1	
2	BOARD OF EDUCATION
3	BALTIMORE COUNTY
4	
5	
6	
7	
8	
9	PUBLIC MEETING OF THE BOARD OF EDUCATION
10	
11	
12	Tuesday, March 5, 2024
13	
14	
15	
16	
17	
18	
19	
20	Transcribed by:
21	CRC Salomon, Inc.

1	Page 2	1	Page 4 INDEX (Continued)
2	BOARD MEMBERS:		New Business - Action Taken in Closed Session
3	Tiara Booker-Dwyer, Board Chair	3	Mr. Burns
4	Christina Pumphrey, Vice Chair		Contract Awards
-	Maggie Domanowski		
2	Tiffany Lashawn Frempong		New Business - Special Project Request 67
0	Robin Harvey		Report on Academic Achievement, Special Education,
,	Julie C. Henn (Absent)	7	Strategic Road Map
8	Jane Lichter		Board Member Comments and Agenda Setting 124
9	Rodney R. McMillion		Announcements
10	Dr. Brenda Savoy	10	Adjournment
11	Felicia Stolusky	11	
12	Emory Young	12	
13	Kayla Drummond, Student Member	13	
14		14	
15		15	
16		16	
17		17	
18		18	
19		19	
20		20	
21		21	
1	Page 3	1	Page 5
		1 2	
2	INDEX	2	PROCEEDINGS
2	INDEX Call to Order 5	2	PROCEEDINGS MS. BOOKER-DWYER: This is Chairwoman Tiara
2 3 4	INDEX Call to Order	2 3 4	PROCEEDINGS MS. BOOKER-DWYER: This is Chairwoman Tiara Booker-Dwyer. I now call to order the meeting of the
2 3 4 5	INDEX Call to Order	2 3 4 5	PROCEEDINGS MS. BOOKER-DWYER: This is Chairwoman Tiara Booker-Dwyer. I now call to order the meeting of the Board of Education of Baltimore County for Tuesday,
2 3 4 5	INDEX Call to Order	2 3 4 5	PROCEEDINGS MS. BOOKER-DWYER: This is Chairwoman Tiara Booker-Dwyer. I now call to order the meeting of the Board of Education of Baltimore County for Tuesday, March 5, 2024. I invite you to recite the Pledge of
2 3 4 5 6 7	INDEX Call to Order	2 3 4 5 6	PROCEEDINGS MS. BOOKER-DWYER: This is Chairwoman Tiara Booker-Dwyer. I now call to order the meeting of the Board of Education of Baltimore County for Tuesday, March 5, 2024. I invite you to recite the Pledge of Allegiance to the flag, to be led by Ms. Kayla
2 3 4 5 6 7	INDEX Call to Order	2 3 4 5 6 7 8	PROCEEDINGS MS. BOOKER-DWYER: This is Chairwoman Tiara Booker-Dwyer. I now call to order the meeting of the Board of Education of Baltimore County for Tuesday, March 5, 2024. I invite you to recite the Pledge of Allegiance to the flag, to be led by Ms. Kayla Drummond. We will then have a moment of silence in
2 3 4 5 6 7 8	INDEX Call to Order	2 3 4 5 6 7 8	PROCEEDINGS MS. BOOKER-DWYER: This is Chairwoman Tiara Booker-Dwyer. I now call to order the meeting of the Board of Education of Baltimore County for Tuesday, March 5, 2024. I invite you to recite the Pledge of Allegiance to the flag, to be led by Ms. Kayla Drummond. We will then have a moment of silence in recognition of those who have served education in
2 3 4 5 6 7 8	INDEX Call to Order	2 3 4 5 6 7 8	PROCEEDINGS MS. BOOKER-DWYER: This is Chairwoman Tiara Booker-Dwyer. I now call to order the meeting of the Board of Education of Baltimore County for Tuesday, March 5, 2024. I invite you to recite the Pledge of Allegiance to the flag, to be led by Ms. Kayla Drummond. We will then have a moment of silence in recognition of those who have served education in Baltimore County.
2 3 4 5 6 7 8 9 10	INDEX Call to Order	2 3 4 5 6 7 8 9 10	PROCEEDINGS MS. BOOKER-DWYER: This is Chairwoman Tiara Booker-Dwyer. I now call to order the meeting of the Board of Education of Baltimore County for Tuesday, March 5, 2024. I invite you to recite the Pledge of Allegiance to the flag, to be led by Ms. Kayla Drummond. We will then have a moment of silence in recognition of those who have served education in Baltimore County. (Pledge of Allegiance.)
2 3 4 5 6 7 8 9 10	INDEX Call to Order	2 3 4 5 6 7 8 9 10 11	PROCEEDINGS MS. BOOKER-DWYER: This is Chairwoman Tiara Booker-Dwyer. I now call to order the meeting of the Board of Education of Baltimore County for Tuesday, March 5, 2024. I invite you to recite the Pledge of Allegiance to the flag, to be led by Ms. Kayla Drummond. We will then have a moment of silence in recognition of those who have served education in Baltimore County. (Pledge of Allegiance.) MS. BOOKER-DWYER: Tonight's Board of
2 3 4 5 6 7 8 9 10 11 12	INDEX Call to Order	2 3 4 5 6 7 8 9 10 11 12 13	PROCEEDINGS MS. BOOKER-DWYER: This is Chairwoman Tiara Booker-Dwyer. I now call to order the meeting of the Board of Education of Baltimore County for Tuesday, March 5, 2024. I invite you to recite the Pledge of Allegiance to the flag, to be led by Ms. Kayla Drummond. We will then have a moment of silence in recognition of those who have served education in Baltimore County. (Pledge of Allegiance.) MS. BOOKER-DWYER: Tonight's Board of Education meeting is being broadcast through BCPS
2 3 4 5 6 7 8 9 10 11 12 13	INDEX Call to Order	2 3 4 5 6 7 8 9 10 11 12 13	PROCEEDINGS MS. BOOKER-DWYER: This is Chairwoman Tiara Booker-Dwyer. I now call to order the meeting of the Board of Education of Baltimore County for Tuesday, March 5, 2024. I invite you to recite the Pledge of Allegiance to the flag, to be led by Ms. Kayla Drummond. We will then have a moment of silence in recognition of those who have served education in Baltimore County. (Pledge of Allegiance.) MS. BOOKER-DWYER: Tonight's Board of Education meeting is being broadcast through BCPS Online Live Meeting Broadcast and on BCPS TV, Comcast
2 3 4 5 6 7 8 9 10 11 12 13 14	INDEX Call to Order	2 3 4 5 6 7 8 9 10 11 12 13 14 15	PROCEEDINGS MS. BOOKER-DWYER: This is Chairwoman Tiara Booker-Dwyer. I now call to order the meeting of the Board of Education of Baltimore County for Tuesday, March 5, 2024. I invite you to recite the Pledge of Allegiance to the flag, to be led by Ms. Kayla Drummond. We will then have a moment of silence in recognition of those who have served education in Baltimore County. (Pledge of Allegiance.) MS. BOOKER-DWYER: Tonight's Board of Education meeting is being broadcast through BCPS Online Live Meeting Broadcast and on BCPS TV, Comcast XFINITY channel 73, Verizon Fios channel 34. In order
2 3 4 5 6 7 8 9 10 11 12 13 14 15 16	INDEX Call to Order	2 3 4 5 6 7 8 9 10 11 12 13 14 15	PROCEEDINGS MS. BOOKER-DWYER: This is Chairwoman Tiara Booker-Dwyer. I now call to order the meeting of the Board of Education of Baltimore County for Tuesday, March 5, 2024. I invite you to recite the Pledge of Allegiance to the flag, to be led by Ms. Kayla Drummond. We will then have a moment of silence in recognition of those who have served education in Baltimore County. (Pledge of Allegiance.) MS. BOOKER-DWYER: Tonight's Board of Education meeting is being broadcast through BCPS Online Live Meeting Broadcast and on BCPS TV, Comcast XFINITY channel 73, Verizon Fios channel 34. In order to efficiently conduct this meeting, all voting items
2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17	INDEX Call to Order	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17	PROCEEDINGS MS. BOOKER-DWYER: This is Chairwoman Tiara Booker-Dwyer. I now call to order the meeting of the Board of Education of Baltimore County for Tuesday, March 5, 2024. I invite you to recite the Pledge of Allegiance to the flag, to be led by Ms. Kayla Drummond. We will then have a moment of silence in recognition of those who have served education in Baltimore County. (Pledge of Allegiance.) MS. BOOKER-DWYER: Tonight's Board of Education meeting is being broadcast through BCPS Online Live Meeting Broadcast and on BCPS TV, Comcast XFINITY channel 73, Verizon Fios channel 34. In order to efficiently conduct this meeting, all voting items will be done by roll call vote.
2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18	INDEX Call to Order	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17	PROCEEDINGS MS. BOOKER-DWYER: This is Chairwoman Tiara Booker-Dwyer. I now call to order the meeting of the Board of Education of Baltimore County for Tuesday, March 5, 2024. I invite you to recite the Pledge of Allegiance to the flag, to be led by Ms. Kayla Drummond. We will then have a moment of silence in recognition of those who have served education in Baltimore County. (Pledge of Allegiance.) MS. BOOKER-DWYER: Tonight's Board of Education meeting is being broadcast through BCPS Online Live Meeting Broadcast and on BCPS TV, Comcast XFINITY channel 73, Verizon Fios channel 34. In order to efficiently conduct this meeting, all voting items will be done by roll call vote. The first item on the agenda is the
2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19	INDEX Call to Order	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19	PROCEEDINGS MS. BOOKER-DWYER: This is Chairwoman Tiara Booker-Dwyer. I now call to order the meeting of the Board of Education of Baltimore County for Tuesday, March 5, 2024. I invite you to recite the Pledge of Allegiance to the flag, to be led by Ms. Kayla Drummond. We will then have a moment of silence in recognition of those who have served education in Baltimore County. (Pledge of Allegiance.) MS. BOOKER-DWYER: Tonight's Board of Education meeting is being broadcast through BCPS Online Live Meeting Broadcast and on BCPS TV, Comcast XFINITY channel 73, Verizon Fios channel 34. In order to efficiently conduct this meeting, all voting items will be done by roll call vote. The first item on the agenda is the consideration of the March 5th agenda.

1	Page 6 or changes to this evening's agenda.	1	Page 8 MS. GOVER: Mr. McMillion?
2	MS. BOOKER-DWYER: Hearing none, the agenda	2	MR. MCMILLION: Yes.
3	stands as presented.	3	MS. GOVER: Ms. Harvey?
4	Earlier this evening, the Board met in	4	MS. HARVEY: Yes.
5	closed session pursuant to the Open Meetings Act for	5	MS. GOVER: Mr. Young?
6	the following reasons: to discuss the appointment,	6	MR. YOUNG: Yes.
7	employment, assignment, promotion, discipline,	7	MS. GOVER: Ms. Domanowski?
8	demotion, compensation, removal, resignation, or	8	MS. DOMANOWSKI: Yes.
9	performance evaluation of appointees, employees, or	9	MS. GOVER: Ms. Frempong?
10	officials whom it has jurisdiction, or any other	10	MS. FREMPONG: Yes.
11	personnel matter that affects one or more specific	11	MS. GOVER: Ms. Booker-Dwyer?
12	individuals; and consult with counsel to obtain legal	12	MS. BOOKER-DWYER: Yes. Motion carries.
13	advice.	13	The next item on the agenda is
14	The closed session summary and open session	14	administrative appointments, and for that I call on
15	information summary can be found on BoardDocs under	15	Dr. Rogers.
16	this Board meeting agenda date.	16	DR. ROGERS: Good evening, Madam Chair
17	The next item on the agenda is personnel	17	Booker-Dwyer, Vice Chair Pumphrey, and members of the
18	matters, and for that I call on Mr. McCall.	18	Board.
19	MR. McCALL: Good evening, Chair Booker-	19	I'm bringing forward the following
20	Dwyer, Vice Chair Pumphrey, Superintendent Dr. Rogers,	20	administrative appointments for your approval.
21	and members of the Board. I'd like the Board's	21	Executive Director, School Support, and
1	Page 7 consent for the following personnel matters:	1	Page 9 Transformational Leadership Department of Schools.
2	retirements, resignations, leaves, deceased	2	MS. BOOKER-DWYER: Do I have a motion to
3	recognition of service.	3	approve personnel matters as presented in Exhibit E1?
4	MS. BOOKER-DWYER: Do I have a motion to	4	MS. LICHTER: So moved, Lichter.
5	approve the personnel matters as presented in Exhibits	5	MS. BOOKER-DWYER: Do I have a second?
6	D1 through D4?	6	MS. FREMPONG: Second, Frempong.
7	MS. FREMPONG: So moved, Frempong.	7	MS. BOOKER-DWYER: Any discussion?
8	MS. BOOKER-DWYER: Do I have a second?	8	May have a roll call vote?
9	MS. STOLUSKY: Second, Stolusky.	9	MS. GOVER: Ms. Lichter?
10	MS. BOOKER-DWYER: Any discussion?	10	MS. LICHTER: Yes.
11	May have a roll call vote?	11	MS. GOVER: Ms. Pumphrey?
12	MS. GOVER: Ms. Lichter?	12	MR. PUMPHREY: Yes.
13	MS. LICHTER: Yes.	13	MS. GOVER: Ms. Drummond?
14	MS. GOVER: Ms. Pumphrey?	14	MS. DRUMMOND: Yes.
15	MS. PUMPHREY: Yes.	15	MS. GOVER: Ms. Stolusky?
16	MS. GOVER: Ms. Drummond?	16	MS. STOLUSKY: Yes.
17	MS. DRUMMOND: Yes.	17	MS. GOVER: Dr. Savoy?
18	MS. GOVER: Ms. Stolusky?	18	DR. SAVOY: Yes.
19	MS. STOLUSKY: Yes.	19	MS. GOVER: Mr. McMillion?
20	MS. GOVER: Dr. Savoy?	20	MR. MCMILLION: Yes.
21	DR. SAVOY: Yes.	21	
	DR. SAVOI. 168.	21	MS. GOVER: Ms. Harvey?

			, , , , , , , , , , , , , , , , , , , ,
1	MS. HARVEY: Yes.	1	matters that do not relate to public education in
2	MS. GOVER: Mr. Young?		Baltimore County. Inappropriate personnel remarks or
3	MR. YOUNG: Yes.		
4	MS. GOVER: Ms. Domanowski?	4	violence against a BCPS employee or that disrupts or
5	MS. DOMANOWSKI: Yes.	5	interferes with the conduct of this meeting are out of
6	MS. GOVER: Ms. Frampong?	6	order and will not be tolerated. Persons who
7	MS. FRAMPONG: Yes.	7	otherwise disrupt or disturb this meeting will not be
8	MS. GOVER: Ms. Booker-Dwyer?	8	allowed to continue their remarks and will be escorted
9	MS. BOOKER-DWYER: Yes. Motion carries.	9	from the meeting. Please observe the three-minute
10	Thank you.	10	clock, which will let you know when your time is up.
11	If we could have the slide, please?	11	The microphone will be turned off at the end of your
12	Najib Jammal is attending this evening with	12	time or prior to that time at the discretion of the
13	his wife, Sarah Jammal. If you could please stand so	13	Board Chair.
14	we can recognize both of you.	14	I now call on individual citizens and
15	(Applause.)	15	student groups as our first speaker.
16	Najib is being appointed as the Executive	16	Our first speaker is Ms. Amy Adams from the
17	Director of School Support and Transformational	17	Baltimore County Parent and Student Coalition.
18	Leadership in the Department of Schools. His	18	MS. ADAMS: Good evening. Thank you. Yes,
19	experiences include instructional coach, teacher,	19	I'm from the Baltimore County Parent and Student
20	resident principal and principal in Baltimore City	20	Coalition, and I'd like to start out by acknowledging
21	Public Schools, Executive Director at Youth Organizing	21	the Board members who are asking detailed questions
1	Urban Revitalization Systems, and Chief of School	1	Page 13 related to contract requests.
2	Improvement and Transformation at the Maryland State	2	You're being active and responsible Board
	Department of Education.	3	members by providing fiscal oversight. It's noticed
4	Congratulations, and welcome to Baltimore	4	and needed during these challenging times.
5	County Public Schools.	5	This oversight and accountability is exactly
6	(Applause.)	6	what's expected of you by the public. We want these
7	Our next item is public comment. This is	7	questions and discussions to occur on the record. We
8	one of the opportunities the Board provides to hear	8	want staff to explain to you exactly how decisions
9	the views and receive the advice of community members.	9	were made before you move forward with these products
10	If not selected to address the Board, members of the	10	and services. If you don't fully understand the
11	public may submit their comments to the Board members	11	answers you're given, we expect you to dig in deeper,
12	via email at BOE@BCPS.org.	12	
13	The Baltimore County Police Department's	13	voting. Too many times questions are asked in
14	Homeland Security Unit and Office of School Safety has	14	committee, and the answer is, "We will get you that
15	recommended safety and security protocols, which are	15	information." But then the public never hears the
16	posted in the boardroom and available on BoardDocs and	16	answer. Do you?
17	on the Board's participation by the public website.	17	As an example, have you gotten all of the
18	While we encourage public input on policy programs and	18	SORV's course work data for your vote tonight on the
19	practices within the purview of the Board and this	19	high ed cohorts? If not, we would expect that you
20	school system, this is not the proper forum to address	20	wouldn't be voting those contracts through tonight.
21	specific student or employee matters or to comment on	21	Along the lines of accountability and follow

Page 14 Page 16 up, it's now the first week of March. We have just the ones pertaining to curriculum, examine how much of ² over three months of school left, and this Board has the spending authority is left, ones up for renewal, yet to see any true academic data points for this and how it's effective. 4 year. Being that a priority of BCPS's improving 4 We want to trust all of our Board members 5 academic achievement, why haven't you demanded data to and school system leadership, but until we see signs 6 prove what's being implemented as having a positive of improvement, we're going to keep questioning 7 effect on students? How much longer will you wait? everything. 8 The last 10 years of rewarding effort over 8 Thank you. outcomes has gotten us through our current state. 9 MS. BOOKER-DWYER: Thank you. Our next This is our formal request to show the public the speaker is Mr. Rubin Danielli (phonetic) from CARA 11 data, multiple data points of real academic 11 Center for Arts and Tech. 12 performance data. Map scores, (indiscernible) mirror Okay. So, since there are speaker spaces scores, and the unit test scores, progress monitoring available, we will now call from the waitlist for scores, proficiency scores, we want to see the data 14 individual citizens and students category. 15 proving that the expenditures are resulting in The first waitlist speaker is Bassey, yes. 16 16 measurable and meaningful gap-closing growth for our MS. ETIM-EDET: Hello. Hi. 17 most vulnerable populations. MS. BOOKER-DWYER: Hello. 18 18 We are counting on this school board and MS. ETIM-EDET: My name is Bassey Etim-Edet. 19 19 this superintendent to not tolerate low performing I am new to the Baltimore County school system area. schools and underperforming staff and departments. We ²⁰ I have come into a neighborhood that has completely are counting on this Board not to fear the blowback of turned over from original owners, and now there are Page 17 Page 15 upsetting the status quo. We know that a school new young families in that area. 2 system cannot intervene their way out of a core My first comment is about how difficult it problem. It seems to be a current strategy addressing was to find information on what was going on here, but my neighbors and I are very active members of our low proficiency rates in reading in math, but enough ⁵ time has gone by. Is it working? We spent millions community. We care a lot about our school systems. on curricula, where are the results? We support Option A in the New Boundary Study for the Northwest Area. But I had to put out a Google alert. We know effective leadership in education 8 means setting high standards, celebrating successes, I had to look for this information to come up. and holding underperformers accountable, while keeping And so, just as a comment, in the future, students' best interests at heart, and we want to see because I'm sure there will be more boundary studies it. We expect the Board of Education to be fiscally that are occurring, if there was a way finding this 12 responsible when approving multi-million-dollar information and becoming more active and this easier 13 contracts and to follow up with evaluation of the cost for those of us in the community. 14 benefit analysis from those contracts prior to 14 Additionally, we were troubled by a lot of extensions, renewals, or replacements. You've 15 the information or the comments that we saw from some 16 tightened the belts on kids and on classrooms, it's parents that felt like they weren't hearing about the 17 17 time to tighten the belt on ineffectiveness and options that they had until the last minute. And so, some parents felt very upset that kids from one school spending on anything and everything that doesn't 19 change student outcomes. would be coming to their school. And so, now we are 20 We would like to see the Budget Committee faced with our kids, if, you know, Option A is comb through all the active contracts, starting with adopted, our kids going into a school that isn't

2

3

4

5

6

8

10

11

20

Page 18 welcoming. And it doesn't feel great to be the new people in the area and going to this great school that we're so excited to be a part of, but not being a part 4 of a welcoming community where they think that we will ⁵ bring trouble and lower test scores. And, just so, 6 maybe if there was a way to make it so that people 7 could find out earlier about stuff like this, easier 8 to find out earlier. I'm sure you guys are doing the 9 best that you can. But for those of us that are new parents that don't know where to go to find this, that 11 just saw a school building being built, and started to 12 Google, and fall down a rabbit hole, and then tell her 13 neighbors, and that's how we are here today. 14 And so, we just hope that you take this into 15 consideration for future sessions. 16 MS. BOOKER-DWYER: Thank you, and welcome to 17 the neighborhood. 18 MS. ETIM-EDET: Thank you. 19 MS. BOOKER-DWYER: The next item on the 20 agenda is the Superintendent's report, and for that I call on Dr. Rogers. 1 DR. ROGERS: Thank you. Good evening.

Page 19 You can put up the first slide, please.

This evening I am pleased to provide an update on some of the very items we were just talking about.

We are going to begin with literacy, move through some legislative changes that have an impact on Baltimore County Public Schools, and we will close with information about pre-K expansion and summer programs.

Next slide, please.

12 And so, I want to begin by thanking our Board of Education for making a sizable investment in ¹⁴ literacy education for our elementary school students. 15 It is very important that we provide regular updates. ¹⁶ And so, I'm providing a preview of what we've seen so far with our elementary students, and our literacy 17 team will be back in front of the full Board with a 19 full presentation.

On this slide, we share that professional ²¹ development is one of our areas where we are making

sure that we are investing in the learning of our 2 teachers.

3

7

13

14

16

18

19

1

2

11

17

18

19

We are pleased to report that 110 out of 110 elementary coaching visits with a coach from HMH Into Reading have been completed. You'll see a quote from one of our principals.

On this slide, these coaching visits not only include principals and members of the leadership team, as well as members of our literacy team from curriculum and instruction, they also include grade ¹¹ level teachers that have an opportunity to meet directly with the coaches focused on literacy.

Next on this slide, you'll see our data in terms of where we were, how our students performed percentile at the beginning of the year compared to the middle of the year. And so, the red bars that you see -- if you go back to the last slide, please.

The red bars that you see represent our students who performed less than 25 percentile. ²⁰ Yellow is between 25 and 50, light green between 50 and 75, and dark green greater than or equal to 75

percentile.

Page 21

What you'll note from the beginning of the year to the middle of the year assessments, and the window has completely closed, is that the red bar, meaning the students that were performing less than 25 percent, that has decreased significantly for half of a year, and then you'll notice the increases in yellow, light green, and dark green, indicating that our students are increasing their performance with 10 literacy.

You'll also note that we shared at the beginning of the year that we had a percentage of schools, I believe it's 17 elementary schools in ¹⁴ particular, that move forward with Dibbles for this year. And so, they are in that percentage that did not test. And so, we have some schools that are still moving forward with Dibbles for the remainder of this year.

And as I share, this is just high-level data ²⁰ in terms of all of our elementary schools that are moving forward with a mirror assessment. However, the

Baltimore County Board of Education Meeting Page 22 Page 24 literacy team will be here to not only share the highvirtual inclement weather days. Meaning that school level data, but grade level data, as well as systems are required to use the traditional days information about our student groups disaggregated. before they can move to virtual days, which has been Next slide, please. 4 the will of our school community for the last two We are also pleased to share that parents years. The only change that will impact us for the are empowered to find out about how their students are 6 following school year, December 20 and May 16, 2024 doing, their children are doing. There is a parent and 2025, respectively, they were listed as report that you should have received. A mirror asynchronous days for professional learning. They are currently provides that in English, as well as in no longer allowed to be asynchronous days. And so, we Spanish, to meet the needs of our families. In those wanted to point that out to the community. 11 11 reports, there is a score, a composite score, that There was an update that was provided in the 12 shows the student's estimated grade level of reading last Board meeting documents for Baltimore County ability compared to where they should be during the Public Schools regarding that specifically. 14 14 year. Next slide, please. 15 15 Then you have the sub-scores. The sub-Again, we want to thank the Board of 16 scores identify the different strands of the 16 Education for your support and your vote in favor of components that make up student comprehension. And the FY'25 budget, pending county executive and county then at the very bottom of the report, there are council approval. We are very excited about prespecific tips for parents to help student with reading 19 kindergarten expansion. 20 20 at home. The map on the slide shows the different 21 And so, we ask that if you have not had an programs that are being expanded across all three Page 23 Page 25 opportunity to see that, please reach out to your zones in our school system. This is based on our data school to receive your student's mirror parent report and alignment with blueprint really looking at our Tier 1 students who qualify for our pre-K services. so that you are kept apprised of their growth since the beginning of the year, as well as different things On the slide, you'll see the list of additional school ⁵ that you can do at home to help the student to sites for the upcoming year. continue to move forward. And if you go right to our website, there is 7 ⁷ information that is already included there about Next slide, please. 8 enrolling children. We have some upcoming programs This time, we're gonna switch gears to -- as you know, we are currently in legislative session in for three-year-olds, as well as for our pre-K Annapolis. One of the pieces of legislation that students. And we are quite excited about bringing on affects all school systems is the legislation around our younger learners, as we know that this has a very virtual education days. Starting with school year significant impact on the trajectory for success for '24-'25, virtual education days can only be used for all of our students. You'll find right on the slide, ¹⁴ severe weather conditions. There are several 14 if you go to BCPS.org/parents, you'll go right to the 15 components that must come into play. I have also 15 information that you need. 16 included our Board presentation from July 2023. The 16 And so, if you are a new family coming into 17 17 results from our community and Baltimore County were Baltimore County Public Schools, we are encouraging 18 similar. you to take a look at our website for initial

The previous year, the good news for us are

percent align with how we've moved forward with the

the changes in legislation, for the most part, 100

19

information, and for additional specific information,

very excited about our youngest learners joining us in

please feel free to reach out to the school. We are

2

3

6

7

14

15

16

19

1

2

8

10

11

15

the fall.

Next slide, please.

Summer programs. We have announced some of our enrichment summer programs but wanted to take a few minutes to talk about our summer program focus on academics.

Our summer programs are going to be based on invitation, based on our student data, as we are all focused on making sure that our students have what they need, overview of the upcoming program, the dates are on the slide in front of you, July 8th through August 2nd. Important to note, a change from Monday 13 through Friday, summer programs will be five days per week, four hours per day.

We have programs at the elementary, middle, and high levels coming this summer. Very excited to have 46 regional sites for elementary and our four public separate day schools. The content will be in alignment with what we teach during the school year.

20 So, HMH for reading, as well as the Bridges curriculum for math. Again, in alignment with a

Page 27 significant investment made by the Board of Education.

For middle schools, we will have 20 sites. We are partnering with the Lavinia Summer RISE program. All of the work will be focused on selected grade level literacy and math standards so that we can access on a regular basis how our students are doing.

And for our high schools we will have both face models, as well as a flexible blended model. We'll have credit recovery options, as well as options for original credit.

What's new this year is that we're going to 12 have an evening option at both Woodlawn High School and Overlee High School responding to the needs of our students who work full-time during the day, during the summer.

16 We are excited about the possibilities with 17 these changes to our summer academic programs. Additional information is forthcoming, but really 19 looking at the opportunity to have high quality summer learning programs that are focused on mathematics, reading, as well as social/emotional learning.

Next slide, please.

Page 26

1

2

9

16

17

18

19

1

12

13

17

shared this evening, as well as what we're doing across the system in all different curricular areas, I ⁵ invite you to participate in BCPS curriculum nights. We have two of them forthcoming. The first one, March 12th, at Woodlawn High School, and our community conversations.

And for more information about what I've

Our community conversations will be an opportunity for us to share the work that we've done to date, what the evidence of that work is, focused on our four priorities, but also hear directly from the community in terms of what you're experiencing in schools and what areas you feel we need to continue to focus our attention on.

So, with that, I thank you for your time this evening.

MS. BOOKER-DWYER: Thank you. Any questions from Board members? Okay. So, we will move on. The next item on the agenda is the Chair's report. And for that, I call on myself.

Page 29

Page 28

So, members of the Board of Education, we remain active in the community and in schools to engage with community members, school staff, to inform our Board governance decisions.

Still the last Chair's report, Board members 6 have visited 13 different schools to see teaching and 7 learning in action. And so, we are actively in those elementary schools looking at the implementation of the curriculum that we've purchased, we're looking at the implementation of the culture and climate, and all of those resources. So, we are actively in the schools.

We have met with members of the Baltimore County Education Justice Table to discuss implementation of the blueprint for Maryland's future community schools and other topics essential to the school system. We participated in ribbon cutting of a new state-of-the-art school Red House Run that was just absolutely phenomenal, and we're really hopeful that elementary schools like Red House Run will become the norm for Baltimore County Public Schools.

Page 33

9

12

13

14

16

1

8

10

11

Page 30 Most importantly, Board members participated in the Parkville High School Stem Fair. Not only did they get a chance to see stem in action and to review 4 the projects of the students, we got to serve as judges, and actually vote on some of those stem projects by students.

So, I really do just want to thank the Board members for all of their involvement in schools and in the community. It takes a lot of time, a lot of hours that they are committing outside of attendance at these Board meetings to really inform our governance decisions.

The next item on the agenda is the student Board members' report. For that, I call on Ms. ¹⁵ Drummond.

MS. DRUMMOND: Since my last report, I have visited more schools and gone to meet many more 18 amazing and high-achieving students. Students being my top priority, I wanted to take this opportunity to ²⁰ talk about a common theme students have complained about, safety.

Page 31 Making our students feel safe and providing them with an environment they're comfortable in is the only way we can begin to really work towards becoming a high-achieving school system. As a student myself, ⁵ I have had situations where instruction was brought to 6 a halt because of safety threats. The first problem ⁷ with this is it takes away from class time. But the second, and equally as important problem, is that students come to school the next few days on edge and unconfident in their school's ability to keep them safe.

12 But when I say safety, I not only mean safe physically, but safe mentally as well. Every school I 14 visited in the past couple of weeks, I've started with 15 questions alluding to, if they feel they have someone 16 in their school they can comfortably confide in, 17 whether that be academically or personally. Many students say yes, but there are too many students that ¹⁹ say no that I can be comfortable with. Students ²⁰ having teachers that really try to relate to them on a ²¹ personal level and push them to thrive, give them more confidence in class, and that teacher. This allows

students to ask more questions and stay engaged in the

class. Most importantly, students know that they

4 have a staff member in the school that truly cares

about them and will listen to them if they need to

6 talk. At least one trusted adult in the school

7 building can be extremely helpful with every aspect of

the student's life.

9 I could continue to talk about this topic 10 for hours, but I'll stop there. Thank you.

11 MS. BOOKER-DWYER: Thank you, Ms. Drummond.

12 The next item on the agenda is unfinished business,

Northwest Area Elementary School boundary

14 recommendation. For that, I call on Dr. Grim.

DR. GRIM: Good evening, Chair Booker-Dwyer,

16 Vice-Chair Pumphrey, Superintendent Dr. Rogers, and

members of the Board. We are here this evening to

request Board approval of the recommendation of the

Northwest Area Elementary School Boundary Study Number

20 1 Committee.

15

21

5

As a reminder, the purpose for this first

Boundary Study was to provide capacity relief to

Northwest Elementary schools, return students to their

home schools from Campfield Early Center, eliminate

satellite boundaries, and to improve efficiencies.

At its meeting on February 13, 2024, the

Board received for consideration a recommendation for

Option A from the Northwest Area Elementary Boundary

School Study Number 1 Committee. This option received

9 94 percent approval by the Committee members for this

particular study. A public hearing was then held on

the recommended boundary changes on February 21, 2024

for additional comment and feedback to the Board

13 regarding this process.

14 At this time, we're requesting the Board's approval of Option A from the Northwest Area

Elementary School Boundary Study Number 1 Committee.

MS. BOOKER-DWYER: May I have a motion to approve the Northwest Area Elementary School Boundary 19 recommendation as presented as Option A and Exhibit 20 J1.

MS. FREMPONG: So moved, Frempong.

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

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

17

Facsimile (410) 821-4889 Page: 9 (30 - 33)

1	MS. BOOKER-DWYER: Is there a second?	1	the hearing, provided us with more questions, and I
2	MR. YOUNG: Second, Young.	2	just wanted to clarify a little bit about the Option A
3	MS. BOOKER-DWYER: Any discussion? Ms.	3	and Option C, and where the numbers came from for that
4	Lichter?	4	Glenville community. So, thank you.
5	MS. LICHTER: I just want to thank the	5	MS. BOOKER-DWYER: Thank you. Any other
6	members of the Northwest Boundary Committee for the	6	questions?
7	work they did on creating the new boundary. It's	7	May I have a roll call vote?
8	commendable that the committee was able to work	8	MS. GOVER: Ms. Lichter?
9	together to create boundaries that met the purposes	9	MS. LICHTER: Yes.
10	outlined, provide capacity relief to the Northwest	10	MS. GOVER: Ms. Pumphrey?
11	Elementary Schools, to return students to their home	11	MS. PUMPHREY: Yes.
12	schools, to eliminate the satellite boundaries, and to	12	MS. GOVER: Ms. Stolusky?
13	improve efficiencies. The 94 percent agreement on the	13	MS. STOLUSKY: Yes.
14	proposed option is also impressive.	14	MS. GOVER: Dr. Savoy?
15	I also want to thank and acknowledge the	15	DR. SAVOY: Yes.
16	members of the Northwest committee that attended and	16	MS. GOVER: Mr. McMillion?
17	spoke at the Board hearing on February 21st.	17	MR. MCMILLION: Yes.
18	Following the hearing, I continued my research based	18	MS. GOVER: Ms. Harvey?
19	on the comments about the Glenville community and how	19	MS. HARVEY: Yes.
20	they affect capacity at Bedford Elementary School. I	20	MS. GOVER: Mr. Young?
21	understand the concerns about having schools open at	21	MR. YOUNG: Yes.
1	capacity. Recommended Option A will have Bedford an	1	MS. GOVER: Ms. Domanowski?
2	estimated 88 percent capacity or 605 students. State-	2	MS. DOMANOWSKI: Yes.
3	rated capacity for Bedford Elementary is indicated at	3	MS. GOVER: Ms. Frempong?
4	689 students.	4	MS. FREMPONG: Yes.
5	Option C that was also mentioned at the	5	MS. GOVER: Ms. Booker-Dwyer?
6	hearing would result in 87 percent capacity or 601	6	MS. BOOKER-DWYER: Yes.
7	students, a difference of only four students between	7	MS. GOVER: Thank you.
8	the two options. Also, what we don't want, schools to	8	MS. BOOKER-DWYER: Motion carries.
9	function over capacity any student that resides within	9	Thank you, Dr. Grim.
10	the new boundary will be provided access to Bedford	10	The next item on the agenda is action taken
11	Elementary School.	11	in closed session. And for that, I call on Mr. Burns.
12	I understand that there's a concern about	12	MR. BURNS: Good evening, Madam Chair, Dr.
13	the number of students residing in the Glenville	13	Rogers, members of the Board. In recent closed
14	community, which was not accurately included in the	14	session, the Board considered and acted upon appeal
15	data the committee used. However, the boundary study	15	case HE24-08, and now would be an appropriate time to
16	committee was provided information sourced from	16	affirm your action.
17	Baltimore County Public Schools, Baltimore County	17	MS. BOOKER-DWYER: May I have a motion to
18	Planning and state agencies, and this process follows	18	affirm the action taken during closed session on case
19	best practices for predicting school enrollment and	19	HE24-08 in which oral argument was heard.
20	utilization trends.	20	MS. HARVEY: So moved, Harvey.
21	So, again, thank you for those who came to	21	MS. BOOKER-DWYER: Is there a second?

T	1	
MS. FREMPONG: Second, Frempong.	1	MS. PUMPHREY: Yes.
MS. BOOKER-DWYER: May I have a roll call	2	MS. GOVER: Ms. Drummond?
³ vote.	3	MS. DRUMMOND: Yes.
4 MS. GOVER: Ms. Lichter?	4	MS. GOVER: Ms. Stolusky?
5 MS. LICHTER: Yes.	5	MS. STOLUSKY: Yes.
6 MS. GOVER: Ms. Pumphrey?	6	MS. GOVER: Dr. Savoy?
7 MS. PUMPHREY: Yes.	7	DR. SAVOY: Yes.
MS. GOVER: Ms. Drummond?	8	MS. GOVER: Mr. McMillion?
9 MS. DRUMMOND: Yes.	9	MR. MCMILLION: Yes.
MS. GOVER: Ms. Stolusky?	10	MS. GOVER: Ms. Harvey?
MS. STOLUSKY: Yes.	11	MS. HARVEY: Yes.
MS. GOVER: Dr. Savoy?	12	MS. GOVER: Mr. Young?
DR. SAVOY: Yes.	13	MR. YOUNG: Yes.
MS. GOVER: Mr. McMillion?	14	MS. GOVER: Ms. Domanowski?
MR. MCMILLION: Yes.	15	MS. DOMANOWSKI: Yes.
MS. GOVER: Ms. Harvey?	16	MS. GOVER: Ms. Frempong?
MS. HARVEY: Yes.	17	MS. FREMPONG: Yes.
MS. GOVER: Mr. Young?	18	MS. GOVER: Ms. Booker-Dwyer?
9 MR. YOUNG: Yes.	19	MS. BOOKER-DWYER: Yes. Motion carries.
MS. GOVER: Ms. Domanowski?	20	Thank you, Mr. Burns.
MS. DOMANOWSKI: Yes.	21	MR. BURNS: Thank you.
MS. GOVER: Ms. Frempong?	1	MS. BOOKER-DWYER: The next item on the
MS. FREMPONG: Yes.		agenda is contract awards. And for that I call on Ms.
MS. GOVER: Ms. Booker-Dwyer?		Harvey, Chair of the Building and Contracts Committee.
4 MS. BOOKER-DWYER: Yes.	4	MS. HARVEY: Thank you, Madam Chair. If I
Wild. BOOKER BW TER. Tes.		may, prior to bringing the contracts to the floor, I
MS. GOVER: Thank you.MS. BOOKER-DWYER: Motion carries.		would like to ask Superintendent Rogers to speak to
	7	questions that were unanswered last night at the
Wire Boreros. Triso, in recent crosed session,	8	
the Board considered and deted on appear case 1122 1 05.		Building and Contract's committee meeting,
This would be an appropriate time for you to arriting	10	specifically regarding the cohort contracts and the
your action.		evaluations used to vet those particular programs.
MS. BOOKER-DWYER: May I have a motion to	11	Thank you.
affirm the action taken during closed session on case	12	DR. ROGERS: Thank you. Yes, we received the
HE24-09 in which oral argument was heard.		question about evaluation. BCPS cohort program
4 MS. FREMPONG: So moved, Frempong.	14	
MS. BOOKER-DWYER: Is there a second?		alignment to the four priorities of the school system,
MS. LICHTER: Second, Lichter.	16	
7 MS. BOOKER-DWYER: Any discussion?		
8 May I have a roll call vote.		Organizational Development and Leadership. They are
9 MS. GOVER: Ms. Lichter?	19	100 upou on 1001 unumon unu 1010 muon puunogios unu
MS. LICHTER: Yes.	20	support of our high need areas, specifically in
MS. GOVER: Ms. Pumphrey?	21	Baltimore County Public Schools, and lastly, they're

_	Page 42		Page 44
1	vetted to make sure that they're in alignment with the	1	So, L2 to L4, L7, L8
2	blueprint for Maryland's future.	2	MS. DOMANOWSKI: Yes.
3	MS. HARVEY: Thank you for providing that	3	MS. BOOKER-DWYER: and then L16 to L24.
4	additional information.	4	Right. Is there a second?
5	Madam Chair, Madam Vice-Chair, members of	5	MS. PUMPHREY: Second, Pumphrey.
6	the Board, in addition to that information, I would	6	MS. BOOKER-DWYER: Any discussion?
7	like to inform the Board that contract L1 for tutoring	7	MS. HARVEY: Chair member Domanowski, can
8	services for grades 4 through 12 math, reading and	8	you speak to your motion, please?
9	English language arts were pulled at the request of	9	MS. DOMANOWSKI: I think that while the
10	staff.	10	information that was presented towards us today was
11	Tonight, I'd like a motion to approve items	11	great, I don't think it fully answered all the
12	L2 through L4, and L7 to L24 for approval.	12	questions as far as the evaluation processes that were
13	MS. BOOKER-DWYER: So, do I have a motion to	13	used to determine these higher learning cohorts as far
14	approve items L2 through L4 and L7 to L24?	14	as aligning with the science of reading, aligning with
15	MS. LICHTER: So moved, Lichter.	15	the there was a certain evaluation that was asked
16	MS. BOOKER-DWYER: No second is needed since	16	about. I just want to make sure moving forward that
17	the recommendation comes from the Committee. Any	17	we use this practice.
18	discussion? Ms. Domanowski?	18	MS. HARVEY: Thank you.
19	MS. DOMANOWSKI: Could we also pull L9	19	MS. BOOKER-DWYER: And so, Dr. Rogers, could
20	through L15 to vote on separately?	20	you speak a little bit about the science of reading,
21	MS. BOOKER-DWYER: I don't why you'd make a	21	and the requirements that programs have to be aligned.
1	Page 43 motion for that today. Do you want to amend the	1	DR. ROGERS: Yes, thank you for that
2	motion?		question. So, some of the cohorts, and I think,
3	MS. DOMANOWSKI: I guess. Do I have to		matter of fact, many of the cohort programs that we're
4	amend the motion to do that?		talking about this evening are not literacy. If I
5	We have a motion to amend?		remember correctly, there might be one, maybe two
6	UNIDENTIFIED SPEAKER: Yes, motion to amend.		maximum of the cohorts that are literacy that would
7	MS. BOOKER-DWYER: Do we have a motion on		qualify for the science of reading. But I want to
8	the floor that's been seconded? So, this is where I'm		share some information that I did provide the last
9	going to need the next steps.		time we brought summer cohorts forward, specifically
10	MS. DOMANOWSKI: Yeah, sorry.		around the science of reading.
11	UNIDENTIFIED SPEAKER: So, you're moving to	11	And so, the first is that there are two
12	amend that motion		programs in the State of Maryland that have reported
13	MS. BOOKER-DWYER: Amend that motion.		to all school systems that their programs are aligned
14	UNIDENTIFIED SPEAKER: but state clearly		with the science of reading. Those are Loyola and
15	the numbers of the contract you do want to bring		Morgan University. Towson University and the
	forward.		University of Maryland College Park shares that they
17	MS. BOOKER-DWYER: Okay. So, amend the		are in progress in terms of shifting their curriculum
18	motion to bring forward contracts L2 to L4, L8, and		content to be in alignment with the science of
19	then L16 to L22.		reading.
20	MS. DOMANOWSKI: And L7	20	Our interim state superintendent of schools
21	MS. BOOKER-DWYER: Oh, 7. Don't forget 7.		•
	Mis. DOOKER-DWIER. Oil, /. Doilt loiget /.		on January 23, 2024, she brought forth a board

Page 46 resolution that requires for 2025 and beyond that all ² institutes of higher education infuse the science of reading in their instruction. My understanding from 4 watching the tape about the conversation that occurred ⁵ yesterday evening, there was a reference to a 6 particular group. I believe it's the National Council of Teacher Quality. Their assessment was specifically on elementary education reading programs for the State of Maryland. They only deemed one program that was rated at the Level A. The Board contract,

13 So, I believe it was cited in that meeting that it was rated an F, but that actual -- if you go 15 to their website and pull up the report for the State 16 of Maryland, you will see that they are only reviewing teacher prep programs for reading in particular, and contract number 9 is not a reading program. This is 19 for special education.

particularly 9, that there was a lot of conversation

around, is a special education cohort.

20 MS. DOMANOWSKI: So, number 11 was for literacy education as well. And my concern with it,

Page 47 as I understand it, was moving forward 2025 and above, while we -- why would we want -- is there a need to do this right now, or do we have to -- can we wait until there is a program that in 2025 that has to have these elements.

DR. ROGERS: I understand the question. So ⁷ I would say that literacy is, you know, it's pivotal 8 for us to make sure that our teachers are well trained in literacy. One of the things that we shared as a 10 stop gap is that we're making sure by June 30, 2024, all of our elementary teachers are trained in the science of reading.

13 The State has now moved in terms of what 14 they're requesting all teacher education programs to 15 have. But in the interim, we still need more literacy 16 teachers. We still need more literacy instruction. 17 So, I think partnering the work that's happening at 18 the university with those experiences that teachers ¹⁹ have, particularly in Master programs, with the work ²⁰ that we're doing, specifically here with HMH Into Reading, all of the 110 first visits have already been

completed.

7

16

4

13

17

2 You can speak to your different schools to find out what those experiences were, what they gained. Along with, we have another 110 visits slated for second semester that we are working in earnest to fill in those gaps.

And I would say, you know, we have to keep moving forward in terms of literacy. The community has pointed out, and we have pointed, our data calls us to make sure that our students are learning at high ¹¹ levels. And so, I'm confident that we have measures in place to make sure that our teachers are being well trained in the science of reading in addition to the other instruction that they receive at the university as part of a Master's program.

MS. DOMANOWSKI: The only other follow-up I have to that is, it doesn't sound like going two steps forward, three steps back. Would these programs need to be redone if they are not taught -- like if this is 20 not taught correctly, is there any fear that we're going to go back and say these teachers actually need

Page 49

Page 48

to be retrained because this wasn't correct, this wasn't something aligned with the way the science of reading with the future of the blueprints?

DR. ROGERS: So, I don't think that's the case because every single one of our elementary teachers are currently implementing HMH Into Reading, which is based on the science of reading. I've shared with you just the preview of what that data is looking 9 like. It's looking very promising. Dr. Kraft is working to triangulate that data with our map, our data, to make sure that they're all saying the same 12 things.

And it's not just that the teachers are going to have blinders on and hear what's happening in that classroom in the university. The university is working as fast as possible to incorporate the science of reading, but they have to also to go through the vetting process. But in addition to that day to day, the work that they're doing with our elementary students is based in the science of reading. MS. DOMANOWSKI: Thank you for that.

5

6

Page 50 Page 52 1 MS. BOOKER-DWYER: Any other questions? MS. STOLUSKY: Right. To see the results 2 that are then coming to the county. Ms. Frempong? 3 MS. FREMPONG: So, I have a question, I DR. ROGERS: I am not sure about that. The guess, about overlap. Dr. Rogers, you had mentioned State Department of Education really regulates what's ⁵ that the Board resolution was made for 2025, and so, ⁵ happening with them. They share with us as partners 6 with some of these contracts, they are going into 2025 6 as curriculum is changing, just like we would share and beyond. So, for the resolution, will it be then with things that we receive their progress towards incorporated into these current, I guess, that pathway 8 making those changes. In terms of whether or not they for them to achieve the certificate, or do you know have a separate evaluation tool, I'm not aware of whether or not it will be included or not? Thank you. that. But best practice, particularly around 11 DR. ROGERS: That, I am not sure in terms of accreditation, there is usually a self-evaluation tool what that final decision is going to be between the where you start, you compare what you have based to partners, MSDE, as well as the Institute for Higher the standard, and then there's usually ongoing 14 Education. monitoring. But I don't have specific information in 15 I did want to note. One of our programs is terms what their ask is then from the state since this 16 16 Stevenson University, and Stevenson University is in is a fairly new resolution. 17 alignment with the standards of reading as well --MS. STOLUSKY: Thank you. 18 18 the science of readings, excuse me. DR. ROGERS: You're welcome. 19 19 You're welcome. MS. BOOKER-DWYER: Any other questions? Mr. 20 MS. BOOKER-DWYER: Ms. Stolusky. 20 McMillion. 21 21 MS. STOLUSKY: Thank you. So, with Loyola MR. MCMILLION: Ms. Harvey, yesterday at the Page 51 Page 53 1 and Morgan already certified or aligned with the meeting, at the budget contract meeting, if I'm not science of reading, is it a standardized process that mistaken, we, as a committee, passed 6 and 7 to move then trains the other universities as well? And then, forward to the Board. Was there additional 4 is there an evaluation piece built in to ensure that information that came out for those to be pulled this ⁵ any aspects of it that aren't leading to positive evening? 6 6 outcomes are improved? Thank you. MS. HARVEY: Yes. Board member Frempong asked that those be pulled, they be separated for the DR. ROGERS: Thank you for that question. 8 I'm not exactly sure what their accreditation process vote, which we will, after this discussion --9 is, as it's different than what we typically would go 9 MR. MCMILLION: Okay. Thank you. ¹⁰ through here in the K through 12 system. I do know 10 MS. BOOKER-DWYER: Ms. Lichter? 11 MS. LICHTER: I just want to make sure I'm 11 that as soon as they make that alignment, they reach 12 clear because there's a lot of cohort ones on here. out to all their partners, and they let us know, which 13 is why I made the correction to add Stevenson because So, the cohort ones that are literacy, those 14 they also reached out to us to let us know that their 14 universities or colleges are doing science of reading ¹⁵ current curriculum is in alignment with the science of because a lot of these are math. So Towson has the 16 reading. math, Towson has the science, but the reading ones are 17 17 from Stevenson and -- Stevenson -- anybody can help me MS. STOLUSKY: Okay. Thank you. 18 18 -- and that's -- okay, and you said Morgan was --DR. ROGERS: You're welcome. 19 MS. STOLUSKY: And is there an evaluation, 19 UNIDENTIFIED SPEAKER: Yeah. 20 20 MS. LICHTER: Okay. Thank you. like a self-evaluation tool built in at all? 21 DR. ROGERS: For the universities? MS. BOOKER-DWYER: Any other questions. So,

			,
1	right now, we're going to vote on the amended version	1	UNIDENTIFIED SPEAKER: Those are the ones
2	of the motion, which pulls L2, L4, L7, L8 through L16,	2	that
3	and L24. So yes?	3	MS. HARVEY: We're gonna vote now.
4	UNIDENTIFIED SPEAKER: As a point of order,	4	MS. BOOKER-DWYER: Okay. So, let's clarify
5	you actually are voting on whether or not the motion	5	again. So, we are voting to approve the amendment
6	be amended. First you have to	6	that Ms. Domanowski made to pull L2 to L4
7	MS. BOOKER-DWYER: So, we're voting on the	7	(Crosstalk)
8	motion is amended	8	MS. BOOKER-DWYER: to lead them. L2 to
9	UNIDENTIFIED SPEAKER: On the amendment.	9	L4, L7, L8, L16 to L24.
10	MS. BOOKER-DWYER: On the amendment.	10	MS. GOVER: Ms. Lichter?
11	Right. We're voting on the amendment, and	11	MS. LICHTER: Yes.
12	then we'll do the vote to see if they're pulled.	12	MS. GOVER: Ms. Pumphrey?
13	Okay, may I have a roll call vote.	13	MS. PUMPHREY: Yes.
14	MS. FREMPONG: Point of clarification,	14	MS. GOVER: Ms. Drummond?
15	please.	15	MS. DRUMMOND: Yes.
16	MS. BOOKER-DWYER: Yes, Ms. Frempong.	16	MS. GOVER: Ms. Stolusky?
17	MS. FREMPONG: Did you mention L5?	17	MS. STOLUSKY: Yes.
18	UNIDENTIFIED SPEAKER: That wasn't in the	18	MS. GOVER: Dr. Savoy?
19	primary.	19	DR. SAVOY: Here.
20	MS. BOOKER-DWYER: Yes. L2 to L4.	20	MS. GOVER: Mr. McMillion?
21	MS. FREMPONG: Okay. Thank you.	21	MR. MCMILLION: Yes.
1	MS. LICHTER: Can somebody say what we are	1	MS. GOVER: Mr. Young?
2	voting on this minute?	2	MR. YOUNG: Yes.
3	MS. BOOKER-DWYER: We are voting on the	3	MS. GOVER: Ms. Domanowski?
4	amendment that Ms. Domanowski made	4	MS. DOMANOWSKI: Yes.
5	MS. LICHTER: Of pulling	5	MS. GOVER: Ms. Frempong?
6		6	MS. FREMPONG: Yes.
7	just voting on the amendment. We're not actually	7	MS. GOVER: I'm sorry, Ms. Harvey?
8	voting on the motion just yet, just on the amendment	8	MS. HARVEY: Yes.
9	of L2 to L4, L7, L8 to L16, and L24.	9	MS. GOVER: Ms. Booker-Dwyer?
10	MS. HARVEY: No.	10	MS. BOOKER-DWYER: Yes. Motion carries.
11	MS. BOOKER-DWYER: No? Okay. All right.	11	Now, we're going to vote on the may I
12	Say it again for me.	12	have a motion
13	MS. HARVEY: L2 to L4.	13	UNIDENTIFIED SPEAKER: We already have a
14	MS. BOOKER-DWYER: L2 to L4, L7, L8, L16 to	14	motion.
15	L24. There we go. Did you get that Ms. Lichter?	15	MS. BOOKER-DWYER: We already have a motion,
16	MS. LICHTER: Sure. Yes.	16	okay. So, now we vote on the motion as amended.
17	UNIDENTIFIED SPEAKER: We're voting to	17	MS. GOVER: Ms. Lichter?
18	approve 7.	18	MS. LICHTER: Yes.
19	MS. HARVEY: No, we're voting to say whether	19	MS. GOVER: Ms. Pumphrey?
20	we'll pull those separate	20	MS. PUMPHREY: Yes.
21	MR. YOUNG: It could be the only one.	21	MS. GOVER: Ms. Drummond?

1	MS. DRUMMOND: Yes.	1	is not for that. This particular contract the vendor,
2	MS. GOVER: Ms. Stolusky?		what is Greenspring Tours, these are for trips to like
3	MS. STOLUSKY: Yes.	3	Philadelphia, Washington D.C., and Annapolis, a lot of
4	MS. GOVER: Dr. Savoy?		the extensions from our social studies courses. And
5	DR. SAVOY: Here.	5	the reason we have a separate contract is because this
6	MS. GOVER: Mr. McMillion?		company will actually arrange the tours. So, not only
7	MR. MCMILLION: Yes.	7	will they do the transportation, but if schools are
8	MS. GOVER: Ms. Harvey?	8	going to visit the State House and entrance to a
9	MS. HARVEY: Yes.		museum, et cetera, they actually plan the whole trip.
10	MS. GOVER: Mr. Young?	10	While there are opportunities that schools
11	MR. YOUNG: Yes.	11	pursue around the trips you're discussing, it does not
12	MS. GOVER: Ms. Domanowski?		fall on this contract.
13	MS. DOMANOWSKI: Yes.	13	MS. FREMPONG: And then for the next, which
14	MS. GOVER: Ms. Frempong?	14	was athletic and PE supplies, what do those supplies
15	MS. FREMPONG: Yes.	15	entail. So, are these fixed items within the school?
16	MS. GOVER: Ms. Booker-Dwyer?	16	And then, I guess, just as far as looking at spending,
17	MS. BOOKER-DWYER: Yes.	17	do we have warranties or things like that that exist
18	MS. GOVER: Thank you.	18	on the equipment. And the other piece would be, if
19	MS. BOOKER-DWYER: Motion carries.	19	there are fixtures, for example, do we have it put as
20	So, now we will discuss L5 and L6. Go	20	a preventative maintenance so we can extend the life
21	ahead, Ms. Frempong.	21	of that equipment?
1	Page 59 We need a motion to approve L5 and L6.	1	Page 61 MS. SHAY: I can start with the equipment,
2	MS. FREMPONG: So moved, Frempong.	2	and then Mr. Upstrumsure (phonetic) is gonna answer
3	MS. BOOKER-DWYER: Is there a second?	3	about warranties and that type of thing.
4	MS. LICHTER: Second, Lichter.	4	First, let me offer that this is a shared
5	MS. BOOKER-DWYER: Any discussion?	5	contract through the Office of Athletics. I'm going
6	MS. FREMPONG: Yes.		to speak to physical education.
7	MS. BOOKER-DWYER: Okay. Ms. Frempong,	7	So, many of the expenditures on this
8	there better be a discussion going through all of	8	purchase equipment, such as tumbling mats, they made a
9	this.		large purchase to replace the tumbling mats in our
10	MS. FREMPONG: So, my first question is	10	elementary schools for safety. Those are semi-
11		11	permanent fixtures, and that they're often affixed to
12		12	the wall with Velcro, but they're used in the space.
13	tours. So, the question is, is this domestic only,	13	We also used it to purchase our rotating
14		14	equipment. So, that includes things like our table
15		15	tennis tables, what we call our movement education
16		16	equipment. So, some of you may know that as the
17	opportunity to travel to the country with a school		Liddle or the Hard Adventure Course that you may see
18	trip or via a school trip?		
19	MS. SHAY: Good evening, Ms. Frempong,		affixed, but that actually rotates between the
20	members of the Board, Chief Booker-Dwyer, Vice-Chair,		schools.
21	and Superintendent Rogers. This particular contract	21	And then in our high schools this is often
	1 0 1		2

1	used for weight rooms. So that is more of like a	1	from playground balls and equipment to the actual
2	fixed piece that you described. We do use this not	2	sports equipment that is used for team play.
3	only for upgrading materials or new materials, but	3	MS. STOLUSKY: Thank you.
4	also some of that maintenance that you described.	4	UNIDENTIFIED SPEAKER: Thank you.
5	And then last but not least, when we	5	MS. BOOKER-DWYER: Any other questions? May
6	purchase materials for our new school. So, right now,	6	I have a roll call vote?
7	separating that and middle school with those	7	MS. GOVER: Ms. Lichter?
8	purchases.	8	MS. LICHTER: Yes.
9	UNIDENTIFIED SPEAKER: Good evening. As it	9	MS. GOVER: Ms. Pumphrey?
10	relates to the athletics portion of the contract, the	10	MS. PUMPHREY: (No audible response.)
11	equipment purchase is primarily for our	11	MS. GOVER: Ms. Drummond?
12	interscholastic athletic program, but it's also	12	MS. DRUMMOND: Yes.
13	sanctioned by the National Federation of High Schools	13	MS. GOVER: Ms. Stolusky?
14	National Operating Committee on the Standards for	14	MS. STOLUSKY: Yes.
15	Athletic Equipment. The equipment provides safety and	15	MS. GOVER: Dr. Savoy?
16	primary safety items for sports like football, in	16	DR. SAVOY: Yes.
17	terms of helmet, shoulder pads, knee pads, girdles,	17	MS. GOVER: Mr. McMillion?
18	lacrosse helmets, chest protectors, arm pads, and it's	18	MR. MCMILLION: Yes.
19	important for the purchasing of this safety equipment	19	MS. GOVER: Ms. Harvey?
20	to reduce any type of injury, such as concussions or	20	MS. HARVEY: Yes.
21	any other injury risk that would be impending for any	21	MS. GOVER: Mr. Young?
1	of our students. It's to keep them safe.	1	Page 65 MR. YOUNG: Yes.
2	UNIDENTIFIED SPEAKER: Good evening. In	2	MS. GOVER: Ms. Domanowski?
3	response to the warranty portion of your question, all	3	MS. DOMANOWSKI: Yes.
4		4	MS. GOVER: Ms. Frempong?
	in them. Plus, if a manufacturer's warranty is longer	5	MS. FREMPONG: Yes.
6	than that, we require that they also provide that	6	MS. GOVER: Ms. Booker-Dwyer?
7	warranty.	7	MS. BOOKER-DWYER: Yes.
8	MS. BOOKER-DWYER: Any other questions? Ms.	8	MS. GOVER: Thank you.
9	Stolusky?	9	MS. BOOKER-DWYER: Motion carries. Thank
10	MS. STOLUSKY: Thank you. Just with the	10	
11	\$670,000.00 increase, is that a typical jump in	11	The next item on the oh, wait.
12	spending, and is there anything specific that is	12	(Crosstalk)
13	unique to this contract that would cost such a large	13	Oh, motion up. Okay, may I have a motion to
14	amount of money?	14	
15	UNIDENTIFIED SPEAKER: Sure. I believe Ms.	15	
16	Shay addressed a portion of that when she discussed	16	MS. FREMPONG: So moved, Frempong.
17	the wrestling mats, the additional wrestling mats, and	17	MS. BOOKER-DWYER: Is there a second?
18	the weight rooms that had been installed. The other	18	MS. LICHTER: Second, Lichter, isn't needed.
19	impact to the spend authority on the contract is the	19	MS. BOOKER-DWYER: No second is needed since
	number of new schools because every time we open a new	20	it's from the committee. Any discussion? May I have
		21	·
	,		1

1	MS. GOVER: Ms. Lichter?	1	The bricks to be included for the installation are
2	MS. LICHTER: Yes.	2	from the administration building dated 1938.
3	MS. GOVER: Ms. Drummond?	3	So, as you can see, this is an opportunity
4	MS. DRUMMOND: Yes.	4	for the school to have something of historic origin in
5	MS. GOVER: Ms. Stolusky?	5	place. The Sparrows Point North Point Historical
6	MS. STOLUSKY: Yes.	6	Society encourages efforts to persevere, maintain, and
7	MS. GOVER: Dr. Savoy?	7	enhance the cultural and historical heritage of
8	DR. SAVOY: Here.	8	Sparrows Point and South East Baltimore County. The
9	MS. GOVER: Mr. McMillion?	9	estimated value of the donated statute, stand, bricks,
10	MR. MCMILLION: Yes.	10	and lamp post is \$35,000.00. In addition, the SPMPHS
11	MS. GOVER: Ms. Harvey?	11	has an existing grant from the Department of General
12	MS. HARVEY: Yes.	12	Services in place to hire ABCPS on-call contractor for
13	MS. GOVER: Mr. Young?	13	installation, and that amount is approximately
14	MR. YOUNG: Yes.	14	\$43,345.00.
15	MS. GOVER: Ms. Domanowski?	15	Again, this is a collaboration between the
16	MS. DOMANOWSKI: Yes.	16	Office of Facilities, Construction and Improvement,
17	MS. GOVER: Ms. Frempong?	17	The Department of Schools, Department of Facilities
18	MS. FREMPONG: Yes.	18	and Strategic Planning.
19	MS. GOVER: Ms. Booker-Dwyer?	19	And so, without further ado, we bring to
20	MS. BOOKER-DWYER: Yes.	20	your consideration the 7330 Sparrows Point High School
21	MS. GOVER: Thank you.	21	Beacon of Hope project.
1	MS. BOOKER-DWYER: Motion carries.	1	Page 69 MS. BOOKER-DWYER: Okay. May I have a
2	All right. Are we done with that? Okay.	2	motion to approve the 7330 special project request for
3	Ms. Pumphrey, you missed a lot. The next		Sparrows Point High School's Beacon of Hope project.
4		4	MR. MCMILLION: So moved.
5	request. And for that I call on Dr. Jones and Mr.	5	MS. BOOKER-DWYER: Is there a second?
6	Reed.	6	UNIDENTIFIED SPEAKER: Second.
7	DR. JONES: Good evening, Board Chair	7	MS. BOOKER-DWYER: Any discussion?
8	Booker-Dwyer, Vice-Chair Pumphrey, Superintendent	8	Mr. McMillion.
9	Rogers. Mr. Reed is actually here. You can join me,	9	MR. MCMILLION: I would like to acknowledge
10			Hank Rowdy that's president of the Sparrows Point
	Point High School. This is a collaboration between		
	Dr. Jess Grim and his team and the efforts of the		·
	Department of Schools.	13	and energy and efforts under these projects, and I
14	We bring to you the consideration of the		want to commend both of those gentlemen, along with a
15	privately funded capital project request at Sparrows		
16		16	Thank you.
17	Association donated the Bronze Pointer Statue, Beth,	17	MS. PUMPHREY: Thank you.
18	short for Bethlehem, for the installation at Sparrows	18	MS. BOOKER-DWYER: Thanks.
	Point High School. The stand for the statute is made	19	(Applause.)
20	of rails for the Maryland Steel Company, Baltimore	20	MS. BOOKER-DWYER: Any other discussion?
		21	May I have a roll call vote?
	County, 1905, prior to the Bethlehem Steel Company.		iviay i nave a fon can vote?

Page 70 Page 72 1 education. MS. GOVER: Ms. Lichter? 2 2 One of the things that we know as a school MS. LICHTER: Yes. MS. GOVER: Ms. Pumphrey? system is that our data calls us to provide additional MS. PUMPHREY: Yes. attention to meet the needs of our special education students. I want to thank all of you for your support MS. GOVER: Ms. Drummond? 6 6 in moving forward our FY'25 budget that allows us to MS. DRUMMOND: Yes. 7 address many of the needs of our special education MS. GOVER: Ms. Stolusky? 8 students, particularly our youngest learners with our MS. STOLUSKY: Yes. 9 pre-K programs, our IEP facilitators for elementary MS. GOVER: Dr. Savoy? 10 schools, and providing special educators across the DR. SAVOY: Yes. 11 MS. GOVER: Mr. McMillion? system, K through 12, to meet the individual and 12 specific needs of our students. MR. MCMILLION: Yes. 13 13 MS. GOVER: Ms. Harvey? We know that our special educators are one 14 of the areas that are highest in need, and they have a MS. HARVEY: Yes. 15 tremendous workload. We know as a school system that MS. GOVER: Mr. Young? 16 Baltimore County Public Schools have been working in MR. YOUNG: Yes. 17 earnest for many years to address the gaps faced by MS. GOVER: Ms. Domanowski? 18 many of our students. We are very committed to doing MS. DOMANOWSKI: Yes. 19 this work in partnership with our teachers to reduce MS. GOVER: Ms. Frempong? ²⁰ the workload in any way possible without shortchanging 2.0 MS. FREMPONG: Yes. 21 the very immediate needs that our students present to MS. GOVER: Ms. Booker-Dwyer? Page 71 Page 73 1 MS. BOOKER-DWYER: Yes. our schools on a regular basis. 2 2 MS. BOOKER-DWYER: Motion carries. And so, with that, I'm going to turn it over 3 to Ms. Meyers and Dr. DiDonato to get into the And we all look forward to visiting the 4 school's Beacon of Hope, the Bronze. So, once it's in specifics of what our goals have been and our progress towards those goals this school year. Thank you. there, we're coming to it. 6 6 MS. JONES: Thank you. DR. DIDONATO: Thank you. Good evening, MS. BOOKER-DWYER: The next item on the Chair Booker-Dwyer, Vice-Chair Pumphrey, 8 agenda is the report on Academic Achievement, Special Superintendent Dr. Rogers, and members of the Board. Education, Strategic Road Map. And for that I call on ⁹ I am happy to present, along with Ms. Meyers, we'll be ¹⁰ Dr. DiDonato and Ms. Meyers. looking at the special education strategic plan and DR. ROGERS: Good evening, Chair Bookerthe steps that have been taken, and will be taken, to 12 Dwyer, Vice-Chair Pumphrey, members of the Board. Dr. improve the achievement of our students for accessing 13 DiDonato and Ms. Meyers, Executive Director for special education services. ¹⁴ Special Education, are here to provide a comprehensive 14 So, the graphic on the screen is not a new update on our efforts towards moving forward with our one, but it is truly our plan of how we are moving 16 fast-forward to accelerate the learning for our strategic road map for special education. 17 17 As you will recall, this summer, we had an students. Again, we are focusing on the academic opportunity to engage directly with our community achievement in those intervention supports, and the 19 members to share with them for feedback and input our resources that we are providing to our students ²⁰ direction for this current school year, to also hear receiving special education services. feedback from them about their experiences in special Next slide.

Page 74 Page 76 Identifying again our chief priority areas, measures, that we are holding ourselves too to be able Dr. Rogers has repeatedly shared, as well as in ² to report on, which is leading us to this work and various other presentations, the emphasis on looking this conversation today. at our academic priorities of English Language Arts, So, you'll see within the various measures, Math, ESOL, and Special Education. Often times, we while it is for '24 to '26, there are some things that 6 keep special education as one of the top priorities, we'll be able to report on have already been 7 however it also lives very strongly within English accomplished, which is fantastic and exciting. Also, language arts and mathematics. We also have students other areas where we know there continues to be work who are twice exceptional, and they might be English that needs to be done. language winners, as well as receiving special So, you'll note in there what was kind of a 11 education services. 11 priority for FY'24, work that may have needed to 12 So, when we look at our academic priority happen during the summer, or various other things areas, special education truly touches every part of where you'll see in the plan. 14 14 our instructional focus. The other thing we want to highlight is 15 15 Next slide. there are areas that show 100 percent. We realize 16 Dr. Rogers referenced the work that was that might be difficult to achieve, but we want to previously done, and this information was shared this hold ourselves to that expectation. Over time, we 18 summer with regards to the strategic road map for 18 will get there. 19 19 special education. The final note that I will make is that you 20 What you see on this slide is truly the 20 can see on this that under our services, the top there overview that identifies the results, which is a 10is related to achievement. And at the time, this is a Page 75 Page 77 year result/goals for the strategic road map. working document on purpose. We want to be able to 2 highlight that that is a performance measure that we The three priority areas, people, services, probably want to raise. At the time, it was listed at and cultures identify the three-year indicators and strategies that are going to be used in order to reach 5 percent. We also reference math and unit assessment the 10-year long-term goals. data, but we know that our students can achieve more 6 Next slide. 6 than 5 percent for a lot of our kiddos. So, that's an MS. MEYERS: I'm excited to be able to talk area that we probably will highlight. 8 8 about -- so, for FY'24 we prioritize strategies. So, We receive good advice that we need to all this is a three-year plan. We also have to have measure to be able to make sure we're holding 10 some structure and direction with regards to what we 10 ourselves to something, but we know we can raise that. 11 11 do each year. DR. DIDONATO: So, we will get into a little 12 So, as you can see here, this highlights more depth so Ms. Meyers can highlight some of the which strategies we are gonna focus on, and then we'll achievements within the prior areas. Again, looking 14 be able to provide progress on those as we move 14 at how are we supporting our people? So, those are 15 forward this evening. the teachers, the para-educators, the additional 16 ¹⁶ involve assistance, the SLPs, and OTs, and all the Next slide, please. 17 17 One of the defining portions of this plan is related service providers who are supporting our the focus on performance measures. A lot of our plans students. However we focus on supporting them, so 19 in the past have been what we call maybe an audit of 19 that they can better our students. 20 such related to special education services. But the So, our services, that was really looking at

difference with this is that we identify performance

the service delivery model. And as Ms. Meyers just

11

15

8

9

10

15

16

17

18

19

Page 78 mentioned, it's really focusing on what are those supports and services were providing that lead to increase student achievement, access to instructional programs, and then culture. That's really how our teachers, our staff members feel every day when 6 they're coming to work. So, what kind of environment are we creating

for them, what kind of environment are we creating for our families when they come to an IEP team meeting? What kind of environment are we creating for our students as we welcome them into our school buildings? And by focusing on the people, the services, and the culture, the goal is that we will lead to improved outcomes for our students and families who are receiving special education services.

16 Next slide. 17 MS. MEYERS: So, priority one, our people. 18 Obviously here, supporting our people and choose to do their best work for students, families, and partners. 20 So, be able to get into a lot of the work. This is prioritizing that importance of all providers and the

success of all students and families.

We value our teachers. We value our providers. We value our schools and the system in order to support them and making sure that we have the ⁵ best things in place for our students to make the progress that we know that they can make.

Next slide, please.

So, three highlighted areas here related to our people.

So, budget requests, which Dr. Rogers already referenced in her opening here, is the exciting area for us, was that we kind of were dedicated to aligning those budget requests for this 14 school year to special education and increased achievement for our students. And that was done.

So, position to support growth. That's a (indiscernible). It hasn't happened in recent years for special education, and those were added.

Pre-K expansion and early childhood, which is fantastic to allowing our students to have access to their home school as much as possible. For our

Page 80 youngest learners to be able to be able to be in those

home schools and aligning the right supports in order

for that to happen effectively for students.

And then IEP facilitators, which we know is ⁵ huge. That's one of those that we said was going to 6 be 100 percent, and we hit it right away, which is fantastic. An IEP facilitator is just being an important role for the reasons around access for families, good information, sharing of information, as well as the compliance end of ensuring that teams are 11 doing what they need to be doing.

The other area that I want to highlight with this is the importance of IEP facilitators and what could be professional learning for schools. So, they should be able to be leaders with regards to the implementation of IEPs and what that looks like in the school building.

So, aligning our staffing structure to meet the needs of students and teachers. The importance, this was another add this year was really being focused on clear expectations and how staffing is

Page 79

12

18

19

utilized. In the past, we may have provided special educators, maybe inclusion, and self-contained

teachers. But we weren't explicit with regards to

what the expectations are for those roles. And that

was a shift, which is an ad, fantastic for the school

year. We were able to say, you have this many

⁷ teachers, this is the expectation for those. It

allows for shared accountability around the special

education staffing plan. It's also being updated, or was updated this year. It will also be revised to

reflect the additional IEP facilitator positions, as

12 well as those pre-K special educators.

But that plan really drives how are supporting schools. And that is also being reflected.

And then, differentiated professional learning. This is important around support for new teachers. I know that Dr. Rogers referenced in her opening that importance of caseload, workload for our special educators, for all providers. And one of the added layers to that is that new teachers, new special

educators often -- they're balancing multiple things,

13

14

15

17

Page 81

like all teachers are, but especially around case management.

So, that's an area we lean into as an office 4 this year to support new teachers was opportunities for new special educators to get some relief closer to small group instruction for themselves with our compliance team, supporting around progress reports, supporting around compliance measures, and just ensuring that they have -- that was feedback we'd receive loud and clear was that not only are they learning to teach in that first year, but they're also learning all that case management functions.

13 DR. DIDONATO: Just to take you back, Ms. Meyers, part of the differentiated professional 15 learning really does support our long-term goals of 16 and recruitment and retention for our staff, but by providing that differentiated professional development, really trying to meet our educators and support staff where they are, that they will feel ²⁰ valued, they'll have the skills to be able to feel successful in the job and the work that they do with

Page 83

students.

1

2

3

6

8

9

MS. MEYERS: Next slide.

The next slide has some important measures here which are exciting around, actually, that special education teacher retention that I want to highlight.

So, the first measure there, you'll see that ⁷ the staffing plan will be updated by end of Quarter 2. That's an easy win, we call those, right. Yes, it's done. There's a checkmark there.

10 We are looking for a 10 percent increase in average special education teacher retention. The 12 interesting thing about these measures is we look for baseline. We look for kind of points where we could 14 give a measure. And then, when we were able to gather the data, we realized, wow, 10 percent, because as you ¹⁶ can see there, special ed inclusion teachers and 17 special ed self-contained teachers that average was 89 percent for special ed inclusion teachers and 88 percent for self-contained teachers for teacher retention. So, that is teachers employed in one year, and then the next year continuing to still be employed

in that same role.

Page 82

2

12

16

17

3

12

13

17

The other data point that we were able to capture, which was very exciting, was that new special education teacher. So, those teachers that were hired last year in our system and continue in the same role 6 this year in our system, we have an 88 percent retention rate. That's great, right? That speaks to all kinds of things that are happening, the value that we provide in them, and just really the work our principals do to ensure that folks are valued and supported in their roles.

The budget request, the lines, another great one we've already referenced. You'll see a checkmark there. The design and employing a staff satisfaction survey where 80 percent of staff indicate increase job satisfaction.

So, I can speak to that we put that measure out there through the feedback for our special education staffing plan. So, there was feedback that was taken from -- we sent out to all stakeholders. We had even 12 teachers respond. And of that is where

Page 85

Page 84

we're able to say that it was deployed, and there's some other measures it could be reported around it.

We continue on into work around the focus for making sure that our teachers have what they need to do to work, that they have the professional 6 learning, so that they feel valued and able to do what they need to do.

The final note there as a measure is that 25 percent decrease in mediation filing. And you can see that we actually met that with a 24 percent decrease on mediation filings from -- there were 58 filings in '22/'23 to 44 filings in '23/'24.

The note I want to make about mediation ¹⁴ filings is you'll see throughout this plan, there's various measures that link to each other. What I'd like to highlight on that, not only are the compliance aspects of professional learning for teams around the importance of a well-developed IEP and implementation in the classroom, but also around our increased parent advocacy, information, reaching out to the community, and ensuring that parents feel valued and informed on

13

14

18

3

12

the part of the team decision making process.

When those things are happening, we see less mediations being filed because the team outcomes are able to be worked out at either the team level or in collaboration with our office.

Next slide, please.

Priority 2, our services. This really is where we are really focused on expanding and refining the services that we're providing to students systemwide. So, obviously, highlighting a focus on special education systemwide as a priority of the superintendent does a lot of amazing things for our system.

So, immediately with that, we've been able 15 to see just that highlighted approach. The attention 16 being paid, the in-data conversations immediately, it's always elevated to have that conversation about our student group, which is great.

19 And it's not a bad thing to be one of the ²⁰ highlighted areas, right, because you can have resources for students, things are really supported,

Page 87 and put in place, and attention being given that has been needed for a long time for our kiddos.

Next slide, please.

All right. So, our services. This is a ⁵ familiar graphic I think you've seen before. I 6 believe it came from the superintendent's budget presentation on the top here. But the interesting part that we wanted to highlight here was that it is all combined, right. It's all connected, the ¹⁰ curriculum, professional learning, and PLC's. That's not different for our initiatives related to special education.

13 So, this year, we focused on professional ¹⁴ learning with an immediate thing that we leaned into. We developed professional learning community types for ¹⁶ job-alike roles for across all jobs within our system 17 that where we could role-alike groups. So, those 18 folks meet on six-week cycles and really are able to 19 get professional learning that's targeted to their role. So, whether that means that you're a social-

emotional learning teacher, or you work in one of our

functional, or ESOL's, or CALs programs, we have

running for inclusion teachers, running for para-

educators, a variety of role-alike groups we wanted to

target professional learning for them.

Page 86

15

We really focus on increasing fidelity of service delivery model. This is another area is ensuring that when you cross – we have large system, we have similar models, but dependent where you go, it may look different. So, we really leaned into creating look for tools for our principals to use, as well as for special educators that are the teachers in the classroom to know what is that expectation and to ¹³ be able to ensure that there's fidelity across those 14 service models.

The other area I want to highlight is the 16 building of capacity for our own team. So, that's something that we've also leaned into this year was that, you know, often within the Department of Special Education, you're called to be that expert with ²⁰ regards to special ed. But we also need to make sure that they have their own professional learning.

Page 89

Page 88

So, some of what we focused on this year was both equity training for our special educators, as well as ensuring that our special educators were doing adult learning through our own organizational ⁵ development, ensuring that when we're providing professional learning, that it meets the needs of adult learners in order to make shifts.

Finally, their focus on equity and provision of service for each student. This has been a high level of focus for us, as in showing that across our system that we are paying close attention to our trends and data and ensuring that when decisions around service delivery are being made for students, 14 that we are looking at each student individually. This does come from our equity work. You'll see our measures in there that I'll talk to in a minute, but just ensuring that there's decisions around each student and ensuring that no matter where you live in our system, what your color is, whatever is happening, that we're making sure that the services are (indiscernible).

2

13

14

15

16

18

6

8

9

10

11

Back one slide, please. There we go. Okay. So, this is an easy check, where 100 percent of elementary schools are supported by an IEP facilitator that we talked about that.

The next one down is that we're looking for 100 percent of our special education and general education teachers to report having the resources and support to implement curriculum. This is an area that we know we need to improve upon with regards to professional learning. And a lot of that focuses ¹¹ around our general educators feeling empowered to be able to address the needs of all learners in their class.

So, you see that report, it needed a 58.4 percent reporting on either having very appropriate, or appropriate, or somewhat appropriate. But we do want to get that higher, and that's our work to be able to do so.

19 The final measure there is exciting related ²⁰ to pre-K expansion. Is that our goal is to have 100 percent of our three and four-year-old's who are

Page 91 eligible to have access to their home school. We're moving there, that addition of the pre-K special

educator to support pre-K and being clear on that implementation is gonna really help us on being able

to get to that space.

Next slide.

Three more measures to highlight here.

The top being that decrease or disproportionate placement of Black African American students. Their improved placement practices developed in summer FY'24 and rolled in Quarter 1.

12 So, to address this one directly, you will see that we have continued work to address the data 14 trends around both suspension, eligibility, and 15 placement. We, as a school system, have been ¹⁶ identified as disproportionate around eligibility, in particular for Black African American students who 17 18 identified as having an intellectual disability. This 19 is an area that we actually use a portion of our special education funding required by the state to interrupt those data trends, address those data

trends, and support.

Page 90

9

2 At the same time, you can be disproportionate across multiple areas. So, it might ⁴ be, we are close to being disproportionate, for ⁵ example, for white students who are identified for a speech and language impairment. So, it's an interesting portion and something that we continue to 8 lean into.

We want to prioritize appropriate services and access for each student is something that we are focused clearly on. As I mentioned earlier, another area to highlight is the importance of coordinating with our infants and toddlers providers around -- so appropriate identification for all students. We, actually, at times, have to be cautious around under-16 identifying at the earliest ages and then in comparison to over-identification or a little older. So, really, that balance and continued collaboration to ensure that each student, each child, each baby, ²⁰ right, is receiving the appropriate services and referred across our system. Page 93

So, our services do go birth to 21. Sometimes we kind of forget that with the rest of the birth aspects, but that's an area that also we are really focused on.

And then, just to hit the measures specifically, we did do focus groups, the principles around the placement process in our system to ensure 8 for equitable access to special education services, as well as print and send that same information to principals and IEP teachers, which was noted that we would be doing.

And then we have revised our eligibility tool, which is used in the identification of students ¹⁴ for special education services to align with newest recommendations from MSDE related to the 16 identification of an intellectual disability for (indiscernible) to ensure that we are doing it with all appropriate measures with a broad base of measures in order to make sure that we are doing that appropriately. Final. There is that we're looking for a 50

12

Baltimore County Board of Education Meeting Page 94 Page 96 percent increase in participation for our students to was in the Southeast area. And then we will also have access extracurricular activities. That's a system one on the westside later this school year. 3 initiative as well, so we will have baselined it on Notice again, our focus on, we have made 4 that to share. And then, again, that three and four-4 broad all resources for families related to accessing year-old access to home schools. services for their student or child. Next slide. County library presence, which is really All right. Our culture. Dr. DiDonato just exciting. Two times a month where we're there to be talked about this briefly earlier. This is really 8 able to engage with families and community members who 9 that asterisk that I'd like to highlight is the focus 9 have questions about how to access services. Again, 10 on families, community in schools. from that angle of our services going from birth to 11 21, is a lot of that work is with our youngest babies 11 Turn to the next slide, please. 12 So, you can see this triangle, something I in the community and families, just sharing 13 information about the process for accessing services talked about over the summer as well, that focus on relationships, collaboration, and communication, and 14 is important. 15 15 how those things together are able to support family, And then, family support Wednesdays is 16 16 schools, and departments. something that our infants and toddlers' group does. 17 It's a support that runs for birth to five. Families We want authentic relationships, for help to 18 feel like help, for us to be able -- and that's not of students who are birth to age five. And it really just for schools, but for families to make sure that is just a support group for them to have access to 20 others of similar circumstance, to have a sense of the ²⁰ there's engagement across all areas in order for our families to feel like valued members and informed needs and the stresses of having a student that is Page 95 Page 97 1 decision makers of IEP team table. needing something additional at that youngest age. 2 Next slide. So, just support around that. 3 3 This slide highlights what we've done so far So, performance measures here. These are around family and community engagement. I really want some easy ones. We did departmental level training on to highlight this as an exciting time for us around customer service. That was an area we heard loud and clear that we needed to really be customer service family and community as special education. space. So, we did that first thing in the summer, and Some of you may have noticed, like an 8 8 increased presence on social media and different that was an easy check. 9 things that are happening. So, halfway point of the A parent satisfaction survey is something year we've had three different podcasts through parent that has gone out that we're asking for feedback on. university related to special education and special ed So, that comes at the end of every IEP team. Parents 12 receive a QR code to provide feedback with regards to

process, undisputed resolution, and then just an 13 intro. We've had virtual workshops. 14 For the IEP process and services, where 15 we've had a good turnout of families, and we're going 16 to continue to (indiscernible) those. We've had approximately 30 to 50 participants in those, but we 17 18 just need to continue to gain participants.

19 Resource fairs. We've had two that are sponsored by the Department of Special Education. One was in the central area at White Oaks. The other one

¹⁴ that school community. We, again, want to increase the responses we're getting. We've had, as of when this was completed early February, we had 106 responses, and that went out in December. So, we clearly have more teams than that, and want to make sure that we're getting more data. But it's a data point that we want our families to feel valued, and for us to take that

their level of participation, and the involvement in

15

Page 100 Page 98 feedback in further outreach activities. DR. SAVOY: Thank you. 2 And then similarly, the school satisfaction MS. MEYERS: Hm-hmm. Thanks for the survey that we had deployed that in December of '24, 3 question. 4 and that comes out at the end of when we are providing 4 MS. BOOKER-DWYER: Ms. Harvey. a support to a school, when that kind of case is MS. HARVEY: Thank you, Madam Chair. First, 6 closed out, in essence, they receive, again, a survey ⁶ I want to say that it is courageous to set 100 percent that allows them to provide feedback on the level of goal for yourselves and for our system. It reflects 8 support received. the commitment to our students, to every student, and 9 Thank you very much. We can certainly take I appreciate it. 10 I also wanted to thank my fellow Board questions if you have any. 11 MS. BOOKER-DWYER: Thank you. Dr. Savoy. members for approving our budget because that budget 12 DR. SAVOY: Okay. This has been a allows us to demonstrate and put equity into practice 13 historical practice of Baltimore County Public Schools for a traditionally underserved population of to place African American males in special education students. I cannot express how transformative having 15 based on stereotypes. Is there a criteria in place to IEP facilitators in every elementary school will be 16 16 prevent this from happening? for our students and families. 17 17 MS. MEYERS: So, that is part of why we And in fact, I'd like you to just briefly really lean into the placement process, to make sure speak on what is the difference. I think many of our that we have equitable practices in place and to community members don't understand the difference or ²⁰ know the difference between having an assistant 20 ensure that we are making database decisions. 21 The area that we're leaning into around principal or someone else facilitate an IEP versus and Page 99 Page 101 1 having very clear and structured things around 1 IEP facilitator. 2 eligibility, for example, that that drive, sometimes And lastly, I just want to say, I'm looking dependent on the identified disability, may lead to a forward to and appreciate the inclusion of certain program maybe being recommended for a student. extracurricular activities for our students who are ⁵ So, for example, the student is identified as having receiving special education services because, again, 6 an intellectual disability, it may be more likely that 6 they're often not considered as part of their holistic 7 they, over time, would have accessed one of our learning experience. So, thank you. 8 8 functional programs, for example. So, we are DR. DIDONATO: So, I'm going to go ahead and committed to that eligibility tool was updated for start and then let Ms. Meyers continue with the 10 that specific, as well as that's why we've been importance of the role of the IEP facilitator at the working with schools around what are the data points? elementary school. 12 What are those things impacting the barriers for them 12 So, the former elementary schools, teacher, 13 accessing general education? What do we need to do to assistant principal, and principal typically in an 14 overcome those barriers? And then really make an ¹⁴ elementary school, the assistant principal wears 15 informed decision about, if we are removing from a multiple hats, one being the IEP facilitator, IEP ¹⁶ Chair. In addition to trying to focus on instruction general education setting, how much, not for all of 17 17 the day, right? And if we really truly do need along and often working with transportation and those other 18 that continuum access to original service delivery things within the building, they really have to have 19 model, ensure that decision is evaluated every year 19 another hat in the area of expertise of running IEP 20 and ensuring that that continues to be the case. We teams.

still have work to do this area.

Oftentimes, they're not certified special

Page 105

10

18

meetings.

Page 102

- education teachers than special education teachers,
- but lots of people go into school leadership. So,
- 4 they're often receiving the very basic training of
- ⁵ information about running an IEP team because they
- 6 might have been a classroom teacher, and now they're
- an assistant principal, and that was the role at the

elementary school level.

So, this is really a game changer around multiple levels: one, because you're gonna people with more expertise that are training, who most likely were special educators, or were related service providers, who had that first-hand knowledge of the development 14 of an IEP, of assessing a student, of talking with a parent about a student's strengths and where we're 16 trying to grow them. So, this is really going to provide a level of expertise of running IEP team

19 Additionally, it provides that person at the 20 school who can provide training for teachers. So, if a teacher is struggling to provide certain

Page 103 accommodations for a student, this person can talk to

them about, you know, how do you implement that. And

then how do you document that you provided that

service or support to students. So, this is someone

⁵ who's gonna be their firsthand to really walk teachers

6 and staff through that, as well as someone who's

⁷ available to families that that is their dedicated

8 role is to really serve in that capacity, so that

they're available to answer those question from

¹⁰ families that they can do that follow up communication

with them. So truly, this is a game changer at the

12 elementary schools.

Want to add anything, Ms. Meyers?

MS. MEYERS: Yeah, I'll just highlight that

¹⁵ we have had the opportunity within the last, I guess

16 it was the last year, to have a few IEP facilitators.

17 But it was around being able to see what works, right,

what are the trainings that are needed, where they've

19 been helpful in schools, what are kind of those data 20

trends.

21

13

14

The other thing I really want to highlight

educators because proportionally, we have more general is the importance of them being able to implement

those procedures, the eligibility guidance, all of

those things that will then help to disrupt some of our trends because they're gonna be able to have the

professional learning to ensure that those team

processes are being followed the way that they need to

7 be followed.

8

12

17

MS. BOOKER-DWYER: Thank you.

9 MS. MEYERS: Yeah. Thank you.

MS. BOOKER-DWYER: Other questions. Ms.

11 Domanowski and then Ms. Lichter.

MS. DOMANOWSKI: Thank you for all that. I

don't know if this is part of the presentation, but

how many IEP facilitators do we have at a secondary

¹⁵ level, or do we have IEP facilitators at the secondary

16 level at middle school, high school?

MS. MEYERS: Yeah, so, the model has run

traditionally at the middle and high school level is

that we staff based on the ratio for the school for a

²⁰ number of special education students, and then we do

²¹ it through a recommended ratio, is what we call that

Out of that allocation, we then offer a -- we

recommend to schools to pull a position out to focus

on either as a department Chair and IEP Chair or in

some schools, depending on their numbers, we may say,

you need you a department Chair, and you need an IEP

6 Chair.

And then in other schools -- well, that's

8 really it. It's you're either a split role or the one

role that is split between two different people. So,

10 every school has an IEP Chair.

We do recommend schools to have backups so

12 that if an IEP Chair is absent or unable whatever the

reason, that we expect, whether that's an assistant

principal or someone else in that building, to be able

to support. That same model will still continue. So, we want to ensure that our administrators also have

17 that importance -- understand the importance of the

processes, understand special education in order to

19 help facilitate those teams.

MS. DOMANOWSKI: So, in the secondary level,

we're not necessarily dedicating this as a special

6

8

9

10

11

16

19

20

21

1

12

13

14

15

16

17

Baltimore County Board of Education Meeting Page 106 Page 108 education teacher position at the IEP facilitator to the general education setting to the greatest roles. Is that what you're saying? extent possible. It is an IEP team decision as far as MS. MEYERS: No, we actually are. So -what services and supports are outlined on the IEP. MS. DOMANOWSKI: You are? 4 Within that IEP development you look at a MS. MEYERS: Yes. myriad of things. But the goal being that students MS. DOMANOWSKI: So, they're not just --6 have access to the general education setting as much 7 because you said that it could be assistant principal as possible. 8 or another Chair. There are circumstances where -- that's why MS. MEYERS: I'll clarify. there's a continuum. So, I know we've talked about MS. DOMANOWSKI: Okay, yeah. Go ahead. that in past meetings around the continuum of services MS. MEYERS: So, basically, here's the from Elory (phonetic) A to the most inclusive to we 12 thing. One of the positions out of the overall have students in private separate day schools, home allocation is dedicated to be in an IEP Chair. That and hospitals more restrictive because we know they're comes out of the allocation. That's in every at home. So, along that continuum, that's part of secondary school. We also expect the principal lean what that decision making is, is what are those 16 to ensure that they have an administrator in their services and supports a student needs in order to building who's also trained in the process of special access, and if they are at such level that they can't education in case that person's out so that they would access for whatever reason, then they might access then be able to run an IEP team. 19 more of a self-contained setting. 20 So, every secondary school would have an IEP We have behavior plans for students. We do 21 Chair. functional behavior assessments to ensure that we are Page 107 Page 109 MS. DOMANOWSKI: Okay. And then my other addressing the function of the behavior, putting question revolves around the inclusion of the most reinforcement systems in place to make sure that our inclusive environment for IEP students and for special students are learning replacement behavior, targeted education students. Are we ensuring that the most appropriate behavior. Those are all those things that ⁵ inclusive is the most safe for these students as well? are in place to be able to support our students. 6 6 Like, are we putting all the -- I know we've had some Ultimately, I do want to highlight that we speakers come in and say that some of their IEP are legally obligated to provide our students access. students or special education students when they're We are also obligated to provide those supports in put in the inclusive environment, it's not necessarily order for that to be a safe environment for all ready for the safety precautions that this particular 10 students. student needs. What are we doing to ensure that this MS. DOMANOWSKI: Right. This is not like a doesn't happen? criticism or anything, I'm trying to -- like how are MS. MEYERS: So, a lot of -we like bringing that data together that giving them DR. DIDONATO: A lot of answers to that the most inclusive environment legally plus, like, you question, yes. know, are they excelling in that most inclusive environment? Is that the best place for them to learn

MS. MEYERS: So, we are legally obligated to provide our students access to the general education setting to the greatest extent possible. We are ¹⁹ legally obligated under IDEA. So, if a student is identified as a student receiving special education services, they are protected in order to have access

DR. DIDONATO: So, I think, you know what? That really comes down to those are IEP decisions. So, it's not a decision Ms. Meyers makes, it's not a

and for all students around, is it the best

environment for everyone, or we make, like --

18

8

17

3

11

17

decision that I make. So, it truly is that the IEP team, and the parent being a part it, as well as the student at some ages might be part of that team 4 meeting, as well as all the service providers that work with that student, including a general educator, 6 and all the related service providers, and truly, it's a matter of looking at all the data and identifying those supports that they need to be successful.

9 So, it is an IEP team decision. I think the 10 biggest sort of take away would be that if parents 11 have concerns about the support that their students ¹² are receiving, their first call should be to their student's teacher or to their special educator and case manager about the supports that they're having, and that if an IEP team meeting is needed to exam 16 that. What are the number of days that a student might be successful versus the days that they're struggling, or are they still making academic progress in a lesser restrictive environment as opposed to maybe they're in a more restrictive setting.

Page 111

1 that.

21

2

6

20

MS. DOMANOWSKI: Just to bring a full circle to Robin's point, having this identified IEP cheerleader in the elementary level is crucial, and thank you for doing that.

So, it's truly the IEP team that drives

MS. BOOKER-DWYER: Thank you, Ms. Domanowski. Any other questions? Ms. Lichter, yes.

8 MS. LICHTER: And also, to Ms. Domanowski's 9 point, sometimes it's the professional worry that you talked about before. So, while our special educators need a lot of professional learning, our general education do, and also the schedule that that principal makes for that building is huge. Sometimes 14 you think about including kids, and art, and music, and gym who have special needs, and then the behaviors come because those are the least structured places for them. So sometimes we are putting barriers or putting 17 kids in places that, without the support that they 19 truly need.

My question was about workloads. You had talked about trying to reduce the workload for special educators. I was a special education teacher, so back

then, it was a huge workload. Are there patterns and

trends that you're finding when you talk to teachers

about -- what do they mean by that workload? Is it

case management, too many kids, or the complexity of

the kids, or trying to get to too many classrooms?

What are they saying as far as the workload piece?

MS. MEYERS: So, there's a couple of layers. We actually work very collaboratively with our TABCO group called SWAG, which is our special ed work group that really focuses on -- that's one of their main topics for us. And most recently, we've been having conversations around, yes, there is sometimes the feeling of the balance, the challenge of balancing between both implementation of IEPs, and service 16 delivery, and the case management.

Also, we do work really closely with also our office of staff relations to ensure that we are providing -- there's appropriate planning time in place for special educators. To highlight, which is really a great thing, is that our special educators

Page 113

Page 112

actually receive more planning time than any other special educator in the state, which is fantastic.

Where we can lean in around workload is ensuring that that time is efficiently spent for them, so that they're not having to go around looking for documents that they might need for a team. That we 7 have conversations with principals around special education management plans and buildings. To ensure that there's kind of shared accountability have been 10 trained that folks have that.

Some of the other things that we're looking at and have been able to support is some electronic options for things like acknowledgment forms for kids. ¹⁴ So that when we know that it's required that any provider for a student has an understanding of the IEP, there are ways to do that that are more efficient, that would allow for special educators so they don't have to go around and try to get signatures from people but to have kind of a more uniformed way of doing that.

So, those are just some various things that

11

12

16

2

7

8

9

10

12

13

14

Page 114 we're leaning on currently. We also heard that was one of the measures that we look for in our data was around that balance, and about 50 percent of our folks said that they didn't really feel that.

What I'll highlight, and as something that 6 is exciting, is that that retention rate, when you look at special educators for both self-contained and inclusion, so that's folks that have been in the role, tenured or not, for periods of time, the one year together was an 80 percent and high 80's. And then for our first year's still is at the 88 percent.

So, while there is work to do with workload, and we're gonna continue to collaborate and do that, I am excited to see that something's working, and that our teachers are feeling valued and able to stay with us. But we want to ensure that we retain them beyond that year, obviously. So, we'll continue to do that.

18 MS. LICHTER: And my last comment. I just 19 want to thank you that the presentation has so many ²⁰ data points in it. So, whether it was 5 percent or 100 percent, just having that many data points gives

1 us a better pulse on where things are.

And also, the honesty about the disproportionality. That is a huge issue. It's been a huge issue. It continues. But I appreciate you ⁵ including that in this presentation and talking about the work that needs to still happen. So, thank you for the opportunity.

MS. BOOKER-DWYER: Any other questions? Dr. Savoy and then Pumphrey.

MS. PUMPHREY: I didn't get a chance to say it before, but it was a very brilliant presentation. Thank you for your feedback.

MS. MEYERS: Thank you.

DR. SAVOY: Just a quick comment, and I'm reiterating it with some other Board members that we often hear negative comments about our special education services, and I appreciate that you 17 presented us with data that showed goals that we're 19 meeting, and the progress that we're making, as well as showing specific data points that point to goals that are unmet, and what we're doing to work towards

Page 116 meeting those goals. So, thank you for the very huge presentation.

3

4

9

10

16

17

5

12

13

17

Page 115

MS. BOOKER-DWYER: Ms. Frempong? MS. FREMPONG: This was a great presentation, as there was so much information provided, and it was honest, right? You talked about the things that are working well, and then you also talked about the things that we still have some work to do.

So, one of the things you mentioned, you 11 said that the special educators have more planning time than any others in the state. Is that specific to the special education teacher, or what about if there's a general ed teacher who has special education children receiving the services in his or her classroom?

MS. MEYERS: So, with special educators, and the reason for that is special educators, the unique aspect is that they are responsible for case management for the student. So, writing IEPs, doing assessments, progress reports, a myriad of other

Page 117

important paperwork-type activities, not just paperwork, really, there's a lot of meaning and importance behind this, but just to kind of highlight 4 that.

In addition to, they are also the service provider for students. So, they are also, whether they're doing small group inside, whether they are coteaching, whether that we have special educators who are the teacher of record maybe for multiple classes. So, on top of it, they are planning on their own, not co-teaching, right, and as a service provider, so then taking data, et cetera, et cetera.

So, we acknowledge that it truly is a heavy load for special educators. I was one. I love that you can tell that, right. But at the same time, we need to support in that in order for them to feel like they have what they need. So, not that it's too much, 18 right. We acknowledge that this is something that has been a focus in order for them to have that appropriate time. But general educators, yes, they need planning time. It is a little bit different.

9

10

1

Page 118

12

13

14

16

17

18

19

20

They have different focus areas.

MS. FREMPONG: Thank you. And I do have another question. For the Priority 3, with the ⁴ culture, I was glad to see the incorporation of a parent survey, so that parents are an important piece of the IEP team and really feeling like they have voice and choice in what happens to their student, their children.

So, if it was 106 responses, so what is the, I guess, percent response rate because I saw what the goals were, but then the response rate was just 106 responses, what is that as far as a percentage?

13 MS. MEYERS: Honestly, that's an area that we need to lean into further. We were able to just say this is how many, but we need to calculate against 16 the number of teams had. So, what we do is, the end of every team, the conversation also is, should it be 18 at the end of every single team, should it be of certain types of teams, because parents make come to a ²⁰ team for a variety of reasons. So, that's something that we're looking into.

Page 119 So, we do have, you know, what's gone on within the responses making sure that our goal is getting that information. Are they still a valued member? Do they feel that they have the information ⁵ they need? We also around the school -- do they feel 6 like a valued member of the school community because ⁷ we do know that some of our -- a lot of our families 8 are going to school outside of their home school. So, ⁹ because in order to access those services in a ¹⁰ regional program, they don't have access to their home school. So, how is that? Do they feel that they're still part of the community in access, or are they ¹³ feeling kind of like other than that? And that's 14 something that we really want to lean into to make 15 sure that our families feel like they're empowered in their decision making and part of the community. MS. FREMPONG: Thank you.

17 18 MS. BOOKER-DWYER: I have a few questions. 19 So, Dr. DiDonato and Ms. Meyers, thank you for this presentation. I think this just emphasizes the direction of Baltimore County Public Schools is

going in, and it really should be a call to all special education teachers to submit their

applications to work for Baltimore County Public

Schools. You get more planning time. We already have the top-tier pay. So, I definitely think special

education teachers should want to come and work here.

Just on that point. So, on Slide 13, you put in there that 58.4 percent reported having very appropriate, appropriate, or somewhat appropriate level of resources and support from the Department. And that is a big range, very appropriate to somewhat appropriate.

So, what is it that teachers are reporting? What is it that they need more of? What are those resources? Was that a follow-up in the survey for them to talk a little bit more about what resources are needed?

MS. MEYERS: No. No, I -- go ahead. DR. ROGERS: Ms. Meyers, no is the correct answer, but we could probably guess and be about 99 percent correct that they want more time, that they

Page 121

Page 120

need more time. When you talk about the competing interest in just the load, I think most of our special educators from pre-K all the way to 12th grade will say time, even though they have the largest amount of planning that we've also been able to, throughout the calendar this year, provide some dedicated time for our special educators. But we know that the needs are also grown. And so, that they're in there with a very 9 important job, but many times, a difficult job. And 10 so, they need more time.

MS. BOOKER-DWYER: And that is something, so 12 that's good to know. And that is something I think surveys are great. They're a good first level cut of 14 data. They're doing some focus groups with teachers, with parents to really get deeper into some of their survey responses.

MS. MEYERS: And I'll just say that this was a first kind of avenue, right, of saying, where can we even get some of these data points? So, we use the staffing plan survey as a feedback point. We also have used opportunities with QR codes and things. We

16

Page 122 Page 124 actually are measured on our parent survey performance because we have to be able to hit kind of all aspects ² through MSDE, which I'm sure you know, and we of the spectrum. 3 ³ traditionally have a low rate. So, that's part of our MS. BOOKER-DWYER: And I'll stop there. But 4 parent/community engagement aspect is working with this is really good and encouraging. Any other final ⁵ communications, this has been great, and other areas questions or comments? Well, thank you all. This was 6 to be able to get that, and then be able to have the truly phenomenal. Thanks. underlying questions asked. DR. DIDONATO: Thank you. 8 So, 100 percent. Yeah, I just, you know, 8 MS. MEYERS: Thank you. that's something that we need to continue to work 9 (Applause.) 10 through. MS. BOOKER-DWYER: Okay. The next item on 11 MS. BOOKER-DWYER: And then moving forward, 11 the agenda is Board member comments and agenda our students with IEPs. We know that there's this big 12 setting. I'll start with Mr. Young. 13 ¹³ push for college and career readiness. And I know MR. YOUNG: I just want to thank the staff that some of our students with IEPs are not 14 for doing all the research to answer questions and ¹⁵ have a good evening. 15 necessarily on the diploma track. So, how are we 16 16 ensuring that these students are able to transition MS. BOOKER-DWYER: Ms. Domanowski? Ms. 17 after they're finished with their K-12 time to have a Frempong? 18 18 job and to be productive members of our society? MS. FREMPONG: I think with our boundary 19 So, could you talk a little bit about, like 19 studies that we've been doing a better job of trying 20 you said, the transition, and how that support is ²⁰ to engage all of the different communities that are being provided to our students? affected. However, I would say that hearing still, Page 123 Page 125 1 MS. MEYERS: Yes, and I'll highlight that some with call it comment, and even at the -- from the one of our measures actually we shifted to include public hearing about people not being aware of what's going on with the school's letters because they're college, career, and community-ready just for that reason. And that our 18 to 21 group, which is what elderly and they're not a tech savvy, or they're not yet in the school, but they are in the neighborhood you're talking about, right, is an area that we are 6 looking to build. That is an area focus that we need and they'll be affected. Just looking at some ways to ⁷ to continue to grow. We do have transition still continue that outreach to the community that's 8 impacted. But I think we're making some good strides. facilitators. We have a couple of job coaches that can support in that realm. But that's an area that we And that's it. 10 10 continue to lean into as far as where we can expand. MS. BOOKER-DWYER: Okay. Ms. Lichter? 11 11 We have a couple of schools. We've been MS. LICHTER: No comments, but thanks. 12 MS. BOOKER-DWYER: Ms. Pumphrey? able to do some initial programming with regards to 13 work-based learning within the schoolhouse -- I mean MS. PUMPHREY: I hope it's okay. I'd like ¹⁴ utilizing our schoolhouses first in order -- there's a 14 to make a couple quick comments about some schools I 15 visited this week. -- we say it's an infrastructure in itself of job opportunities, right. So, how can start to provide 16 MS. BOOKER-DWYER: Yes. 17 some of those. And then also using kind of 17 MS. PUMPHREY: In the past two weeks. At

19

20

18 infrastructure within the system for other

opportunities for our students to be able to access.

²¹ percent the case, and we're committed to doing that

So, it's an area we need to grow. It's 100

18

Catonsville, Principal Ames mentioned their increase

implementing student ambassadors to make the students

of ESOL (phonetic) students and how they're

feel welcomed as they come into the new school.

Page 126 Page 128 At Stricker, Principal Kearns, I heard some system is heading. And also, it was just really feedback that she's doing an amazing job with the ² informative for members of the community that might climate and culture of the school, and improving not understand how special education works. So, thank 4 behavior with initiatives, such as school dances, you very much. 5 which in the past, they have not been able to do at MS. BOOKER-DWYER: Dr. Savoy? 6 6 that school. DR. SAVOY: Yes. I thoroughly enjoyed the 7 At Milford Middle, Ms. Shipman hosted me, presentation tonight. And also, I'd like to say, we and I saw the initiatives to improve their team in went out to Franklin Senior High School, and we got, mathematics, which is run, of course, by their math well, Ms. Stolusky and myself, and instead of seeing 10 Chair, Ms. Blackwell. students working, we were side-tracked, and so, we 11 At Charlesmont, their Assistant Principal 11 have to go back. We saw everything in the school hosted me, Ms. Davis, and I observed some ELA and math except students working in the classroom. We walked 13 classes. And Ms. Davis is also a former reading all over the school. We saw the auditorium. We saw a specialist, and she mentioned how the new curriculum, 14 tree spell. Everything you could possibly see but 15 the teachers are really starting to see improvement in didn't get to see the children working. My fault for 16 students, and really improving their profession and 16 not paying attention. Right? 17 development is helping them to understand that the HMH MS. STOLUSKY: But one of the amazing things 18 program is actually working for their students, which at Franklin is all of the newly enrolled ESOL students 19 was very nice to hear. are paired up with a mentor, and not just for a day or ²⁰ two, but it's a short-term plan to immerse the newly-20 Ms. Davis at Sandy Plains showed me their food pantry and also the items that are provided to enrolled student, which just seems like a really Page 127 Page 129 1 the students. The community school first a few 1 positive thing. 2 years. And their facilitator is amazing. And I MS. BOOKER-DWYER: Okay. Thank you. Mr. 3 actually observed the students, their kindergarten McMillion? 4 class, who used some resources on a wall to make out MR. MCMILLION: An agenda item that I'd like some words from the math that they were learning. She to see Board leadership and Dr. Rogers think about is was sounding out the words using her resource in the an update on our alternative education programs. ⁷ Yesterday, during contracts, we talked about the classroom, which I thought was amazing. 8 contract from Medwood, and also Rosedale came up. We And finally, Mr. Haas at Patapsco led me 9 around to see some of the magnet programs, and I spoke 9 talked about the square footage. There was a brief 10 to a student who expressed that she feels that the conversation about the number of students that are safety issues are addressed immediately when students attending these programs, and I know that there's been 12 changes in the programs. For example, Crossroads, at ¹² express concerns about safety in the building, which I thought was a nice thing to hear in that school. So, one time, the family, and including the student, made 14 thank you. 14 a commitment to stay at that school for one year. 15 MS. BOOKER-DWYER: Thanks. Ms. Drummond? That's no longer happening from what I understand. 16 So, it's revolving sort of like the other schools, MS. DRUMMOND: No comment. 17 MS. BOOKER-DWYER: Okay. Ms. Stolusky? 17 alternative schools. 18 MS. STOLUSKY: I just want to thank the 18 So. I think that we could benefit as a 19 special education team for the strategic road map. It 19 Board. I think the public could benefit and see was really transparent with detailed data, completely exactly what's going on right now with those honest, and really sets the tone for where our school alternative programs. Thank you.

Page 130 Page 132 1 school year compared to others, especially regarding MS. BOOKER-DWYER: Thank you. Ms. Harvey? 2 MS. HARVEY: I have nothing at this time. safety, culture, and climate. 3 3 Thank you. So, I'm just letting principals known, if 4 MS. BOOKER-DWYER: Ms. Domanowski? you see me pop up at a lacrosse game or at a -- you 5 MS. DOMANOWSKI: Yes. This kind of goes know, I did pay for the ticket. I go to Ticket 6 along with what Ms. Drummond said in her student Spicket or Hometown, I'll get a ticket, and I will go address today, student Board member's address. I'd and see because I know that there's a lot that happens 8 like to talk to Dr. Rogers about this as well. I'd after school. They are important. And I definitely, like to see in a coming agenda item to talk about for all the schools that I've been to, the high school making our schools a safe place for each of our and middle school principals are just doing a 11 students, and what we're doing behind the scenes. I phenomenal job at ensuring that those events are safe, know we don't talk about that, but I know there's a our students are safe, and that our families are 13 lot of conversations going on, and I'd like to hear enjoying the games. 14 from committee members and from Board members about So, for that, I can see what we've put in what we're doing to hear from our students and make place, in motion, the budgets that we've approved, and 16 some of the things that we have adopted. So, I 16 our schools a place that is isolated from the rest of their environment, and they walk in those doors, and definitely thank Dr. Rogers for that because I do see that difference after school. 18 they're here to learn, and they're here to be safe. 19 19 I think there's a lot of things that are So, the last item on the agenda is 20 20 going on behind the scenes that we need to address, announcements. As a reminder, the Board will hold a and talk about, and work on together. public hearing on the central area elementary school Page 131 Page 133 1 MS. BOOKER-DWYER: Thank you, Ms. capacity relief boundary recommendation at Loch Raven High School in the auditorium tomorrow, March 6, 2024, Domanowski. In speaking on that, I will close us out 3 at 6:30 p.m. Speaker sign up begins in person at 5:30 with this. 4 So, one of the comments I would like to make 4 p.m. 5 is that often, principals may see me at the after-The Board's next meeting will be held on school activities that the schools are having, Tuesday, March 19, 2024, at 6:30 p.m. Thank you for joining us tonight. The especially sports, because safety is something I am concerned about. Well, I was concerned about it. But meeting is now adjourned. what I see now more and more as I go to these after 9 (Meeting adjourned.) 10 school activities, you see a strong presence of police 11 officers. You see, especially at the secondary 12 schools, you see SROs, you see mitigation strategies, 13 whether it's how people are entering the building. ¹⁴ There's certain strategies that principals are using 14 so that these large events, you feel very safe at 15 16 them. 16 17 17 I don't know the numbers. We haven't dug deep into the number of incidents or anything like 18 19 that, but I know just from being actively involved in 19 a lot of the after-school things in Baltimore County 20 over the years, I see a definite difference this 21

Trocccumgs		Battimore County Board of Education Weeting
1 CE	RTIFICATE	
	Saxe, hereby certify that I	
	m audio file the proceedings to the	
	lity in the foregoing-entitled matter;	
	ertify that the foregoing is a full,	
	ct transcript of the audio files	
⁷ produces.	or transcript of the dudio fries	
	NESS THEREOF, I have subscribed my	
9 name on March		
.0	11, 2021	
.1		
.2		
.3	Vivian Saxe	
.4	Transcriber	
.5		
.6		
.7		
_8		
9		
:0		
21		

WORD INDEX	2024 1:12 5:5	133:2	123:12, 19	acknowledge
	24:6 33:5, 11	6:30 133:3, 6	124:1 126:5	34:15 69:9
< \$ >	45:21 47:10	601 35:6	Absent 2:7	117:13, 18
\$35,000.00	133:2, 6 134:9	605 35:2	105:12	acknowledging
68:10	2025 24:7 46: <i>1</i>	67 4:5	absolutely 29:19	12:20
\$43,345.00	47:1, 4 50:5, 6	689 35:4	Academic 4:6	
68:14	21 33:11 93:1		14:3, 5, 11	acknowledgment
\$670,000.00	96:11 123:4	<7>	27:17 71:8	113:13
63:11	21st 34:17	7 43:21 53:2	73:17 74:4, 12	Act 6:5
	22/'23 85:12	55:18	110:18	acted 37:14
<1>	23 45:21	71 4:7	academically	39:8
1 25:3 32:20	23/'24 85: <i>12</i>	73 5:14	31: <i>17</i>	Action 4:2
33:8, <i>16</i> 91: <i>11</i>	24 76:5 85:10	7330 68:20	academics 26:6	29:7 30:3
10 14:8 74:21	98:3	69:2	accelerate 73:16	37:10, 16, 18
83:10, 15	24-'25 23: <i>13</i>	75 20:21	access 27:6	39:10, 12
100 23:20	25 20:19, 20		35:10 78:3	active 13:2
76: <i>15</i> 80: <i>6</i>	21:5 85:8	< 8 >	79:20 80:8	15:21 17:4, 12
90:2, 6, 20	26 76:5	8 3:6	91:1 92:10	29:2
100:6 114:2 <i>1</i>	29 3:18	80 84: <i>15</i>	93:8 94:2, 5	actively 29:7,
122:8 123:20	2nd 26: <i>12</i>	114:10	96:9, 19 99:18	11 131:19
106 97: <i>17</i>		80's 114: <i>10</i>	107:17, 21	activities 94:2
118:9, <i>11</i>	< 3 >	87 35:6	108:6, 17, 18	98: <i>1</i> 101: <i>4</i>
10-year 75:5	3 118:3	88 35:2 83:18	109:7 119:9, 10,	117:1 131:6, 10
11 46:20 134:9	30 3:19 47:10	84:6 114:11	12 123:19	actual 46:14
110 20:3 47:21	95:17	89 83: <i>17</i>	accessed 99:7	64:1
48:4	32 3:21	8th 26:11	accessing 73:12	ad 81:5
12 3:7, 15 42:8	34 5:14		96:4, 13 99:13	Adams 3:15
51:10 72:11	37 4: <i>3</i>	<9>		12:16, 18
84:21		9 46:11, 18	accommodations	add 51:13
124 4:8	<4>	94 33:9 34:13	103:1	80:20 103:13
12th 28:7	4 42:8	99 120:20	accomplished	added 79:18
121:3	41 4:4		76:7	81:20
13 29:6 33:5	44 85:12	<a>	accountability	addition 42:6
120:7	46 26: <i>17</i>	ABCPS 68:12	13:5, 21 81:8	48:13 49:18
132 4:9 133 4:10	.5	ability 22: <i>13</i> 31: <i>10</i> 134: <i>4</i>	113:9	68: <i>10</i> 91:2 101: <i>16</i> 117: <i>5</i>
15 65: <i>14</i> , <i>15</i>	<5>	able 34:8 75:7,	accountable 15:9	additional 25:4,
16 3:16 24:6	5 1:12 3:2, 3, 4 5:5 77:4, 6	14 76:1, 6 77:1,	accreditation	19 27:18 33:12
17 21: <i>13</i>	114:20	9 78:20 80:1,	51:8 52:11	42:4 53:3
17 21.73 18 123:4	5:30 133:3	15 81:6 82:20	accurately	63:17 72:3
19 3:17 133:6	50 20:20 93:21	83:14 84:2	35:14	77:15 81:11
1905 67:21	95:17 114:3	85:1, 6 86:4, 14	achieve 50:9	97:1
1938 68:2	58 85:11	87:18 88:13	76:16 77:5	Additionally
1730 00.2	58.4 90:14	90:12, 18 91:4	Achievement	17:14 102:19
<2>	120:8	94:15, 18 96:8	4:6 14:5 71:8	additions 5:19,
2 83:7 86:7	5th 5:18	103:17 104:1, 4	73:12, 18 76:21	21
20 24:6 27:2	3.10	105:14 106:19	78:3 79:15	address 11:10,
2023 23:16	<6>	109:5 113:12	achievements	20 72:7, 17
67: <i>16</i>	6 3:5 53:2	114:15 118:14	77:13	90:12 91:12, 13,
07.10	3.0 00.2	121:5 122:6, 16	11.15	21 130:7, 20
	I	121.5 122.0, 10	I	1 130.7, 20

10000011180
addressed
63:16 127:11
addressing
15: <i>3</i> 109: <i>1</i>
adjourned
133:8, 9
Adjournment
4:10
administration
68:2
Administrative
3:6 8:14, 20
administrator
106: <i>16</i>
administrators
105:16
ado 68:19
adopted 17:21
132: <i>16</i>
adult 32:6 89:4, 7
89:4, 7
Adventure
61: <i>17</i>
advice 6:13
11:9 77:8
advocacy 85:20
affect 34:20
affirm 37:16,
18 39:9, 12
affixed 61:11,
19
African 91:9,
<i>17</i> 98: <i>14</i>
after-school
131:20
age 96:18 97:1
agencies 35:18
Agenda 3:4
4:8 5:17, 18, 20
6:1, 2, 16, 17
8:13 18:20
28:20 30:13
20.20 30.13
32: <i>12</i> 37: <i>10</i> 41:2 67:4 71:8
124:11 129:4
130:9 132:19
ages 92:16
110:3
agreement
34:13

ahead 58:21 101:8 106:10 120:18 alert 17:7 align 23:21 93:14 aligned 44:21 45:13 49:2 51:1 aligning 44:14 79:13 80:2, 18 alignment 25:2 26:19, 21 41:15 42:1 45:18 50:17 51:11, 15 Allegiance 5:6, 10
Allegiance/Silent
3:3
allocation
105: <i>1</i> 106: <i>13</i> , <i>14</i>
allow 113: <i>17</i>
allowed 12:8
24:9
allowing 79:20 allows 32:1
72:6 81:8 98:7
100:12
alluding 31: <i>15</i>
alternative
129:6, <i>17</i> , <i>21</i> Alumni 67: <i>16</i>
69: <i>11</i>
amazing 30:18
86:12 126:2
127:2, 7 128:17
ambassadors 125:20
amend 43:1, 4,
5, 6, 12, 13, 17
amended 54:1,
6, 8 57:16
amendment 54:9, 10, 11
55:4, 7, 8 56:5
American 91:9,
17 98:14
Ames 125:18

Ames 125:18

```
amount 63:14
68:13 121:4
Amy 3:15
12:16
analysis 15:14
angle 96:10
Annapolis
23:10 60:3
announced 26:3
Announcements
4:9 132:20
answer 13:14,
16 61:2 103:9
120:20 124:14
answered 44:11
answers 13:11,
12 107:14
anybody 53:17
appeal 37:14
39:8
Applause 10:15
11:6 69:19
124:9
applications
120:3
appointed 10:16
appointees 6:9
appointment
6:6
Appointments
3:6 8:14, 20
appreciate
100:9 101:3
115:4, 17
apprised 23:3
approach 86:15
appropriate
37:15 39:9
90:15, 16 92:9,
14, 20 93:18
109:4 112:19
117:20 120:9,
11, 12
appropriately
93:20
approval 8:20
24:18 32:18
33:9, 15 42:12
approve 7:5
```

42:11, 14 55:18 56:5 59:1 65:14 69:2 approved 132:15 approving 15:12 100:11 approximately 68:13 95:17 **Area** 3:20 16:19 17:1, 7 18:2 32:13, 19 33:7, 15, 18 77:7 79:12 80:12 82:3 88:6, 15 90:8 91:19 92:12 93:3 95:21 96:1 97:5 98:21 99:21 101:19 118:13 123:5, 6, 9, 20 132:21 areas 19:21 28:4, 14 41:20 72:14 74:1, 13 75:2 76:8, 15 77:13 79:8 86:20 92:3 94:20 118:1 122:5 argument 37:19 39:13 **arm** 62:18 arrange 60:6 **art** 111:*14* **Arts** 16:11 42:9 74:4, 8 **asked** 13:13 44:15 53:7 122:7 **asking** 12:21 97:10 aspect 32:7 116:19 122:4 aspects 51:5 85:17 93:3 124:1 assessing 102:14

assessment 21:21 46:7 77:4 assessments 21:3 108:21 116:21 assignment 6:7 assistance 77:16 assistant 100:20 101:13, *14* 102:7 105:13 106:7 126:11 Association 67:17 69:11 asterisk 94:9 asynchronous 24:8, 9 athletic 60:14 62:12, 15 Athletics 61:5 62:10 attendance 30:10 attended 34:16 attending 10:12 129:*11* attention 28:15 72:4 86:15 87:1 89:11 128:16 **audible** 64:10 **audio** 134:3, 6 audit 75:19 auditorium 128:13 133:2 **August** 26:12 authentic 94:17 authority 16:2 63:19 available 11:16 16:13 103:7, 9 avenue 121:18 average 83:11, 17 Awards 4:4 41:2 **aware** 52:9 125:2

9:3 33:18

babies 96:11
baby 92:19
back 19: <i>18</i>
20:17 48:18, 21
69:11 82:13
90: <i>1</i> 112: <i>1</i>
128: <i>11</i>
backups 105:11
bad 86:19
balance 92:18
112:14 114:3
balancing
81:21 112:14
balls 64:1
BALTIMORE
1:3 5:4, 9
10:20 11:4, 13
12:2, 17, 19
16:19 19:8
23:17 24:12
25:17 29:13, 21 35:17 41:21
67:20 68:8
72:16 98:13
119:2 <i>1</i> 120: <i>3</i>
131:20
bar 21:4
barriers 99:12,
14 111:17
bars 20:16, 18
base 93:18
based 25:1
26:7, 8 34:18
49:7, 20 52:12
98:15 104:19
baseline 83: <i>13</i>
baselined 94:3
basic 102:4
basically 106:11
basis 27:6 73:1
Bassey 3:16
Bassey 3:16 16:15, 18
BCPS 5:12, 13
12:4 28:5
41: <i>13</i>
BCPS.org/parent
s 25:14
BCPS's 14:4

Beacon 67:16 68:21 69:3 71:4 becoming 17:12 31:3 **Bedford** 34:20 35:1, 3, 10 beginning 20:15 21:2, 12 23:4 **begins** 133:*3* behavior 12:3 108:20, 21 109:1. 3. 4 126:4 behaviors 111:15 **believe** 21:*13* 46:6, 13 63:15 87:6 **belt** 15:17 **belts** 15:16 **benefit** 15:*14* 129:18, 19 **best** 15:10 18:9 35:19 52:10 78:19 79:5 109:16, 17 134:4 **Beth** 67:17 **Bethlehem** 67:18, 21 **better** 59:8 77:19 115:1 124:19 **beyond** 46:1 50:7 114:16 **big** 120:11 122:12 **biggest** 110:10 **birth** 93:1, 3 96:10, 17, 18 bit 36:2 44:20 117:21 120:16 122:19 **Black** 91:9, 17 **Blackwell** 126:10 blended 27:8

blinders 49:*14* **blowback** 14:21 blueprint 25:2 29:15 42:2 blueprints 49:3 **BOARD** 1:2, 9 2:1, 2 3:19 4:8 5:4, 11 6:4, 16, 21 8:18 11:8, *10, 11, 19* 12:*13*, 21 13:2 14:2, 18, 21 15:11 16:4 19:13, 18 23:16 24:12.15 27:1 28:19 29:1, 4, 5 30:1, 7, 11, 14 32:17, 18 33:6, 12 34:17 37:13, 14 39:8 42:6, 7 45:21 46:10 50:5 53:3.6 59:20 67:7 71:12 73:8 100:10 115:15 124:11 129:5, 19 130:7, 14 132:20 **BoardDocs** 6:15 11:16 boardroom 11:16 **Board's** 6:21 11:17 33:14 133:5 **BOE@BCPS.org** 11:12 **Booker** 6:19 71:11 **Booker-Dwyer** 2:2 3:18 5:2, 3, 11 6:2 7:4, 8, 10 8:11, 12, 17 9:2, 5, 7 10:8, 9 16:9, 17 18:16, 19 28:18 32:11, 15 33:17 34:1, 3 36:5 37:5, 6,

39:3, 4, 6, 11, 15, 17 40:18, 19 41:1 42:13, 16, 21 43:7, 13, 17, 21 44:3, 6, 19 50:1, 20 52:19 53:10, 21 54:7, 10, 16, 20 55:3, 6, 11, 14 56:4, 8 57:9, 10, 15 58:16, 17, 19 59:3, 5, 7, 20 63:8 64:5 65:6, 7, 9, 17, 19 66:19, 20 67:1, 8 69:1, 5, 7, 18, 20 70:21 71:1, 2, 7 73:7 98:11 100:4 104:8, 10 111:6 115:8 116:*3* 119:*18* 121:11 122:11 124:3, 10, 16 125:10, 12, 16 127:15, 17 128:5 129:2 130:1, 4 131:1 **bottom** 22:18 **boundaries** 33:4 34:9, 12 **Boundary** 3:21 17:6, 10 32:13, 19 33:1, 7, 11, 16, 18 34:6, 7 35:10, 15 124:18 133:1 **Brenda** 2:10 **bricks** 68:1, 9 **Bridges** 26:20 **brief** 129:9 briefly 94:8 100:17 **brilliant** 115:*11* **bring** 18:5 43:15, 18 67:14 68:19 111:2 bringing 8:19 25:10 41:5 109:13

broad 93:18 96:4 broadcast 5:12, 13 **Bronze** 67:17 71:4 brought 31:5 45:9, 21 **Budget** 15:20 24:17 53:1 72:6 79:10, 13 84:12 87:6 100:11 **budgets** 132:15 **build** 123:6 **building** 18:11 32:7 41:3, 8 68:2 80:17 88:16 101:18 105:14 106:17 111:13 127:12 131:13 **buildings** 78:11 113:8 **built** 18:11 51:4, 20 **Burns** 4:3 37:11, 12 39:7 40:20, 21 **Business** 3:5, 6, 20 4:2, 5 32:12 67:4 < C >

calculate 118:15
calendar 121:6
Call 3:2 5:3,
16 6:18 7:11
8:14 9:8 12:14
16:13 18:21
28:21 30:14
32:14 36:7
37:11 38:2
39:18 41:2
54:13 61:15
64:6 65:21
67:5 69:21
71:9 75:19
83:8 104:21

8, 17, 21 38:2

10000011180
110.12 120.1
110: <i>12</i> 120: <i>1</i>
125: <i>1</i>
called 88:19
112:10
calls 48:9 72:3
CALs 88:1
Campfield 33:3
capacity 33:1
34:10, 20 35:1,
2, 3, 6, 9 88:16
103:8 133: <i>1</i>
capital 67:15
capture 84: <i>3</i> CARA 16: <i>10</i>
care 17:5
career 122: <i>13</i>
123:3
cares 32:4
carries 8:12
10:9 37:8 39:6
40:19 57:10
50.10 (5.0
58:19 65:9 67:1 71:2
case 37:15, 18
39:8, 12 49:5
82:1, 12 98:5
99:20 106:18
110:14 112:5,
16 116:19
123:2 <i>1</i>
caseload 81:18
category 16:14 Catonsville
125: <i>18</i>
cautious 92:15
celebrating 15:8 Center 16:11
33:3
central 95:21
132:21
certain 44:15
99: <i>4</i> 102:2 <i>1</i>
118:19 131:14
certainly 98:9
certificate 50:9
certified 51:1
101:2 <i>1</i>
certify 134:2, 5
cetera 60:9
117: <i>12</i>

Chair 2:2, 3 6:19, 20 8:16, 17 12:13 32:15 37:12 41:3, 4 42:5 44:7 67:7 71:11 73:7 100:5 101:16
105:3, 5, 6, 10, 12 106:8, 13, 21 126:10 Chair's 3:18 28:20 29:5
Chairwoman 5:2 challenge 112:14 challenging 13:4
chance 30:3 115:10 change 15:19 24:5 26:12 changer 102:9
103:11 changes 5:20 6:1 19:7 23:20 27:17 33:11 52:8 129:12
changing 52:6 channel 5:14 Charlesmont 126:11 check 90:2 97:8
checkmark 83:9 84:13 cheerleader 111:4 chest 62:18
Chief 11:1 59:20 74:1 child 92:19 96:5 childhood 79:19
children 22:7 25:8 116:15 118:8 128:15 choice 118:7

choose 78:18

```
Christina 2:3
circle 111:2
circumstance
96:20
circumstances
108:8
cited 46:13
Citizens 3:14
12:14 16:14
City 10:20
clarification
54:14
clarify 36:2
56:4 106:9
class 31:7 32:1,
3 90:13 127:4
classes 117:9
126:13
classroom
49:15 85:19
88:12 102:6
116:16 127:7
128:12
classrooms
15:16 112:6
clear 53:12
80:21 82:10
91:3 97:6 99:1
clearly 43:14
92:11 97:18
climate 29:10
126:3 132:2
clock 12:10
close 19:8
89:11 92:4
131:2
Closed 4:2 6:5,
14 21:4 37:11,
13, 18 39:7, 12
98:6
closely 112:17
closer 82:5
coach 10:19
20:4
coaches 20:12
123:8
coaching 20:4, 7
Coalition 12:17,
```

code 97:12 codes 121:21 **cohort** 41:9, 13 45:3 46:12 53:12, 13 **cohorts** 13:19 44:13 45:2, 6, 9 collaborate 114:13 collaboration 67:11 68:15 86:5 92:18 94:14 collaboratively 112:9 **College** 45:16 122:13 123:3 colleges 53:14 **color** 89:19 **comb** 15:21 combined 87:9 **Comcast** 5:13 come 16:20 17:8 23:15 31:9 78:9 89:15 107:7 111:16 118:19 120:6 125:21 comes 42:17 97:11 98:4 106:14 109:20 comfortable 31:2, 19 comfortably 31:16 **coming** 17:19 25:16 26:16 52:2 71:5 78:6 130:9 **commend** 69:*14* commendable 34:8 Comment 3:7 11:7, 21 17:2, 9 33:12 114:18 115:*14* 125:*1* 127:16 Comments 4:8 11:11 17:15 34:19 115:16

124:5, 11 125:11, 14 131:4 commitment 100:8 129:14 committed 72:18 99:9 123:2*1* committee 13:14 15:20 32:20 33:8, 9, 16 34:6, 8, 16 35:15, 16 41:3, 8 42:17 53:2 62:14 65:20 130:14 committing 30:10 **common** 30:20 communication 94:14 103:10 communications 122:5 communities 124:20 **Community** 3:12 11:9 17:5. 13 18:4 23:17 24:4, 10 28:7, 9, 13 29:2, 3, 16 30:9 34:19 35:14 36:4 48:8 71:18 85:20 87:15 94:10 95:4, 6 96:8, 12 97:14 100:19 119:6, 12, 16 125:7 127:1 128:2 communityready 123:3 company 60:6 67:20, 21 **compare** 52:12 compared 20:15 22:13 132:*1* comparison 92:17

20

Proceedings
compensation
6:8
competing
121: <i>1</i>
complained
30:20
completed 20:5 48:1 97:17
completely
16:20 21:4
127:20
complexity
112:5
compliance
80:10 82:7, 8
85:16
components
22:17 23:15
composite 22:11
comprehension
22:17
comprehensive
71:14
concern 35:12 46:21
concerned
131:8
concerns 34:21
110:11 127:12
concussions
62:20
conditions
23:14
conduct 5:15
12:5
confide 31:16
confidence 32:1 confident 48:11
Congratulations
11: <i>4</i>
connected 87:9
consent 7:1
Consideration
3: <i>4</i> 5: <i>18</i> 18: <i>15</i>
33:6 67:14
68:20
considered
37:14 39:8
101:6

Construction 68:16
consult 6:12
content 26:18
41:17 45:18
continue 12:8
23:6 28: <i>14</i> 32:9 84:5 85: <i>3</i>
92:7 95:16, 18
101:9 105: <i>15</i>
101.9 103.13 114: <i>13</i> , <i>17</i>
114.13, 17 122:9 123:7, 10
125:7
Continued 4:1
34: <i>18</i> 91: <i>13</i>
92:18
continues 76:8
99:20 115:4
continuing
83:2 <i>1</i>
continuum
99:18 108:9, 10,
14
Contract 4:4
13:1 41:2 42:7 43:15 46:10, 18
43:15 46:10, 18
53:1 59:21
60:1, 5, 12 61:5
62:10 63:13, 19,
21 129:8
contractor
68:12
contracts 13:20
15: <i>13</i> , <i>14</i> , <i>21</i>
41:3, 5, 9 43:18
50:6 63:4
129:7
Contract's 41:8
conversation
46:4, 11 76:3
86:17 118:17
129:10
conversations
28:8, 9 86:16
112:13 113:7
130:13
coordinating
92:12

core 15:2

correct 49:1 120:19, 21 134:6 correction 51:13
correctly 45:5 48:20 cost 15:13
63:13 co-teaching
117: <i>11</i> council 24: <i>18</i>
46:6 counsel 6:12
counting 14:18, 21
country 59:17 COUNTY 1:3 5:4, 9 11:5, 13 12:2, 17, 19 16:19 19:8 23:17 24:12, 17 25:17 29:14, 21 35:17 41:21 52:2 67:21 68:8 72:16 96:6 98:13 119:21 120:3 131:20 couple 31:14 112:8 123:8, 11 125:14
courageous 100:6
course 13:18 61:17 126:9 courses 60:4 CRC 1:21 create 34:9 creating 34:7 78:7, 8, 10 88:10
credit 27:9, 10 criteria 98:15 criticism 109:12 cross 88:7 Crossroads
129: <i>12</i> Crosstalk 56:7

65:12 crucial 111:4 cultural 68:7 **culture** 29:10 78:*4*, *13* 94:7 118:4 126:3 132:2 cultures 75:3 current 14:9 15:3 50:8 51:15 71:20 currently 22:9 23:9 49:6 114:*1* curricula 15:6 curricular 28:4 curriculum 16:*1* 20:*10* 26:21 28:5 29:9 41:17 45:*17* 51:*15* 52:6 59:12 87:10 90:8 126:14 customer 97:5, **cut** 121:*13* **cutting** 29:17 **cycles** 87:18 < D > **D.C** 60:3 **D1** 7:6 **D4** 7:6 dances 126:4 **Danielli** 16:10 dark 20:21 21:8 **data** 13:18 14:3, 5, 11, 12, 14 20:13 21:19 22:2 25:1 26:8 35:15 48:9 49:8, 10, 11 72:3 77:5 83:15 84:2 89:12 91:13, 21 97:20 99:11 103:19 109:13 110:7 114:2, 20,

21 115:18, 20 117:12 121:14, 19 127:20 database 98:20 **date** 6:16 28:11 **dated** 68:2 dates 26:10 **Davis** 126:12, 13, 20 day 26:14, 18 27:14 49:18 78:5 99:17 108:12 128:19 days 23:12, 13 24:1, 2, 3, 8, 9 26:13 31:9 110:16, 17 deceased 7:2 **December** 24:6 97:18 98:3 decision 50:12 86:1 95:1 99:15, 19 108:2, *15* 109:21 110:1, 9 119:16 decisions 13:8 29:4 30:12 89:12, 17 98:20 109:20 decrease 85:9, 10 91:8 decreased 21:6 dedicated 79:13 103:7 106:13 121:6 dedicating 105:2*1* **deemed** 46:9 **deep** 131:18 **deeper** 13:11 121:15 **defining** 75:17 **definite** 131:21 definitely 120:5 132:8, *17* delivery 77:21 88:6 89:13 99:18 112:16

demanded 14:5

demonstrate 100:12 demotion 6:8
Department 9:1 10:18 11:3 41:17 52:4 67:13 68:11, 17 88:18 95:20
105:3, 5 120:10 departmental 97:4 departments
14:20 94:16 Department's 11:13 dependent 88:8
99:3 depending 105:4 deployed 85:1 98:3
depth 77:12 described 62:2, 4 design 84:14
destination 59: <i>11</i> detailed 12: <i>21</i> 127: <i>20</i>
determine 44: <i>13</i> determined 41: <i>14</i> developed 87: <i>15</i> 91: <i>11</i>
development 19:21 41:18 82:18 89:5 102:13 108:4 126:17
Dibbles 21:14, 17 DiDonato 71:10, 13 73:3, 6 77:11 82:13
94:7 101:8 107:14 109:19 119:19 124:7 difference 35:7 75:21 100:18,

```
19, 20 131:21
132:18
different 22:16
23:4 24:20
28:4 29:6 48:2
51:9 87:11
88:9 95:8, 10
105:9 117:21
118:1 124:20
differentiated
81:15 82:14, 17
difficult 17:2
76:16 121:9
dig 13:11
diploma 122:15
direction 71:20
75:10 119:21
directly 20:12
28:12 71:18
91:12
Director 8:21
10:17, 21 67:10
71:13
disability 91:18
93:16 99:3, 6
disaggregated
22:3
discipline 6:7
discretion 12:12
discuss 6:6
29:14 58:20
discussed 63:16
discussing 60:11
discussion 7:10
9:7 34:3 39:17
42:18 44:6
53:8 59:5, 8
65:20 69:7, 20
discussions 13:7
disproportionalit
y 115:3
disproportionate
91:9, 16 92:3, 4
disrupt 12:7
104:3
disrupts 12:4
disturb 12:7
```

document 77:1

103:3

```
documents
24:12 113:6
doing 18:8
22:7 27:6 28:3
47:20 49:19
53:14 72:18
80:11 89:3
93:11, 17, 19
107:11 111:5
113:20 115:21
116:20 117:7
121:14 123:21
124:14, 19
126:2 130:11,
15 132:10
Domanowski
2:4 8:7, 8 10:4,
5 37:1, 2 38:20,
21 40:14, 15
42:18, 19 43:3,
10, 20 44:2, 7, 9
46:20 48:16
49:21 55:4
56:6 57:3, 4
58:12, 13 65:2,
3 66:15, 16
70:17, 18
104:11, 12
105:20 106:4, 6,
10 107:1
109:11 111:2, 7
124:16 130:4, 5
131:2
Domanowski's
111:8
domestic 59:13
donated 67:17
68:9
doors 130:17
Dr 2:10 3:17
5:19, 21 6:20
7:20, 21 8:15,
16 9:17, 18
18:21 19:1
32:14, 15, 16
36:14, 15 37:9,
12 38:12, 13
40:6, 7 41:12
44:19 45:1
```

```
50:4, 11 51:7,
18, 21 52:3, 18
56:18, 19 58:4,
5 64:15, 16
66:7, 8 67:5, 7,
12 70:9, 10
71:10, 11, 12
73:3, 6, 8 74:2,
16 77:11 79:10
81:17 82:13
94:7 98:11, 12
100:1 101:8
107:14 109:19
115:8, 14
119:19 120:19
124:7 128:5, 6
129:5 130:8
132:17
drive 99:2
drives 81:13
110:21
Drummond
2:13 3:19 5:7
7:16, 17 9:13,
14 30:15, 16
32:11 38:8, 9
40:2, 3 56:14,
15 57:21 58:1
64:11, 12 66:3,
4 70:5, 6
127:15, 16
130:6
dug 131:17
Dwyer 6:20
71:12
< E >
E1 9:3
Earlier 6:4
18:7, 8 92:11
94:8
earliest 92:16
Early 33:3
79:19 97:17
earnest 48:5
72:17
easier 17:12
18:7
East 68:8
```

```
easy 83:8 90:2
97:4, 8
ed 13:19 83:16,
17, 18 88:20
95:11 112:10
116:14
edge 31:9
EDUCATION
1:2, 9 4:6 5:4,
8, 12 11:3 12:1
15:7, 11 19:13,
14 23:12.13
24:16 27:1
29:1. 14 46:2. 8.
12, 19, 21 47:14
50:14 52:4
61:6, 15 71:9,
14, 16 72:1, 4, 7
73:10, 13, 20
74:5, 6, 11, 13,
19 75:20 78:15
79:14.18 81:9
83:5, 11 84:4,
19 86:11 87:12
88:19 90:6, 7
91:20 93:8, 14
95:6, 11, 20
98:14 99:13, 16
101:5 102:2
104:20 105:18
106:1, 18 107:4,
8, 17, 20 108:1,
6 111:12 112:1
113:8 115:17
116:13, 14
120:2, 6 127:19
128:3 129:6
educator 91:3
110:5, 13 113:2
educators
72:10, 13 81:2,
12, 19, 21 82:5,
18 88:3, 11
89:2, 3 90:11
102:1, 12
111:10 112:1,
20, 21 113:17
114:7 116:11,
17, 18 117:8, 14,
```

47:6 49:4, 9

Tocccumgs
20 121.2 7
20 121:3, 7
effect 14:7
effective 15:7
16:3
effectively 80:3
efficiencies
33: <i>4</i> 34: <i>13</i>
efficient 113:17
efficiently 5:15
113:4
effort 14:8
efforts 67:12
68:6 69: <i>13</i>
71:15
either 86:4
90:15 105:3, 8
ELA 126:12
elderly 125:4
electronic
113:12
Elementary
3:20 19:14, 17
20.4 21.13 20
20:4 21:13, 20
26:15, 17 29:8,
20 32:13, 19
33:2, 7, 16, 18
34:11, 20 35:3,
11 46:8 47:11
49:5, 19 61:10
72:9 90: <i>3</i>
100:15 101:11,
12, 14 102:8
103:12 111:4
132:21
elements 47:5
elevated 86:17
eligibility 91:14,
<i>16</i> 93: <i>12</i> 99:2,
9 104:2
eligible 91: <i>1</i>
eliminate 33:3
34:12
Elory 108:11
email 11:12
Emory 2:12
emotional 97.21
emotional 87:21 emphasis 74:3
emphasizes 119:20
119:20

employed
83:20, 21
employee 11:2 <i>1</i> 12:4
employees 6:9
employing
84: <i>14</i>
employment 6:7
empowered
22:6 90:11
119: <i>15</i>
encourage
11:18
encourages 68:6 encouraging
25: <i>17</i> 124: <i>4</i>
energy 69:13
engage 29:3
engage 29: <i>3</i> 71: <i>18</i> 96:8
124:20
engaged 32:2
engagement
94:20 95:4
122:4
English 22:9 42:9 74:4, 7, 9
enhance 68:7
enhanced 59:12
enjoyed 128:6
enjoying 132: <i>13</i>
enrichment
26:4
enrolled 128: <i>18</i> ,
21
enrolling 25:8
enrollment 35:19
ensure 51: <i>4</i> 84: <i>10</i> 88: <i>13</i>
92:19 93:7, 17
98.20 99.19
104:5 105:16 106:16 107:11
106:16 107:11
108:2 <i>1</i> 112: <i>18</i>
113:8 114:16
ensuring 80:10
82:9 85:21
88:7 89:3, 5, 12,

17, 18 99:20

107:4 113:4
122:16 132:11
entail 60:15
entering 131: <i>13</i>
entrance 60:8
environment
31:2 78:7, 8, 10
107:3, 9 109:9,
14, 16, 18
110:19 130:17
equal 20:21
equally 31:8 equipment
60: <i>18</i> , <i>21</i> 61: <i>1</i> ,
8, 14, 16 62:11,
15, 19 64:1, 2
equitable 93:8
98:19
equity 89:2, 8,
<i>15</i> 100: <i>12</i>
escorted 12:8
ESOL 74:5
125:19 128:18
ESOL's 88:1 especially 82:1
131:7, 11 132:1
essence 98:6
essential 29:16
estimated
22:12 35:2
68:9
et 60:9 117:12
Etim-Edet 3:16
16: <i>16</i> , <i>18</i> 18: <i>18</i>
evaluated
41:14, 16 99:19
evaluation 6:9
15: <i>13</i> 41: <i>13</i>
44: <i>12</i> , <i>15</i> 51: <i>4</i> , <i>19</i> 52: <i>9</i>
evaluations
41: <i>10</i>
evening 6:4, 19
8:16 10:12
12: <i>18</i> 19: <i>1</i> , <i>3</i>
12: <i>18</i> 19: <i>1</i> , <i>3</i> 27: <i>12</i> 28: <i>3</i> , <i>17</i>
32:15, 17 37:12
45:4 46:5 53:5
59:19 62:9
63:2 67:7

```
71:11 73:6
75:15 124:15
evening's 6:1
events 131:15
132:11
evidence 28:11
exactly 13:5, 8
51:8 129:20
exam 110:15
examine 16:1
example 13:17
59:15 60:19
92:5 99:2, 5, 8
129:12
excelling 109:15
exceptional 74:9
excited 18:3
24:18 25:10, 21
26:16 27:16
75:7 114:14
exciting 76:7
79:12 83:4
84:3 90:19
95:5 96:7
114:6
excuse 50:18
Executive 8:21
10:16, 21 24:17
67:10 71:13
Exhibit 9:3
33:19
Exhibits 7:5
exist 59:14
60:17
existing 68:11
expand 123:10
expanded 24:21
expanding 86:8
expansion 19:9
24:19 79:19
90:20
expect 13:11,
19 15:11
105:13 106:15
expectation
76:17 81:7
88:12
expectations
80:21 81:4
```

expected 13:6

```
expenditures
14:15 61:7
experience
101:7
experiences
10:19 47:18
48:3 71:21
experiencing
28:13
expert 88:19
expertise
101:19 102:11,
experts 41:17
explain 13:8
explicit 81:3
express 100:14
127:12
expressed
127:10
extend 60:20
extensions
15:15 60:4
extent 107:18
108:2
extracurricular
94:2 101:4
extremely 32:7
< F >
face 27:8
faced 17:20
72:17
facilitate
100:21 105:19
facilitator 80:7
81:11 90:4
101:1, 10, 15
106:1 127:2
facilitators
72:9 80:4, 13
100:15 103:16
104:14, 15
123:8
Facilities 68:16,
17
```

fact 45:*3* 100:*17*

Fair 30:2

fairly 52:16
fairs 95:19
fall 18:12 26:1
60:12
familiar 87:5
families 17: <i>1</i>
22:10 78:9, 14,
19 79:1 80:9
94:10, 19, 21
95:15 96:4, 8,
12, 17 97:21
100:16 103:7,
<i>10</i> 119:7, <i>15</i>
132: <i>12</i>
family 25:16
94: <i>15</i> 95: <i>4</i> , <i>6</i>
family 25:16 94:15 95:4,6 96:15 129:13
fantastic 76:7
79:20 80:7
81:5 113:2
far 19: <i>17</i>
44:12, 13 60:16
95:3 108:2
112:7 118: <i>12</i>
123:10
fast 49:16
fast-forward
73:16
fault 128:15
favor 24:16
fear 14:21
48:20
TU.2U
Fobruary 33:5
February 33:5,
February 33:5, 11 34:17 97:17
Federation
Federation 62:13
Federation 62:13 feedback 33:12
Federation 62:13 feedback 33:12 71:19, 21 82:9
Federation 62:13 feedback 33:12 71:19, 21 82:9 84:18, 19 97:10,
Federation 62:13 feedback 33:12 71:19, 21 82:9 84:18, 19 97:10, 12 98:1, 7
Federation 62:13 feedback 33:12 71:19, 21 82:9 84:18, 19 97:10, 12 98:1, 7 115:12 121:20
Federation 62:13 feedback 33:12 71:19, 21 82:9 84:18, 19 97:10, 12 98:1, 7 115:12 121:20 126:2
Federation 62:13 feedback 33:12 71:19, 21 82:9 84:18, 19 97:10, 12 98:1, 7 115:12 121:20 126:2 feel 18:1 25:20
Federation 62:13 feedback 33:12 71:19, 21 82:9 84:18, 19 97:10, 12 98:1, 7 115:12 121:20 126:2 feel 18:1 25:20 28:14 31:1, 15
Federation 62:13 feedback 33:12 71:19, 21 82:9 84:18, 19 97:10, 12 98:1, 7 115:12 121:20 126:2 feel 18:1 25:20 28:14 31:1, 15 78:5 82:19, 20
Federation 62:13 feedback 33:12 71:19, 21 82:9 84:18, 19 97:10, 12 98:1, 7 115:12 121:20 126:2 feel 18:1 25:20 28:14 31:1, 15 78:5 82:19, 20 85:6, 21 94:18,
Federation 62:13 feedback 33:12 71:19, 21 82:9 84:18, 19 97:10, 12 98:1, 7 115:12 121:20 126:2 feel 18:1 25:20 28:14 31:1, 15 78:5 82:19, 20 85:6, 21 94:18, 21 97:21 114:4
Federation 62:13 feedback 33:12 71:19, 21 82:9 84:18, 19 97:10, 12 98:1, 7 115:12 121:20 126:2 feel 18:1 25:20 28:14 31:1, 15 78:5 82:19, 20 85:6, 21 94:18, 21 97:21 114:4 117:16 119:4, 5,
Federation 62:13 feedback 33:12 71:19, 21 82:9 84:18, 19 97:10, 12 98:1, 7 115:12 121:20 126:2 feel 18:1 25:20 28:14 31:1, 15 78:5 82:19, 20 85:6, 21 94:18, 21 97:21 114:4 117:16 119:4, 5, 11, 15 125:21
Federation 62:13 feedback 33:12 71:19, 21 82:9 84:18, 19 97:10, 12 98:1, 7 115:12 121:20 126:2 feel 18:1 25:20 28:14 31:1, 15 78:5 82:19, 20 85:6, 21 94:18, 21 97:21 114:4

feeling 90:11
feeling 90: <i>11</i> 112: <i>14</i> 114: <i>15</i>
118:6 119: <i>13</i>
feels 127:10
Felicia 2:11
fellow 100:10
felt 17:16, 18
fidelity 88:5, 13
file 134: <i>3</i>
filed 86:3
files 134:6
filing 85:9
filings 85:11,
12, 14
fill 48:6
final 50:12
76:19 85:8
90:19 93:21
124:4
Finally 89:8
127:8
find 17:3 18:7,
8, 10 22:6
25:13 48:3
finding 17:11
112:3
finished 122:17
Fios 5:14
first 5:17
12:15, 16 14:1
16: <i>15</i> 17:2
19:2 28:6 31:6
32:21 41:14
45: <i>11</i> 47: <i>21</i> 54: <i>6</i> 59: <i>10</i>
61:4 82:11
01:4 02:11
83:6 97:7 100:5 110: <i>12</i>
114: <i>11</i> 121: <i>13</i> ,
114.11 121.13, 18 123:14
127: <i>1</i>
firsthand 103:5
first-hand
102: <i>13</i>
fiscal 13:3
fiscally 15:11
five 26:13
96:17, 18
6.17, 10

fixed 60:15

62:2

fixtures 60:19 61:11
flag 5:6
flexible 27:8
floor 41:5 43:8
focus 26:5
28: <i>15</i> 74: <i>14</i>
75:13, 18 77:18
85:3 86:10
88:5 89:8, 10
93:6 94:9, 13
96: <i>3</i> 101: <i>16</i>
105:2 117:19
118:1 121:14
123:6
focused 20:12
26:9 27:4, 20
28:11 41:19
80:21 86:8
87: <i>13</i> 89: <i>1</i>
92:11 93:4
focuses 90:10
112: <i>11</i>
focusing 73:17
78: <i>1</i> , <i>12</i>
folks 84:10
87:18 113:10
114:3, 8
follow 13:21
15: <i>13</i> 103: <i>10</i>
followed 104:6,
7
following 6:6 7:1 8:19 24:6
7:1 8:19 24:6
34:18
follows 35:18
follow-up 48: <i>16</i>
120: <i>15</i>
food 126:21
footage 129:9
football 62:16
foregoing 134:5
foregoing-
entitled 134: <i>4</i> foreign 59: <i>16</i>
foreign 59:16
forget 43:21
93:2
formal 14:10
former 101: <i>12</i>

126: <i>13</i>
forms 113: <i>13</i>
forth 45:21
forthcoming
27:18 28:6
forum 11:20
forward 8:19
13:9 21:14, 17,
21 23:6, 21
43:16, 18 44:16
45:9 47: <i>1</i> 48:8,
18 53:3 71:3, 15 72:6 75:15
101:3 122:11
found 6:15
four 26:14, 17
28:12 35:7
41:15 94:4
four-year-old's
90:2 <i>1</i>
Frampong 10:6,
7
Franklin 128:8,
18
free 25:20
Frempong 2:5
Frempong 2:5 7:7 8:9, 10 9:6 33:21 37:3, 4
Frempong 2:5 7:7 8:9, 10 9:6 33:21 37:3, 4 38:1 39:1, 2, 14
Frempong 2:5 7:7 8:9, 10 9:6 33:21 37:3, 4 38:1 39:1, 2, 14 40:16, 17 50:2,
Frempong 2:5 7:7 8:9, 10 9:6 33:21 37:3, 4 38:1 39:1, 2, 14 40:16, 17 50:2, 3 53:6 54:14,
Frempong 2:5 7:7 8:9, 10 9:6 33:21 37:3, 4 38:1 39:1, 2, 14 40:16, 17 50:2, 3 53:6 54:14,
Frempong 2:5 7:7 8:9, 10 9:6 33:21 37:3, 4 38:1 39:1, 2, 14 40:16, 17 50:2, 3 53:6 54:14,
Frempong 2:5 7:7 8:9, 10 9:6 33:21 37:3, 4 38:1 39:1, 2, 14 40:16, 17 50:2, 3 53:6 54:14, 16, 17, 21 57:5, 6 58:14, 15, 21 59:2, 6, 7, 10, 19
Frempong 2:5 7:7 8:9, 10 9:6 33:21 37:3, 4 38:1 39:1, 2, 14 40:16, 17 50:2, 3 53:6 54:14, 16, 17, 21 57:5, 6 58:14, 15, 21 59:2, 6, 7, 10, 19 60:13 65:4, 5,
Frempong 2:5 7:7 8:9, 10 9:6 33:21 37:3, 4 38:1 39:1, 2, 14 40:16, 17 50:2, 3 53:6 54:14, 16, 17, 21 57:5, 6 58:14, 15, 21 59:2, 6, 7, 10, 19 60:13 65:4, 5, 16 66:17, 18
Frempong 2:5 7:7 8:9, 10 9:6 33:21 37:3, 4 38:1 39:1, 2, 14 40:16, 17 50:2, 3 53:6 54:14, 16, 17, 21 57:5, 6 58:14, 15, 21 59:2, 6, 7, 10, 19 60:13 65:4, 5, 16 66:17, 18 70:19, 20 116:3,
Frempong 2:5 7:7 8:9, 10 9:6 33:21 37:3, 4 38:1 39:1, 2, 14 40:16, 17 50:2, 3 53:6 54:14, 16, 17, 21 57:5, 6 58:14, 15, 21 59:2, 6, 7, 10, 19 60:13 65:4, 5, 16 66:17, 18 70:19, 20 116:3, 4 118:2 119:17
Frempong 2:5 7:7 8:9, 10 9:6 33:21 37:3, 4 38:1 39:1, 2, 14 40:16, 17 50:2, 3 53:6 54:14, 16, 17, 21 57:5, 6 58:14, 15, 21 59:2, 6, 7, 10, 19 60:13 65:4, 5, 16 66:17, 18 70:19, 20 116:3, 4 118:2 119:17 124:17, 18
Frempong 2:5 7:7 8:9, 10 9:6 33:21 37:3, 4 38:1 39:1, 2, 14 40:16, 17 50:2, 3 53:6 54:14, 16, 17, 21 57:5, 6 58:14, 15, 21 59:2, 6, 7, 10, 19 60:13 65:4, 5, 16 66:17, 18 70:19, 20 116:3, 4 118:2 119:17 124:17, 18
Frempong 2:5 7:7 8:9, 10 9:6 33:21 37:3, 4 38:1 39:1, 2, 14 40:16, 17 50:2, 3 53:6 54:14, 16, 17, 21 57:5, 6 58:14, 15, 21 59:2, 6, 7, 10, 19 60:13 65:4, 5, 16 66:17, 18 70:19, 20 116:3, 4 118:2 119:17 124:17, 18 Friday 26:13 front 19:18
Frempong 2:5 7:7 8:9, 10 9:6 33:21 37:3, 4 38:1 39:1, 2, 14 40:16, 17 50:2, 3 53:6 54:14, 16, 17, 21 57:5, 6 58:14, 15, 21 59:2, 6, 7, 10, 19 60:13 65:4, 5, 16 66:17, 18 70:19, 20 116:3, 4 118:2 119:17 124:17, 18 Friday 26:13 front 19:18 26:11
Frempong 2:5 7:7 8:9, 10 9:6 33:21 37:3, 4 38:1 39:1, 2, 14 40:16, 17 50:2, 3 53:6 54:14, 16, 17, 21 57:5, 6 58:14, 15, 21 59:2, 6, 7, 10, 19 60:13 65:4, 5, 16 66:17, 18 70:19, 20 116:3, 4 118:2 119:17 124:17, 18 Friday 26:13 front 19:18 26:11 full 13:12
Frempong 2:5 7:7 8:9, 10 9:6 33:21 37:3, 4 38:1 39:1, 2, 14 40:16, 17 50:2, 3 53:6 54:14, 16, 17, 21 57:5, 6 58:14, 15, 21 59:2, 6, 7, 10, 19 60:13 65:4, 5, 16 66:17, 18 70:19, 20 116:3, 4 118:2 119:17 124:17, 18 Friday 26:13 front 19:18 26:11 full 13:12 19:18, 19 111:2
Frempong 2:5 7:7 8:9, 10 9:6 33:21 37:3, 4 38:1 39:1, 2, 14 40:16, 17 50:2, 3 53:6 54:14, 16, 17, 21 57:5, 6 58:14, 15, 21 59:2, 6, 7, 10, 19 60:13 65:4, 5, 16 66:17, 18 70:19, 20 116:3, 4 118:2 119:17 124:17, 18 Friday 26:13 front 19:18 26:11 full 13:12 19:18, 19 111:2 134:5
Frempong 2:5 7:7 8:9, 10 9:6 33:21 37:3, 4 38:1 39:1, 2, 14 40:16, 17 50:2, 3 53:6 54:14, 16, 17, 21 57:5, 6 58:14, 15, 21 59:2, 6, 7, 10, 19 60:13 65:4, 5, 16 66:17, 18 70:19, 20 116:3, 4 118:2 119:17 124:17, 18 Friday 26:13 front 19:18 26:11 full 13:12 19:18, 19 111:2 134:5 full-time 27:14
Frempong 2:5 7:7 8:9, 10 9:6 33:21 37:3, 4 38:1 39:1, 2, 14 40:16, 17 50:2, 3 53:6 54:14, 16, 17, 21 57:5, 6 58:14, 15, 21 59:2, 6, 7, 10, 19 60:13 65:4, 5, 16 66:17, 18 70:19, 20 116:3, 4 118:2 119:17 124:17, 18 Friday 26:13 front 19:18 26:11 full 13:12 19:18, 19 111:2 134:5 full-time 27:14 fully 13:10
Frempong 2:5 7:7 8:9, 10 9:6 33:21 37:3, 4 38:1 39:1, 2, 14 40:16, 17 50:2, 3 53:6 54:14, 16, 17, 21 57:5, 6 58:14, 15, 21 59:2, 6, 7, 10, 19 60:13 65:4, 5, 16 66:17, 18 70:19, 20 116:3, 4 118:2 119:17 124:17, 18 Friday 26:13 front 19:18 26:11 full 13:12 19:18, 19 111:2 134:5 full-time 27:14

functional 88:1 99:8 108:21 functions 82:12 **funded** 67:15 **funding** 91:20 **further** 68:19 98:*1* 118:*14* 134:5 **future** 17:9 18:15 29:15 42:2 49:3 **FY'24** 75:8 76:11 91:11 FY'25 24:17 72:6 <G> **gain** 95:18 **gained** 48:4 **game** 102:9 103:11 132:4 games 132:13 **gap** 47:10 gap-closing 14:16 **gaps** 48:6 72:17 **gather** 83:14 **gears** 23:8 **General** 68:11 90:6, 11 99:13, *16* 102:*1* 107:17 108:1, 6 110:5 111:11 116:14 117:20 gentleman 69:12 gentlemen 69:14 **getting** 97:16, *20* 119:*3* **girdles** 62:17 give 31:21 83:14 given 13:11 87:*1* gives 114:21 **giving** 109:13

glad 118:4

Glenville 34:19
35:13 36:4
go 18:10 20:17
25:6, <i>14</i> 46: <i>14</i>
48:21 49:17
51:9 55:15
58:20 88:8
90:1 93:1
101:8 102:3
106:10 113:5,
18 120:18
128:11 131:9
132:5, 6
goal 78:13
90:20 100:7
90:20 100:7 108:5 119:2
goals 73:4, 5
75:5 82: <i>15</i>
115:18, 20
116: <i>1</i> 118: <i>11</i>
goes 130:5
going 16:6
17:3, 21 18:2
19:6 26:7
27:11 43:9
48:17, 21 49:14
50:6, 12 54:1
57:11 59:8
60:8 61:5 73:2
75.4 80.5
95:15 96:10 101:8 102:16
101:8 102:16
119:8 120: <i>1</i>
125:3 129:20
130:13, 20
gonna 23:8
56:3 61:2
75: <i>13</i> 91: <i>4</i>
102:10 103:5
104: <i>4</i> 114: <i>13</i>
Good 6:19
8:16 12:18
19:1 23:19
32:15 37:12
59:19 62:9
63:2 67:7
71:11 73:6
77:8 80:9
95:15 121:12,

13 124:4, 15 125:8
Google 17:7
18: <i>12</i> gotten 13: <i>17</i>
14:9
GOVER 7:12, 14, 16, 18, 20
8:1, 3, 5, 7, 9, 11
9:9, 11, 13, 15,
17, 19, 21 10:2, 4, 6, 8 36:8, 10,
12, 14, 16, 18, 20
37:1, 3, 5, 7 38:4, 6, 8, 10, 12,
14, 16, 18, 20
39:1, 3, 5, 19, 21
40:2, 4, 6, 8, 10, 12, 14, 16, 18
56:10, 12, 14, 16,
18, 20 57:1, 3, 5, 7, 9, 17, 19, 21
58:2, 4, 6, 8, 10,
12, 14, 16, 18 64:7, 9, 11, 13,
15, 17, 19, 21
65:2, 4, 6, 8
66:1, 3, 5, 7, 9, 11, 13, 15, 17, 19,
21 70:1, 3, 5, 7,
9, 11, 13, 15, 17,
19, 21 governance
29:4 30:11
grade 20:10 22:2, 12 27:5
121:3
grades 42:8
grant 68:11 graphic 73:14
87:5
great 18:1, 2 44:11 84:7, 12
86: <i>18</i> 112: <i>21</i>
116: <i>4</i> 121: <i>13</i> 122: <i>5</i>
greater 20:21
greatest 107:18

green 20:20, 21
21:8
Greenspring
60:2
Grim 32:14, 15
37:9 67:12
group 46:6
82:6 86:18
96:16, 19
112:10 117:7
123:4
Groups 3:8, 12
12:15 22:3
87: <i>17</i> 88: <i>3</i>
93:6 121: <i>14</i>
grow 102:16
123:7, 20
grown 121:8
growth 14:16
23:3 79:16
guess 43:3
50:4, 8 60:16
103:15 118:10
120:20
and 104.2
guidance 104:2
guys 18:8
guys 18:8 gym 111: <i>15</i>
guys 18:8 gym 111:15
guys 18:8 gym 111:15
guys 18:8 gym 111:15 < H > Haas 127:8 half 21:6
guys 18:8 gym 111:15 < H > Haas 127:8 half 21:6 halfway 95:9
guys 18:8 gym 111:15 < H > Haas 127:8 half 21:6
guys 18:8 gym 111:15 < H > Haas 127:8 half 21:6 halfway 95:9 halt 31:6 Hank 69:10
guys 18:8 gym 111:15 <h>> Haas 127:8 half 21:6 halfway 95:9 halt 31:6</h>
guys 18:8 gym 111:15 < H > Haas 127:8 half 21:6 halfway 95:9 halt 31:6 Hank 69:10 happen 76:12 80:3 107:12 115:6
guys 18:8 gym 111:15 < H > Haas 127:8 half 21:6 halfway 95:9 halt 31:6 Hank 69:10 happen 76:12 80:3 107:12
guys 18:8 gym 111:15 < H > Haas 127:8 half 21:6 halfway 95:9 halt 31:6 Hank 69:10 happen 76:12 80:3 107:12 115:6 happened 79:17 happening
guys 18:8 gym 111:15 < H > Haas 127:8 half 21:6 halfway 95:9 halt 31:6 Hank 69:10 happen 76:12 80:3 107:12 115:6 happened 79:17 happening 47:17 49:14
guys 18:8 gym 111:15 < H > Haas 127:8 half 21:6 halfway 95:9 halt 31:6 Hank 69:10 happen 76:12 80:3 107:12 115:6 happened 79:17 happening 47:17 49:14 52:5 84:8 86:2
guys 18:8 gym 111:15 < H > Haas 127:8 half 21:6 halfway 95:9 halt 31:6 Hank 69:10 happen 76:12 80:3 107:12 115:6 happened 79:17 happening 47:17 49:14 52:5 84:8 86:2 89:19 95:9
guys 18:8 gym 111:15 < H > Haas 127:8 half 21:6 halfway 95:9 halt 31:6 Hank 69:10 happen 76:12 80:3 107:12 115:6 happened 79:17 happening 47:17 49:14 52:5 84:8 86:2 89:19 95:9 98:16 129:15
guys 18:8 gym 111:15 < H > Haas 127:8 half 21:6 halfway 95:9 halt 31:6 Hank 69:10 happen 76:12 80:3 107:12 115:6 happened 79:17 happening 47:17 49:14 52:5 84:8 86:2 89:19 95:9 98:16 129:15 happens 118:7
guys 18:8 gym 111:15 < H > Haas 127:8 half 21:6 halfway 95:9 halt 31:6 Hank 69:10 happen 76:12 80:3 107:12 115:6 happened 79:17 happening 47:17 49:14 52:5 84:8 86:2 89:19 95:9 98:16 129:15 happens 118:7 132:7
guys 18:8 gym 111:15 < H > Haas 127:8 half 21:6 halfway 95:9 halt 31:6 Hank 69:10 happen 76:12 80:3 107:12 115:6 happened 79:17 happening 47:17 49:14 52:5 84:8 86:2 89:19 95:9 98:16 129:15 happens 118:7 132:7 happy 73:9
guys 18:8 gym 111:15 < H > Haas 127:8 half 21:6 halfway 95:9 halt 31:6 Hank 69:10 happen 76:12 80:3 107:12 115:6 happened 79:17 happening 47:17 49:14 52:5 84:8 86:2 89:19 95:9 98:16 129:15 happens 118:7 132:7 happy 73:9 Hard 61:17
guys 18:8 gym 111:15 < H > Haas 127:8 half 21:6 halfway 95:9 halt 31:6 Hank 69:10 happen 76:12 80:3 107:12 115:6 happened 79:17 happening 47:17 49:14 52:5 84:8 86:2 89:19 95:9 98:16 129:15 happens 118:7 132:7 happy 73:9

```
37:20 38:16, 17
40:10, 11 41:3,
4 42:3 44:7, 18
52:21 53:6
55:10, 13, 19
56:3 57:7, 8
58:8, 9 64:19,
20 66:11, 12
70:13, 14 100:4,
5 130:1, 2
hat 101:19
hats 101:15
HE24-08 37:15,
19
HE24-09 39:8,
13
heading 128:1
hear 11:8
28:12 49:14
71:20 115:16
126:19 127:13
130:13, 15
heard 37:19
39:13 97:5
114:1 126:1
Hearing 6:2
17:16 33:10
34:17, 18 35:6
36:1 124:21
125:2 132:21
hears 13:15
heart 15:10
heavy 117:13
held 33:10
133:5
Hello 16:16, 17
helmet 62:17
helmets 62:18
help 13:12
22:19 23:5
53:17 91:4
94:17, 18 104:3
105:19
helpful 32:7
103:19
helping 126:17
Henn 2:7
heritage 68:7
Hi 16:16
```

high 13:19
15:8 22: <i>1</i>
15.0 22.1 26:16 27:7 12
26:16 27:7, 12, 13, 19 28:7 30:2 41:20
20.2 41.20
48: <i>10</i> 61: <i>21</i>
62:13 67:11, 16,
19 68:20 69:3
89:9 104:16, 18
114:10 128:8
132:9 133:2
high-achieving
30:18 31:4
higher 44:13
46:2 50:13
90:17
highest 72:14
high-level 21: <i>19</i>
highlight 76:14
77:2, 7, 12
80:12 83:5
85:16 87:8
88:15 91:7
92:12 94:9
92: <i>12</i> 94: <i>9</i> 95: <i>5</i> 103: <i>14</i> , <i>21</i>
109:6 112:20
114:5 117:3
123: <i>1</i>
highlighted
79:8 86: <i>15</i> , 20
highlighting
86: <i>10</i>
highlights
75:12 95:3
hire 68:12 hired 84:4
historic 68:4
Historical 68:5,
7 98:13
hit 80:6 93:5
124: <i>1</i>
HMH 20:4
26:20 47:20
49: <i>6</i> 126: <i>17</i>
Hm-hmm 100:2
hold 76:17
132:20
holding 15:9
76:1 77:9

108:*1*

10:1 36:18, 19

hole 18: <i>12</i>
holistic 101:6
home 22:20
23:5 33:3
34:11 79:21
80:2 91: <i>1</i> 94: <i>5</i>
108:12, 14
119:8, 10
Homeland
11: <i>14</i>
Hometown
132:6
honest 116:6
127:2 <i>1</i>
Honestly 118: <i>13</i>
honesty 115:2
hope 18: <i>14</i> 67: <i>16</i> 68: <i>21</i>
67:16 68:21
69: <i>3</i> 71: <i>4</i>
125: <i>13</i>
hopeful 29:19
hospitals 108: <i>13</i>
hosted 126:7, 12
hours 26:14
30:9 32:10
House 29:18,
20 60:8
huge 80:5
111: <i>13</i> 112:2
115:3, 4 116:1
113.3, 4 110.1
<i></i>
IDEA 107:19
identification
92:14 93:13, 16
identified 91:16,
18 92:5 99:3, 5
107:20 111:3
identifies 74:21
identify 22:16
75:3, 2 <i>1</i>
Identifying
74: <i>1</i> 92: <i>16</i>
110:7
IEP 72:9 78:9
80:4, 7, 13
81: <i>11</i> 85: <i>18</i> 90: <i>3</i> 93: <i>10</i>
90:3 93:10
05 1 14 05 33

```
101:1, 10, 15, 19
102:5, 14, 17
103:16 104:14,
15 105:3, 5, 10,
12 106:1, 13, 19,
20 107:3, 7
108:2, 3, 4
109:20 110:1, 9,
15, 21 111:3
113:16 118:6
IEPs 80:16
112:15 116:20
122:12, 14
immediate
72:21 87:14
immediately
86:14, 16
127:11
immerse 128:20
impact 19:7
24:5 25:12
63:19
impacted 125:8
impacting 99:12
impairment
92:6
impending
62:21
implement 90:8
103:2 104:1
implementation
29:8, 10, 15
80:16 85:18
91:4 112:15
implemented
14:6
implementing
49:6 125:20
importance
78:21 80:13, 19
81:18 85:18
92:12 101:10
104:1 105:17
117:3
important
19:15 26:12
31:8 62:19
80:8 81:16
83:3 96:14
```

117: <i>1</i> 118: <i>5</i>
121:9 132:8
importantly
30: <i>1</i> 32: <i>3</i>
impressive
34: <i>14</i>
improve 33:4
34: <i>13</i> 73: <i>12</i>
90:9 126:8
improved 51:6
78: <i>13</i> 91: <i>10</i>
Improvement
11:2 16:6
68: <i>16</i> 126: <i>15</i>
improving 14:4
126: <i>3</i> , <i>16</i>
Inappropriate
12:2
incidents 131:18
inclement 24:1
include 10:19
20:8, <i>10</i> 123:2
included 23:16
25:7 35:14
50:10 63:4
68: <i>1</i>
includes 61:14
including 110:5
111: <i>14</i> 115: <i>5</i>
111.14 113.5 129: <i>13</i>
inclusion 81:2
83: <i>16</i> , <i>18</i> 88:2
101:3 107:2
114:8
inclusive 107:3,
5, 9 108:11
109:14, 15
incorporate
49: <i>16</i>
incorporated
50:8
incorporation
118:4
increase 63:11
78: <i>3</i> 83: <i>10</i>
84:15 94:1
84: <i>15</i> 94: <i>1</i> 97: <i>15</i> 125: <i>18</i>
increased 79:14
85:19 95:8

```
increasing 21:9
88:5
in-data 86:16
indicate 84:15
indicated 35:3
indicating 21:8
indicators 75:3
indiscernible
14:12 79:17
89:21 93:17
95:16
Individual 3:14
12:14 16:14
72:11
individually
89:14
individuals 6:12
ineffectiveness
15:17
infants 92:13
96:16
inform 29:3
30:11 42:7
information
6:15 13:15
17:3, 8, 12, 15
19:9 22:3 25:7,
15, 19 27:18
28:2 35:16
42:4, 6 44:10
45:8 52:14
53:4 74:17
80:9 85:20
93:9 96:13
102:5 116:5
119:3.4
informative
128:2
informed 85:21
94:21 99:15
infrastructure
123:15, 18
infuse 46:2
initial 25:18
123:12
initiative 94:3
initiatives
87:11 126:4, 8
injury 62:20, 21
```

input 11:18
71:19
inside 117:7
installation
67:18 68:1, 13
installed 63:18
Institute 50:13
institutes 46:2
instruction
20: <i>10</i> 31: <i>5</i> 46: <i>3</i> 47: <i>16</i>
48:14 82:6
101: <i>16</i>
instructional
10:19 74:14
78:3
intellectual
91:18 93:16
99:6
interest 121:2
interesting
83:12 87:7
92:7
interests 15:10
interferes 12:5
interim 45:20
47:15
international
59: <i>14</i>
interrupt 91:21
interscholastic
62:12
intervene 15:2
intervention
73:18
intro 95:13
investing 20:1
investment
19: <i>13</i> 27: <i>1</i>
invitation 26:8
invitation 26:8 invite 5:5 28:5
involve 77:16
involved 131:19
involvement
30:8 97:13
isolated 130:16
issue 115:3, 4
issues 127: <i>11</i>
item 5:17 6:17

95:1, 14 97:11

100:15, 21

increases 21:7

8:13 11:7

10 10 20 20	(2.1.74.6	T 16 42 10	41 10 100 2	105 20 100 17
18:19 28:20	63:1 74:6	L16 43:19	41:18 102:3	105:20 108:17
30:13 32:12	keeping 15:9	44:3 54:2 55:9,	129:5	111:4 120:10
37:10 41:1	Keith 69:12	14 56:9	leading 51:5	121:13
65:11 67:4	kept 23:3	L2 42:12, 14	76:2	levels 26:16
71:7 124:10	kiddos 77:6	43:18 44:1	lean 82:3 92:8	48:11 102:10
129:4 130:9	87:2	54:2, 20 55:9,	98:18 106:15	library 96:6
132:19	kids 15:16	13, 14 56:6, 8	113: <i>3</i> 118: <i>14</i>	Lichter 2:8
items 5:15	17:18, 20, 21	L22 43:19	119: <i>14</i> 123: <i>10</i>	7:12, 13 9:4, 9,
19: <i>4</i> 42: <i>11</i> , <i>14</i>	111: <i>14</i> , <i>18</i>	L24 42:12, 14	leaned 87: <i>14</i>	10 34:4, 5 36:8,
60:15 62:16	112:5, 6 113: <i>13</i>	44:3 54:3 55:9,	88:9, 17	9 38:4, 5 39:16,
126:2 <i>1</i>	kind 76:10	15 56:9	leaning 98:21	19, 20 42:15
its 33:5	78:7, 8, 10	L4 42:12, 14	114: <i>1</i>	53:10, 11, 20
	79:12 83:13	43:18 44:1	learn 109: <i>16</i>	55:1, 5, 15, 16
< J >	93:2 98:5	54:2, 20 55:9,	130:18	56:10, 11 57:17,
J1 33:20	103:19 113:9,	<i>13, 14</i> 56:6, 9	learners 25:11,	18 59:4 64:7, 8
Jammal 10:12,	<i>19</i> 117: <i>3</i>	L5 54:17	21 72:8 80:1	65:18 66:1, 2
13	119: <i>13</i> 121: <i>18</i>	58:20 59:1, 11	89:7 90:12	70:1, 2 104:11
Jane 2:8	123: <i>17</i> 124: <i>1</i>	L6 58:20 59:1	learning 20:1	111:7, 8 114:18
January 45:21	130:5	L7 42:12, 14	24:8 27:20, 21	125:10, 11
Jess 67:12	kindergarten	43:20 44:1	29:7 44:13	Liddle 61: <i>17</i>
job 82:21	24:19 127:3	54:2 55:9, 14	48:10 73:16	life 32:8 60:20
84:15 121:9	kinds 84:8	56:9	80:14 81:16	light 20:20
122:18 123:8,	knee 62:17	L8 43:18 44:1	82:11, 12, 15	21:8
<i>15</i> 124: <i>19</i>	know 12:10	54:2 55:9, 14	85:6, 17 87:10,	lines 13:21
126:2 132: <i>11</i>	15: <i>1</i> , <i>7</i> 17:20	56:9	14, 15, 19, 21	84:12
job-alike 87: <i>16</i>	18:10 23:9	L9 42:19	88:4, 21 89:4, 6	link 85:15
jobs 87:16	25:11 32:3	65:14, 15	90:10 101:7	list 25:4
join 67:9	47:7 48:7 50:9	lacrosse 62:18	104:5 109:3	listed 24:7 77:3
joining 25:21	51:10, 12, 14	132:4	111: <i>11</i> 123: <i>13</i>	listen 32:5
133:7	61:16 72:2, 13,	lamp 68:10	127:5	literacy 19:6,
Jones 67:5, 7	<i>15</i> 76:8 77:5,	language 12:3	leaves 7:2	14, 17 20:9, 12
71:6	10 79:6 80:4	42:9 59:16	led 5:6 127:8	21:10 22:1
judges 30:5	81:17 88:12, 18	74:4, 8, 10 92:6	left 14:2 16:2	27:5 45:4, 6
Julie 2:7	90:9 100:20	large 61:9	legal 6:12	46:21 47:7, 9,
July 23:16	103:2 104:13	63:13 88:7	legally 107:16,	15, 16 48:8
26:11	107:6 108:9, <i>13</i>	131: <i>15</i>	<i>19</i> 109:7, <i>14</i>	53:13
jump 63:11	109: <i>15</i> , <i>19</i>	largest 121:4	legislation	little 36:2
June 47:10	113: <i>14</i> 119: <i>1</i> , 7	Lashawn 2:5	23:10, 11, 20	44:20 77:11
jurisdiction	121:7, 12 122:2,	lastly 41:21	legislative 19:7	92:17 117:21
6:10	8, 12, 13 129:11	101:2	23:9	120:16 122:19
Justice 29:14	130:12 131:17,	Lavinia 27:3	lesser 110:19	Live 5:13
	19 132:5, 7	layers 81:20	letters 125: <i>3</i>	89:18
< K >	knowledge	112:8	letting 132: <i>3</i>	lives 74:7
K-12 122: <i>17</i>	102:13	lead 56:8 78:2,	level 20:11	load 117: <i>14</i>
Kayla 2:13	known 132: <i>3</i>	13 99:3	22:2, 12 27:5	121:2
3:19 5:6	Kraft 49:9	leaders 80:15	31:21 46:10	Loch 133:1
Kearns 126: <i>1</i>		Leadership 9:1	86:4 89:10	long 87:2
keep 16:6	<l></l>	10:18 15:7	97: <i>4</i> , <i>13</i> 98: <i>7</i>	longer 14:7
31:10 48:7	L1 42:7	16:5 20:8	102:8, 17	24:9 63:5
	L15 42:20		104:15, 16, 18	129: <i>15</i>

Toccoungs
long-term 75:5 82:15 look 17:8 25:18 71:3 74:12 83:12, 13 88:9, 10 108:4 114:2, 7 looking 25:2 27:19 29:8, 9 49:8, 9 60:16 73:10 74:3 77:13, 20 83:10 89:14 90:5 93:21 101:2 110:7 113:5, 11 118:21 123:6
125:6
looks 80:16 lot 17:5, 14 30:9 46:11 53:12, 15 60:3 67:3 69:12, 15 75:18 77:6 78:20 86:12 90:10 96:11 107:13, 14 111:11 117:2 119:7 130:13, 19 131:20 132:7 lots 102:3 loud 82:10 97:5 love 117:14 low 14:19 15:4 122:3 lower 18:5 Loyola 45:14 50:21
<m> Madam 8:16 37:12 41:4 42:5 100:5 Maggie 2:4 magnet 127:9 main 112:11 maintain 68:6 maintenance</m>

60:20 62:4 **makers** 95:1 making 19:13, 21 26:9 31:1 47:10 52:8 79:4 85:4 86:1 89:20 98:20 108:15 110:18 115:19 119:2. *16* 125:8 130:10 males 98:14 management 59:11 82:2, 12 112:5, 16 113:8 116:20 manager 110:14 manufacturer's 63:5 Map 4:7 14:12 24:20 49:10 71:9, 16 74:18 75:1 127:19 **March** 1:12 5:5, 18 14:1 28:6 133:2, 6 134:9 Maryland 11:2 45:12, 16 46:9, 16 67:20 Maryland's 29:15 42:2 **Master** 47:19 Master's 48:15 materials 62:3, math 15:4 26:21 27:5 42:8 53:15, 16 74:5 77:4 126:9, 12 127:5 mathematics 27:20 74:8 126:9 mats 61:8, 9 63:17 **matter** 6:11 45:3 89:18

110:7 134:4

Matters 3:5 6:18 7:1, 5 9:3 11:21 12:1 maximum 45:6 McCall 6:18.19 McMillion 2:9 8:1, 2 9:19, 20 36:16, 17 38:14, 15 40:8, 9 52:20, 21 53:9 56:20, 21 58:6, 7 64:17, 18 66:9, 10 69:4, 8, 9 70:11, 12 129:3, 4 mean 31:12 112:4 123:13 meaning 21:5 24:*1* 117:2 meaningful 14:16 means 15:8 87:20 measurable 14:16 measure 77:2, 9 83:6, 14 84:17 85:8 90:19 measured 122:1 measures 48:11 75:18 76:1, 4 82:8 83:3, 12 85:2, 15 89:16 91:7 93:5, 18 97:3 114:2 123:2 **media** 95:8 mediation 85:9, 11.13 mediations 86:3 **Meditation** 3:3 Medwood 129:8 meet 20:11 22:10 30:17 72:4, 11 80:18 82:18 87:18 **MEETING** 1:9 5:3, 12, 13, 15

24:12 33:5 41:8 46:13 53:1 78:9 110:4, 15 115:*19* 116:*1* 133:5, 8, 9 Meetings 6:5 30:11 102:18 108:*10* meets 89:6 **Member** 2:*13* 4:8 32:4 44:7 53:6 119:4, 6 124:11 **MEMBERS** 2:1 6:21 8:17 11:9, 10, 11 12:21 13:3 16:4 17:4 20:8, 9 28:19 29:1, 3, 5, 13 30:1, 8, 14 32:17 33:9 34:6, 16 37:13 42:5 59:20 71:12, 19 73:8 78:5 94:21 96:8 100:11, 19 115:15 122:18 128:2 130:14 **Member's** 3:19 130:7 mentally 31:13 **mention** 54:17 mentioned 35:5 50:4 78:1 92:11 116:10 125:18 126:14 mentor 128:19 met 6:4 29:13 34:9 85:10 Meyers 71:10, 13 73:3, 9 75:7 77:12, 21 78:17 82:14 83:2 98:17 100:2 101:9 103:13, *14* 104:9, *17* 106:3, 5, 9, 11 107:13, 16

109:21 112:8

115:*13* 116:*17* 118:13 119:19 120:18, 19 121:17 123:1 124:8 microphone 12:11 **middle** 20:16 21:3 26:15 27:2 62:7 104:16, 18 126:7 132:10 **Milford** 126:7 millions 15:5 minute 17:17 55:2 89:16 minutes 26:5 mirror 14:12 21:21 22:8 23:2 **missed** 67:*3* mistaken 53:2 mitigation 131:12 **model** 27:8 77:21 88:6 99:19 104:17 105:15 models 27:8 88:8, 14 moment 5:7 **Monday** 26:12 money 63:14 monitoring 14:13 52:14 month 96:7 months 14:2 **Morgan** 45:15 51:1 53:18 motion 7:48:12 9:2 10:9 33:17 37:8, 17 39:6, 11 40:19 42:11, 13 43:1, 2, 4, 5, 6, 7, 12, 13, 18 44:8 54:2, 5, 8 55:8 57:10, 12, 14, 15, 16 58:19 59:1

6:16 12:5, 7, 9

65:9, 13 67:1

69:2 71:2	77:8 80:11	127:13	112:18	options 17: <i>17</i>
132:15	85:4, 7 88:20	night 41:7	officers 131: <i>11</i>	27:9 35:8
move 13:9	90:9 95:18	nights 28:5	officials 6:10	59:14 113:13
19:6 21: <i>14</i>	99:13, 17 104:6	Nonprofit 3:12	Oftentimes	oral 37:19
23:6 24:3	105:5 110:8	norm 29:21	101:2 <i>1</i>	39:13
28:19 53:2	111: <i>11</i> , <i>1</i> 9	North 68:5	Oh 43:21	Order 3:2 5:3,
75: <i>14</i>	113:6 117:16,	Northwest 3:20	65:11, 13	<i>14</i> 12:6 54:4
moved 7:7 9:4	<i>17, 21</i> 118: <i>14</i> ,	17:7 32:13, 19	Okay 16:12	75:4 79:4 80:2
23:21 33:21	15 119:5	33:2, 7, 15, 18	28:19 43:17	89:7 93:19
37:20 39:14	120: <i>14</i> 121: <i>1</i> ,	34:6, 10, 16	51:17 53:9, 18,	94:20 105:18
42:15 47:13	10 122:9 123:6,	note 21:2, 11	20 54:13, 21	107:21 108:16
59:2 65:16	20 130:20	26:12 50:15	55:11 56:4	109:9 117: <i>16</i> ,
69:4	needed 13:4	76:10, 19 85:8,	57:16 59:7	19 119:9
movement	42:16 65:18, 19	13	65:13 67:2	123: <i>14</i>
61: <i>15</i>	76:11 87:2	noted 93:10	69: <i>1</i> 90: <i>1</i>	Organizational
moving 21:17,	90:14 97:6	notice 21:7	98:12 106:10	41:18 89:4
21 43:11 44:16	103:18 110:15	96:3	107:1 124:10	Organizing
47:1 48:8	120:17	noticed 13:3	125:10, 13	10:2 <i>1</i>
71:15 72:6	needing 97:1	95:7	127:17 129:2	origin 68:4
73:15 91:2	needs 22:10	Number 32:19	older 92:17	original 16:2 <i>1</i>
122: <i>11</i>	27:13 72:4, 7,	33:8, 16 35:13	on-call 68: <i>12</i>	27:10 99:18
MSDE 50:13	12, 21 76:9	46:18, 20 63:20	once 71:4	OTs 77:16
93:15 122:2	80:19 89:6	104:20 110:16	ones 16:1, 2	outcomes 14:9
multi-million-	90:12 96:21	118:16 129:10	53:12, 13, 16	15: <i>19</i> 51: <i>6</i>
dollar 15:12	107:11 108:16	131:18	56:1 97:4	78: <i>14</i> 86: <i>3</i>
multiple 14: <i>11</i>	111: <i>15</i> 115: <i>6</i>	numbers 36:3	ongoing 52:13	outlined 34:10
81:2 <i>1</i> 92: <i>3</i>	121:7	43:15 105:4	Online 5:13	108:3
101:15 102:10	negative 115: <i>16</i>	131: <i>17</i>	Open 6:5, 14	outreach 98:1
117:9	neighborhood		34:21 63:20	125:7
museum 60:9	16:20 18:17	<0>	opening 79: <i>11</i>	outside 30:10
music 111: <i>14</i>	125:5	Oaks 95:21	81:18	119:8
myriad 108:5	neighbors 17:4	obligated	Operating	overall 106: <i>12</i>
116:2 <i>1</i>	18:13	107:16, 19	62:14	overcome 99: <i>14</i>
	never 13: <i>15</i>	109:7, 8	opportunities	over-
< N >	New 3:5, 6 4:2,	observe 12:9	11:8 60:10	identification
Najib 10:12, 16	5 16:19 17:1, 6	observed	82: <i>4</i> 121:2 <i>1</i>	92:17
name 16:18	18:1, 9 25:16	126:12 127:3	123:16, 19	overlap 50:4
134:9	27:11 29:18	obtain 6:12	opportunity	Overlee 27:13
named 69:12	34:7 35:10	Obviously	20:11 23:1	oversight 13:3,
National 46:6	52:16 62:3, 6	78:18 86:10	27:19 28:10	5
62:13, 14	63:20 67:4	114:17	30:19 59:17	overview 26:10
necessarily	73:14 81:16, 20	occur 13:7	68:3 71:18	74:21
105:21 107:9	82:4, 5 84:3	occurred 46:4	103:15 115:7	owners 16:21
122:15	125:21 126:14	occurring 17:11	opposed 110:19	_
need 25:15	newest 93:14	offer 61:4	Option 17:6, 20	<p> 122 2 4 6</p>
26:10 28:14	newly 128:18,	105:1	27:12 33:7, 8,	p.m 133:3, 4, 6
32:5 41:20	20	Office 11:14	15, 19 34:14	pads 62:17, 18
43:9 47:2, 15,	news 23:19	61:5 68:16	35:1, 5 36:2, 3	paid 86:16
16 48:18, 21	nice 126:19	82:3 86:5		paired 128:19
59:1 72:14				pantry 126:2 <i>1</i>

paperwork
117:2
paperwork-type
117: <i>1</i> para 88:2
para-educators
77:15
Parent 12:17, 19 22:7 23:2
85:19 95:10
97:9 102: <i>15</i>
110:2 118:5
122:1
parent/communi ty 122:4
parents 17:16,
<i>18</i> 18: <i>10</i> 22: <i>5</i> ,
19 85:21 97:11
110: <i>10</i> 118: <i>5</i> , <i>19</i> 121: <i>15</i>
Park 45:16
Parkville 30:2
part 18:3
23:20 48:15 74:13 82:14
86:1 87:8
98: <i>17</i> 101: <i>6</i>
104:13 108:14
110:2, 3 119:12,
16 122:3 participants
95: <i>17</i> , <i>18</i>
participate 28:5
participated
29:17 30:1 participation
11: <i>17</i> 94: <i>1</i>
97: <i>13</i>
particular
21: <i>14</i> 33: <i>10</i> 41: <i>10</i> 46: <i>6</i> , <i>17</i>
59:21 60:1
91:17 107:10
particularly
46: <i>11</i> 47: <i>19</i> 52: <i>10</i> 72: <i>8</i>
partnering
27:3 47:17

partners 50:13 51:12 52:5
78:19
partnership 72:19
passed 53:2
Patapsco 127:8 pathway 50:8
patterns 112:2
pay 120:5
132:5
paying 89:11 128:16
PE 60:14
pending 24: <i>17</i> people 18:2, <i>6</i>
people 18:2, 6 69:15 75:2
69:13 75:2 77:14 78:12, 17,
18 79:9 102:3,
10 105:9
113: <i>19</i> 125:2 131: <i>13</i>
percent 21:6
23.21 33.0
34: <i>13</i> 35:2, <i>6</i>
/6:13 //:4, 6
80:6 83:10, 15, 18, 19 84:6, 15
85:9, 10 90:2, 6,
<i>15, 21</i> 94: <i>1</i>
100:6 114:3, 10, 11, 20, 21
118:10 120:8,
21 122:8
123:21
percentage 21: <i>12</i> , <i>15</i>
118:12
percentile
20:15, 19 21:1 performance
6:9 14: <i>12</i> 21:9
75:18, 21 77:2
97: <i>3</i> 122: <i>1</i>
performed 20:14, 19
performing
14:19 21:5
periods 114:9

permanent
61:11
persevere 68:6 person 102:19
103:1 133:3
personal 31:21
personally
31:17
Personnel 3:5
6:11, 17 7:1, 5
9:3 12:2
Persons 12:6 person's 106:18
pertaining 16:1
phenomenal 124 (
29:19 124:6
132: <i>11</i> Philadelphia
60: <i>3</i>
phonetic 16: <i>10</i>
61:2 108: <i>11</i>
125:19
physical 61:6
physically 31:13
piece 51:4
60: <i>18</i> 62:2 112:7 118:5
112:7 118:5
pieces 23:10
pivotal 47:7
place 48:12
68:5, <i>12</i> 79:5 87: <i>1</i> 98: <i>14</i> , <i>15</i> ,
19 109:2, 5, 16
112:20 130:10,
16 132:15
placement 91:9,
10, 15 93:7
98:18
places 111:16,
18
Plains 126:20
plan 60:9
73:10, 15 75:9,
17 76:13 81:9, 13 83:7 84:19
85:14 121:20
128:20
Planning 35:18
68:18 112:19 113:1 116:11
08:18 112:19

117:10, 21
120:4 121:5
plans 75:18
108:20 113:8
play 23: <i>15</i> 64:2
playground
64: <i>1</i>
PLC's 87:10
please 10:11,
13 12:9 19:2,
11 20:17 22:4
23:1, 7 24:14
23:1, 7 24:14 25:20 26:2
28:1 44:8
54:15 75:16
79:7 86:6 87:3 90:1 94:11
pleased 19:3
20: <i>3</i> 22: <i>5</i>
Pledge 3:3 5:5,
<i>10</i> Plus 63:5
109: <i>14</i>
podcasts 95:10
point 24:10
54:4, 14 67:11,
54:4, 14 67:11, 16, 19 68:5, 8,
20 69:3, 10
84:2 95:9
84:2 95:9 97:20 111:3, 9
115:20 120:7
121:20
pointed 48:9
Pointer 67: <i>17</i>
points 14:3, 11
83: <i>13</i> 99: <i>11</i> 114: <i>20</i> , <i>21</i>
114:20, 21
115:20 121:19
Police 11: <i>13</i> 131: <i>10</i>
policy 11:18
pop 132:4
population
100: <i>13</i>
populations
14: <i>17</i>
portion 62:10
(2.2.16.01.10

00.7
92:7
portions 75:17
position 79:16
105:2 106: <i>1</i>
positions 81:11
106:12
positive 14:6
51:5 129: <i>1</i>
possibilities
27:16
possible 49: <i>16</i>
72:20 79:21
107:18 108:2, 7
possibly 128: <i>14</i>
post 68:10
posted 11:16
prosting 11.10
practice 44:17
52:10 98:13
100: <i>12</i>
practices 11:19
35:19 91:10
98:19
pre 24:18
_
precautions
107:10
predicting
_
35:19
35:19
35:19
35: <i>19</i> pre-K 19:9 25: <i>3</i> , 9 72:9
35:19 pre-K 19:9 25:3, 9 72:9 79:19 81:12
35:19 pre-K 19:9 25:3, 9 72:9 79:19 81:12 90:20 91:2, 3
35:19 pre-K 19:9 25:3, 9 72:9 79:19 81:12 90:20 91:2, 3 121:3
35:19 pre-K 19:9 25:3, 9 72:9 79:19 81:12 90:20 91:2, 3 121:3 prep 46:17
35:19 pre-K 19:9 25:3, 9 72:9 79:19 81:12 90:20 91:2, 3 121:3 prep 46:17 presence 95:8
35:19 pre-K 19:9 25:3, 9 72:9 79:19 81:12 90:20 91:2, 3 121:3 prep 46:17 presence 95:8 96:6 131:10
35:19 pre-K 19:9 25:3, 9 72:9 79:19 81:12 90:20 91:2, 3 121:3 prep 46:17 presence 95:8
35:19 pre-K 19:9 25:3, 9 72:9 79:19 81:12 90:20 91:2, 3 121:3 prep 46:17 presence 95:8 96:6 131:10
35:19 pre-K 19:9 25:3, 9 72:9 79:19 81:12 90:20 91:2, 3 121:3 prep 46:17 presence 95:8 96:6 131:10 present 72:21 73:9
35:19 pre-K 19:9 25:3, 9 72:9 79:19 81:12 90:20 91:2, 3 121:3 prep 46:17 presence 95:8 96:6 131:10 present 72:21 73:9 presentation
35:19 pre-K 19:9 25:3, 9 72:9 79:19 81:12 90:20 91:2, 3 121:3 prep 46:17 presence 95:8 96:6 131:10 present 72:21 73:9 presentation 19:19 23:16
35:19 pre-K 19:9 25:3, 9 72:9 79:19 81:12 90:20 91:2, 3 121:3 prep 46:17 presence 95:8 96:6 131:10 present 72:21 73:9 presentation 19:19 23:16 87:7 104:13
35:19 pre-K 19:9 25:3, 9 72:9 79:19 81:12 90:20 91:2, 3 121:3 prep 46:17 presence 95:8 96:6 131:10 present 72:21 73:9 presentation 19:19 23:16 87:7 104:13 114:19 115:5,
35:19 pre-K 19:9 25:3, 9 72:9 79:19 81:12 90:20 91:2, 3 121:3 prep 46:17 presence 95:8 96:6 131:10 present 72:21 73:9 presentation 19:19 23:16 87:7 104:13 114:19 115:5, 11 116:2, 5
35:19 pre-K 19:9 25:3, 9 72:9 79:19 81:12 90:20 91:2, 3 121:3 prep 46:17 presence 95:8 96:6 131:10 present 72:21 73:9 presentation 19:19 23:16 87:7 104:13 114:19 115:5, 11 116:2, 5 119:20 128:7
35:19 pre-K 19:9 25:3, 9 72:9 79:19 81:12 90:20 91:2, 3 121:3 prep 46:17 presence 95:8 96:6 131:10 present 72:21 73:9 presentation 19:19 23:16 87:7 104:13 114:19 115:5, 11 116:2, 5
35:19 pre-K 19:9 25:3, 9 72:9 79:19 81:12 90:20 91:2, 3 121:3 prep 46:17 presence 95:8 96:6 131:10 present 72:21 73:9 presentation 19:19 23:16 87:7 104:13 114:19 115:5, 11 116:2, 5 119:20 128:7 presentations
35:19 pre-K 19:9 25:3, 9 72:9 79:19 81:12 90:20 91:2, 3 121:3 prep 46:17 presence 95:8 96:6 131:10 present 72:21 73:9 presentation 19:19 23:16 87:7 104:13 114:19 115:5, 11 116:2, 5 119:20 128:7 presentations 74:3
35:19 pre-K 19:9 25:3, 9 72:9 79:19 81:12 90:20 91:2, 3 121:3 prep 46:17 presence 95:8 96:6 131:10 present 72:21 73:9 presentation 19:19 23:16 87:7 104:13 114:19 115:5, 11 116:2, 5 119:20 128:7 presentations 74:3 presented 6:3
35:19 pre-K 19:9 25:3, 9 72:9 79:19 81:12 90:20 91:2, 3 121:3 prep 46:17 presence 95:8 96:6 131:10 present 72:21 73:9 presentation 19:19 23:16 87:7 104:13 114:19 115:5, 11 116:2, 5 119:20 128:7 presentations 74:3 presented 6:3 7:5 9:3 33:19
35:19 pre-K 19:9 25:3, 9 72:9 79:19 81:12 90:20 91:2, 3 121:3 prep 46:17 presence 95:8 96:6 131:10 present 72:21 73:9 presentation 19:19 23:16 87:7 104:13 114:19 115:5, 11 116:2, 5 119:20 128:7 presentations 74:3 presented 6:3 7:5 9:3 33:19 44:10 115:18
35:19 pre-K 19:9 25:3, 9 72:9 79:19 81:12 90:20 91:2, 3 121:3 prep 46:17 presence 95:8 96:6 131:10 present 72:21 73:9 presentation 19:19 23:16 87:7 104:13 114:19 115:5, 11 116:2, 5 119:20 128:7 presentations 74:3 presented 6:3 7:5 9:3 33:19

preventative
60:20
preview 19: <i>16</i>
49:8
49:8 previous 23:19
previously 74: <i>17</i>
primarily 62:11 primary 54:19
primary 54:19
62: <i>16</i>
principal 10:20 100:21 101:13,
14 102:7 105:14 106:7,
15 111:13
125:18 126:1,
11
principals 20:6,
8 84:10 88:10
93:10 113:7
131:5, 14 132:3
10
principles 93:6
print 93:9
prior 12:12
15: <i>14</i> 41: <i>5</i>
67:21 77:13
priorities 28:12
41:15 74:4, 6
prioritize 75:8
92:9
prioritizing
78:21
priority 14:4
30:19 74:1, 12
75:2 76:11
78:17 86:7, 11
118:3
private 108: <i>12</i>
privately 67:15
probably 77:3,
7 120:20
problem 15: <i>3</i>
31:6, 8
procedures
104:2
proceedings
134:3
process 33:13
35:18 49:18

51:2, 8 86:*1* 93:7 95:12, 14 96:13 98:18 106:17 processes 44:12 104:6 105:18 produces 134:7 productive 122:18 products 13:9 profession 126:16 professional 19:20 24:8 80:14 81:15 82:14, 17 85:5, *17* 87:*10*, *13*, *15*, 19 88:4, 21 89:6 90:10 104:5 111:9, 11 proficiency 14:14 15:4 program 26:5, 10 27:4 41:13 46:9, 18 47:4 48:15 62:12 99:4 119:10 126:18 programming 123:12 programs 11:18 19:10 24:21 25:8 26:3, 4, 7, 13, 15 27:17, 20 41:10 44:21 45:3, 12, 13 46:8, 17 47:14, 19 48:18 50:15 72:9 78:*4* 88:*1* 99:*8* 127:9 129:6, 11, 12, 21 **progress** 14:*13* 45:17 52:7 73:4 75:14 79:6 82:7 110:18 115:19 116:21

Project 4:5 67:4, 15 68:21 69:2, 3 **projects** 30:4, 6 69:13 promising 49:9 promotes 12:3 **promotion** 6:7 **proper** 11:20 proportionally 102:*1* proposals 41:14 **proposed** 34:14 protected 107:21 protectors 62:18 protocols 11:15 **prove** 14:6 provide 19:3, 15 33:1 34:10 45:8 63:6, 21 71:14 72:3 75:14 84:9 97:12 98:7 102:17, 20, 21 107:17 109:7, 8 121:6 123:16 provided 24:11 35:10, 16 36:1 59:16 81:1 103:3 116:6 122:21 126:21 provider 113:15 117:6, 11 providers 77:17 78:21 79:3 81:19 92:13 102:12 110:4, 6 provides 11:8 22:9 62:15 102:19 providing 13:3 19:*16* 31:*1* 42:3 72:10 73:19 78:2 82:17 86:9

89:5 98:4 112:19 **proving** 14:*15* provision 89:8 PUBLIC 1:9 3:7 10:21 11:5, 7, 11, 17, 18 12:1 13:6, 15 14:10 19:8 24:13 25:17 26:18 29:21 33:10 35:17 41:21 72:16 98:13 119:21 120:3 125:2 129:19 132:21 **pull** 42:19 46:15 55:20 56:6 105:2 **pulled** 42:9 53:4, 7 54:12 pulling 55:5, 6 **pulls** 54:2 **pulse** 115:*1* Pumphrey 2:3 6:20 7:14, 15 8:17 9:11, 12 32:16 36:10, 11 38:6, 7 39:21 40:1 44:5 56:12, 13 57:19, 20 64:9, 10 67:3, 8 69:17 70:3, 4 71:12 73:7 115:9, 10 125:12, 13, 17 purchase 61:8, 9, 13 62:6, 11 purchased 29:9 purchases 62:8 purchasing 62:19 **purpose** 32:21 77:1 purposes 34:9 pursuant 6:5 **pursue** 60:11 **purview** 11:19 **push** 31:21

put 17:7 19:2 60:19 84:17 87:1 100:12 107:9 120:8 132:14 **putting** 107:6 109:1 111:17 < **Q** > **OR** 97:12 121:21 qualify 25:3 45:7 **quality** 27:19 46:7 Ouarter 83:7 91:11 **question** 41:13 45:2 47:6 50:3 51:7 59:10, 13 63:3 100:3 103:9 107:2, 15 111:20 118:3 questioning 16:6 questions 12:21 13:7. 13 28:18 31:15 32:2 36:1, 6 41:7 44:12 50:1

103:9 107:2, 15
111:20 118:3
questioning
16:6
questions 12:21
13:7, 13 28:18
31:15 32:2
36:1, 6 41:7
44:12 50:1
52:19 53:21
63:8 64:5 96:9
98:10 104:10
111:7 115:8
119:18 122:7
124:5, 14
quick 115:14
125:14
quite 25:10
quo 15:1
quote 20:5

<R>
rabbit 18:12
rails 67:20
raise 77:3, 10
range 120:11
rate 84:7
114:6 118:10,
11 122:3

122:13

rated 35:3
46:10, 14
rates 15:4
ratio 104:19, 21
Raven 133:1 reach 23:1
25:20 51:11
75: <i>4</i>
reached 51: <i>14</i>
reaching 85:20
readiness
122: <i>13</i> reading 15: <i>4</i>
20:5 22:12, 19
26:20 27:21
42:8 44:14, 20
45:7, 10, 14, 19
46: <i>3</i> , <i>8</i> , <i>17</i> , <i>18</i> 47: <i>12</i> , <i>21</i> 48: <i>13</i>
49:3, 6, 7, 17, 20
50:17 51:2, 16
53:14, 16
126: <i>13</i>
readings 50:18
ready 107:10
real 1/1://
real 14:11 realize 76:15
realize 76:15 realized 83:15
realize 76:15 realized 83:15 really 25:2
realize 76:15 realized 83:15 really 25:2 27:18 29:19
realize 76:15 realized 83:15 really 25:2 27:18 29:19
realize 76:15 realized 83:15 really 25:2 27:18 29:19 30:7, 11 31:3, 20 52:4 77:20
realize 76:15 realized 83:15 really 25:2 27:18 29:19 30:7, 11 31:3, 20 52:4 77:20 78:1, 4 80:20
realize 76:15 realized 83:15 really 25:2 27:18 29:19 30:7, 11 31:3, 20 52:4 77:20 78:1, 4 80:20 81:13 82:15, 18 84:9 86:7, 8, 21
realize 76:15 realized 83:15 really 25:2 27:18 29:19 30:7, 11 31:3, 20 52:4 77:20 78:1, 4 80:20 81:13 82:15, 18 84:9 86:7, 8, 21 87:18 88:5, 9
realize 76:15 realized 83:15 really 25:2 27:18 29:19 30:7, 11 31:3, 20 52:4 77:20 78:1, 4 80:20 81:13 82:15, 18 84:9 86:7, 8, 21 87:18 88:5, 9 91:4 92:18
realize 76:15 realized 83:15 really 25:2 27:18 29:19 30:7, 11 31:3, 20 52:4 77:20 78:1, 4 80:20 81:13 82:15, 18 84:9 86:7, 8, 21 87:18 88:5, 9 91:4 92:18 93:4 94:8 95:4
realize 76:15 realized 83:15 really 25:2 27:18 29:19 30:7, 11 31:3, 20 52:4 77:20 78:1, 4 80:20 81:13 82:15, 18 84:9 86:7, 8, 21 87:18 88:5, 9 91:4 92:18 93:4 94:8 95:4 96:6, 18 97:6
realize 76:15 realized 83:15 realized 83:15 really 25:2 27:18 29:19 30:7, 11 31:3, 20 52:4 77:20 78:1, 4 80:20 81:13 82:15, 18 84:9 86:7, 8, 21 87:18 88:5, 9 91:4 92:18 93:4 94:8 95:4 96:6, 18 97:6 98:18 99:14, 17 101:18 102:9,
realize 76:15 realized 83:15 realized 83:15 really 25:2 27:18 29:19 30:7, 11 31:3, 20 52:4 77:20 78:1, 4 80:20 81:13 82:15, 18 84:9 86:7, 8, 21 87:18 88:5, 9 91:4 92:18 93:4 94:8 95:4 96:6, 18 97:6 98:18 99:14, 17 101:18 102:9, 16 103:5, 8, 21
realize 76:15 realized 83:15 realized 83:15 really 25:2 27:18 29:19 30:7, 11 31:3, 20 52:4 77:20 78:1, 4 80:20 81:13 82:15, 18 84:9 86:7, 8, 21 87:18 88:5, 9 91:4 92:18 93:4 94:8 95:4 96:6, 18 97:6 98:18 99:14, 17 101:18 102:9, 16 103:5, 8, 21 105:8 109:20
realize 76:15 realized 83:15 realized 83:15 really 25:2 27:18 29:19 30:7, 11 31:3, 20 52:4 77:20 78:1, 4 80:20 81:13 82:15, 18 84:9 86:7, 8, 21 87:18 88:5, 9 91:4 92:18 93:4 94:8 95:4 96:6, 18 97:6 98:18 99:14, 17 101:18 102:9, 16 103:5, 8, 21 105:8 109:20 112:11, 17, 21
realize 76:15 realized 83:15 really 25:2 27:18 29:19 30:7, 11 31:3, 20 52:4 77:20 78:1, 4 80:20 81:13 82:15, 18 84:9 86:7, 8, 21 87:18 88:5, 9 91:4 92:18 93:4 94:8 95:4 96:6, 18 97:6 98:18 99:14, 17 101:18 102:9, 16 103:5, 8, 21 105:8 109:20 112:11, 17, 21 114:4 117:2
realize 76:15 realized 83:15 realized 83:15 really 25:2 27:18 29:19 30:7, 11 31:3, 20 52:4 77:20 78:1, 4 80:20 81:13 82:15, 18 84:9 86:7, 8, 21 87:18 88:5, 9 91:4 92:18 93:4 94:8 95:4 96:6, 18 97:6 98:18 99:14, 17 101:18 102:9, 16 103:5, 8, 21 105:8 109:20 112:11, 17, 21
realize 76:15 realized 83:15 really 25:2 27:18 29:19 30:7, 11 31:3, 20 52:4 77:20 78:1, 4 80:20 81:13 82:15, 18 84:9 86:7, 8, 21 87:18 88:5, 9 91:4 92:18 93:4 94:8 95:4 96:6, 18 97:6 98:18 99:14, 17 101:18 102:9, 16 103:5, 8, 21 105:8 109:20 112:11, 17, 21 114:4 117:2 118:6 119:14 120:1 121:15 124:4 126:15,
realize 76:15 realized 83:15 really 25:2 27:18 29:19 30:7, 11 31:3, 20 52:4 77:20 78:1, 4 80:20 81:13 82:15, 18 84:9 86:7, 8, 21 87:18 88:5, 9 91:4 92:18 93:4 94:8 95:4 96:6, 18 97:6 98:18 99:14, 17 101:18 102:9, 16 103:5, 8, 21 105:8 109:20 112:11, 17, 21 114:4 117:2 118:6 119:14 120:1 121:15

128: <i>1</i> , 2 <i>1</i>
realm 123:9
reason 60:5
105:13 108:18
116:18 123:4
reasons 6:6
80:8 118:20
recall 71:17
receive 11:9
23:2 48:14
52:7 77:8
52:7 77:8 82:10 97:12
98:6 113: <i>1</i>
received 22:8
33:6, 8 41:12
98:8
receiving 73:20
74: <i>10</i> 78: <i>15</i> 92: <i>20</i> 101: <i>5</i>
92:20 101:5
102:4 107:20
110: <i>12</i> 116: <i>15</i> recite 5: <i>5</i>
recognition 5:8
7:3
recognize 10:14
recommend
recommend 105:2, 11
recommend 105:2, 11 Recommendatio
recommend 105:2, 11 Recommendatio n 3:21 32:14,
recommend 105:2, 11 Recommendatio n 3:21 32:14, 18 33:6, 19
recommend 105:2, 11 Recommendatio n 3:21 32:14, 18 33:6, 19 42:17 133:1
recommend 105:2, 11 Recommendatio n 3:21 32:14, 18 33:6, 19 42:17 133:1 recommendation
recommend 105:2, 11 Recommendatio n 3:21 32:14, 18 33:6, 19 42:17 133:1 recommendation s 93:15
recommend 105:2, 11 Recommendatio n 3:21 32:14, 18 33:6, 19 42:17 133:1 recommendation s 93:15 recommended
recommend 105:2, 11 Recommendatio n 3:21 32:14, 18 33:6, 19 42:17 133:1 recommendation s 93:15
recommend 105:2, 11 Recommendatio n 3:21 32:14, 18 33:6, 19 42:17 133:1 recommendation s 93:15 recommended 11:15 33:11
recommend 105:2, 11 Recommendatio n 3:21 32:14, 18 33:6, 19 42:17 133:1 recommendation s 93:15 recommended 11:15 33:11 35:1 99:4
recommend 105:2, 11 Recommendatio n 3:21 32:14, 18 33:6, 19 42:17 133:1 recommendation s 93:15 recommended 11:15 33:11 35:1 99:4 104:21
recommend 105:2, 11 Recommendatio n 3:21 32:14, 18 33:6, 19 42:17 133:1 recommendation s 93:15 recommended 11:15 33:11 35:1 99:4 104:21 record 13:7
recommend 105:2, 11 Recommendatio n 3:21 32:14, 18 33:6, 19 42:17 133:1 recommendation s 93:15 recommended 11:15 33:11 35:1 99:4 104:21 record 13:7 117:9
recommend 105:2, 11 Recommendatio n 3:21 32:14, 18 33:6, 19 42:17 133:1 recommendation s 93:15 recommended 11:15 33:11 35:1 99:4 104:21 record 13:7 117:9 recovery 27:9
recommend 105:2, 11 Recommendatio n 3:21 32:14, 18 33:6, 19 42:17 133:1 recommendation s 93:15 recommended 11:15 33:11 35:1 99:4 104:21 record 13:7 117:9 recovery 27:9 recruitment 41:19 82:16 red 20:16, 18
recommend 105:2, 11 Recommendatio n 3:21 32:14, 18 33:6, 19 42:17 133:1 recommendation s 93:15 recommended 11:15 33:11 35:1 99:4 104:21 record 13:7 117:9 recovery 27:9 recruitment 41:19 82:16 red 20:16, 18 21:4 29:18, 20
recommend 105:2, 11 Recommendatio n 3:21 32:14, 18 33:6, 19 42:17 133:1 recommendation s 93:15 recommended 11:15 33:11 35:1 99:4 104:21 record 13:7 117:9 recovery 27:9 recruitment 41:19 82:16 red 20:16, 18 21:4 29:18, 20 redone 48:19
recommend 105:2, 11 Recommendatio n 3:21 32:14, 18 33:6, 19 42:17 133:1 recommendation s 93:15 recommended 11:15 33:11 35:1 99:4 104:21 record 13:7 117:9 recovery 27:9 recruitment 41:19 82:16 red 20:16, 18 21:4 29:18, 20 redone 48:19 reduce 62:20
recommend 105:2, 11 Recommendatio n 3:21 32:14, 18 33:6, 19 42:17 133:1 recommendation s 93:15 recommended 11:15 33:11 35:1 99:4 104:21 record 13:7 117:9 recovery 27:9 recruitment 41:19 82:16 red 20:16, 18 21:4 29:18, 20 redone 48:19 reduce 62:20 72:19 111:21
recommend 105:2, 11 Recommendatio n 3:21 32:14, 18 33:6, 19 42:17 133:1 recommendation s 93:15 recommended 11:15 33:11 35:1 99:4 104:21 record 13:7 117:9 recovery 27:9 recruitment 41:19 82:16 red 20:16, 18 21:4 29:18, 20 redone 48:19 reduce 62:20

referenced
74: <i>16</i> 79: <i>11</i> 81: <i>17</i> 84: <i>13</i>
referred 92:21
refining 86:8 reflect 81:11
reflected 81:14
reflects 100:7
regarding
24:13 33:13
41:9 59:11
132: <i>1</i>
regards 74:18
75:10 80:15
81:3 88:20
90:9 97:12
123:12
regional 26:17
119: <i>10</i>
regular 19: <i>15</i>
27:6 73:1
regulates 52:4
reinforcement
109:2
reiterating
115:15
relate 12:1
31:20
related 13:1
75:20 76:21
77:17 79:8
87: <i>11</i> 90: <i>19</i> 93: <i>15</i> 95: <i>11</i>
96:4 102:12
110:6
relates 62:10
relations 112:18
relationships
94: <i>14</i> , <i>17</i>
relief 33:1
34: <i>10</i> 82: <i>5</i> 133: <i>1</i>
remain 29:2 remainder
21: <i>17</i>
remarks 12:2, 8
remember 45:5
reminder 32:21

```
removal 6:8
removing 99:15
renewal 16:2
renewals 15:15
repeatedly 74:2
replace 61:9
replacement
109:3
replacements
15:15
Report 3:17, 18,
19 4:6 18:20
20:3 22:8, 18
23:2 28:20
29:5 30:14, 16
46:15 71:8
76:2, 6 90:7, 14
reported 45:12
85:2 120:8
reporting 90:15
120:13
reports 22:11
82:7 116:21
represent 20:18
Request 4:5
14:10 32:18
42:9 67:5, 15
69:2 84:12
requesting
33:14 47:14
requests 13:1
79:10, 13
require 63:6
required 24:2
91:20 113:14
requirements
44:21
requires 46:1
research 34:18
124:14
resident 10:20
resides 35:9
residing 35:13
resignation 6:8
resignations 7:2
resolution 46:1
50:5, 7 52:16
95:12
Resource 95:19
127:6
```

```
resources 29:11
73:19 86:21
90:7 96:4
120:10, 15, 16
127:4
respectively
24:7
respond 84:21
responding
27:13
response 63:3
64:10 118:10,
11
responses
97:15, 17 118:9,
12 119:2
121:16
responsible
13:2 15:12
116:19
rest 93:2
130:16
restrictive
108:13 110:19,
20
result 35:6
result/goals
75:1
resulting 14:15
results 15:6
23:17 52:1
74:21
retain 114:16
retention 41:19
82:16 83:5, 11,
20 84:7 114:6
retirements 7:2
retrained 49:1
return 33:2
34:11
review 30:3
reviewed 41:16
reviewing 46:16
revised 81:10
93:12
Revitalization
11:1
revolves 107:2
revolving
```

77:4

132:20

Tocccunigs
129: <i>16</i>
rewarding 14:8
ribbon 29:17
right 25:6, 13,
14 44:4 47:3
52:1 54:1, 11
55:11 62:6
67:2 80:2, 6
07.2 00.2, 0 92.9 94.7
83:8 84:7 86:20 87:4, 9
92:20 94:7
92.20 94.7
99: <i>17</i> 103: <i>17</i> 109: <i>11</i> 116:6 117: <i>11</i> , <i>15</i> , <i>18</i>
109:11 110:0
11/:11, 15, 18
121:18 123:5,
16 128:16
129:20
RISE 27:3
risk 62:21
Road 4:7 71:9,
<i>16</i> 74: <i>18</i> 75: <i>1</i>
127:19
Robin 2:6
Robin's 111:3
Rodney 2:9
Rogers 3:17
5:19, 21 6:20
8: <i>15</i> , <i>16</i> 18: <i>21</i>
19:1 32:16
37:13 41:6, 12
44: <i>19</i> 45: <i>1</i>
47:6 49:4 50:4,
11 51:7, 18, 21
52:3, 18 59:21
67:9 71: <i>11</i>
73:8 74:2, 16
79: <i>10</i> 81: <i>17</i>
120:19 129:5
130:8 132:17
role 80:8 84:1,
<i>5</i> 87:20 101:10
102:7 103:8
105:8, 9 114:8
role-alike 87:17
88: <i>3</i>
roles 81:4
84:11 87:16
106:2
roll 5:16 7:11
9:8 36:7 38:2

39:18 54:13 64:6 65:21 69:21 rolled 91:11
rooms 62:1 63:18 Rosedale 129:8 rotates 61:18,
19 rotating 61:13 Rowdy 69:10,
11 Rubin 16:10 Run 29:18, 20 104:17 106:19 126:9
running 88:2 101:19 102:5, 17 runs 96:17
<\$> safe 31:1, 11, 12, 13 63:1 107:5 109:9 130:10, 18 131:15 132:11,
12 Safety 11:14, 15 30:21 31:6, 12 61:10 62:15, 16, 19 107:10 127:11, 12
131:7 132:2 Salomon 1:21 sanctioned 62:13
Sandy 126:20 Sarah 10:13 satellite 33:4 34:12
satisfaction 84: <i>14</i> , <i>16</i> 97: <i>9</i> 98:2 Savoy 2: <i>10</i>
7:20, 21 9:17, 18 36:14, 15 38:12, 13 40:6, 7 56:18, 19 58:4, 5 64:15,

```
16 66:7, 8 70:9,
10 98:11, 12
100:1 115:9, 14
128:5, 6
savvy 125:4
saw 17:15
18:11 118:10
126:8 128:11,
13
Saxe 134:2, 13
saying 49:11
106:2 112:7
121:18
scenes 130:11,
20
schedule 111:12
School 3:8, 21
8:21 10:17
11:1, 14, 20
14:2, 18 15:1
16:5, 19 17:5,
18, 19, 21 18:2,
11 19:14 23:2,
11, 12 24:1, 4, 6
25:1, 4, 20
26:19 27:12, 13
28:7 29:3, 17,
18 30:2 31:4, 9,
13, 16 32:4, 6,
13, 19 33:8, 16,
18 34:20 35:11,
19 41:15 45:13
59:17, 18 60:15
62:6, 7 63:21
67:11, 16, 19
68:4, 20 71:20
72:2, 15 73:5
78:11 79:14, 21
80:17 81:5
91:1, 15 96:2
97:14 98:2, 5
100:15 101:11,
14 102:3, 8, 20
104:16, 18, 19
105:10 106:15,
20 119:5, 6, 8,
11 125:5, 21
126:3, 4, 6
127:1, 13, 21
128:8, 11, 13
```

129:*14* 131:*6*, 10 132:1, 8, 9, 10, 18, 21 133:2 schoolhouse 123:*13* schoolhouses 123:*14* Schools 9:1 10:18, 21 11:5 14:20 19:8 21:13, 16, 20 24:13 25:17 26:18 27:2, 7 28:14 29:2, 6, 8, 12, 16, 20, 21 30:8, 17 33:2, 3 34:11, 12, 21 35:8, 17 41:21 45:20 48:2 60:7, 10 61:10, 18, 20, 21 62:13 63:20 67:13 68:17 72:10, 16 73:1 79:3 80:2, *14* 81:*14* 90:*3* 94:5, 10, 16, 19 98:13 99:11 101:12 103:12, 19 105:2, 4, 7, *11* 108:*12* 119:21 120:4 123:11 125:14 129:16, 17 130:10, 16 131:6, 12 132:9 **school's** 31:10 69:3 71:4 125:3 science 44:14, 20 45:7, 10, 14, 18 46:2 47:12 48:13 49:2, 7, 16, 20 50:18 51:2, 15 53:14, 16 score 22:11 scores 14:12, *13, 14* 18:5 22:16

screen 73:14

second 7:8, 9 9:5, 6 31:8 34:1, 2 37:21 38:1 39:15, 16 42:16 44:4, 5 48:*5* 59:*3*, *4* 65:17, 18, 19 69:5, 6 secondary 104:14, 15 105:20 106:15, 20 131:11 seconded 43:8 **Security** 11:14, 15 see 14:3, 14 15:10, 20 16:5 20:5, 13, 17, 18 23:1 25:4 29:6 30:3 46:16 52:1 54:12 61:17 68:3 74:20 75:12 76:4, 13, 20 83:6, 16 84:13 85:9, 14 86:2, *15* 89:*15* 90:*14* 91:13 94:12 103:17 114:14 118:4 126:15 127:9 128:14, *15* 129:5, *19* 130:9 131:5, 9, 10, 11, 12, 21 132:4, 7, 14, 17 **seeing** 128:9 seen 19:16 87:5 selected 11:10 27:4 self-contained 81:2 83:17, 19 108:19 114:7 self-evaluation 51:20 52:11 semester 48:5 **semi** 61:10 **send** 93:9 **Senior** 128:8

Tocccumgs
sense 96:20
sent 84:20
separate 26:18
52:9 55:20
60:5 108:12
separated 53:7
separately
42:20
separating 62:7
serve 30:4
103:8
served 5:8
service 7:3
77:17, 21 88:6,
14 89:9, 13
97:5, 6 99:18
102:12 103:4
110:4, 6 112:15
117:5, <i>11</i>
services 13:10
25:3 42:8
59:12 68:12
73:13, 20 74:11
75:2, 20 76:20
77:20 78:2, 12,
15 86:7, 9 87:4
89:20 92:9, 20
93:1, 8, 14
95: <i>14</i> 96: <i>5</i> , 9,
10, 13 101:5 107:21 108:3,
107.21 108.3, 10, 16 115:17
116:15 119:9
Session 4:2
6:5, 14 23:9
37:11, 14, 18
39:7, 12
sessions 18:15
set 61:18 100:6
sets 127:21
Setting 4:8
15:8 99: <i>16</i>
107:18 108:1, 6,
19 110:20
124.12
severe 23:14 share 19:20
share 19:20
21:19 22:1, 5
28:10 45:8

52:5, 6 71:19 94:4
shared 21:11
28: <i>3</i> 47: <i>9</i> 49: <i>7</i>
61:4 74:2, 17
81:8 113:9
shares 45:16
sharing 80:9
96:12
SHAY 59:19
61:1 63:16
shift 81:5
shifted 123:2
shifting 45:17
shifts 89:7
Shipman 126:7
short 67:18
shortchanging
72:20
short-term
128:20
shoulder 62:17
show 14:10
76: <i>15</i>
showed 115: <i>18</i>
126:20
showing 89: <i>10</i>
115:20
shows 22:12
24:20
side-tracked
128:10
sign 133:3
signatures 113:18
significant 25: <i>12</i> 27: <i>1</i>
significantly
21:6
signs 16:5
silence 5:7
similar 23:18
88:8 96:20
similarly 98:2
single 49:5
118: <i>18</i>
sites 25:5
26:17 27:2
20.17 27.2

situations 31:5

six-week 87:18
sizable 19: <i>13</i>
skills 82:20
slated 48:4
slide 10:11 19:2, 11, 20
19:2, 11, 20
20:7, 13, 17
22:4 23:7
24:14, 20 25:4,
<i>13</i> 26:2, <i>11</i>
28:1 73:21
74:15, 20 75:6,
16 78:16 79:7
83:2, 3 86:6
87:3 90:1 91:6
94:6, 11 95:2, 3
120:7
SLPs 77: <i>16</i> small 82: <i>6</i>
117:7
social 60:4
87:20 95:8
social/emotional
27:21
Society 68:6
122:18
somebody 55:1
something's
114: <i>14</i>
somewhat
90:16 120:9, 11
soon 51:11
CORPET /LZ·//
sorry 43:10
57:7
57:7 sort 110: <i>10</i>
57:7 sort 110:10 129:16
57:7 sort 110:10 129:16 SORV's 13:18
57:7 sort 110:10 129:16 SORV's 13:18 sound 48:17
57:7 sort 110:10 129:16 SORV's 13:18 sound 48:17 sounding 127:6
57:7 sort 110:10 129:16 SORV's 13:18 sound 48:17
57:7 sort 110:10 129:16 SORV's 13:18 sound 48:17 sounding 127:6 sourced 35:16 South 68:8 Southeast 96:1
57:7 sort 110:10 129:16 SORV's 13:18 sound 48:17 sounding 127:6 sourced 35:16 South 68:8 Southeast 96:1 space 61:12
57:7 sort 110:10 129:16 SORV's 13:18 sound 48:17 sounding 127:6 sourced 35:16 South 68:8 Southeast 96:1 space 61:12 91:5 97:7
57:7 sort 110:10 129:16 SORV's 13:18 sound 48:17 sounding 127:6 sourced 35:16 South 68:8 Southeast 96:1 space 61:12 91:5 97:7 spaces 16:12
57:7 sort 110:10 129:16 SORV's 13:18 sound 48:17 sounding 127:6 sourced 35:16 South 68:8 Southeast 96:1 space 61:12 91:5 97:7 spaces 16:12 Spanish 22:10
57:7 sort 110:10 129:16 SORV's 13:18 sound 48:17 sounding 127:6 sourced 35:16 South 68:8 Southeast 96:1 space 61:12 91:5 97:7 spaces 16:12 Spanish 22:10 Sparrows
57:7 sort 110:10 129:16 SORV's 13:18 sound 48:17 sounding 127:6 sourced 35:16 South 68:8 Southeast 96:1 space 61:12 91:5 97:7 spaces 16:12 Spanish 22:10

speak 41:6 44:8, 20 48:2 61:6 84:17 100:18 speaker 12:*15*, *16* 16:*10*, *12*, *15* 43:6, 11, 14 53:19 54:4, 9, 18 55:17 56:1 57:13 62:9 63:2, 15 64:4 69:6 133:3 speakers 107:7 speaking 131:2 speaks 84:7 **Special** 4:5, 6 46:12, 19 67:4 69:2 71:8, 14, 16, 21 72:4, 7, 10, 13 73:10, 13, 20 74:5, 6, 10, 13, 19 75:20 78:15 79:14, 18 81:1, 8, 12, 19, 20 82:5 83:4, 11, 16, 17, 18 84:3, 18 86:11 87:11 88:11, 18, 20 89:2, 3 90:6 91:2, 20 93:8, 14 95:6, 11, 20 98:*14* 101:*5*, *21* 102:2, 12 104:20 105:18. 21 106:17 107:3, 8, 20 110:13 111:10, *15*, *21* 112:*1*, *10*, 20, 21 113:2, 7, *17* 114:7 115:*16* 116:*11*, 13, 14, 17, 18 117:8, 14 120:2, 5 121:2, 7 127:19 128:3 specialist 126:*14* specific 6:11 11:21 22:19 25:19 52:14

63:12 72:12 99:10 115:20 116:*12* specifically 24:13 41:9, 20 45:9 46:7 47:20 93:6 specifics 73:4 spectrum 124:2 speech 92:6 **spell** 128:*14* **spend** 63:19 **spending** 15:*18* 16:2 60:16 63:12 **spent** 15:5 69:12 113:4 **Spicket** 132:6 **split** 105:8, 9 **SPMPHS** 68:10 **spoke** 34:17 127:9 sponsored 95:20 **sports** 62:16 64:2 131:7 **square** 129:9 **SROs** 131:*12* **staff** 13:8 14:20 29:3 32:4 42:10 78:5 82:16, 19 84:14, 15 103:6 104:19 112:18 124:13 **staffing** 80:18, 21 81:9 83:7 84:19 121:20 stakeholders 84:20 **stand** 10:13 67:19 68:9 **standard** 52:*13* standardized 51:2 standards 15:8 27:5 50:17 62:14 **stands** 6:*3* start 12:20

10

52:*12* 61:*1*

Proceedings
101.0 122.16
101:9 123: <i>16</i> 124: <i>12</i>
started 18:11
31: <i>14</i>
starting 15:21
23: <i>12</i> 126: <i>15</i>
State 11:2
14:9 35:2, 18
43:14 45:12, 20
46:8, 15 47:13
52:4, 15 60:8
91:20 113:2
116: <i>12</i>
state-of-the-art
29:18
Statue 67:17
status 15:1
statute 67:19
68:9
stay 32:2
114: <i>15</i> 129: <i>14</i>
Steel 67:20, 21
Stem 30:2, 3, 5
steps 43:9
48:17, 18 73:11
stereotypes
98: <i>15</i>
Stevenson
50:16 51:13
53:17
Stolusky 2:11
7:9, 18, 19 9:15,
<i>16</i> 36: <i>12</i> , <i>13</i>
38:10, 11 40:4,
5 50:20, 21
51:17, 19 52:1,
17 56:16, 17
58:2, 3 63:9, 10
64:3, 13, 14
66:5, 6 70:7, 8
127:17, 18
128:9, 17
stop 32:10
47:10 124:3
strands 22:16
Strategic 4:7
68: <i>18</i> 71: <i>9</i> , <i>16</i> 73: <i>10</i> 74: <i>18</i>
75:10 74:18 75:1 127:19
13.1 141.19

strategies 41:19 75:4, 8, 13
131:12, 14
strategy 15:3
strengths
102:15
stresses 96:21 Stricker 126:1
strides 125:8
strong 131:10
strongly 74:7
structure 75:10
80:18 structured 99:1
111: <i>16</i>
struggling
102:21 110:18
Student 2:13
3: <i>19</i> 11:2 <i>1</i> 12: <i>15</i> , <i>17</i> , <i>19</i>
15: <i>19</i> 22: <i>3</i> , <i>17</i> ,
19 23:5 26:8
30:13 31:4
35:9 59:12
78:3 86:18
89:9, 14, 18 92:10, 19 96:5,
21 99:4, 5
100:8 102:14
103:1 107:11,
19, 20 108:16
110:3, 5, 16
113: <i>15</i> 116:20 118:7 125:20
127:10 128:21
129:13 130:6, 7
Students 3:14
14:7 15:10
16: <i>14</i> 19: <i>14</i> , <i>17</i> 20: <i>14</i> , <i>19</i> 21: <i>5</i> ,
9 22:6 25:3, 10,
13 26:9 27:6,
<i>14</i> 30:4, 6, <i>18</i> ,
20 31:1, 9, 18,
19 32:2, 3 33:2 34:11 35:2, 4, 7,
13 48:10 49:20
59:15 63:1
72:5, 8, 12, 18,
01 70 10 17 10

21 73:12, 17, 19

```
74:8 77:5, 18,
19 78:11, 14, 19
79:1, 5, 15, 20
80:3, 19 83:1
86:9, 21 89:13
91:10, 17 92:5,
14 93:13 94:1
96:18 100:8, 14,
16 101:4 103:4
104:20 107:3, 4,
5, 8, 17 108:5,
12, 20 109:3, 5,
7, 10, 17 110:11
117:6 122:12,
14, 16, 21
123:19 125:19,
20 126:16, 18
127:1, 3, 11
128:10, 12, 18
129:10 130:11,
15 132:12
student's 22:12
23:2 32:8
102:15 110:13
studies 17:10
60:4 124:19
Study 17:6
32:19 33:1, 8,
10, 16 35:15
stuff 18:7
sub 22:15
submit 11:11
120:2
sub-scores
22:15
subscribed
134:8
success 25:12
79:1
successes 15:8
successful
82:21 110:8, 17
summary 6:14,
15
summer 19:9
26:3, 4, 5, 7, 13,
16 27:3, 15, 17,
19 45:9 71:17
74:18 76:12
```

```
91:11 94:13
97:7
Superintendent
6:20 14:19
32:16 41:6
45:20 59:21
67:8 73:8
86:12
Superintendent's
3:17 18:20
87:6
supplies 60:14
Support 8:21
10:17 17:6
24:16 41:20
72:5 79:4, 16
81:16 82:4, 15,
19 90:8 91:3
92:1 94:15
96:15, 17, 19
97:2 98:5, 8
103:4 105:15
109:5 110:11
111:18 113:12
117:16 120:10
122:20 123:9
supported
84:11 86:21
90:3
supporting
77:14, 17, 18
78:18 81:14
82:7, 8
supports 73:18
78:2 80:2
108:3, 16 109:8
110:8, 14
sure 17:10
18:8 20:1 26:9
42:1 44:16
47:8, 10 48:10,
12 49:11 50:11
51:8 52:3
53:11 55:16
63:15 77:9
79:4 85:4
88:20 89:20
93:19 94:19
```

97:19 98:18

```
109:2 119:2, 15
122:2
survey 84:15
97:9 98:3, 6
118:5 120:15
121:16, 20
122:1
surveys 121:13
suspension
91:14
SWAG 112:10
switch 23:8
system 11:20
15:2 16:5, 19
25:1 28:4
29:17 31:4
41:15 51:10
72:3, 11, 15
79:3 84:5, 6
86:13 87:16
88:7 89:11, 19
91:15 92:21
93:7 94:2
100:7 123:18
128:1
System-
Affiliated 3:8
Systems 11:1
17:5 23:11
24:2 45:13
109:2
systemwide
86:10, 11
<T>
TABCO 112:9
Table 29:14
61:14 95:1
tables 61:15
take 18:14
25:18 26:4
30:19 82:13
97:21 98:9
110:10
Taken 4:2
37:10, 18 39:12
73:11 84:20
takes 30:9 31:7
talk 26:5
30:20 32:6, 9
```

Toccounigs
75:7 89:16 103:1 112:3 120:16 121:1 122:19 130:8, 9, 12, 21 talked 90:4 94:8, 13 108:9 111:10, 21 116:6, 8 129:7, 9 talking 19:4 45:4 102:14 115:5 123:5
tape 46:4
target 88:4
targeted 87: <i>19</i> 109: <i>3</i>
taught 48:19, 20
Taylor 69:12
teach 26:19
82: <i>11</i>
teacher 10:19
32:1 46:7, 17
47:14 83:5, 11,
19 84:4 87:21
101:12 102:6,
21 106:1
110: <i>13</i> 112: <i>1</i>
116: <i>13</i> , <i>14</i>
117:9
teachers 20:2,
11 31:20 47:8,
11, 16, 18 48:12,
21 49:6, 13
72:19 77:15
78:5 79:2
80:19 81:3, 7,
17, 20 82:1, 4
83:16, 17, 18, 19,
20 84:4, 21
85:4 88:2, 11
90:7 93: <i>10</i> 102:2, <i>20</i> 103: <i>5</i>
102.2, 20 103.3 112:3 114: <i>15</i>
112.3 114.13 120:2, 6, 13
120.2, 0, 13 121: <i>14</i> 126: <i>15</i>
teaching 29:6
117:8
team 19:18
20:9 22:1 64:2

```
67:12 78:9
82:7 86:1, 3, 4
88:16 95:1
97:11 102:5, 17
104:5 106:19
108:2 110:2, 3,
9, 15, 21 113:6
118:6, 17, 18, 20
126:8 127:19
teams 80:10
85:17 97:19
101:20 105:19
118:16, 19
Tech 16:11
125:4
tell 18:12
117:15
tennis 61:15
tenured 114:9
terms 20:14
21:20 28:13
45:17 47:13
48:8 50:11
52:8, 15 62:17
test 14:13 18:5
21:16
Thank 10:10
12:18 16:8, 9
18:16, 18 19:1
24:15 28:16, 18
30:7 32:10, 11
34:5, 15 35:21
36:4, 5 37:7, 9
39:5 40:20, 21
41:4, 11, 12
42:3 44:18
45:1 49:21
50:10, 21 51:6,
7, 17 52:17
53:9, 20 54:21
58:18 63:10
64:3, 4 65:8, 9
66:21 69:15, 16,
17 71:6 72:5
73:5, 6 98:9, 11
100:1, 5, 10
101:7 104:8, 9,
12 111:5, 6
114:19 115:6,
```

12, 13 116:*1*

119.2 110.17
118:2 119:17,
19 124:5, 7, 8, 13 127:14, 18
128: <i>3</i> 129:2, 2 <i>1</i>
130:1, 3 131:1
132:17 133:7
thanking 19:12
Thanks 69:18
100:2 124:6
125: <i>11</i> 127: <i>15</i>
theme 30:20
THEREOF
134:8
thing 61:3
76: <i>14</i> 83: <i>12</i>
86:19 87:14
97:7 103:2 <i>1</i>
106:12 112:21
127: <i>13</i> 129: <i>1</i>
127.13 129.1 things 23.1
things 23:4 47:9 49:12
52:7 60:17
61:14 72:2
76:5, 12 79:5
81:21 84:8
86:2, 12, 21
94:15 95:9
99:1, 12 101:18
104:3 108:5
109:4 113:11,
<i>13</i> , <i>21</i> 115: <i>1</i>
116:7, 8, 10
121:21 128:17
130:19 131:20
132:16
think 18:4
44:9, 11 45:2
47:17 49:4
87:5 100:18
109:19 110:9
111:14 119:20
120.5 121.2 12
120:5 121:2, <i>12</i> 124: <i>18</i> 125:8
129:5, 18, 19
130:19
thoroughly
128:6
thought 127:7,
13

three 14:2
24:21 48:18
75:2 79:8
75:2 79:8 90:21 91:7
94:4 95:10
three-minute
12:9
three-year 75:3,
9
three-year-olds
25:9
thrive 31:21
Tiara 2:2 3:18
5:2
ticket 132:5, 6
Tier 25:3
Tiffany 2:5 tighten 15:17
tightened 15:16
time 12:10, 12
15.5 17 23.8
15:5, <i>17</i> 23:8 28: <i>16</i> 30:9
20.10 30.9
31.7 33.14
37:13 39:9 45:0 62:20
31:7 33:14 37:15 39:9 45:9 63:20 69:12 76:17, 21 77:3 87:2 92:2
69:12 /6:17, 21
11:3 81:2 92:2
95:5 99:7
112:19 113:1, 4
114:9 116:12
117:15, 20, 21
120:4, 21 121:1,
4, 6, 10 122:17
129:13 130:2
times 13:4, 13 74:5 92:15
74:5 92:15
96:7 121:9
tips 22:19
today 18:13
43:1 44:10
76:3 130:7
toddlers 92: <i>13</i>
96:16
tolerate 14:19
tolerated 12:6
tomorrow 133:2
tone 127:21
tonight 13:18,
20 42:11 128:7
133:7

Tonight's 5:11,
20
tool 51:20
52:9, 11 93:13
99:9
tools 88:10
top 30:19 74:6
76:20 87:7
76:20 87:7 91:8 117: <i>10</i>
topic 32:9
topics 29:16
112:12
top-tier 120:5
touches 74:13
tours 59:13
60:2, 6
Towson 45:15
53:15, 16
track 122:15
traditional 24:2
traditionally
100:13 104:18
122:3
trained 47:8,
11 48:13
106:17 113:10
training 89:2
97:4 102:4, <i>11</i> ,
20
trainings 103:18
trains 51:3
trajectory 25:12
Transcribed
1:20 134:3
Transcriber
134: <i>14</i>
transcript 134:6
Transformation
11:2
Transformationa
l 9: <i>1</i> 10: <i>17</i>
transformative
100:14
transition
122:16, 20
123:7
transparent
127:20

threats 31:6

transportation

60:7 101: <i>17</i>
travel 59:14, 17
tree 128:14
tremendous
72: <i>15</i>
trends 35:20
89:12 91:14, 21
92:1 103:20
104:4 112:3
triangle 94:12
triangulate
49:10
trip 59:18 60:9
trips 60:2, 11
trouble 18:5
troubled 17: <i>14</i>
true 14:3 134:6
truly 32:4 73:15 74:13, 20
73:15 74:13, 20
99:17 103:11
110: <i>1</i> , <i>6</i> , <i>21</i>
111:19 117:13
124:6
trust 16:4
trusted 32:6
try 31:20
113: <i>18</i>
trying 82: <i>18</i> 101: <i>16</i> 102: <i>16</i>
109:12 111:21
112.6 124.10
112:6 124: <i>19</i> Tuesday 1: <i>12</i>
5:4 133:6
tumbling 61:8,
turn 73:2
94:11
turned 12:11
16:2 <i>1</i>
turnout 95:15
tutoring 42:7
TV 5:13
twice 74:9
two 24:4 28:6
35:8 45:5, 11
48:17 95:19
96:7 105:9
125:17 128:20
two-year 63:4

type 61:3 62:20 types 87:15
118: <i>19</i> typical 63: <i>11</i>
typically 51:9 101: <i>13</i>
< U > Ultimately 109:6
unable 105:12 unanswered 41:7
unaware 5:21 unconfident
31: <i>10</i> underlying 122: <i>7</i>
underperformer s 15:9 underperformin
g 14:20 underserved 100:13
understand 13: <i>10</i> 34: <i>21</i>
35:12 47:1, 6 100:19 105:17, 18 126:17
128: <i>3</i> 129: <i>15</i> understanding 13: <i>12</i> 46: <i>3</i>
113: <i>15</i> undisputed 95: <i>12</i>
Unfinished 3:20 32:12
UNIDENTIFIE D 43:6, 11, 14 53:19 54:4, 9,
18 55:17 56:1 57:13 62:9 63:2, 15 64:4

69:6

uniformed

Unions 3:10 **unique** 63:13

113:19

116:18

Unit 11: <i>14</i>
14:13 77:4
universities
51:3, 21 53:14
University
University 45:15, 16 47:18
48:14 49:15
50:16 95:11
unmet 115:21
upcoming 25:5,
8 26:10
update 19: <i>4</i> 24: <i>11</i> 71: <i>15</i>
24:11 71:15
129:6
updated 81:9,
updated 81:9, 10 83:7 99:9
updates 19:15
upgrading 62:3
upset 17:18
upsetting 15:1
Upstrumsure
61:2
Urban 11: <i>1</i>
use 24:2 44:17
62:2 88:10
91:19 121:19
usually 52:11,
13
utilization 35:20
utilized 81: <i>1</i>
utilizing 123: <i>14</i>
< V >
value 68:9
79:2, <i>3</i> 84:8 valued 82:20
valued 82:20
84:10 85:6, 21
94:21 97:21
94:21 97:21 114:15 119:3, 6
variety 88:3
118:20
various 74:3
76:4, <i>12</i> 85: <i>15</i>
113:2 <i>1</i>
Velcro 61: <i>12</i>
vendor 60: <i>1</i>
Verizon 5:14
version 54:1

```
110:17
vet 41:10
vetted 42:1
vetting 49:18
Vice 2:3 6:20
8:17
Vice-Chair
32:16 42:5
59:20 65:14
67:8 71:12
73:7
views 11:9
violence 12:4
virtual 23:12,
13 24:1, 3
95:13
visit 60:8
visited 29:6
30:17 31:14
125:15
visiting 71:3
visits 20:4, 7
47:21 48:4
Vivian 134:2, 13
voice 118:7
vote 5:16 7:11
9:8 13:18
24:16 30:5
36:7 38:3
39:18 42:20
53:8 54:1, 12,
13 56:3 57:11,
16 64:6 65:21
69:21
voting 5:15
13:13, 20 54:5,
7, 11 55:2, 3, 7,
8, 17, 19 56:5
vulnerable
14:17
< W >
wait 14:7 47:3
65:11
waitlist 16:13,
15
walk 103:5
```

130:17

walked 128:12

wall 61: <i>12</i>
127: <i>4</i>
want 13:6, 8
14: <i>14</i> 15: <i>10</i> 16: <i>4</i> 19: <i>12</i>
16:4 19:12
24:15 30:7
34:5, 15 35:8
43:1, 15 44:16
45:7 47:2
50:15 53:11
69:14 72:5
76:14, 16 77:1,
3 80:12 83:5
85:13 88:15
85: <i>13</i> 88: <i>15</i> 90: <i>17</i> 92: <i>9</i>
94:17 95:4
97:15, 19, 20
100:6 101:2
103:13, 21
105:16 109:6
114:16, 19
119: <i>14</i> 120: <i>6</i> ,
21 124:13
127:18
wanted 24:10
26:4 30:19
36:2 87:8 88: <i>3</i>
100:10
warranties
60:17 61:3
warranty 63:3,
4, 5, 7
Washington
60:3
watching 46:4
way 15:2
17:11 18:6
31:3 49:2
72:20 104:6
113:19 121:3
113: <i>19</i> 121: <i>3</i> ways 113: <i>16</i>
ways 113:16
ways 113: <i>16</i> 125: <i>6</i>
ways 113:16 125:6 wears 101:14
ways 113:16 125:6 wears 101:14 weather 23:14
ways 113:16 125:6 wears 101:14 weather 23:14 24:1
ways 113:16 125:6 wears 101:14 weather 23:14 24:1 website 11:17
ways 113:16 125:6 wears 101:14 weather 23:14 24:1 website 11:17 25:6, 18 46:15
ways 113:16 125:6 wears 101:14 weather 23:14 24:1 website 11:17

versus 100:21

Proceedings
week 14:1 26:14 125:15 weeks 31:14 125:17 weight 62:1 63:18 welcome 11:4 18:16 50:19 51:18 52:18 78:11 welcomed 125:21 welcoming 18:1,
well 20:9 22:2, 9 23:4 25:9 26:20 27:8, 9, 21 28:3 31:13 46:21 47:8 48:12 50:13, 17 51:3 74:2, 10 80:10 81:12 88:11 89:3 93:9 94:3, 13 99:10 103:6 105:7 107:5 110:2, 4 115:19 116:7 124:5 128:9 130:8 131:8 well-developed
85:18
went 97:18
128:8
we're 16:6
we're 16:6 18:3 23:8
27:11 28:3
29:9, 19 33:14
45:3 47:10, 20
48:20 54:1, 7,
11 55:6, 7, 17,
<i>19</i> 56: <i>3</i> 57: <i>11</i>
71:5 77:9 85:1
86:9 89:5, 20
90:5 91: <i>1</i>
90:5 91: <i>1</i> 93:2 <i>1</i> 95: <i>15</i>
96:7 97:10, 16,
19 98:21
102: <i>15</i> 105: <i>21</i>
113: <i>11</i> 114: <i>1</i> ,

<i>13</i> 115: <i>18</i> , <i>19</i> ,
21 118:21
123:21 125:8
130:11, 15
weren 81:3
westside 96:2
we've 19:16
23:21 28:10
29:9 84: <i>13</i>
86:14 88:17
95:3, 10, 13, 15,
16, 19 97:16
99:10 107:6
108:9 112: <i>12</i>
121:5 123: <i>11</i>
121:5 123: <i>11</i> 124: <i>19</i> 132: <i>14</i> ,
15
white 92:5
95:21
wife 10:13
win 83:8
window 21:4
winners 74:10
WITNESS
134:8 Woodlawn
27:12 28:7
words 127:5, 6
work 13:18
27:4, 14 28:10,
11 31:3 34:7, 8
47:17, 19 49:19
72:19 74:16
76:2, 8, 11 78:6,
19, 20 82:21
84:9 85:3, 5
87:21 89:15
90:17 91:13
90: <i>17</i> 91: <i>13</i> 96: <i>11</i> 99: <i>21</i>
110:5 112:9, 10,
17 114:12
115: <i>6</i> , <i>21</i> 116: <i>8</i>
120:3, 6 122:9
130:21
work-based
123: <i>13</i>
worked 86:4
working 15:5
48:5 49:10, 16
70.16 77.1

72:16 77:1

```
99:11 101:17
114:14 116:7
122:4 126:18
128:10, 12, 15
workload 72:15,
20 81:18
111:21 112:2, 4,
7 113:3 114:12
workloads
111:20
works 103:17
128:3
workshops
95:13
worry 111:9
wow 83:15
wrestling 63:17
writing 116:20
< X >
XFINITY 5:14
< Y >
Yeah 43:10
53:19 103:14
104:9, 17
106:10 122:8
year 14:4
20:15, 16 21:3,
7, 12, 15, 18
22:14 23:4, 12,
19 24:6 25:5
26:19 27:11
71:20 73:5
75:1, 11 79:14
80:20 81:6, 10
82:4, 11 83:20,
21 84:5, 6
87:13 88:17
89:1 95:10
96:2 99:19
103:16 114:9,
17 121:6
129:14 132:1
year-old 94:5
years 14:8
24:5 72:17
79:17 127:2
```

```
Yellow 20:20
21:8
yesterday 46:5
52:21 129:7
Young 2:12
8:5, 6 10:2, 3
17:1 34:2
36:20, 21 38:18,
19 40:12, 13
55:21 57:1, 2
58:10, 11 64:21
65:1 66:13, 14
70:15, 16
124:12, 13
younger 25:11
youngest 25:21
72:8 80:1
96:11 97:1
Youth 10:21
< Z >
zones 25:1
```

year's 114:*11*

131:2*1*