176:10 183:18
186:10 187:10
191:10 196:13
200:6, 8, 8
215: <i>11</i> 218: <i>5</i> 219: <i>3</i> , <i>15</i> 220: <i>6</i>
222:6, 7, 15
223:18 225:20
229:4, 14
231:11 237:11
248:18 251:7, 9,
11 255:4 256:14 257:1,
250.14 257.1, 15 268:10
285: <i>12</i> 287: <i>3</i> ,
13, 16, 21
290:11 296:14,
21 301:12, 17
308: <i>19</i> <b>realms</b> 134: <i>3</i>
realtime 149·19
reason 168:10
195:5 200:9
204:5 220:16
225:9 239:21
271:9 274: <i>15</i> 289: <i>16</i>
reasoning 118:2
150: <i>17</i>
reasons 8:2
48:3 82:1
125:6 167:12
179: <i>4</i> 195:8 <b>recall</b> 116: <i>12</i>
151:9 272:9
287:20 289:6
201.20 209.0
308:16
308:16

237:19 244:5
248:6 279:18
received 30:6
37:3 43:4
47:14 142:9
177:13 178:4
179:12 226:6
286:9 287:19
receiving
128:2 <i>1</i> 129:5
255: <i>1</i>
recite 5:5
recklessly 252:2
recognition 5:8
12: <i>13</i> 116: <i>19</i>
117:1, 7 118:17
recognize 25:6
123: <i>3</i> 136: <i>8</i> , 20
137:14 144:6
recognized
263: <i>4</i>
recognizing
157: <i>16</i> 158: <i>12</i>
161: <i>I</i> 187: <i>6</i>
recommend
34: <i>14</i> 35: <i>4</i>
recommendation
20: <i>17</i> , <i>21</i>
214:14, 18
261: <i>16</i>
<b>recommendation s</b> 20: <i>13</i> 232: <i>11</i>
278:7
recommended
45:9
recommends 28:21
= :
<b>record</b> 64: <i>16</i> <b>recorded</b> 271: <i>20</i>
recording 310:7
recover 168:7
red 101:18
redefining
129: <i>13</i>
redoubling
138:19
reduce 44:13,
<i>15</i> 198:9
reducing

reengagement
208: <i>14</i> 214: <i>4</i>
200.14 214.4
reenter 88:1
reentry 56:3
257:20
refer 22:14
47:15 87:3
115: <i>14</i> 153:9
300:3
reference 89:19
130:7 280:11
referenced
89: <i>14</i> 90: <i>11</i> 94: <i>6</i> 160: <i>4</i>
94:6 160:4
referencing
98:17
<b>refill</b> 203:7
refillable 199:17
101111abic 177.17
refine 87:7
reflect 62:11 119:17 131:4
119· <i>17</i> 131· <i>4</i>
117.17 131.7
reflected 119:5
121:14 130:9
149:8 288:2 <i>1</i>
reflective 160:5
reflective 100.5
refreshed 210:9
refreshed 210:9
refreshed 210:9 regarding 27:12
<b>refreshed</b> 210:9 <b>regarding</b> 27: <i>12</i> 54: <i>15</i> 61:6
<b>refreshed</b> 210:9 <b>regarding</b> 27: <i>12</i> 54: <i>15</i> 61:6
<b>refreshed</b> 210:9 <b>regarding</b> 27: <i>12</i> 54: <i>15</i> 61:6
<b>refreshed</b> 210:9 <b>regarding</b> 27: <i>12</i> 54: <i>15</i> 61:6
refreshed 210:9 regarding 27:12 54:15 61:6 64:12 82:8 166:18 175:1 182:9 240:5
refreshed 210:9 regarding 27:12 54:15 61:6 64:12 82:8 166:18 175:1 182:9 240:5 255:9 288:3
refreshed 210:9 regarding 27:12 54:15 61:6 64:12 82:8 166:18 175:1 182:9 240:5 255:9 288:3 regional 217:1
refreshed 210:9 regarding 27:12 54:15 61:6 64:12 82:8 166:18 175:1 182:9 240:5 255:9 288:3 regional 217:1
refreshed 210:9 regarding 27:12 54:15 61:6 64:12 82:8 166:18 175:1 182:9 240:5 255:9 288:3 regional 217:1 242:18
refreshed 210:9 regarding 27:12 54:15 61:6 64:12 82:8 166:18 175:1 182:9 240:5 255:9 288:3 regional 217:1 242:18 regions 35:21
refreshed 210:9 regarding 27:12 54:15 61:6 64:12 82:8 166:18 175:1 182:9 240:5 255:9 288:3 regional 217:1 242:18 regions 35:21 register 22:18
refreshed 210:9 regarding 27:12 54:15 61:6 64:12 82:8 166:18 175:1 182:9 240:5 255:9 288:3 regional 217:1 242:18 regions 35:21
refreshed 210:9 regarding 27:12 54:15 61:6 64:12 82:8 166:18 175:1 182:9 240:5 255:9 288:3 regional 217:1 242:18 regions 35:21 register 22:18 Registration
refreshed 210:9 regarding 27:12 54:15 61:6 64:12 82:8 166:18 175:1 182:9 240:5 255:9 288:3 regional 217:1 242:18 regions 35:21 register 22:18 Registration 22:19
refreshed 210:9 regarding 27:12 54:15 61:6 64:12 82:8 166:18 175:1 182:9 240:5 255:9 288:3 regional 217:1 242:18 regions 35:21 register 22:18 Registration 22:19 regular 23:2
refreshed 210:9 regarding 27:12 54:15 61:6 64:12 82:8 166:18 175:1 182:9 240:5 255:9 288:3 regional 217:1 242:18 regions 35:21 register 22:18 Registration 22:19
refreshed 210:9 regarding 27:12 54:15 61:6 64:12 82:8 166:18 175:1 182:9 240:5 255:9 288:3 regional 217:1 242:18 regions 35:21 register 22:18 Registration 22:19 regular 23:2
refreshed 210:9 regarding 27:12 54:15 61:6 64:12 82:8 166:18 175:1 182:9 240:5 255:9 288:3 regional 217:1 242:18 regions 35:21 register 22:18 Registration 22:19 regular 23:2 43:1 189:5 299:11
refreshed 210:9 regarding 27:12 54:15 61:6 64:12 82:8 166:18 175:1 182:9 240:5 255:9 288:3 regional 217:1 242:18 regions 35:21 register 22:18 Registration 22:19 regular 23:2 43:1 189:5 299:11 regularly
refreshed 210:9 regarding 27:12 54:15 61:6 64:12 82:8 166:18 175:1 182:9 240:5 255:9 288:3 regional 217:1 242:18 regions 35:21 register 22:18 Registration 22:19 regular 23:2 43:1 189:5 299:11 regularly
refreshed 210:9 regarding 27:12 54:15 61:6 64:12 82:8 166:18 175:1 182:9 240:5 255:9 288:3 regional 217:1 242:18 regions 35:21 register 22:18 Registration 22:19 regular 23:2 43:1 189:5 299:11
refreshed 210:9 regarding 27:12 54:15 61:6 64:12 82:8 166:18 175:1 182:9 240:5 255:9 288:3 regional 217:1 242:18 regions 35:21 register 22:18 Registration 22:19 regular 23:2 43:1 189:5 299:11 regularly 106:13 109:5 261:19 273:3
refreshed 210:9 regarding 27:12 54:15 61:6 64:12 82:8 166:18 175:1 182:9 240:5 255:9 288:3 regional 217:1 242:18 regions 35:21 register 22:18 Registration 22:19 regular 23:2 43:1 189:5 299:11 regularly 106:13 109:5 261:19 273:3 regulation
refreshed 210:9 regarding 27:12 54:15 61:6 64:12 82:8 166:18 175:1 182:9 240:5 255:9 288:3 regional 217:1 242:18 regions 35:21 register 22:18 Registration 22:19 regular 23:2 43:1 189:5 299:11 regularly 106:13 109:5 261:19 273:3 regulation 179:8 180:20
refreshed 210:9 regarding 27:12 54:15 61:6 64:12 82:8 166:18 175:1 182:9 240:5 255:9 288:3 regional 217:1 242:18 regions 35:21 register 22:18 Registration 22:19 regular 23:2 43:1 189:5 299:11 regularly 106:13 109:5 261:19 273:3 regulation 179:8 180:20
refreshed 210:9 regarding 27:12 54:15 61:6 64:12 82:8 166:18 175:1 182:9 240:5 255:9 288:3 regional 217:1 242:18 regions 35:21 register 22:18 Registration 22:19 regular 23:2 43:1 189:5 299:11 regularly 106:13 109:5 261:19 273:3 regulation 179:8 180:20
refreshed 210:9 regarding 27:12 54:15 61:6 64:12 82:8 166:18 175:1 182:9 240:5 255:9 288:3 regional 217:1 242:18 regions 35:21 register 22:18 Registration 22:19 regular 23:2 43:1 189:5 299:11 regularly 106:13 109:5 261:19 273:3 regulation

regulations
173:20 174:9
175:2, <i>3</i> , <i>9</i> , <i>15</i>
178: <i>19</i> 184: <i>11</i>
202:1 203:19
reintroducing
249: <i>4</i>
reiterate 142: <i>14</i>
212:8 245: <i>14</i>
256: <i>16</i>
<b>rejoin</b> 285: <i>1</i>
relate 8: <i>12</i>
23:10 108:11
23: <i>10</i> 108: <i>11</i> related 6:8
related 6:8
24:1 62:9
63:20 123: <i>13</i>
167:6 203: <i>17</i> ,
<i>18</i> 213: <i>3</i>
221:20 237:4
221.20 237.4
251:20 266:5 280:5 301:2
280:5 301:2
304:3
<b>relates</b> 74:11
163:12 228:9
relationship
69:2 <i>1</i> 222: <i>13</i>
relationshins
relationships
73:7 98: <i>16</i>
73:7 98: <i>16</i> 100: <i>14</i>
73:7 98:16 100:14 <b>relay</b> 226:20
73:7 98:16 100:14 relay 226:20 release 224:21
73:7 98:16 100:14 relay 226:20 release 224:21
73:7 98:16 100:14 relay 226:20 release 224:21 released 268:11,
73:7 98:16 100:14 relay 226:20 release 224:21 released 268:11,
73:7 98:16 100:14 relay 226:20 release 224:21 released 268:11, 12 relevance 160:1
73:7 98:16 100:14 relay 226:20 release 224:21 released 268:11, 12 relevance 160:1
73:7 98:16 100:14 relay 226:20 release 224:21 released 268:11, 12 relevance 160:1 relevant 125:3
73:7 98:16 100:14 relay 226:20 release 224:21 released 268:11, 12 relevance 160:1 relevant 125:3 129:21 160:11
73:7 98:16 100:14 relay 226:20 release 224:21 released 268:11, 12 relevance 160:1 relevant 125:3
73:7 98:16 100:14 relay 226:20 release 224:21 released 268:11, 12 relevance 160:1 relevant 125:3 129:21 160:11 161:16 162:13
73:7 98:16 100:14 relay 226:20 release 224:21 released 268:11, 12 relevance 160:1 relevant 125:3 129:21 160:11 161:16 162:13 172:12
73:7 98:16 100:14 relay 226:20 release 224:21 released 268:11, 12 relevance 160:1 relevant 125:3 129:21 160:11 161:16 162:13 172:12 relied 269:4
73:7 98:16 100:14 relay 226:20 release 224:21 released 268:11, 12 relevance 160:1 relevant 125:3 129:21 160:11 161:16 162:13 172:12 relied 269:4 relief 168:2
73:7 98:16 100:14 relay 226:20 release 224:21 released 268:11, 12 relevance 160:1 relevant 125:3 129:21 160:11 161:16 162:13 172:12 relied 269:4 relief 168:2
73:7 98:16 100:14 relay 226:20 release 224:21 released 268:11, 12 relevance 160:1 relevant 125:3 129:21 160:11 161:16 162:13 172:12 relied 269:4 relief 168:2 207:10, 13, 16,
73:7 98:16 100:14 relay 226:20 release 224:21 released 268:11, 12 relevance 160:1 relevant 125:3 129:21 160:11 161:16 162:13 172:12 relied 269:4 relief 168:2 207:10, 13, 16, 17, 19, 20
73:7 98:16 100:14 relay 226:20 release 224:21 released 268:11, 12 relevance 160:1 relevant 125:3 129:21 160:11 161:16 162:13 172:12 relied 269:4 relief 168:2 207:10, 13, 16,
73:7 98:16 100:14 relay 226:20 release 224:21 released 268:11, 12 relevance 160:1 relevant 125:3 129:21 160:11 161:16 162:13 172:12 relied 269:4 relief 168:2 207:10, 13, 16, 17, 19, 20 rely 35:5
73:7 98:16 100:14 relay 226:20 release 224:21 released 268:11, 12 relevance 160:1 relevant 125:3 129:21 160:11 161:16 162:13 172:12 relied 269:4 relief 168:2 207:10, 13, 16, 17, 19, 20 rely 35:5 remain 26:16,
73:7 98:16 100:14 relay 226:20 release 224:21 released 268:11, 12 relevance 160:1 relevant 125:3 129:21 160:11 161:16 162:13 172:12 relied 269:4 relief 168:2 207:10, 13, 16, 17, 19, 20 rely 35:5 remain 26:16, 20 27:1 55:18
73:7 98:16 100:14 relay 226:20 release 224:21 released 268:11, 12 relevance 160:1 relevant 125:3 129:21 160:11 161:16 162:13 172:12 relied 269:4 relief 168:2 207:10, 13, 16, 17, 19, 20 rely 35:5 remain 26:16,
73:7 98:16 100:14 relay 226:20 release 224:21 released 268:11, 12 relevance 160:1 relevant 125:3 129:21 160:11 161:16 162:13 172:12 relied 269:4 relief 168:2 207:10, 13, 16, 17, 19, 20 rely 35:5 remain 26:16, 20 27:1 55:18 219:19
73:7 98:16 100:14 relay 226:20 release 224:21 released 268:11, 12 relevance 160:1 relevant 125:3 129:21 160:11 161:16 162:13 172:12 relied 269:4 relief 168:2 207:10, 13, 16, 17, 19, 20 rely 35:5 remain 26:16, 20 27:1 55:18 219:19 remaining 40:7
73:7 98:16 100:14 relay 226:20 release 224:21 released 268:11, 12 relevance 160:1 relevant 125:3 129:21 160:11 161:16 162:13 172:12 relied 269:4 relief 168:2 207:10, 13, 16, 17, 19, 20 rely 35:5 remain 26:16, 20 27:1 55:18 219:19

20 210:9

196:19 199:20

Proceedings
1 5 10
remember 5:10
133: <i>13</i>
<b>remind</b> 23:14
114:18 242:15
reminder
188:21 259:19
reminders 85:6
remiss 161:15
<b>REMOTE</b> 1:9
remotely 6:11,
15, 19
removal 8:4
remove 28:7
284: <i>13</i>
removed 180:3
renegotiate
26: <i>19</i>
renewed 129:20
renovations
191:7
<b>Reopen</b> 41:2
46: <i>10</i> 48: <i>6</i> , <i>6</i>
50:3 54:5
180:10 285:10,
13
reopened 84:18
268:2 <i>1</i>
<b>Reopening</b> 4:9
26:18, 19, 21
27:2 40:15
46:17 47:14, 16
49:11 53:8, 19
206:16 207:8,
18 217:8, <i>14</i>
229:1 268:9
269:7 275:8
281:2 283:8
288:3, 6, 19
299:12 302:7
307:5, 9 309:2
*
reorganization 209:4
repeat 86:12 87:17 271:16
304:6
repeatedly
201:15
repeating
242:15

replace 186:5
196: <i>16</i> 202: <i>3</i>
<b>replaced</b> 177:19
178: <i>18</i> , <i>19</i> 183: <i>6</i> 193: <i>10</i>
183:6 193:10
195:2 199: <i>11</i>
204:6
replacement
177:20 178:14,
20 204:21
<b>replacing</b> 184: <i>4</i> 185: <i>3</i> , <i>4</i> 196: <i>16</i> ,
17 197:3
<b>Report</b> 3:7 4:6,
7, 8, 9 20:8, 10
43:4 58:18
66:17 88:7
66: <i>17</i> 88: <i>7</i> 92: <i>19</i> 93: <i>4</i>
96: <i>14</i> 114: <i>1</i>
173:5 182:8, 17
173:5 182:8, <i>17</i> 206: <i>15</i> 239: <i>16</i> ,
<i>19</i> 241: <i>3</i> 309: <i>4</i>
<b>reported</b> 32: <i>15</i>
211: <i>1</i>
<b>reporting</b> 32:1, 14 82:9 88:6, 9
<i>14</i> 82:9 88:6, 9
92: <i>19</i> 96: <i>6</i> 166: <i>18</i> 239: <i>16</i>
<b>reports</b> 32:17
<b>represent</b> 54:6, 9 117:3 131:4
<b>representation</b> 130: <i>14</i> 159: <i>8</i>
representative
54: <i>3</i>
representatives
29:5
represented
35:18 36:1
representing
159: <i>11</i>
reprimanded
61:8
<b>request</b> 32:16
34:16 64:16
148:19 209:19
240: <i>I</i> 242: <i>4</i> 283:20 288:8
283:20 288:8
200.2 202.0

289:2 293:9

requested 288:13 307:20 requesting 7:12 252:21 requests 213:8 require 44:6, 8 82:21 122:14 155:16 174:9 190:14, 15, 15 217:5 242:21 279:3
required 48:2 51:13 93:4 116:5, 17 154:9 155:15 178:14 180:13 182:10 187:20 188:2 202:17 208:17 232:12 265:3, 14
requirement 108:17 174:8 232:6 233:3 234:2, 14 requirements 30:19 81:16 163:5 181:12 requires 38:20 82:13 resample 186:8, 8
resampled 177:20 205:12 resampling 178:1, 4 reschedule 225:10 rescind 49:5 research 32:10 55:19 123:14 124:17 125:1, 5 127:2 154:4 287:2 research-based
77:21 researcher 116:15 residency 68:1 127:13, 14

residential
239:3
resignation 8:5
Resignations
10: <i>16</i> , <i>18</i>
resolution 6:5
23:12 73:6
181: <i>13</i> 198:9
181: <i>13</i> 198: <i>9</i> 200: <i>11</i> 201: <i>1</i>
resolving 251:10
resource 83:15,
<i>15</i> 107:20
117:12 127:14
137: <i>4</i> 149: <i>7</i>
156:14 280:10
resources
103:21 121:15
126:8, <i>12</i>
130:16, 20
131:2, <i>3</i> 139: <i>3</i>
149: <i>14</i> , <i>21</i>
159:21 168:2
160.0 211.10
169:8 211: <i>18</i> 212: <i>17</i> 240: <i>3</i> , <i>6</i> ,
19 280:9
respect 67:17
229:2, 3, 5
237:13
respected 72:2
Respectfully
262:6
respective
82:15 83:2
respects 256:18
_
respiratory
267:13
respond 71:3
87:20 162:20
164:20 224:19
286:11, 17
288:12, 18
200.12, 10
289:13, 14
responders
82:13 83:1
responding
179:7
response 82:4, 7
20.15 17 20
89:15, 17, 20
99:10, 16
112:16 146:10

157: <i>15</i> 169: <i>4</i>
179:4 226:7
228:6 285:8
288: <i>16</i> 292: <i>13</i>
293:8
responses
289:19
responsibilities
62:2, 8, 12 64:2
Responsibility
20:13 63:1
68:5 126: <i>11</i>
252:16
responsible
229:16
responsive
68: <i>17</i> 130:2, <i>21</i>
160:15 231:11
responsiveness
67:18 80:7
rest 99:21
246:5
restate 270:5
restaurant 59:3
restaurants
restaurants
59:11
59: <i>11</i> <b>restorative</b> 72:8
59: <i>11</i> <b>restorative</b> 72:8 74:5 80: <i>16</i>
59: <i>11</i> <b>restorative</b> 72: <i>8</i> 74:5 80: <i>16</i> 90: <i>18</i> 91: <i>8</i>
59:11 restorative 72:8 74:5 80:16 90:18 91:8 restore 246:15
59:11 restorative 72:8 74:5 80:16 90:18 91:8 restore 246:15 restrictive
59:11 restorative 72:8 74:5 80:16 90:18 91:8 restore 246:15 restrictive 237:20 238:4
59:11 restorative 72:8 74:5 80:16 90:18 91:8 restore 246:15 restrictive 237:20 238:4 rests 173:13
59:11 restorative 72:8 74:5 80:16 90:18 91:8 restore 246:15 restrictive 237:20 238:4 rests 173:13 result 7:3 45:4
59:11 restorative 72:8 74:5 80:16 90:18 91:8 restore 246:15 restrictive 237:20 238:4 rests 173:13 result 7:3 45:4
59:11 restorative 72:8 74:5 80:16 90:18 91:8 restore 246:15 restrictive 237:20 238:4 rests 173:13 result 7:3 45:4 119:2 126:2 results 115:18
59:11 restorative 72:8 74:5 80:16 90:18 91:8 restore 246:15 restrictive 237:20 238:4 rests 173:13 result 7:3 45:4 119:2 126:2 results 115:18 117:11 119:8
59:11 restorative 72:8 74:5 80:16 90:18 91:8 restore 246:15 restrictive 237:20 238:4 rests 173:13 result 7:3 45:4 119:2 126:2 results 115:18 117:11 119:8 125:7 176:14.
59:11 restorative 72:8 74:5 80:16 90:18 91:8 restore 246:15 restrictive 237:20 238:4 rests 173:13 result 7:3 45:4 119:2 126:2 results 115:18 117:11 119:8 125:7 176:14, 16, 20 177:5, 6,
59:11 restorative 72:8 74:5 80:16 90:18 91:8 restore 246:15 restrictive 237:20 238:4 rests 173:13 result 7:3 45:4 119:2 126:2 results 115:18 117:11 119:8 125:7 176:14, 16, 20 177:5, 6, 11, 13 182:10,
59:11 restorative 72:8 74:5 80:16 90:18 91:8 restore 246:15 restrictive 237:20 238:4 rests 173:13 result 7:3 45:4 119:2 126:2 results 115:18 117:11 119:8 125:7 176:14, 16, 20 177:5, 6, 11, 13 182:10, 19 187:13
59:11 restorative 72:8 74:5 80:16 90:18 91:8 restore 246:15 restrictive 237:20 238:4 rests 173:13 result 7:3 45:4 119:2 126:2 results 115:18 117:11 119:8 125:7 176:14, 16, 20 177:5, 6, 11, 13 182:10, 19 187:13 198:18 308:1
59:11 restorative 72:8 74:5 80:16 90:18 91:8 restore 246:15 restrictive 237:20 238:4 rests 173:13 result 7:3 45:4 119:2 126:2 results 115:18 117:11 119:8 125:7 176:14, 16, 20 177:5, 6, 11, 13 182:10, 19 187:13 198:18 308:1 resume 181:3
79:11 restorative 72:8 74:5 80:16 90:18 91:8 restore 246:15 restrictive 237:20 238:4 rests 173:13 result 7:3 45:4 119:2 126:2 results 115:18 117:11 119:8 125:7 176:14, 16, 20 177:5, 6, 11, 13 182:10, 19 187:13 198:18 308:1 resume 181:3 retained 140:15
79:11 restorative 72:8 74:5 80:16 90:18 91:8 restore 246:15 restrictive 237:20 238:4 rests 173:13 result 7:3 45:4 119:2 126:2 results 115:18 117:11 119:8 125:7 176:14, 16, 20 177:5, 6, 11, 13 182:10, 19 187:13 198:18 308:1 resume 181:3 retained 140:15 141:18, 19
79:11 restorative 72:8 74:5 80:16 90:18 91:8 restore 246:15 restrictive 237:20 238:4 rests 173:13 result 7:3 45:4 119:2 126:2 results 115:18 117:11 119:8 125:7 176:14, 16, 20 177:5, 6, 11, 13 182:10, 19 187:13 198:18 308:1 resume 181:3 retained 140:15
79:11 restorative 72:8 74:5 80:16 90:18 91:8 restore 246:15 restrictive 237:20 238:4 rests 173:13 result 7:3 45:4 119:2 126:2 results 115:18 117:11 119:8 125:7 176:14, 16, 20 177:5, 6, 11, 13 182:10, 19 187:13 198:18 308:1 resume 181:3 retained 140:15 141:18, 19
79:11 restorative 72:8 74:5 80:16 90:18 91:8 restore 246:15 restrictive 237:20 238:4 rests 173:13 result 7:3 45:4 119:2 126:2 results 115:18 117:11 119:8 125:7 176:14, 16, 20 177:5, 6, 11, 13 182:10, 19 187:13 198:18 308:1 resume 181:3 retained 140:15 141:18, 19 retaught 52:13

Proceedings
Retirements 9:2,
<b>return</b> 26:1, 6,
15 43:17 45:17,
20 53:4 103:2
104: <i>12</i> , <i>16</i>
110:5 111:17,
21 112:8, 10, 11,
<i>17</i> 180:9 186:9
188: <i>14</i> 217: <i>11</i>
225:2, 8 227:11
228:14 241:19
243:10 244:14
243.10 244.14
246: <i>16</i> 256:8 261: <i>19</i> 265:2, <i>3</i>
261:19 265:2, 3
269: <i>16</i> 273: <i>3</i>
297:17 307:13
returned 203:6
returning 25:10
105:5 216:6, 7
225:5, 6 240:5
241:20 243:4
253:12 300:20
returns 106:4, 7 181:4 186:16
181: <i>4</i> 186: <i>16</i>
246:2
<b>reused</b> 203:8
<b>Review</b> 12:12,
<i>16</i> 14: <i>11</i> , <i>19</i>
20:9, 17 32:9
106:8 216:13
reviewed 106:6
179:10
revisit 241:17
<b>rhyme</b> 200:8
<b>Ribbon</b> 62:20
<b>rid</b> 201:9
<b>ride</b> 265:10
<b>Ridge</b> 43:15
44:3 46:6, 19
48:7 225:16
236:5, 12
right 16:18
31:10 32:19
35:2 36:8 37:5
42:11, 19 50:5
61:7, 11, 13
86:4, 17 98:10
107:5 112:15
116:9 124:5

132:9 133:21 134:12, 15, 21 135:2 137:4 138:12 146:4 149:4 150:9, 10 152:12 158:5, 9 162:9 164:9 165:19 167:14 170:13 171:2, 13 181:16 186:7 187:19 188:8 195:20 197:19 202:20 204:1 207:12 211:2 215:4, 5 223:17 224:13 227:6 232:1 235:14 240:3 243:6 254:14 255:17 258:11 259:7 272:20 289:12 290:14 294:17 298:16 300:2 301:5 **rightly** 146:20 **rights** 61:3 rigorous 25:2 36:13 **ringing** 146:2 203:1 rise 5:5 **rising** 53:6 risk 40:7 45:12 47:5 51:8 55:4 250:18 252:2 **risks** 40:5 44:13 281:2, 2, **road** 158:19 295:14 **Roberts** 77:15 81:5, 7, 8 89:13 90:5 96:15, 16 99:14 100:21 113:18, 18 173:*12* 174:*16*. 18 198:4 207:2 215:13, 16 218:17 222:12, 19 223:1 224:6

235:18, 21 238:11 239:12, 15 240:2, 14 241:5, 13, 15 242:3, 8, 16 243:6, 15, 20 244:7 245:1 247:16 252:9 253:16 254:20 255:4, 8, 10, 16 256:15 258:1, 3, 13, 21 259:8, 20 266:2, 6, 7, 15, 20 267:1 283:3 286:13 292:15, 20 293:5, 9 300:2 **robo-call** 46:14 **robust** 157:14 173:*1* robustness 137:20 **Rod** 230:13 233:20 264:4 273:21 308:9 Rodney 2:9 **Roger** 5:11 **role** 20:6 68:16 72:10 73:3 75:8 95:12 110:1, 2 298:19 roles 68:5 72:7 **rollcall** 7:9 9:9 11:4 13:4 15:4 17:9 21:2 65:10 275:3, 19 281:17 302:17 304:4 **Romaine** 34:8 **room** 51:11, 15 **rooms** 48:4 228:10, 12 249:10 root 79:3 134:10, 15 168:13, 15, 20 184:7

117:6, 17 **rough** 30:10 **roughly** 38:13 **round** 163:18 185:12 rounded 69:7 routes 277:20 routine 52:5 123:16 routinely 143:1 **routines** 52:13 **Rowe** 2:12 10:11, 12 12:6, 7 14:6, 7 16:7, 8 18:17, 18 20:19, 19 22:5, 6 66:12, 13 84:11, 13 85:20 87:12, 14, 16, 21 88:19 109:19 157:4, 5, 7 159:20 162:*1*, 5, 14 262:6, 10, 11 264:9, 12 265:19, 20 266:8, 9 267:9, 21 268:2 276:21 277:1 282:17, 18 283:19 306:8, 9 **Rudd** 73:14, 16, 20 74:2, 16, 20 75:5 98:9, 10 **rule** 139:20 202:17, 19 rules 165:20 259:20 263:9 run 47:13 95:21 **running** 136:*3* 211:2 rushing 229:21 **Russ** 274:2 Russell 2:7 **Russ's** 269:15 **Ruxton** 43:15 44:3 46:6, 19 48:7 225:16 236:5, 12

< S > sacrifice 34:19 sad 60:9, 9 268:10 **Sadly** 112:15 **SAEAC** 4:12 safe 25:8 26:20 43:3 44:1, 1 45:12, 19 48:21 49:11 50:4 51:4 53:9 54:16 62:13 67:7 68:9 69:10 70:8 71:2 78:13, 19 79:10 111:12 198:11, 15 200:4 202:12 216:1 227:18 246:16 252:1 261:20 273:3 301:14 309:13 safeguard 218:11, 15 safeguarding 103:*1* safely 49:9 Safety 4:6 44:12, 20 45:10 52:21 55:9 66:18 67:6, 13, 17 68:3, 7 69:5 70:1, 14, 16, 21 71:3, 7, 18 73:9, 14, 15, 16, 19 74:3, 11 76:2, 4, 4, 10, 13, 16, 19 77:3, 17 78:17 81:4, 6, 12, 13, 14, 20 82:1, 12, 15 83:3, 9, 16, 16, 20 84:1, 4, 16 89:15, 16, 21, 21 90:2, 7, 7, 10 94:18 95:10.13 96:7 101:6 103:7 105:6 107:2, 6 108:7

**rope** 116:14, 16

roots 172:4

110:1, 8 111:5,

Proceedings
Proceedings  20 112:5, 8 127:9 202:4 217:9 218:14, 14 219:5 243:7 246:20 247:1 255:20, 21 264:14 266:18 Safran 73:14, 16, 20 74:2, 16, 20 75:5 98:9, 10 sake 53:21 Salmon 39:20
55:17 165:7
280:20
<b>Sample</b> 66:21
71:5, 10 77:8
83:12 84:5
98:8 102:16
176:6, 12, 13
180: <i>17</i> 188: <i>1</i>
190·16 191·21
190:16 191:21 192:21 193:8,
194:41 193:8, 16 21 104:12
16, 21 194:12,
21 197:12
204:20 205:2, 4, 10
<b>sampled</b> 175:4,
6 176: <i>1</i> 178: <i>1</i> 2,
19 179:1, 2
180:19 193:5
195: <i>13</i> , <i>16</i>
sampler 193:18
sampler 193.18 samplers 190:17
Sampling 4:8
173:5, <i>18</i> , <i>19</i>
175:2, 10, 19, 20
173.2, 10, 19, 20
177:11, 13
180:14, 15
181: <i>3</i> 186: <i>12</i>
187:20, 21
188:2 190: <i>11</i>
192:5, 5 193:4,
20 194:4 195:3
204:21
sanitize 203:7
sanitizers 209:3
<b>Saroff</b> 3:15

41:7, 8, 10 sat 176:12 Saturday 190:12, 13 193:20 194:2 saw 127:7 149:8 252:20 268:20 288:1 saying 43:16 103:4, 16 133:19 142:10 143:17 144:2, 4 145:17 146:1.5 157:15 161:8 202:10 222:2 224:19 235:13 245:21 247:17 303:12 says 62:2, 7 scale 300:5, 5 Scarborough 116:*15* Scarborough's 117:6 **scared** 101:4 239:20 **scenario** 176:10 **schedule** 220:21 225:10 227:1, 3, 10 230:21 231:10 232:10, 14 234:6 300:9, 11 scheduled 23:3 180:10 217:10 220:4 243:9 261:19 273:3 schedule's 111:13 scheduling 220:19 scholars 32:5 72:6, 11, 13, 18 73:2 77:1 **Scholl** 19:18 School 4:6 19:16 23:7 24:16 30:17

33:13 34:20

37:10, 11, 13

39:7 41:*13* 42:14 43:5, 16, 17.19 44:3.7 46:6, 9, 19 48:7 50:7 51:11 52:1, 7, 17 53:16 54:10 55:20 56:3 57:6, 7 59:2, 5, 8, 10, 14, 15, 16, 17, 17, 19, 19 60:17, 21 61:14 62:18 63:3 66:18 67:5, 6, 13, 17, 20 68:2, 2, 6, 18, 19 70:16 71:6, 7, 9, 14, 17, 19 72:1, *3* 73:9, 15 74:1, 21 75:4, 7, 18 76:1, 3, 4, 18 77:2, 3, 5, 17, 20 78:6, 10 79:5 80:1, 2, 13, 18 81:3, 5, 12, 14, 16, 20 82:12, 12, 14 83:8, 9, 15, 15, 19 84:4 85:6, 9, 10 88:6, 7 90:2, 5, 10, 11, 13 91:15, 17 92:4, 6, 6, 16, 18 93:3, 14, 15, 19 94:2, 6, 8, 12 96:5 97:12, 17, 18 98:12 100:3 101:6 102:17 104:21 105:2, 2 106:3 107:20 108:5, 7, 11, 19 109:8, 11 110:5 111:17, 21 112:9, 18, 20 115:20 118:9 120:10, 11 126:3, 4 127:8, 9, 11, 12, 16 128:7 137:9 139:6 142:2*1* 149:6 151:12

158:9 163:1.15 164:14 165:2, 12. 18 166:7. 13 168:9 169:10 174:12 175:21 177:9, 15 179:17 180:9, 14 181:3 183:2 185:*17* 186:*1* 187:18 189:7 192:6, 21 194:1, *14* 195:7 197:6, 7, 9, 12 199:9, 11 201:9 202:2, 16 203:12, 21 204:3, 6, 14 206:7, 7 210:7, 8 212:2 214:13 215:20, 21 217:3 219:10, 12 220:2, 19 224:1, 2, 17 225:17 226:5, 18 229:3 232:7 237:10 238:14 239:9 240:13 242:19 249:19 250:8, 20, 20 251:17 255:13 260:15, 17 264:20, 21 265:2, 4, 4 269:16 287:12 288:9 289:1, 11 290:5, 7 298:12 300:13 school-based 80:20 81:13 127:19 167:4 217:2 242:18 schoolhouse 67:11 77:18 109:17 schoolhouses 228:11 schooling 30:9 **Schoology** 90:19 Schools 4:9 6:1 19:5, 7, 11

20:1 25:15

26:12 27:14, 14, 16 32:4 35:15 36:12 37:9, 11 40:7, 17 41:13, 16 44:18 46:11, 18 47:20 49:6 50:3, 5, 5, 16 52:17 53:4, 8, 19 56:4 57:13 58:7 62:20 63:8 67:11 69:12 77:21 78:5, 10, 15 79:6, 11, 16 80:12 81:2, 10, 15 82:3, 11 83:13, 18, 21 84:18 85:21 91:7 93:17 94:9, 11 101:14 102:1 106:5 108:1, 15 109:2, 4, 5 110:7, 9, 11 111:9, 10, 10, 16 112:7 125:2*1* 126:16, 18, 19, 20 127:12 141:7 151:6 175:4, 6, 8 176:20 177:2, 7 179:2 180:6, 10, *17, 19* 181:*1* 186:9, 20 187:4 188:8, 11, 21 189:2, 4, 9 190:21 191:6, 8 192:3, 9 193:3, 4, 6, 17, 19 194:3, 4, 12 195:*1* 202:20 204:13, 17, 18 205:9, 10, 17 206:16 207:15, 19 210:11, 17 216:6, 12, 16, 19 218:4 219:2 220:3 221:4, 8, 10, 21 224:15 225:14 226:1 228:15, 16

Proceedings
221.0 12
231:9, 13
232:17, 21
235:19 236:4, 4,
11, 17 237:14,
21 238:3, 17, 21
239:2 240:12
241:20 245:4
247: <i>4</i> , <i>7</i> 248:2 <i>1</i>
249:4, 5, 14
250:3, 17
252:15, 17, 19
253:11 254:13,
20 256:8 257:3,
7 259:1, 5, 14
260:5 266:4
268:9, 16 269:2
270:1 272:1
281:12, 13
285:14 292:10
293:21 296:2
299:17 300:7
302:8 309:4, 6
school's 72:8,
<i>15</i> 78: <i>18</i> 90: <i>13</i>
109: <i>1</i> 128: <i>3</i>
177:5
<b>science</b> 49:12
53:7 120:17
149:16 152:6
154:3 190:5
101.11 222.0
191:11 222:9
269:4 307: <i>17</i>
scientific
123:14 152:18
<b>scientist</b> 150:21
scores 58:17
<b>Scott</b> 2:13 10:9, 10 12:4, 5 14:4,
<i>10</i> 12:4, 5 14:4,
<i>5</i> 16:5, <i>6</i> 18: <i>15</i> ,
16 22:3, 4
66:10, 11 182:2,
15, 16 185:8
186.13 194.7
186: <i>13</i> 194: <i>7</i> 198: <i>18</i> 217: <i>17</i> ,
170.10 21/.1/,
17, 19 264:10
269:12, 13
270:15 271:2,
16 276:19, 20
282:15, 16
283:20 291:14,

20 292:1, 3, 6
296:12, 13
297:3 306:6, 7
<b>Scott's</b> 187:1
screen 78:2
screening 219:8
<b>Scriven</b> 207: <i>1</i>
209:14 211:13
228:2, 5
se 97:1
seal 310:12
<b>season</b> 45:15 214:15 215:1, 2,
3
seasons 214:19
215:1, 9
season's 213:19
seat 61:15, 16
seats 303:9
Second 9:7
10:21 11:1
13:2 15:2 17:7
20:20 21:3
28:13 36:15
65:6, 8 93:8
95:9 163:7
185:1, 2, 9, 12
201:14 213:18
214:9 234:16
254:2 258:10
259:16, 17
262:19 271:11
272:6, 14 273:6,
7 280:6 289:5
302:14
secondary
124:8 132:3
149:9 150:14
166:2 207: <i>15</i> 232: <i>17</i> 309: <i>5</i>
seconded 261:10
seconding 7:11 secretary 75:1,
secretary 75:1,
21
secure 78:13
79:10
security 73:9
74:3 76:13, 17

```
see 33:3 37:9
47:7 54:2 78:1
91:5 95:16
116:19 117:5
118:11 119:15
121:21 122:9
124:5 130:8
131:13 138:14
144:16 161:3
172:11 182:1
187:5 200:7, 9
208:2 212:6
215:8, 9 217:16
230:1 245:18,
18, 19 246:5, 10
247:6 265:16
268:19 269:6
270:20 280:4
283:15 289:16
294:12 307:2
seeds 295:9
seeing 141:6
166:10, 11
167:3 172:20
246:11 284:4
287:20
seek 224:19
225:1
seeking 287:5
seen 28:2
39:17 63:18
84:18 200:7
256:5, 5 268:13
segment 308:18
SEL 69:16, 18,
20 70:4
select 297:20
selected 24:3
193:7 204:18
205:5, 9
selecting 35:6
130:15 131:3
selection 193:11,
12
self 48:9 58:3
70:3
semester 110:3
166:16 213:17,
18 214:19
```

```
234:16 243:7.
14 244:15
255:11, 19
258:10 268:17
280:6 288:10
289:6
send 51:10
176:20 220:10
221:18 260:14
271:6 279:16
289:20 300:13
sending 74:13
103:4
seniors 230:20
sense 58:20
102:21 205:1
229:20 275:14
299:20
sensory 48:4
sent 164:6
176:13 189:2, 3
209:17 264:20
288:20
separate 12:16
25:14 46:11, 18
47:19 49:6
106:5 144:6
216:12, 19
218:4 219:2
221:3, 8, 10, 21
225:17 235:19
236:3 237:21
238:13, 21, 21
241:19 245:3
247:4 250:3
251:16 252:14,
18 254:19
257:3, 7 259:1,
5 266:4 281:11
292:9 300:7
September 4:13
55:3 215:19
242:9, 11
268:12, 12
306:17
sequence 215:5
series 133:11
142:19
serious 296:1
```

```
seriously 251:5,
6 252:17
serve 72:8, 14
80:21 98:6
99:13 131:4
236:6 252:6
served 5:8
19:11, 15 72:20
serves 236:12,
12, 13 237:6
service 12:13
19:6 36:7
126:15 178:1
199:5 208:12
237:18 251:20
services 37:1
38:18 44:6
70:19 85:15
106:19 113:1
129:1, 4 173:13,
15 186:5 208:6
219:9 228:17
237:4, 19 238:2,
10, 12 255:2
serving 72:9
76:3 260:12
SESSION 1:7
4:5 8:1, 13
64:8, 19 65:3
set 93:17 94:1
176:9 228:13
303:21
sets 119:11
Setting 4:14
45:17 93:5
94:12 154:14
226:12 306:18
seven 8:9
32:21 46:7
221:11
severe 47:3
severely 50:10
Sexton 3:9
24:9, 11
shake 142:4
share 60:8
71:6 77:6, 15
81:5 100:11
104:6 115:18
```

84:2

217:8 230:21

174:2 214:16

Troccoungs			Daitimore County D	oard of Education Meetin
246:19 247:2	<b>show</b> 31:9 32:5	simultaneously	skipped 294:17	socioeconomic
254: <i>15</i>	174:4 208:4	256:18	<b>slated</b> 204:5	54:7
<b>shared</b> 26:12	220:4 246:1	sincere 77:5	<b>slide</b> 59:10	solid 253:14
32:18 55:17	265:15	<b>single</b> 37:15	67:14 69:2	solidarity 38:9
67:9 104:5	showcasing 40:9	38:3 60:17	70:6 115:5	<b>solution</b> 196: <i>14</i> ,
107: <i>1</i> 119: <i>7</i>	showing 32:19	61: <i>3</i> 159: <i>1</i>	116:2 119:3	14
138:8 150:2	100:8 253:10	162:9 249:10	121:15 124:9	solutions 28:17
165:2 <i>1</i> 166:20	264:9	singular 158:7,	126:5 129:9	76:10
175:7 213: <i>1</i> , <i>1</i> 2	shows 58:7	21	130:9 131:5	<b>solving</b> 69:21
214:11 215:18	60:18 194:20	<b>sink</b> 183:3, 4	174:19 175:1,	122:8 170:2
216:8 224:11	<b>shrink</b> 138: <i>15</i>	185:19	<i>17</i> 176: <i>15</i>	171:7
226:1 243:6	290:2 <i>1</i>	sir 54:19	177:9 178:9	somebody
252:3, 21	Shulman 3:16	147:12 156:21	179:6 180: <i>11</i>	17:20 35:18
254:20 255:17	43:12, 14	232:15	191:20 207:11	43:6 101:7
258: <i>19</i> 259: <i>3</i>	<b>shut</b> 41: <i>16</i>	sit 30:20 31:9	208:3 209:12	202:15
278:17 279:4	shutdown 181:2	59:5, 6 176:3	241:14 242:14	Somerville 86:7,
sharing 33:2	shutdowns	190:8 253:2 <i>1</i>	<b>slides</b> 132: <i>1</i>	10, 11, 16 87:19
77:9 194:6	39:19	258:6	147:10 174:4	88:4, 5 102:18
216:14 258:15	sick 50:17 51:1	site 210:16	slow 32:1	104:6, 9 105:15
259:2	209:7	sits 31:6 63:16	<b>small</b> 25:6, 16	113:19 218:21
<b>Sharon</b> 3:15	side 92:4 117:2	<b>sitting</b> 84:19	97:11 181:11	246:21
41:7	119: <i>15</i> 121:2 <i>1</i>	188:7 265:12	216:2 <i>1</i> 217:4,	Somerville's
<b>Shay</b> 114: <i>11</i>	122:1 236:12,	situated 160:4	10 225:19	85:16
115:2 <i>1</i> 116: <i>1</i>	14	situation 39:9	226:12 236:20	son 38:11
121: <i>17</i> 126: <i>6</i>	sides 24:21	56:9 180:2	243:8 245:7	42:12 46:8
131: <i>18</i> 135: <i>11</i>	112:19	210:2 <i>1</i>	247:7 257:12	57:3, 4, 15, 20
138:4, 5 141:2,	sift 289:18	situations 171:7	279:2 283:2	soon 55:13
<i>4</i> 143: <i>14</i> 144: <i>1</i>	<b>sight</b> 117: <i>1</i>	six 47:21 57:3	300:8	151:5, 20 181:3
148: <i>6</i> , <i>10</i> 151: <i>8</i> ,	<b>sign</b> 64:20 65:3	219:6, 11	snapshot 90:12	184:2 201: <i>1</i>
<i>18</i> 152: <i>13</i>	signed 60:4	268:13 280:4	sneezes 44:5	246:11
153:9, <i>13</i> 156:4,	significant	284:19 285:11	so-called 24:20	sooner 215:10
20 159:2, 3	41:17 124:19	six-and-a-half	social 24:20	sorry 16:18
161: <i>14</i> 162: <i>4</i> ,	157:8 204:19	52:4	44:10 47:20	49:18 114:5
15 171:12, 14	253:1	six-plus 254:7	48:8, 17 50:9	131:18 138:2
<b>shift</b> 231:10	signify 235:20	sixth 132:4	58:1 59:1	171:12 172:13
281: <i>1</i>	signs 100:8	size 300:7, 18	67:16 68:3, 20,	205:20 209:2
shifted 154:13	166:6	skill 69:21	20 69:11, 14	222:20 232:1
shifting 155:14	<b>Silence</b> 3:3 5:8,	skilled 117:19	70:12 72:4, 9	233:12 256:6
shifts 125:21	15 56:8	118:7 120:14	74:8 79:17, 21	258:1 266:7
shit 302:21	similar 39:18	152:18	80:4, 12 84:16	270:21 298:9
shopping 59:8,	56:1 109:15	skills 48:8, 8	85:3 92:14	303:3 304:6, 12
13	171:10 188:7	70:1, 1, 3 73:6	93:1, 4, 6, 16	sort 93:5
Shore 41:16	228:16 301:12	116:5, 17 118:4,	103:8 105:6, 21	135:13 157:21
short 95:8	similarities	9, 13 119:2	107:4 112:21	184:7 286:8
120:8 229:9	46:18	120:21 121:2	113:1 120:18	293:4
236:3 293:12	simple 34:15	122:17 137:18	160:20 166:7	sound 171:14
short-term	267:11	143:21 144:11	237:8 267:13	sounds 151:16
122: <i>16</i> 292: <i>13</i> ,	simply 74:6	170:16, 20	301:10	171:21
17	75:8 109: <i>12</i>	171:2	society 72:14	
	182:4			

52:16 53:4, 8 63:3 123:20 125:13 128:16, 20, 21 139:16 149:2 150:12 153:19 163:3 218:13 223:12 236:7, 21 237:18 238:1, 8, 14, 15 254:1 255:2 265:9 287:13 299:17 specialist 19:10, 12 137:13 specialists 126:19 127:4
145:16
specialized 19:4, 8
specific 8:8
23:21 40:7
84:15 94:1
122:17 123:5
127:3, 17
137:19 138:15,
19 139:13
140:3, 17 148:12 159:7 163:16 184:21 211:15, 20 213:8 217:4, 5 219:1 220:16 242:21 244:8, 10, 11 247:3 249:9 280:4 292:16 303:17, 18
<b>specifically</b> 81: <i>10</i> 110: <i>1</i>
115: <i>11</i> 129: <i>1</i>
136:12 157:9
136: <i>1</i> 2 157:9 159: <i>1</i> 6 221:5
231:21 242:10,
17 308:3
specificity
209:19
specifics 139:20
219:10 224:13
244:2, 6 246:11

specify 23:8
speech 237:3
speeches 158:17
spell 171:16, 21
spelling 116:21
153: <i>17</i> 154:8, 9
171:10, 14
171.70, 74
spend 170:21,
21 199:14
spending 171:4
spent 85:1, 14
100:2 134:8 141:7 208:14
141:/ 208:14
209:12
spike 267:20
spirit 28:20
spoke 137:12
168:17 252:3
255:4 263:7
spoken 123:14
266:2 280:14
283:7 284:1, 3,
7 291:9 294:3
299:13
<b>spoons</b> 48: <i>13</i>
<b>sporadic</b> 198: <i>18</i>
200:5, 8
<b>sports</b> 234:15
301:7, <i>11</i>
<b>spot</b> 112: <i>15</i>
145: <i>11</i> 146: <i>6</i>
<b>spread</b> 84:20
143:15 180:20
192: <i>14</i> 194: <i>5</i>
spreading
192: <i>12</i> , <i>19</i>
265:12
<b>spring</b> 30: <i>15</i> 87: <i>6</i> 215: <i>3</i>
87:6 215:3
231:2 232:12
233:10
<b>SRO</b> 71:21
72:20, 20 73:1
102:9
<b>SROs</b> 71:17, 20
<b>SROs</b> 71:17, 20 72:1, 7 73:8, 11
76:19 77:4
83:2 <i>0</i> 108: <i>1</i>

```
staff 6:4 22:16
26:2, 6 27:1
40:15 43:3, 20
44:16 47:11, 12,
13 48:1, 11, 12
49:2, 5 51:1
52:11 55:10
56:6 67:20
69:2, 5, 14, 18
70:13 71:8
73:12 75:16
76:14 81:3, 18
83:18 85:4, 11,
13, 15 86:5
88:2 98:19
100:12 101:3
103:14 104:1,
15, 19 106:4, 7,
8 112:5, 13
113:11 123:5
155:2, 4 166:9
176:21 177:4
193:12 209:6
211:6 216:7, 9,
17, 19 220:20
222:3 223:9
224:1, 8, 10, 11,
16, 21 225:1, 5,
6, 6 227:9, 21
228:19 229:14
239:16 240:18
266:10 274:13
277:15, 19
278:2 290:18
297:7, 16 298:3,
6, 21 299:3
300:10
staffed 236:21
staffing 221:2
223:13 224:4
stagnation 196:5
stakeholder
24:8 33:6
35:17 41:3
79:2 93:20
216:10 225:16
259:4 287:10
308:18
stakeholders
25:5 29:19
```

```
32:18 56:11
68:11 82:18
83:7 114:14
211:17 222:3
224:11 226:2
244:20 245:10
246:5 256:21
257:19 279:1
286:9 307:19
stand 33:20
38:9 40:20
53:19
standalone
122:21
standard 213:3
standards
129:16 149:5
170:7 196:8
202:10
stands 7:19
153:15
star 284:19
staring 254:7
start 20:1
30:11 43:16
59:15 89:9, 12
93:12 103:12
111:21 175:13
177:14 199:21
207:8 210:12
213:15 224:8
230:19 246:11
249:14 258:9,
19 260:12
288:9
started 45:7
56:11 57:7, 10
114:17 115:3
133:19 152:13
154:11 157:13
163:20 174:5
189:20 204:15
226:3 248:19
starting 135:6
213:16 214:19
225:13 249:15
254:18 261:20
264:8 273:4
290:20
```

**SS** 310:2

Proceedings
<b>State</b> 19: <i>13</i>
36:5 39: <i>10</i> , 20
55:17 155:16
163:5 164: <i>1</i> , <i>15</i> 165: <i>1</i> , 8 174:9
165: <i>1</i> , 8 174:9
175:3 176: <i>13</i>
200:2 <i>1</i> 202:8 214: <i>16</i> 215:20
214:16 215:20
231:18 233:2, 4,
7 234:1 243:16 244:12 253:3
255:18 258:17
280:20, 21
281:6 293: <i>15</i>
306:21 309:7
310: <i>1</i> , <i>5</i>
<b>stated</b> 28:1, 6
271: <i>14</i>
<b>states</b> 27:18
108:2 275:7
statewide
155:13
<b>static</b> 87:11, 14, 21
stations 188:2
190:21 191:8
statistically
124:19
<b>stay</b> 43:8, 9
55:20 112: <i>16</i>
189: <i>11</i> 197: <i>4</i>
236:17 271:8
272:7 274:6
296: <i>17</i> 299: <i>19</i> 309: <i>13</i>
staying 105:11
303:8
stays 45:3
steering 70:15
71:1 76:4, 5
step 28:16
135:2 148:20
154:8 176: <i>3</i>
201:18 235:7
<b>stepped</b> 186: <i>15</i>
stepping 178:10
295:19, 20 <b>steps</b> 79:8, 14
109:13 130:18
152:10 165:21
CRC Salomon, Inc.

166:16 183:8 220:16 **Steve** 34:10 **stick** 145:6 259:21 **stipends** 208:15 **stop** 40:8 53:3, 8 146:2, 4 181:14 197:3 230:9 **stopped** 180:15 286:19 stops 54:18 **story** 73:*3* straight 197:3 strands 118:21 strategic 115:11, *13* 118:6 199:20 strategies 47:16, 18 83:5, 8 105:19 110:10 130:6 137:19 140:4, 17 172:18 218:8 219:8, 8 245:5 267:3, 12 279:5 280:9 strategy 117:9 168:6 186:6, 11 **strength** 157:20 strengthen 148:8 strengths 130:4 **strict** 165:20 **strides** 30:16 stringent 174:9 strip 122:19 **striving** 134:16 137:11 138:21 139:9 151:11 **strong** 28:18 41:4 55:15 124:17 142:1 151:2 236:20 structural 28:7 123:16 227:16 **structure** 117:21

structures 109:6 123:15 143:*1* struggling 57:5 133:2 134:11 142:17 163:13 167:13 168:6, 11, 21 254:9 **Stuart** 3:14 38:6, 7, 8 **stuck** 186:7 **Student** 2:14 5:6 23:8 28:13 32:20 34:2 36:11 37:15 45:21 48:10 58:17 60:10, 14, *15*, 20 61:2, *15* 64:13 68:3 80:18 81:18 95:12 97:7, 19, 19, 20 98:5, 6 99:12 101:1, 14, *17*, *18* 103:*14* 124:20 125:3 130:14 134:16 135:17, 18, 20, 20 136:1, 7 157:1 163:2, 11, *12* 165:*13* 166:4, 11, 12 167:10 168:6 169:13 208:8 209:7 215:6 234:4, 10 238:6 247:8 250:17 students 6:4 23:21 24:14, 17 25:4, 4, 10, 14 26:10, 20 27:19, 20 28:9 29:6, 7 30:7, 11 31:19, 21 32:3, 6, 11, 13, 15 35:19, 20 36:6, 10, 13, 20 37:6, 21 38:9, *13*, *15*, *17* 39:*3* 40:9, 12 41:1, 5, 12 42:5, 6, 16 43:2, 19 44:6, 9,

14, 17, 20, 21 45:11, 16, 17 46:20, 21 47:2, 5, 8, 8, 10, 12 48:1, 4, 5, 13 49:1, 6 50:8, 12, 14, 15, 17, 21 51:4, 7, 7, 10, 12, 14, 19 52:2, 5, 6, 11, 15, 21 53:5 55:10 56:6 57:15 58:7, 10, 11, 13, 15 63:6 67:8, 20 68:16 69:2, 4, 7, 19 71:9 73:12 75:15 80:13, 21 84:19 85:4, 13 88:1, 3, 8 92:17 95:16 96:6, 8, 13 98:1, 14, 16 99:21 100:7, 12 101:2, 9, 13 102:3, 20 103:1, 15 104:1 108:4 110:5 111:21 112:5, 8, 12, 14 113:9, 11 117:20 118:14, 19 120:2, 11, 14, 20 122:12, 14, 14, 17, 21 123:5, 15, 19 124:2, 7 126:3 127:21 128:2*1* 129:5 130:3, 10 131:4 132:2, 10, 13, 17 133:5, 7 134:1 135:14 136:11 137:11, 19 138:15 139:5, 9 142:5, 16 149:12, 18 156:3 157:17 158:*3*, *11* 159:15 160:3, 6, *14*, *16* 161:3, *10*, *18*, *21* 165:5, *15* 167:9, 11, 19

168:5, 8 169:20

172:5 174:15 176:21 177:4 180:9 190:*1*, *3* 202:5, 13 208:1, 16, 19 209:8 211:4, 8, 19 212:7 213:10 214:1, 6 216:1, 2, 7, 17, 18, 21 217:4, 10 218:6, 8, 12 221:12, 13, 18, 20 222:19 223:1, 2 225:2, 11, 12, 15, 18 227:7, 11 228:14 229:13 231:13 232:7, 21 234:2 236:6, 7, 14, 16 237:5, 7, 8, 16, 21 238:2, 7, 14, 15 243:9 245:2 247:15 249:3 250:2, 2, 5, 7, 8 251:5, 7, 9, 12, 17 252:4, 7 253:5 254:2, 13, 19 255:1 257:14 260:20 261:18 265:9 267:6 269:16, 20 270:12 273:2 279:2, 16 280:19 281:14 288:6, 14, 14 292:10 299:15, 18, 21 300:12, 20 301:8, 11, 18 308:1, 5 **Studies** 32:5 120:18 study 78:14 119:19 172:6 style 162:2 **styles** 212:20 **sub** 223:11 subject 6:15 25:20 133:6 170:5

Proceedings
submit 24:3 101:7, 9 306:20 subs 223:11 subsequent 82:16 83:6 subset 290:20 substantially 29:18 substitutes 26:4 221:1, 2 success 73:3 156:16 157:1 162:6 165:5 166:18 181:16 successful 38:21 40:10 133:9 134:3 165:15 186:11 254:6 successfully 39:6
<b>succinct</b> 209:21
<pre>suffering 53:21 sufficient 120:4</pre>
sufficient 120:4
244:8
sufficiently
· ·
140: <i>15</i>
suffixes 172:5
<b>suggest</b> 274:10
297:21 301:7
<b>suites</b> 209:5
227:14 228:9
229:2
summaries.html
8:15
<b>summary</b> 8:13
summer 28:6
87:5 100:2, <i>18</i>
188:17
<b>Sun</b> 38:15
superintendent
6:10 8:20
19: <i>13</i> 22: <i>15</i> 27: <i>9</i> 28: <i>20</i>
27.9 28.20
36:5 39:20
77:13 106:12
165:9 215:20
253: <i>3</i> 261: <i>15</i>
272:21 274:13
280:20
· · <del>-</del>

superintendents 66:20 106:20
superintendent's 309:8
supervises 236:2
supervisor 173: <i>15</i>
<b>supplemental</b> 122: <i>16</i> 150: <i>4</i>
168:4
<b>supplier</b> 182: <i>12</i> 203: <i>6</i>
<b>supplies</b> 208:9, 13 209:3
supply 175:13,
14 184:10 202:12
support 25:7
26:2, 6 27:1
28:19 36:19
38:20 39:6
60:10 67:6, 16
69: <i>1</i> , <i>15</i> 70: <i>12</i> 71: <i>8</i> 72: <i>18</i>
74.17 75.3 8
74:17 75:3, 8, 12, 19 77:5, 20
<i>78:4, 5, 7, 21</i>
79:5, 7, 12, 16
80:1, 3, 14, 18,
<i>19</i> 81:2, <i>3</i> , <i>10</i> ,
12 82:8, 12
83: <i>17</i> , <i>19</i> , <i>21</i> 85: <i>18</i> 102: <i>3</i>
113:3 117:13
122:5 123:7
124:7, <i>9</i> 125: <i>15</i> ,
<i>17</i> 126:9, <i>14</i> , <i>15</i> ,
<i>18</i> 127:3, 8, <i>11</i> ,
11, 16, 20 128:2,
6, 7, 9, 11, 21 129:4, 4 130:21
135:1 140:6, 16
141:10 143:20
150:2 168:3
173:12 174:7
208:8, 20 211:6
212: <i>3</i> , <i>13</i> 213: <i>8</i> 214: <i>17</i> 218: <i>11</i>
237:4 253:18

262: <i>16</i> 268: <i>6</i> 281: <i>8</i> 284:2 <i>0</i>
<b>supported</b> 69: <i>15</i> 71: <i>6</i> 86: <i>6</i> 124: <i>17</i>
214: <i>13</i> <b>supporting</b>
99: <i>13</i> 129: <i>14</i> 253:8
<b>supportive</b> 67:7 68:10 69:10
78:20 83:5, 8 204:9
<b>supports</b> 39:2 67:19 68:1, 17 74:8 77:21
81:6 113:2 121:5, 20 122:3
124: <i>13</i> , <i>14</i> 126: <i>18</i> 128: <i>5</i> ,
19 132:7 134:14, 21 150:5 166:6
167:20 <b>Suppose</b> 231:4
240:8 supposed 174:5
<b>supposed</b> 174:5 <b>sure</b> 36:2
<b>supposed</b> 174:5 <b>sure</b> 36:2 37:16 60:11 61:13 86:16
<b>supposed</b> 174:5 <b>sure</b> 36:2 37:16 60:11 61:13 86:16 87:18 90:21 91:10, 18
<b>supposed</b> 174:5 <b>sure</b> 36:2 37:16 60:11 61:13 86:16 87:18 90:21 91:10, 18 103:19 105:2, 12 110:9
supposed 174:5 sure 36:2 37:16 60:11 61:13 86:16 87:18 90:21 91:10, 18 103:19 105:2, 12 110:9 111:11, 20
supposed 174:5 sure 36:2 37:16 60:11 61:13 86:16 87:18 90:21 91:10, 18 103:19 105:2, 12 110:9 111:11, 20 112:13 116:13 135:11 140:8 141:4 143:5
supposed 174:5 sure 36:2 37:16 60:11 61:13 86:16 87:18 90:21 91:10, 18 103:19 105:2, 12 110:9 111:11, 20 112:13 116:13 135:11 140:8 141:4 143:5 144:7 157:14
supposed 174:5 sure 36:2 37:16 60:11 61:13 86:16 87:18 90:21 91:10, 18 103:19 105:2, 12 110:9 111:11, 20 112:13 116:13 135:11 140:8 141:4 143:5 144:7 157:14 161:1 162:15 164:17 166:17 184:1 189:13
supposed 174:5 sure 36:2 37:16 60:11 61:13 86:16 87:18 90:21 91:10, 18 103:19 105:2, 12 110:9 111:11, 20 112:13 116:13 135:11 140:8 141:4 143:5 144:7 157:14 161:1 162:15 164:17 166:17 184:1 189:13 190:17 191:19 193:13, 15
supposed 174:5 sure 36:2 37:16 60:11 61:13 86:16 87:18 90:21 91:10, 18 103:19 105:2, 12 110:9 111:11, 20 112:13 116:13 135:11 140:8 141:4 143:5 144:7 157:14 161:1 162:15 164:17 166:17 184:1 189:13 190:17 191:19 193:13, 15 200:20, 21 201:18 202:4,
supposed 174:5 sure 36:2 37:16 60:11 61:13 86:16 87:18 90:21 91:10, 18 103:19 105:2, 12 110:9 111:11, 20 112:13 116:13 135:11 140:8 141:4 143:5 144:7 157:14 161:1 162:15 164:17 166:17 184:1 189:13 190:17 191:19 193:13, 15 200:20, 21

```
260:16 263:4
267:1 269:14
272:19 277:17
279:5 284:11
286:17 290:15
291:2
surfaced 139:8
206:21
surprised
289:16
surprising
287:21
survey 46:14
224:9 252:19
279:16 285:21
286:8, 11, 15, 18
288:13, 14
289:2, 4, 9, 15
290:1 297:17
298:5, 7
surveyed 239:7
surveying 40:14
277:19
surveys 286:4, 4
289:8, 14
298:14 299:1
survive 294:15
suspension 79:1
94:1
sustainability
199:21 201:4,
10
sustainable
50:4 203:12
swap 210:5, 17
swapped 211:5
swings 59:9
switch 239:6
Sye 233:12, 13,
14, 17, 20
234:18 235:1
symptoms
264:16, 17, 19
sync 104:16, 17
synchronous
165:4
syntax 118:1
system 23:7
33:13 43:5
```

50:21 54:10

60:17, 21 61:12, 14 62:18 63:3, 17 68:1 78:5 81:9 90:6 105:5 115:20 121:5, 14, 20 122:2 124:13, *14* 134:*13*, *14* 139:1 150:2 152:11 153:12 163:15 164:14 184:5 187:2*1* 188:3, 13 196:21 203:12 210:3 212:6 232:20 249:19 250:20 257:14 277:10 283:1 systematic 118:13 119:18 120:15 138:13 141:1 172:3 systematically 140:11 systemic 28:7 systems 41:13 45:18 50:10 56:4 78:3 81:7 124:9 140:5 165:2 214:*13* 215:20, 21 <T>

**TABCO** 3:9

247:15, 18

Toceedings	
250.19 251.4 5	l
250:18 251:4, 5	
252:16 261:2, 6	
264:1 273:17	
279:10 283:13	
284:12 290:5, 8 294:20 295:7, 7	
204.12 250.5, 0	
294:20 295:7,7	
298:19 302:3	
305:6 309:13	
<b>Taken</b> 4:5	
46:15 64:8, 18	
65:2 172:14	
03:2 1/2:14	
177:10 185:18	
222:15 257:4	
283:19 284:9	
285:4	
takes 50:20	
146:18 159:12	
221:16 289:21	
294:9	
talent 33:2	
Talented 29:12	
32:6 308:1, 5	
talk 46:15 49:7	
79:15 98:8	
99:4, 21 104:18,	
18 105:18	
117:15 134:19	
135:10 143:7	
152:2 170: <i>17</i>	
191: <i>18</i> 199: <i>9</i>	
222.6.7.226.15	
222:6, 7 226:15,	
<i>15</i> 236: <i>4</i>	
240:18 289:5	
307:16	
talked 89:7	
96:8 142:20	
154:3 159:7	
199:19 257:11	
281:10	
talking 37.8	
talking 37:8	
85:2 89:11	
85:2 89:11 94:3, 14 95:16	
85:2 89:11	
85:2 89:11 94:3, 14 95:16	
85:2 89:11 94:3, 14 95:16 96:4 99:5 116:3 124:14	
85:2 89:11 94:3, 14 95:16 96:4 99:5 116:3 124:14 127:8 140:20	
85:2 89:11 94:3, 14 95:16 96:4 99:5 116:3 124:14 127:8 140:20 144:9 150:17	
85:2 89:11 94:3, 14 95:16 96:4 99:5 116:3 124:14 127:8 140:20 144:9 150:17 155:13 160:11	
85:2 89:11 94:3, 14 95:16 96:4 99:5 116:3 124:14 127:8 140:20 144:9 150:17	
85:2 89:11 94:3, 14 95:16 96:4 99:5 116:3 124:14 127:8 140:20 144:9 150:17 155:13 160:11 163:9 175:1	
85:2 89:11 94:3, 14 95:16 96:4 99:5 116:3 124:14 127:8 140:20 144:9 150:17 155:13 160:11 163:9 175:1 186:19 191:20	
85:2 89:11 94:3, 14 95:16 96:4 99:5 116:3 124:14 127:8 140:20 144:9 150:17 155:13 160:11 163:9 175:1	

215:14 223:3 225:4 257:13 265:18 266:19 267:3 272:9 talks 220:8 tandem 137:16 tangent 95:8 tap 201:21 taps 179:17, 20 180:1 targeted 138:20 task 104:4 257:20 tasks 36:6 120:9 171:*1* taught 46:7, 7 132:9 140:10 159:15 171:18 teach 42:20 48:7, 20, 21, 21 137:10 147:16 152:7 156:19 171:9, 15 290:7, 8 299:18 300:11 teacher 19:19 46:6 47:7 55:2 57:6 59:11 72:10 97:1 101:15 137:10 152:21 154:16 155:*15* 156:*1* 165:*13*, *17* 166:4 212:1, 2 300:11, 14 307:16 teacher-parent 91:16 teachers 30:10 41:1 42:19 43:2, 20 44:9, 16 47:11, 12 48:1, 11, 13 49:5 52:8, 18 55:10 56:10 57:8, 12 88:15 90:19, 21 96:10 100:3 102:20 103:*15* 118:*19* 

123:10, 11

125:6, 10, 14 127:13, 14, 21 128:10 130:9, *13* 132:*16* 136:16 137:17 141:9, 10 144:7 151:*13* 152:*5*, *5*, 17 153:8, 16, 18 154:17 155:8, 19 156:7, 13, 18, *21* 160:*14* 167:1 189:17 208:15 218:11 237:1 239:14, *15, 18* 251:21 252:3 254:8 260:15, 16 265:8 274:4, 4, 8, 14 279:17 290:4, 11 294:4 295:12, 17 299:14, 18, 20 300:14, 15 301:15 teaches 130:2 teaching 30:7 59:14 62:13 70:9 72:10 78:2 79:8, 17 119:9, 10, 11 130:2, 5 152:4, 6 223:7 299:21 **team** 20:6 39:7 68:1 71:2 72:5, 9 73:18, 19 75:7, 13 76:9, 17 79:4 80:9 81:1, 19 83:3 84:5 89:5 93:14 104:4 106:20 108:15 109:4, 16, 18 111:*1* 121:*11* 127:20 128:2 133:18 134:18 157:*14* 173:*11*. *13* 181:*10*, *11* 206:1, 2, 19 244:18, 19

278:21 285:12, 17 287:3, 5, 8, 18 288:20 289:7 293:11 294:9 **TEAMS** 1:10 79:7 80:3, 18, 19.19 101:14 102:*1* team's 75:19 **teamwork** 83:21 tears 39:13 tech 284:20 technical 19:12 technology 42:3 120:19 207:20 208:10 221:6, 7 tele-health 112:21 tell 42:4 132:16 223:14 232:13 254:14 278:2 tells 60:18 129:12 ten 23:2 37:11 50:11 195:4 236:18 248:14 289:14 tenets 27:17 tenth 132:5 135:17, 18 136:1, 2 137:10 145:12 **term** 165:*3* 204:1 266:18 292:17 terms 90:2, 15, 16, 17 103:1 104:17 105:5 109:*1* 138:*15* 139:18 159:17 162:6, 9 165:3, 4 166:15 168:8 170:8 204:12 205:16 234:8 244:13 247:1 290:18 293:6 294:2 299:8

**terrific** 100:20

test 47:13 86:18 182:9, 19 184:*13* 188:9, 13 202:16, 20 265:5, 6 308:1 tested 43:7 58:11 86:1 265:1 **testing** 58:14 87:3 174:13 187:13 190:2, 4 195:2 202:21 204:13 292:12, 18 tests 86:5 text 118:17 120:4, 5 211:15 212:11, 18 textbooks 42:17 211:11 213:3 texts 129:7 **Thank** 5:13, 18, 20 9:8 10:13, 14 11:2 12:8, 9, 11 14:8, 15 16:9, 10 18:4, 19 19:1 20:20 22:7, 8 27:4 29:9, 10 33:3, 5, 10 35:9, 10 37:19 38:3, 5 41:2, 5, 6 43:10, 11 45:21 46:1 49:12, 13 50:2 53:9, 11, 14 56:18 59:20, 21 61:17, 18 64:4 65:7 66:14, 15 70:7 71:10 77:6, 8 79:20 81:8 84:6, 7, 13 86:2 88:19, 20 89:3, 4 91:20 92:2 95:3 99:14, 16, 18 102:7, 7, 8, 10, *12, 13* 103:20 104:10 106:10, *17* 107:7, *10*, *11*,

246:21 247:13

*15* 109:20

111 2 112 2
111:3 112:3
113:6, <i>13</i> , <i>14</i> , <i>17</i> ,
<i>19</i> 115:6 116: <i>1</i> ,
8, 9, 10 121:17
126:6 131:8, 12,
17.21.122.10
<i>17</i> , <i>21</i> 133: <i>10</i> ,
<i>17</i> 141:5 142:8
143:7, 9, 13
146:7, <i>8</i> , <i>13</i> , <i>21</i>
147:1, 4 148:8,
<i>10</i> 151: <i>13</i> , <i>15</i>
153: <i>13</i> 156: <i>4</i>
157:2, <i>3</i> 161: <i>14</i>
162: <i>14</i> , <i>15</i>
164.21 167.5
164:21 167:5,
<i>14</i> , <i>16</i> 169: <i>18</i>
171:8, <i>13</i> 172:9,
17, 18, 21
174: <i>18</i> 181: <i>5</i> , <i>7</i>
182:6, 16 185:8
186: <i>13</i> , <i>14</i> , <i>18</i> ,
<i>18</i> 188:5
189: <i>15</i> 190: <i>19</i>
191: <i>12, 14, 16,</i>
16 197:21
198:2, 2 200: <i>11</i> ,
<i>13, 18</i> 202: <i>14</i>
202.1 0 12 15
203:1, 9, 12, 15
204:10 205:13
206:3, 10, 13
207:4, 11
211:12, 13
215: <i>10</i> , <i>16</i>
217:15, 16
417.13.10
218:2, 17
218:2, 17
218:2, <i>17</i> 222: <i>12</i> 224: <i>6</i>
218:2, <i>17</i> 222: <i>12</i> 224: <i>6</i> 228: <i>4</i> 231: <i>7</i> , <i>14</i>
218:2, <i>17</i> 222: <i>12</i> 224:6 228:4 231:7, <i>14</i> 233: <i>19</i> 234: <i>17</i> ,
218:2, <i>17</i> 222: <i>12</i> 224:6 228:4 231:7, <i>14</i> 233: <i>19</i> 234: <i>17</i> ,
218:2, 17 222:12 224:6 228:4 231:7, 14 233:19 234:17, 20 235:6, 15
218:2, 17 222:12 224:6 228:4 231:7, 14 233:19 234:17, 20 235:6, 15 241:7, 11, 12, 18
218:2, 17 222:12 224:6 228:4 231:7, 14 233:19 234:17, 20 235:6, 15
218:2, 17 222:12 224:6 228:4 231:7, 14 233:19 234:17, 20 235:6, 15 241:7, 11, 12, 18 245:12 247:20
218:2, 17 222:12 224:6 228:4 231:7, 14 233:19 234:17, 20 235:6, 15 241:7, 11, 12, 18 245:12 247:20 248:9, 12, 13
218:2, 17 222:12 224:6 228:4 231:7, 14 233:19 234:17, 20 235:6, 15 241:7, 11, 12, 18 245:12 247:20 248:9, 12, 13 250:1 252:8, 10
218:2, 17 222:12 224:6 228:4 231:7, 14 233:19 234:17, 20 235:6, 15 241:7, 11, 12, 18 245:12 247:20 248:9, 12, 13 250:1 252:8, 10
218:2, 17 222:12 224:6 228:4 231:7, 14 233:19 234:17, 20 235:6, 15 241:7, 11, 12, 18 245:12 247:20 248:9, 12, 13 250:1 252:8, 10 253:16 254:16
218:2, 17 222:12 224:6 228:4 231:7, 14 233:19 234:17, 20 235:6, 15 241:7, 11, 12, 18 245:12 247:20 248:9, 12, 13 250:1 252:8, 10 253:16 254:16 259:7 261:13
218:2, 17 222:12 224:6 228:4 231:7, 14 233:19 234:17, 20 235:6, 15 241:7, 11, 12, 18 245:12 247:20 248:9, 12, 13 250:1 252:8, 10 253:16 254:16 259:7 261:13
218:2, 17 222:12 224:6 228:4 231:7, 14 233:19 234:17, 20 235:6, 15 241:7, 11, 12, 18 245:12 247:20 248:9, 12, 13 250:1 252:8, 10 253:16 254:16 259:7 261:13 262:17 263:21
218:2, 17 222:12 224:6 228:4 231:7, 14 233:19 234:17, 20 235:6, 15 241:7, 11, 12, 18 245:12 247:20 248:9, 12, 13 250:1 252:8, 10 253:16 254:16 259:7 261:13 262:17 263:21 264:7, 12 268:3,
218:2, 17 222:12 224:6 228:4 231:7, 14 233:19 234:17, 20 235:6, 15 241:7, 11, 12, 18 245:12 247:20 248:9, 12, 13 250:1 252:8, 10 253:16 254:16 259:7 261:13 262:17 263:21 264:7, 12 268:3, 5 269:11, 13
218:2, 17 222:12 224:6 228:4 231:7, 14 233:19 234:17, 20 235:6, 15 241:7, 11, 12, 18 245:12 247:20 248:9, 12, 13 250:1 252:8, 10 253:16 254:16 259:7 261:13 262:17 263:21 264:7, 12 268:3, 5 269:11, 13
218:2, 17 222:12 224:6 228:4 231:7, 14 233:19 234:17, 20 235:6, 15 241:7, 11, 12, 18 245:12 247:20 248:9, 12, 13 250:1 252:8, 10 253:16 254:16 259:7 261:13 262:17 263:21 264:7, 12 268:3, 5 269:11, 13 270:15 273:13
218:2, 17 222:12 224:6 228:4 231:7, 14 233:19 234:17, 20 235:6, 15 241:7, 11, 12, 18 245:12 247:20 248:9, 12, 13 250:1 252:8, 10 253:16 254:16 259:7 261:13 262:17 263:21 264:7, 12 268:3, 5 269:11, 13

277:14 278:3. 10, 12, 13, 16, 17 279:7, 11, 21 280:13 282:19, 20 285:7 289:17 291:4, 19 292:13, 19 293:2 296:4, 6, 10, 11 297:2, 3, *5* 299:5 301:*1*, 20 302:1, 2, 15 304:11 306:10 307:6 308:6 thanks 95:19 117:12 194:6 197:19 280:11 theater 235:4 therapists 237:3, thing 54:11 58:1 61:7 63:14 90:4 101:21 103:4, 19 125:12 145:20 156:18 183:16 191:18 193:13 202:6 204:18, 21 211:21 237:15 301:6 things 30:20 84:17 93:20 103:16 105:3 106:1 139:21 143:6 144:12, 13 145:6 151:6, 7 152:1 174:11 186:21 193:16 194:2 196:*15* 201:7 222:15 227:5, 5, 21 228:21 229:9, 19 235:12 248:5, 18 258:5 264:14 266:13 267:9 293:20 294:5, 6, 9, 10 301:13

think 30:10

31:13 34:7, 14

36:12 37:15 57:21 58:19 63:7, 13 92:16 95:2 96:7 100:9, 14, 15, 20 101:13 104:9 116:7 122:2 135:3, 5 136:17 138:5 140:*1* 141:15, 20 142:4, 5 144:1 146:*14* 148:*1* 150:1, 9 152:9, *19* 153:3 156:5 160:18 161:8, *15* 162:8 166:19 167:18 168:16 184:20 200:2 202:15 205:21 206:2 225:15 231:20 246:8 248:17, 19 250:5 253:5, 7, 12 255:3 267:2 271:15 278:4 280:15 281:9 286:13, 19 290:14 295:16, 17 296:13, 15 297:8, 13 298:2 308:19, 21 **thinking** 68:21 93:10 101:2 187:16 230:5 244:21 thinks 249:14 third 28:14 38:11 58:6, 8 94:20, 21 145:*11* 147:*17*, *17* 195:*1* 290:10, 17 299:14 **thirdly** 199:*13* thirds 193:3 thought 74:6 172:13 252:6 278:2 308:19

thoughts 46:17 105:16 **thousand** 179:20 thousands 54:9 287:19, 19 threat 44:15 three 22:21 23:4 27:17 28:12 34:11 46:21 48:10 50:14 53:15 78:*1*, *8* 118:*15* 120:1 122:9, 19 126:2 143:16, 16 148:15 149:1 150:5 151:5 153:20, 20 175:4 193:1, 6 194:13 219:4 220:6 221:16 236:5, 10, 17 268:18 286:3 three-minute 23:18 three-year 180:18 194:16 threw 271:5 thrive 52:2, 5 thriving 42:5 Thursday 226:5 ticking 285:15 tied 125:2 tier 122:10, 14, 15, 19 123:2, 2, *5*, *7*, *9* 138:*13* 141:10 148:15 149:*1* 150:*1*, *4*, 5, 18 151:4, 5, 5 169:5 **tiered** 132:7 143:20 150:*13* tiers 122:9 123:4 124:11 126:9 tier's 123:6 tight 294:16 time 23:19 25:13, 15 30:16, 19 31:9 33:4 34:1 37:19

42:11 45:21 46:15 53:10, 21 59:20 63:12 64:17 71:4 73:21 75:2, 10 77:14 79:15 82:18 84:3.6 85:2, 14 87:7 89:12 95:3, 10, *18*, *21* 100:*3* 103:10, 19 104:3 111:20 126:4 127:17. 17 132:17 134:8 137:2 139:10 141:7 142:5 143:5 144:5, 12 145:1, 7 146:7, 12, 19 161:12 163:9 167:7, 20, 21 168:4 171:5, 6 176:9 177:9 178:18 179:16 185:1, 2, 21 195:11 197:20 202:7 207:3 209:21 211:1, 1 225:9 227:2, 15 229:10 230:8 233:6 235:7, 11 244:9 248:15 252:4 256:2, 10 258:5 259:9, 21 263:5, 8, 9, 12 264:5 265:11 268:16 270:7 273:19 281:1,5 285:15 291:1, 8 292:16 297:8 301:5, 6, 19 303:6 307:11 309:8 timeframe 210:4 242:2 243:4 277:21 timeframes 120:8, 8 245:19 **timeline** 86:20

223:15, 19

Proceedings		
224:4 225:5	touch 142:12	treatment
227:4, 6 244:10	touches 68:7	134:15 202:2
timely 64:16	tough 75:2	tremendous
83:17	<b>Towson</b> 155:3	181: <i>9</i> , <i>16</i>
<b>times</b> 31:5	tracing 86:5, 15,	183:16 297:0
55:1 58:9	17 87:7, 8	trend 25:12
59:10 74:4	267:4, 15	trending 42:
100: <i>13</i> 116:8	track 151:7	trends 267:1
154:12	traditional	triangle 166:
<b>tip</b> 102:5	157:9 212: <i>11</i> ,	triangulate
title 150:16	19	165: <i>14</i>
<b>titled</b> 38:15	<b>traffic</b> 42:13	<b>Tricia</b> 3:17
<b>today</b> 31:1	train 153:17	46:2, 5
33:12, 20 34:19	trained 123:10	<b>tried</b> 33:17
43:4 47:14	223:11	208:3
54:2 56:3 89:7	<b>training</b> 19: <i>11</i>	troubles 168
115:18 173:11,	39:4 68:13, 14	true 32:12
17 213:11	91:1 106:2, 4, 8	107:2 129:8
225:13 226:3	112:20 113:3	146:18 171:
toileting 48:9	125:14 130:20	310:6
told 43:6 260:8,	139:14 153:20	<b>truly</b> 131:3
9 268:17 290:5	trains 256:17	133:9 134:4
tolerate 249:8	Transcribed	137:2 143: <i>1</i> 4
<b>toll</b> 39:11	1:20	152:17 161:
tolls 93:6	transcription	196:12 253:
tomorrow	310:7	trust 67:19
226:4, 4	transferred	293:14, 14, 15
ton 272:14	266:6	15
tone 23:19	transition 121:5	trusted 98:2,
tonight 50:3	215:13, 15	trusting 294
53:14 121:18	216:4, 11	<b>truth</b> 295:6
143:19 173:2	225:11 237:9	<b>try</b> 42:15
246:13 281:10	translates	97:21 132:17
307:6, 12, 20	103:18	133:13 155:2
tonight's 7:3,	translating	181: <i>18</i> 183:.
16, 18 20:14	113:8	193:17 200:
22:20 174:6	transmission	250:13 260:3
tools 42:20	49:10 269:3, 5	279:1 285:1
101: <i>4</i> , 8 131: <i>1</i>	transparency	<b>trying</b> 32:4
<b>top</b> 27:20	28:20	42:15 45:2
37:11 43:9, 9	transportation	52:12 112:12
94: <i>15</i> 117: <i>17</i>	219:13 226:19,	136:4 143:5
122:18 189:15	21 227:1 267:5	192: <i>13</i> , <i>20</i>
topic 25:19	<b>Trauma</b> 113:2,	194:1 242:13
<b>topics</b> 76:13	9, 11	259:21 263:8
104:2 230:18	traumatic 75:7,	279:13
torn 24:13	13, 19	Tuesday 5:4
<b>total</b> 19:18	<b>travel</b> 193:19	309:11
53:18 192:3	travels 50:20	tune 300:19
	treated 43:1	
	•	<u> </u>

treatment
134:15 202:21
tremendous
181:9, <i>16</i>
183:16 297:6
trend 25:12
trending 42:11
trends 267:18
triangle 166:3
triangulate 165: <i>14</i>
Tricia 3:17
46:2, 5
tried 33:17
208:3
<b>troubles</b> 168: <i>14</i>
true 32:12
107:2 129:8
146:18 171:1
310:6
<b>truly</b> 131: <i>3</i> 133: <i>9</i> 134: <i>4</i>
137:2 143: <i>14</i> 152: <i>17</i> 161: <i>18</i>
196:12 253:18
trust 67:19
293:14, 14, 15,
15
<b>trusted</b> 98:2, 3
<b>trusting</b> 294:19
truth 295:6
try 42:15
97:21 132:17
133:13 155:21
181:18 183:14
193: <i>17</i> 200: <i>14</i> 250: <i>13</i> 260: <i>3</i>
279:1 285:1
trying 32:4
<b>trying</b> 32:4 42:15 45:2
52:12 112:12
136:4 143:5
192:13, 20
194: <i>1</i> 242: <i>13</i>
259:21 263:8
279:13
<b>Tuesday</b> 5:4
309:11

```
turn 131:6
138:2 159:5
178:6 194:19
202:2 203:13
207:3 211:9
263:17, 17
291:6, 10, 11
turned 23:20
177:13, 17
179:15 183:7
195:11
turning 156:13
179:19 180:1
turnover 154:16
turns 31:7
tutorials 169:11
tutoring 168:3
169:11 207:21
208:14, 20
TV 7:6
twice 32:13
259:20
two 25:3 38:8
47:18 51:11
52:7, 11 60:4
61:5 68:9
71:20 78:19
105:16 114:9
118:14 122:15,
15 123:2
141:16, 17
150:4 151:5
154:11 173:11
184:2, 14
189:21 213:13
214:11 215:12
219:10 223:3
226:18 231:3,
17 232:12
233:3 236:15,
18 243:19
245:6 249:16
254:21 256:10
259:13, 13
261:18 270:12
272:1 273:2
279:3 286:6
289:13 290:12,
15 291:1
```

295:13, 15, 20 307:13 two-and-a-half 225:3 227:12 two-semester 213:17 **two-thirds** 58:*14* **type** 28:15 201:3 234:11 types 89:20 91:14 267:9 288:4 **typical** 39:12 44:2 177:1 typically 238:3, 18

< U > ultimately 118:6 126:2 170:18 171:3 226:17 227:6 237:9 265:6 unabated 24:18 **unable** 274:15 unacceptable 43:8 unanimously 198:8 unaware 7:17 unclear 32:1 266:11 uncommon 277:15 underachieve 32:4 underachieveme **nt** 32:6 underachievers 32:11 undergoing 216:13

underperforming 27:16

undergraduate

155:10

260:19

underlying

Proceedings
underscore
161: <i>16</i>
understaffed
224:3
understand
39:21 48:20
98:1 108:8
114: <i>19</i> 116: <i>4</i> 123: <i>11</i> 130: <i>13</i>
132: <i>19</i> , <i>21</i> 137: <i>3</i> , <i>3</i> , <i>18</i>
144:8 145:8, <i>15</i>
147:19 152:6
154:5 156:8, <i>11</i>
<i>15</i> 158: <i>11</i> , <i>13</i>
159: <i>13</i> , <i>15</i> , <i>16</i>
162:2 <i>1</i> 163:8
164:2 168: <i>13</i>
164:2 168: <i>13</i> 169: <i>1</i> 170:9, <i>11</i>
183:5 212:9
241:2 247: <i>16</i> 248: <i>1</i> 249: <i>15</i>
254:1 258:18
277:18
understanding
134:10 155:20
158:20 159: <i>11</i>
168:20 169:3
218: <i>11</i> 248:2, <i>4</i>
278:5 287:11
307:17
understands
115:9 247:21
understood 269: <i>14</i>
underway
155:2 <i>1</i>
Unfortunately
25:11 42:7
147:9 191: <i>19</i>
unintelligible
31:8 49:19
269: <i>17</i>
unions 40:19
55:2 56:10
245:10 278:21
<b>unique</b> 45: <i>1</i> 47: <i>1</i> 82: <i>10</i>
United 108:2
units 40:18

<b>universal</b> 82:4, 7 89:15 90:8 122:10 126:8, 17 196:13
universally 129: <i>13</i>
<b>universities</b> 153:4 154:21 156:13
university 152:21 155:3
unpack 220:13 unprecedented
297: <i>11</i> unrelated 225: <i>9</i>
<b>unrest</b> 68:20 <b>Unserved</b> 208:1
<b>upcoming</b> 216: <i>17</i> 306: <i>20</i>
<b>Update</b> 4:8, 9 164:7 173:5, 17
182:2 <i>1</i> 206: <i>1</i> 5, 20 207:9
209: <i>10</i> , <i>16</i> 213: <i>11</i> , <i>14</i>
214:9, <i>1</i> 2 215: <i>11</i> 217: <i>14</i>
306: <i>1</i> 2, <i>1</i> 3 308: <i>4</i> , <i>1</i> 2
<b>updated</b> 182:18 303:16
<b>Updates</b> 4:10 55:6, 9, 12
74: <i>12</i> 104: <i>4</i> 106: <i>15</i> , <i>15</i>
166: <i>17</i> , <i>21</i> 302: <i>10</i> 303: <i>10</i>
304:9 <b>updating</b> 247:18
<b>upset</b> 41:19 <b>urgency</b> 152:16
urgent 134:4 usable 188:15
<b>usage</b> 194:1
use 48:10 69:12 83:20
84:9 90: <i>17</i>
101:5 120: <i>14</i>
125:10 131:14

147:20 171:16

```
182:6 186:7, 9
195:10 196:6
197:13 203:4, 5
204:14 217:5
221:5, 7 266:17
267:12
useful 147:8
user 187:20
usually 20:1
utilities 199:3
202:16, 19
utilize 23:11
286:12
utilizing 73:5
197:18
< V >
vacuum 160:19
valuable 72:2
73:17
value 76:15
valued 73:13
160:17
valuing 161:2
valve 185:6
variation 183:17
varied 144:2, 15
variety 104:1
158:14, 14, 15,
18 290:21
various 56:10
76:7 80:14
81:1 89:19
106:15 225:7
255:9
vary 70:5
vast 235:11
ventilation
50:21 219:9
verbal 118:2
verbalizing
135:5
verbally 283:3
verbiage 170:2
verge 211:2
Verizon 7:7
Versh 34:10, 10
version 213:7
```

versus 162: <i>3</i>
163:12 167:11
103.12 107.11
239:2, 3 288:2
Vice 2:4 6:9
8:20 9:21
11:16 12:15
13:2, 16 14:15
15:17 18:1.6
15: <i>17</i> 18: <i>1</i> , <i>6</i> 21: <i>15</i> 24: <i>12</i>
30:2 66:1 67:2
71:11 173:8
186: <i>14</i> 191: <i>14</i>
197:21 203:13
207:5 209:15
241:11, 17
242:5, 13 243:3,
13, 17 244: <i>4</i>
245: <i>12</i> 247: <i>5</i> ,
20 259:17
261:9, <i>13</i>
263:19 272:10,
17, 19 273:11
276:10 282:8
283:10, 14, 17
284:15 285:3
204.13 203.3
291:13, 20
292:5, 21 296:6,
11 297:3 299:8
302:5, 12 305:2,
18 307:8
<b>video</b> 286:6
287:20
view 7:1
114:21 254:20
viewed 72:1
159: <i>14</i>
views 22:11
54:7
<b>virtual</b> 26: <i>16</i>
27:2 29:4 30:1,
7 36:9, 19
27.10 20.2 10
37:18 38:2, 10, 17, 21 40:10
17, 21 40:10
41:17, 19 42:16,
21 43:10 51:6 57:2, 11 59:17
57:2, 11 59:17
69:19 74:13
108:10, 11
109:6 110:3

133:2, 4 142:19 154:14 208:8 211:19 212:14 213:18, 20 219:14, 19, 20 235:13 239:10 250:5, 9, 19 274:17 288:9, 11 299:19 virtually 7:4 24:15 26:10 29:17 37:2 51:17 57:19 109:18 260:21 290:8 299:21 300:1, 16 virus 218:10 265:12 **visions** 97:17 111:19 visit 99:19 **visiting** 111:*10* 206:6 visitors 220:2, 3, **visual** 119:4 **visualize** 116:*16* visualizing 135:5 vital 52:20 vocabulary 117:21 172:7 **voice** 36:1 56:15 60:16, 20 61:3, 16 **voiced** 31:15 voices 41:11 42:7 60:15 voluntary 26:2 214:*1* **vote** 7:9 9:9 11:4 13:4 15:5 17:10 21:2 53:4 54:20 65:10 214:17 273:17 275:3. 13, 19 279:10 281:17 302:17

304:5 305:6

<b>voting</b> 7:8 61:2	21 261:6 263:3,	191:7 195:4, 6,	weekly 52:14	291:3, 8 301:9,
275:8	<i>17</i> 264:2 270: <i>1</i>	7, 10, 12, 20	55:6, 8, 12	9 302:20 303:6,
vulnerable	271:4 274:18,	197:4, 10, 13	106: <i>14</i> 164: <i>6</i>	19, 20 309:5
37:21 45:20	21 289:4 292:3	198: <i>16</i> 199: <i>10</i> ,	166:20 189:10	wellbeing 40:21
218:6 295: <i>3</i>	295:11 296:15	<i>15, 16</i> 200: <i>4</i>	weeks 41:11	53:18 72:5
	297:20 299:19,	201:10 202:9	57:12 180:11	75:11 107:5
< W >	21 302:19	203:3, 4, 5, 7, 17	189:7 214: <i>11</i>	wellness 70:13
<b>wait</b> 189:6	307:1	204:3	216:17 223:3	92:16, 17, 20
194: <i>13</i> 268: <i>17</i>	<b>wanted</b> 96: <i>1</i>	way 26:21	224:9, 16 225:3	93:2, 5, 7, 10
waiver 233:4	99:9 105:16	30:1 52:10	226:8 227:12	94:7, 10 108:8,
waivers 233:9	106:17 107:17	69:1 73:5 80:4	268:13 285:11	9, 14, 18 298:14
<b>walk</b> 59:3, 7	108:8 146: <i>10</i> ,	101: <i>4</i> 109: <i>15</i>	weighting 36:6	went 121:8
86:8 121:12	11 154:19	111:15 125:11	<b>welcome</b> 20:2, 4	179:10 242:20
walking 141:8	162:17 182:20	126:17 132:9	24:10 33:9	308:15
walkthrough	183:8 209:10,	141: <i>1</i> 142: <i>17</i>	43:13 114:2	<b>we're</b> 20:5
228:8 229:19	<i>16</i> 211: <i>13</i>	148:13 180:21	212: <i>3</i> 216: <i>16</i> ,	67:21 80:13
walls 142:2, 3	222:1 233:12	185:6 199:2 <i>1</i>	18 259:8	84:6 85:9
want 14:10	237:13 244:11	225:18 236:15	292:20	86:17 92:10, 20
24:16 26:15	264:12 268:5	289:9 290:2	welfare 44:20	98: <i>12</i> 101: <i>21</i>
43:16 49:11	269:14 275:6, 9	310:10	<b>well</b> 7:11	103:19 105:12,
50:3 60:8 61:5	277:17 280:7	ways 29:20	35:17 38:14	20 107:2
84:5 87:18	285:10, 15	98:8 99:11	52:6 55:21	111:14 112:12,
95:8, <i>19</i> 99: <i>17</i>	288:21 289:8	159: <i>10</i> 168: <i>1</i>	57:15 69:7	14 114:13
103:17 104:6	<b>wanting</b> 54:12	171: <i>10</i> 179: <i>14</i>	75:16 83:10	115:3 124:7, 13
105: <i>1</i> 106: <i>13</i>	wants 38:1	225:21 297:12	99:12, 17	125:21 131:11
108:6 114: <i>19</i>	223:19 262:12	wear 44:4 48:2	101:18 103:14	135:19 139:10
120:11, 19	272:4, 8 273:18	51:13 59:1	104:5 106: <i>16</i>	140:18 142:5
121:5 124: <i>12</i>	306:19	218:12 265:14	107:16 110:17	154: <i>13</i> 156: <i>7</i>
134:17 135:11	<b>waring</b> 85: <i>3</i>	<b>wearing</b> 51: <i>12</i>	113: <i>17</i> 117: <i>1</i>	159:2 <i>1</i> 160: <i>11</i>
138: <i>3</i> 142: <i>11</i>	<b>warrants</b> 138: <i>18</i>	105:21 265:13	118: <i>1</i> , <i>8</i> 125: <i>15</i>	161:8, 9 165:9
144:5, 17, 18, 20	<b>washing</b> 179:18	<b>web</b> 89:15	127:2 128: <i>1</i>	166:1, 2, 18
146: <i>1</i> 150: <i>3</i> , <i>8</i> ,	180:2	103:21	130:21 136:5	185:3, 3, 4
<i>14</i> 155:6 159:4	Washington	website 7:6	137:7 139:13,	186:6, 11 189:1,
160:7 162:2 <i>1</i>	63:2	8:14 24:6 29:1	19 142:18	4, 11, 15 192:13,
164:17 165:10	waste 199:20	82:5 89:9 90:9,	145:1 149:12	20 193:3
172:15 187:1	watch 49:2	14 91:18 107:2	157:12 167:4,	194:21 195:20
189:5, 7 190:17	watched 31:1	177:7 182:21	17 170:4 186:3	196:15, 16, 17
194:13 198:6	watching 46:11	214:3 215:6	187:19 188:16	197:9, 11, 12, 17
200:16 201:17	245:7, 8	255:18 280:4	190:7 192:20	198:12 199:17,
203:2 209:20	Water 4:8	Wednesdays	196:5 197:5	18 200:1 205:2,
215:4 218:2, 4	173:5, 18, 18, 19	31:17	204:15 208:18	3 207:12
223:7, 8 226:2	174:12, 13	week 22:19	213:7 217:3	210:15 212:14
227:19 229:13,	175:8, 20 176:3,	40:16 43:6	224:2 229:14	219:1 223:3
15, 18 230:1	8, 9, 11 179:14,	51:11 156:10	230:3 233:11	224:14 225:4
239:8, 10	17 182:5, 9, 12	216:10, 15	235:6 236:1	229:20 235:7,
240:11 241:1	183:8 184:2, 10	222:4 226:17	238:19 247:19	15 246:2, 9, 12
242:11 245:17,	185:15 186:20	253:15 294:8	265:15 267:19	248:14, 17
18, 19 246:5, 6	187:5, 7, 12	300:21	275:2 280:11	249:4, 15, 18
247:9, 18	188:1, 8, 13, 15	weekends	284:19 287:10,	250:12, 14
248:21 251:18,	190:1, 16, 21	190:11	12 289:12	254:18 257:8, 9,

Proceedings
10 250.2 261.2
10 259:2 261:3
265:18 266:12,
19 275:7
284:17 295:10
296:16 297:1, 1
west 236:12
<b>We've</b> 49:7 84:18 85:6, 18
98:8 104:7
106:18 110:12
111:12 115:13
129: <i>13</i> 140: <i>6</i> , <i>7</i>
142:20 144:6
142:20 144:6 147:19 149:5
153: <i>17</i> 182: <i>11</i>
186:3, 4 189:3,
8 195:14
196:18 209:1, 4
230:4 233:21
239:3, 6, 7
241:6 254:10
260:8, 9 263:11
267:7 279:18
Wheatley-Phillip
206.15 21
286:15, 21
287:1 289:4, 7
287:1 289:4, 7 <b>Wheatley-Phillip</b>
287:1 289:4, 7
287:1 289:4, 7 <b>Wheatley-Phillip</b>
287:1 289:4, 7 Wheatley-Phillip 's 298:4 wheelhouse
287:1 289:4, 7 Wheatley-Phillip 's 298:4 wheelhouse 298:16
287:1 289:4, 7 Wheatley-Phillip 's 298:4 wheelhouse 298:16 White 237:6
287:1 289:4, 7 Wheatley-Phillip 's 298:4 wheelhouse 298:16 White 237:6 wide 67:19
287:1 289:4, 7 Wheatley-Phillip 's 298:4 wheelhouse 298:16 White 237:6 wide 67:19 76:5
287:1 289:4, 7 Wheatley-Phillip 's 298:4 wheelhouse 298:16 White 237:6 wide 67:19 76:5 widening 28:15
287:1 289:4, 7 Wheatley-Phillip 's 298:4 wheelhouse 298:16 White 237:6 wide 67:19 76:5 widening 28:15 wider 295:19
287:1 289:4, 7 Wheatley-Phillip 's 298:4 wheelhouse 298:16 White 237:6 wide 67:19 76:5 widening 28:15 wider 295:19 widgets 146:18
287:1 289:4, 7 Wheatley-Phillip 's 298:4 wheelhouse 298:16 White 237:6 wide 67:19 76:5 widening 28:15 wider 295:19 widgets 146:18
287:1 289:4, 7 Wheatley-Phillip 's 298:4 wheelhouse 298:16 White 237:6 wide 67:19 76:5 widening 28:15 wider 295:19 widgets 146:18 William 114:6
287:1 289:4, 7 Wheatley-Phillip 's 298:4 wheelhouse 298:16 White 237:6 wide 67:19 76:5 widening 28:15 wider 295:19 widgets 146:18 William 114:6 Williams 7:15,
287:1 289:4, 7 Wheatley-Phillip 's 298:4 wheelhouse 298:16 White 237:6 wide 67:19 76:5 widening 28:15 wider 295:19 widgets 146:18 William 114:6 Williams 7:15, 17 8:21 16:14,
287:1 289:4, 7 Wheatley-Phillip 's 298:4 wheelhouse 298:16 White 237:6 wide 67:19 76:5 widening 28:15 wider 295:19 widgets 146:18 William 114:6 Williams 7:15, 17 8:21 16:14, 18, 19 18:21
287:1 289:4, 7 Wheatley-Phillip 's 298:4 wheelhouse 298:16 White 237:6 wide 67:19 76:5 widening 28:15 wider 295:19 widgets 146:18 William 114:6 Williams 7:15, 17 8:21 16:14, 18, 19 18:21 19:1 24:12
287:1 289:4, 7 Wheatley-Phillip 's 298:4 wheelhouse 298:16 White 237:6 wide 67:19 76:5 widening 28:15 wider 295:19 widgets 146:18 William 114:6 Williams 7:15, 17 8:21 16:14, 18, 19 18:21 19:1 24:12 27:9 29:15
287:1 289:4, 7 Wheatley-Phillip 's 298:4 wheelhouse 298:16 White 237:6 wide 67:19 76:5 widening 28:15 wider 295:19 widgets 146:18 William 114:6 Williams 7:15, 17 8:21 16:14, 18, 19 18:21 19:1 24:12 27:9 29:15
287:1 289:4, 7 Wheatley-Phillip 's 298:4 wheelhouse 298:16 White 237:6 wide 67:19 76:5 widening 28:15 wider 295:19 widgets 146:18 William 114:6 Williams 7:15, 17 8:21 16:14, 18, 19 18:21 19:1 24:12 27:9 29:15 34:9 35:15 54:1 55:15
287:1 289:4, 7 Wheatley-Phillip 's 298:4 wheelhouse 298:16 White 237:6 wide 67:19 76:5 widening 28:15 wider 295:19 widgets 146:18 Williams 7:15, 17 8:21 16:14, 18, 19 18:21 19:1 24:12 27:9 29:15 34:9 35:15 54:1 55:15 67:2 71:12
287:1 289:4, 7 Wheatley-Phillip 's 298:4 wheelhouse 298:16 White 237:6 wide 67:19 76:5 widening 28:15 wider 295:19 widgets 146:18 William 114:6 Williams 7:15, 17 8:21 16:14, 18, 19 18:21 19:1 24:12 27:9 29:15 34:9 35:15 54:1 55:15
287:1 289:4, 7 Wheatley-Phillip 's 298:4 wheelhouse 298:16 White 237:6 wide 67:19 76:5 widening 28:15 wider 295:19 widgets 146:18 William 114:6 Williams 7:15, 17 8:21 16:14, 18, 19 18:21 19:1 24:12 27:9 29:15 34:9 35:15 54:1 55:15 67:2 71:12 99:14 106:11,
287:1 289:4, 7 Wheatley-Phillip 's 298:4 wheelhouse 298:16 White 237:6 wide 67:19 76:5 widening 28:15 wider 295:19 widgets 146:18 William 114:6 Williams 7:15, 17 8:21 16:14, 18, 19 18:21 19:1 24:12 27:9 29:15 34:9 35:15 54:1 55:15 67:2 71:12 99:14 106:11, 12 115:12
287:1 289:4, 7 Wheatley-Phillip 's 298:4 wheelhouse 298:16 White 237:6 wide 67:19 76:5 widening 28:15 wider 295:19 widgets 146:18 William 114:6 Williams 7:15, 17 8:21 16:14, 18, 19 18:21 19:1 24:12 27:9 29:15 34:9 35:15 54:1 55:15 67:2 71:12 99:14 106:11, 12 115:12 164:19, 20
287:1 289:4, 7 Wheatley-Phillip 's 298:4 wheelhouse 298:16 White 237:6 wide 67:19 76:5 widening 28:15 wider 295:19 widgets 146:18 William 114:6 Williams 7:15, 17 8:21 16:14, 18, 19 18:21 19:1 24:12 27:9 29:15 34:9 35:15 54:1 55:15 67:2 71:12 99:14 106:11, 12 115:12 164:19, 20 167:16 168:16
287:1 289:4, 7 Wheatley-Phillip 's 298:4 wheelhouse 298:16 White 237:6 wide 67:19 76:5 widening 28:15 wider 295:19 widgets 146:18 William 114:6 Williams 7:15, 17 8:21 16:14, 18, 19 18:21 19:1 24:12 27:9 29:15 34:9 35:15 54:1 55:15 67:2 71:12 99:14 106:11, 12 115:12 164:19, 20

```
206:17, 18
207:4, 6 209:15
215:18 232:4
242:4 244:16,
17 246:18
247:12 256:16
257:18 277:10,
13 278:14, 16
279:8 288:7
290:13 293:3, 3
298:2, 8, 21
Williamson
165:7, 8
willing 72:3
224:17 260:14,
16 274:14
willingly 73:21
74:4
wind 142:3
window 210:14
268:9
windows 280:17
Wins 38:16
winter 45:14
215:1
wipe 48:13
wish 46:13
wishing 22:21
withdraw
262:14, 15
272:11 305:4
withdrawn
272:16
witness 53:16
310:12
wonder 132:11
183:11
wondered 31:17
wonderful
71:15 75:13
102:15 108:2
138:6 144:14
189:16, 19
263:13
wonderfully
83:12
wondering
94:16 256:9
```

**Wonders** 123:8

149:7

```
word 116:19
117:7 118:17
119:19 172:6
wording 262:15
272:20
words 171:16
172:1, 4 229:6
294:1, 6
WORK 1:7
25:18 27:3, 4
30:16 43:3
44:2 49:2 50:7
52:18 56:15
62:14, 17 63:5
67:17 68:6, 10,
15 70:11, 13
71:6 73:12, 13
74:19 76:20
77:10 78:11
80:11 81:10
83:13, 14 84:15
85:8, 12, 19
86:3, 9, 14
90:20 93:9
94:10 97:14, 21
101:10, 15, 16
102:16 105:14
108:1 110:16,
17 112:13
115:10 126:21
127:6, 10
133:13 135:9
136:6 137:15
143:3, 3, 4
146:16 151:16
152:20 153:2
154:20 155:5
156:17 158:10
164:11 165:12
166:5, 12, 14, 19
167:1, 15 168:5,
17 173:21
174:7, 11 181:9,
15 184:16
187:2, 10
200:12 205:21
208:15 212:5,
12 213:7 220:3
221:3 223:8, 9
231:8, 12, 13
```

234:4, 10 240:5 241:3 242:3 245:5 247:12. 14 250:21 252:17 257:4, 5, 14 260:15 267:17 278:20 279:6 281:10 283:5 285:9, 13, 16 297:12 299:3 301:21 **workday** 31:10 **worked** 69:4 110:12 149:6 182:18 197:9 199:3 212:15 222:4 228:7, 20 232:16 274:13 worker 97:2, 2 **workers** 68:*3* 112:21 166:8 workforce 153:1 working 25:1, 19, 20 50:6 51:15 54:16 57:2, 14 59:18 62:20 76:21 99:3 100:3 106:18 110:6 111:12, 18, 19 127:18 128:13, 20 129:11 130:18 136:7 137:14 148:8 150:11 156:12 165:1, 6 166:8 169:7 186:4 208:21 232:19 233:21 235:15 240:11 244:17, 19 245:9 251:8 252:14, 16 254:9 256:21, 21 267:7 271:1 285:12 287:8, 9, 11.18 296:4 298:1 300:8 workplace 69:9 works 43:5, 7

77:16 79:5

80:1 187:2 287:2 workshops 113:2 149:11 **world** 36:4 47:9 92:4, 5 135:16 161:7 world's 200:2 worry 112:17, 18 worse 39:18 **worst** 50:6 176:10 worth 45:12 58:5 wrap 97:13 wraparound 228:17 write 120:7 121:2 150:20, 20, 21 writer 144:18 writers 130:19 144:21 149:11 **writing** 148:*3* 149:1, 4, 11, 13, *17*, *17* 150:5, *13*, *17* 151:*17* 208:7 241:21 242:6 268:14 269:9 written 123:8, *15* 154:*1* wrong 25:12 42:12 63:11 255:10 wrote 294:1 www.bcps.org 24:7 < X > Xfinity 7:6 < Y > yea 294:3 **Yeah** 96:14 100:19 160:10 187:16 190:5 191:10 192:12

215:4 275:6

Proceedings		Baitimore County
year 5:11 29:17 30:12, 18 50:14, 14, 18 57:7, 9, 10 58:7 68:19 71:21 72:20 92:12 94:20, 21 95:11 99:19 102:9, 16 107:20 115:13 121:7 154:12, 17 174:1 177:15, 15 178:3, 11, 18, 21 179:8, 11, 12 180:17 181:1 192:1 193:4, 5 194:12 195:1, 13 198:6, 8 199:15 204:16 252:13, 15 288:9 289:1, 11 years 19:6, 18 27:10 28:14 34:5 46:7, 8 50:7, 11 57:3 63:19 129:12 130:17 141:16 153:18 154:11 175:5 193:1, 6 194:13 212:16 236:15, 16, 18 year's 139:10, 10 yellow 122:19 yesterday 22:21 26:13 41:15 55:1, 17 110:14 214:15 224:12 226:1 280:21 young 158:5 229:11, 21 230:1 younger 58:2 256:11 258:20 243:18, 20, 21 244:3 257:5	260:4 269:8 Youth 57:1 <z> Zarchin 66:19 67:1 71:10 85:1 86:2, 13, 14 87:18 94:20 95:1, 11, 14, 19 96:2 98:18 99:15, 17 100:20 101:12 102:18 103:20 104:10, 20 105:8 106:18 109:21 110:6 111:3 112:4, 10 113:14, 17 246:20 266:20 267:2, 11 279:4 zero 40:1, 2 157:2 194:15 zone 73:17 74:10 77:14 82:15 83:2, 17 98:13</z>	