1	BOARD OF EDUCATION
2	BALTIMORE COUNTY
3	
4	
5	
6	
7	
8	PUBLIC MEETING OF THE BOARD OF EDUCATION
9	BROADCAST VIA MICROSOFT TEAMS
10	
11	
12	August 18, 2022
13	
14	
15	
16	
17	
18	
19	
20	Transcribed by:
21	CRC Salomon

1	Page 2	1	Page 4 PROCEEDINGS
2	BOARD MEMBERS:	2	CHAIRWOMAN HENN: Good evening. This is
3	Julie C. Henn, Board Chair	3	Chairwoman Julie Henn. I now call to order the
4	Rodney R. McMillion, Vice Chair	4	special meeting of the Board of Education of Baltimore
5	Kathleen Causey		County for Thursday, August 18, 2022. Tonight's Board
6	Dr. Erin Hager (Absent)	6	of Education meeting is being held virtually and
7	Moalie S. Jose		
8	Russell T. Kuehn	8	In order to efficiently conduct this
9	John H. Offerman, Jr.		meeting, all voting items this evening will be done by
10	Lily P. Rowe		roll call vote.
11	Makeda Scott	11	The first item on the agenda is the
12	Felicia Stolusky (Absent)		consideration of the August 18th agenda. Dr.
13	Roah Hassan, Student Member		Williams, are there any additions or changes to
14			tonight's agenda?
15		15	DR. WILLIAMS: I am unaware of any changes
16			or additions for tonight's agenda, Ms. Henn.
17		17	CHAIRWOMAN HENN: Thank you, Dr. Williams.
18			Hearing none, the agenda stands as presented.
19		19	Our next item is public comment that was
20			_
21			postponed from the August 9th, 2022, board meeting. Those that registered and were selected to speak
	Page 3		Page 5
1	INDEX	1	during the August 9th meeting were provided an
2	Call to Order 4	2	opportunity to call in this evening to give their
3	Consideration of Agenda 4	3	comments. Each speaker is allowed three minutes to
4	Public Comment (Lloyd Allen) 5	4	address the Board. However, no speaker substitutions
5	General Public Comment 9	5	will be allowed. While we encourage public input on
6	Jean Milstein 9	6	policy, programs, and practices within the purview of
7	Sharon Saroff 12	7	this Board and this school system, this is not the
8	Jenn Reedholm 14	8	proper forum to address specific student or employee
9	Bash Pharoan 18		matters or to comment on matters that do not relate to
10	Kendrick Tilghman 18	10	public education in Baltimore County. We encourage
11	Dusiness, 1 ersonner matters	11	everyone to utilize existing dispute resolution
12	New Business, Administrative Appointments 29	12	processes as appropriate. I remind everyone that
13	Superintendent's Report 44	13	inappropriate personal remarks or other behavior that
14	Chairperson's Report	14	disrupts or interferes with the conduct of this
15	Student Board Member's Report 53	15	meeting are out of order. I ask speakers to observe
16	Contract Awards	16	the three-minute clock, which will let you know when
17	Unfinished Business - Board Policies 64	17	your time is up. Please conclude your remarks when
18	Fiscal Year 2024 Capital Budget Request 66	18	you hear the tone or see the time has expired. The
19	Report on Watershed Public Charter School 71	19	microphone will be turned off at the end of your time,
20	Announcements 91	20	and it could be turned off if a speaker addresses
21	Adjournment 91	21	specific student or employee matters or is commenting

Page 6 Page 8 on matters not related to public education in for the educators themselves to feel safe and secure. 2 Baltimore County. When we have job-related stress, this makes 3 The public may submit their comments to the it more difficult for us to provide that environment Board members via e-mail at BOE@BCPS.org. More for the students. Leaders at all levels, TABCO, information is provided on the Board's website at school buildings, central office, and county ⁶ BCPS.org under Board of Education, participation by government, I implore you to help us feel safe, 7 the public. supported, and valued. 8 8 Our first stakeholder group speaker is With the redeployment to so many of the 9 Mr. Lloyd Allen representing TABCO. Mr. Allen? supports for so many of our educators, we will need to 10 MR. ALLEN: Good evening. have each other's backs. I challenge us to help each 11 CHAIRWOMAN HENN: Good evening. other to share resources and to collaborate positively 12 MR. ALLEN: Dr. Williams and members of the within our work sites and within our disciplines, and Board, thank you for the opportunity to speak tonight. to verify sources before amplifying rumors that we As a member of the board of directors at TABCO hear on social media. 15 speaking on behalf of TABCO tonight. I was originally Board, we can't ask for more than what you 16 signed up as an individual rather than stakeholder, 16 did by voting to reallocate funding last week. It is but some circumstances have changed since last crucial that we comply with the blueprint which states 18 Tuesday's meeting. that by 2026 we need to reach a higher minimum salary 19 The charge remains the same. In the short, for teachers and that we do so in a way that respects ²⁰ medium, and long term, we have as a system recruit experienced educators as well. We need to find a way. enough educator to serve our students, and we need to While compensation isn't the sole driver of Page 9 Page 7 retain our staff once they are hired. We are recruitment and retention or a compensation package concerned both with the situations of the vacancies of may attract new educators and help veterans to stay in 3 themselves and the fact that resource teachers and ISP the game. facilitators who would have been supporting our 4 Currently, the data shows that Baltimore ⁵ educators need to be deployed into the schools. We County ranks 8th in career earnings for Maryland 6 agree that having a stable educator in the classroom educators. We must out compete our neighboring school systems and dates. Educators, we face another year of 7 improves outcomes. However, it is vital that new 8 challenges and opportunities that center ourselves and educators, educators new to the county, and educators who are changing roles have adequate support to be continue to move ourselves and our students forward 10 successful this year. I am confident that the system 10 and to remind ourselves that they are why we do what is pursuing creative avenues to fill these positions. we do. Thank you. 12 12 I'm curious whether we have data about the CHAIRWOMAN HENN: Thank you. I now call on 13 13 reasons for attrition and what we are doing to address general public comment, and our first speaker is Jean 14 the root causes of the attrition. Students need 14 Milstein. 15 safety and stability in order to learn. As educators, 15 JEAN MILSTEIN: Good evening. Dr. Williams we do our best to provide a safe and stable ¹⁶ and members of the Board, Lois Crevice is a passionate 17 17 and accomplished artist. These days she is into environment to the extent that we can for the part of 18 the day that we have control over. However, when singing and songwriting. She is also known for her ¹⁹ assignments are shifted after the last day of the portraiture. Her portraits have been displayed in her previous year, and even as late as the week before home state of Georgia, and she has even presented one

staff reports to schools, these pivots make it harder

of her pieces (inaudible) college to live in the

3

4

18

19

8

Page 10 community rather than the institutions that have been ² her on again and off again home since she was 11 years old.

The state of Georgia agreed that she and her co-plaintiff, Elaine Wilson, could live in the 6 community but failed to provide the funding necessary to make their move a reality. In other words, the state of Georgia, essentially, told the two women that 9 they were not worth the state's investment.

10 Their court case went all the way to the 11 supreme court, which ruled in favor of the plaintiffs. The court argued that it was unconstitutional to withhold the resources necessary for the women to live independently. They further stated that presenting 15 the women from living independently was a violation of 16 their civil rights under the Americans with Disabilities Act.

When asked what she wished for all the people not living in the community because of her ²⁰ efforts, Louis said, I hope they live long lives and ²¹ have their own place, I hope that they make money. I

1 hope they learn every day. I hope they meet new people, celebrate their birthdays, write letters, clean up, go to friend's houses and drink coffee. I hope they have a good breakfast every day, call people ⁵ on the phone and feel safe. In other words, Lois wants what everyone wants, disabled or not. She wants 7 her tribe to be valued members of their community.

Lois stood up to the state of Georgia when 9 it said she was not worth the effort. She sued and won. Access is a civil right. It is Lois's civil right, and it is also the civil right of every student 12 in BCPS regardless of disability.

13 That access to education sometimes requires 14 adult support. You have heard me and others advocate 15 for these temporary and undervalued employees time and 16 time again. Last year they made \$12.50 for a skilled 17 job, a hard job, a worthy job, that provides access 18 for our students. I'm thrilled to see that pay for 19 these positions has increased to \$18 for this school year. I also want to thank you for providing financial support and training so that some of our

Page 12 AAA's can become permanent employees with benefits in ² the form of PERA educators. I would argue, however,

3 that it would be wonderful if the AA position itself was similar.

5 The message that Lois and company got from the state of Georgia was that they weren't worth the investment. I want to thank you for taking the first step to invest in our students, our staff, and our future, and ask you to continue your investment over the ensuing years. Thank you.

CHAIRWOMAN HENN: Thank you. Our next speaker is Sharon Saroff. Ms. Saroff?

13 MS. SAROFF: Can you hear me? 14 CHAIRWOMAN HENN: Yes, we can.

11

15

16

17

18

19

6

10

17

Page 11

MS. SAROFF: Okay. Good evening. You all know me as Sharon Saroff, a very loud and respected advocate in the community for special needs students.

There are less than two weeks to the start of the school year on August 29. And according to the media, Baltimore County Public Schools has over 400 special education support systems or staff positions

still unfilled. I'm once again raising this concern because many of our special ed students did not receive all their services from the last school year due to shortages. Many of these services were not made up during the summer because of lack of staff available.

In addition, there were more services that were not able to be provided during the extended year and summer school sessions because of lack of staff.

Our students are behind already due to COVID. Our students are behind because Baltimore County decided instead of following IEPs that they would do a one-size-fits-all. Staff left because they 14 did not get what they needed, and students are the ones that are suffering. This is not how we provide 16 stake.

I want to know what this school board and Dr. Williams is going to do about the fact that we can't even get ahold of the Office of Special Education. We, meaning your BCPS staff, we, meaning your parents, we, meaning your advocates like myself.

Page 13

Page 14 Page 16 Attempts to get ahold of the Office of Special Ed are served, and my 10-year-old got permission to have in vain because no one answers the phone or e-mails. pictures taken for his presentation. It is shocking, Your district is rated needing intervention. but I guess BCPS didn't think that students would There are only two school systems in the state that notice or report it. ⁵ have that rating, Baltimore County and Baltimore City. What is evident is that BCPS is not serving 6 I want to know what this Board and our superintendent what they teach in health classes by serving Pop Tarts plan to do with less than two weeks left before the and chocolate chip muffins for breakfast. And what start of school to address the needs of our students does "contains bioengineered food ingredients" mean on currently and the needs that were not addressed in the the side of the Trix yogurt? Children carbs cause you previous school year for the summer. 10 to be more sluggish throughout the day rather than 11 Thank you for your time. giving you a boost. I'm all for the free breakfast, 12 CHAIRWOMAN HENN: Thank you. Next, we have but let's set the kids up for success by providing 13 healthier options that include a protein. This is Jen Reedholm. Ms. Reedholm? 14 MS. REEDHOLM: Can you hear me? teaching kids poor eating habits, which can lead to 15 15 other health issues in life. Also, there's no color CHAIRWOMAN HENN: Yes. ¹⁶ in the food. Everything is brown, white, or orange 16 MS. REEDHOLM: Hello, can you hear me? 17 CHAIRWOMAN HENN: Yes, we can. and simply unappealing. I warned this Board on a few 18 MS. REEDHOLM: Okay. Sorry. It wouldn't occasions about the unnecessary ingredient carogean, a 19 unmute. thickening agent in the milk. Did you know the ²⁰ ingredient causes focus issues? The NIH, another 20 Good evening everyone. Thank you for your time. My son Matthew spoke recently about the reputable health agency confirms this. Page 17 Page 15 disgusting school meals being served. If I were a So while BCPS is patting themselves on the student and that was my only option, I'd go hungry. back for filling bellies so the kids can focus on 3 learning instead of how hungry they are, the plan is And as it turns out, many students are going hungry. backfiring because kids are now unable to focus, which Green meet, moldy bread, dried up Doritos and more, who can stomach any of that? can cause behavioral and classroom management issues. 6 6 I brought this up a while back and Dr. Hager I recently called the nutrition office for a listing of ingredients for all food served, and I was ⁷ responded publicly stating that she wanted to work on 8 told I had to drive to an office in Middle River to getting better food for the students. Dr. Hager, how is that going? It's been over a year and nothing has 9 read it in a binder. Why is this not available on our 10 changed. website like neighboring counties? I asked for this 11 in 2015, and six years later I'm told they're still Dr. Williams, are you concerned? Are you willing to help improve the quality of the meals? Who working on it. It's not that hard to scan papers into 13 13 is making these decisions, ordering this horrible a document to post to a website. 14 food, and how can cafeteria staff serve rotten food to 14 These issues are not pandemic-related. This 15 15 has been going on for years prior to 2020. I'm a child in good conscious? 16 16 consistently saying BCPS needs to do better. I'm not I remember really good lunches in my public 17 ¹⁷ high school on Long Island. They were convenient, asking for gourmet meals, but if the military and 18 cheap, and even the teachers bought them. With correctional centers can serve better food to mass made-to-order sandwiches and hot entry options, I have numbers of people, BCPS has no excuse here. Thank you 20 seen nothing comparable in BCPS. My middle schooler for your time. 21 sends me daily pictures of garbage her friends are CHAIRWOMAN HENN: Thank you. Our next

Page 18 Page 20 speaker is Dr. Bash Pharoan. attended. And really I'd like to remove the word 2 DR. BASH PHAROAN: Can you hear me? ² networking and say relationships. And you build 3 CHAIRWOMAN HENN: Yes, we can. relationships it builds trust. You build trust, you DR. BASH PHAROAN: Okay. Good evening, start to build capacity as we start to fill in those Ms. Henn, Dr. McMillion, Dr. Williams, all board voids of the needs that we need satisfied or the 6 members. problems that we need to solve. 7 I'm really still at work and there is noise I believe the event was a huge success. It allowed to us to really build those relationships with around me, so I want to basically ask you to listen or to read my note I sent to you by e-mail. I do not some emerging partners and hear the great things that want to waste your time by repeating it. And I take you all are doing at Baltimore County Public Schools. 11 this opportunity again and again to thank all board And I also heard of a challenges as well where I feel 12 members for the work that you do. like our organization and non-profit could fill some 13 13 People complain about this and that. voids. 14 Actually, I appreciate your work and hopefully Dr. Williams encouraged all of the partners (inaudible) hopefully, you can respond to my request. to continue to work with Baltimore County Public 16 Thank you very much. Schools and support all the emerging partners to find 17 CHAIRWOMAN HENN: Thank you. Our next some support. That's really why I'm here tonight is 18 speaker is Kendrick Tilghman. Kendrick Tilghman? really just to ask you all as the school board to 19 MR. TILGHMAN: Good evening. continue with the community outreach because this is ²⁰ the way we can all address these challenges and 20 CHAIRWOMAN HENN: Good evening. 21 MR. TILGHMAN: Can you hear me? education, which are facing all around the country Page 21 Page 19 1 CHAIRWOMAN HENN: Yes, we can. together. Teamwork makes the dream work. 2 MR. TILGHMAN: Good evening, Dr. Williams, And at the partnership fair, we really got chair and vice chair McMillion, and members of the to go to workshops and ask questions, get a dialogue, 4 we felt like we had a voice, and then those voices school board. 5 I'm Kendrick Tilghman, founder of the were actually being heard to address the issues that (indiscernible) Foundation and I'm the owner of Five we wanted to really address. And I really just feel Star Enterprise, which is a STEM manufacturing 7 like it showed a really big level of accountability company. We strongly believe, in education and and engagement at that partnership fair. Our providing support and development for our youth and organization, Five Star Enterprise, we know oh so well 10 this rapidly changing 21st century job market. of the difficulties the school facing in these 11 Our signature initiative or product is math challenging times with teacher shortages, bus driver 12 through music where it teaches young people how to shortage, and the ever present COVID cloud that seems 13 13 D.J. with using mathematical principles. We love math to hover over us all. 14 through music because we found students enjoy it 14 The school systems are finding new ways and through the studies we've had with a few universities, creative ways to address the achievement gap and 16 ¹⁶ increase standardized test scores, increase graduation and they seem to really attract math in music. 17 17 And so, I just really want to commend you rates with the goal of making sure that our zip code and just a reminder we wanted a husband, father to, all on a successful community outreach fair. I was 19 hosted by you all at Baltimore County Public Schools, grandfather to right here in Baltimore County, and we

so thank you Superintendent Williams for extending

that invitation to network with over 200 partners that

all want the same thing. We want a great education

for our youth with educational programs, mentorship

1	programs and partnerships are supercritical right now.	1	MS. GOVER: Ms. (Indiscernible)? Ms. Jose?
2	And I just want to say that our product Math	2	MS. JOSE: Yes.
3	Through Music has become a successful tool. We are	3	MS. GOVER: Mr. McMillion.
4	using it in Montgomery County Public Schools, and they	4	MR. MCMILLION: Yes.
5	said we lower violence, increased attendance, in 50	5	MS. GOVER: Mr. Offerman.
6	percent of the student's math scores went up.	6	MR. OFFERMAN: Yes.
7	So in closing I will say, Dr. Williams and	7	MS. GOVER: Ms. Scott.
8	the school board, please continue to have this	8	MS. SCOTT: Yes.
9	successful partnership fair and aspire me to speak at	9	MS. GOVER: Dr. Hager. Mr. Kuehn?
10	this board meeting tonight, and on a personal level,	10	Ms. Henn?
11	serving as the president of Madam speaker at Baltimore	11	CHAIRWOMAN HENN: Yes.
12	County African American Cultural Festival, just thank	12	MS. GOVER: In favor 6.
13	you for your support over the years as we give up for	13	CHAIRWOMAN HENN: So, the motion fails.
14	the first Saturday of September in Towson. Thank you.	14	MS. GOVER: Passes.
15	CHAIRWOMAN HENN: Thank you. That was our	15	MS. HOWIE: No, it does not. For the
16	final speaker for the meeting.	16	purposes, I'll let Mr. Brousaides speak to it, but you
17	The next item on the agenda is personnel	17	only needed six because the student member of the
18	matters, and for that I call on Ms. Lowry,	18	board is not eligible to vote.
19	MS. LOWRY: Good evening, chairwoman Henn,	19	CHAIRWOMAN HENN: So it carries with 6, Ms.
20	vice chairman McMillion, Superintendent Williams, and	20	Howie?
21	members of the board.	21	MS. HOWIE: Yes, ma'am.
1	I would like the board's consent for the	1	Page 25 CHAIRWOMAN HENN: I'm sorry. Thank you for
2	personnel matters presented in Exhibits D1 through D6.	2	that clarification. So the motion carries.
3	CHAIRWOMAN HENN: Thank you. Do I have a	3	Do I have a motion to approve the personnel
4	motion to approve the personnel matter that's	4	matters as presented in Exhibits D2 through D6?
5	presented in Exhibit D1?	5	MR. OFFERMAN: So moved, Offerman.
6	MR. OFFERMAN: Offered, Offerman.	6	CHAIRWOMAN HENN: Thank you. Do I have a
7	MS. HASSAN: Second, Hassan.	7	second?
8	CHAIRWOMAN HENN: Ms. Hassan, the student	8	MR. MCMILLION: Yes, I'll second that, Rod
9	member cannot vote on this item.	9	McMillion.
10	MS. HASSAN: Sorry, that's my bad.	10	CHAIRWOMAN HENN: Thank you, Mr. McMillion.
11	CHAIRWOMAN HENN: And you cannot vote on it.	11	Any discussion?
12	May I have another second for D1?	12	MS. CAUSEY: Madam Chair, this is
13	MS. ROWE: Second.	13	Ms. Causey. I had a question.
14	CHAIRWOMAN HENN: Thank you, Ms. Rowe, and	14	CHAIRWOMAN HENN: Yes, Ms. Causey?
15	thank you for the motion, Mr. Offerman.	15	MS. CAUSEY: Thank you. In the documents
16	Any discussion? May I have a roll call	16	that are attached to the board's content for this,
17	vote, please?	17	there are a number of resignations and retirements
18	MS. GOVER: Ms. Rowe?	18	that are dated June 30th, 2022, and I'm curious why
19	MS. ROWE: Yes.	19	the length of time between that date and today's date?
20	MS. GOVER: Ms. Causey.	20	MS. LOWRY: I can address that.
21	MS. CAUSEY: Abstain.	21	CHAIRWOMAN HENN: Ms. Lowry?

Page 26 Page 28 MS. LOWRY: Yes. If someone resigns between compensation, well deserved by this staff, that we are the end of the school year and the start of when limiting our recruitment efforts and our retention teachers report, which would be next Monday, the 3 efforts. Thank you. ⁴ resignation is effective 6/30. Because during that 4 CHAIRWOMAN HENN: Thank you. Any other period of time, because they are 10-month employees, questions or comments, board members? May I have a 6 they are not employed. So it goes back to their last roll call vote, please? 7 date of work during that period of time, which would MS. GOVER: Ms. Rowe? 8 be 6/30. 8 MS. ROWE: Yes. 9 MS. CAUSEY: Thank you for that. As a 9 MS. GOVER: Ms. Causey. 10 10 follow up, there were a number of resignations of MS. CAUSEY: No. 11 11 teachers and other certificated that said that they MS. GOVER: Ms. Jose? 12 12 attained other employment. And for, my understanding Mr. McMillion? 13 13 is, and you can unpack this or clarify, that a teacher MR. MCMILLION: Yes. 14 ¹⁴ certificated employee needs to give notice by a MS. GOVER: Ms. Hassan? Ms. Hassan? 15 certain date in order for them to be able to apply to MS. JESS: Ms. Gover, this is Ms. Jose. 16 other districts to do a similar job that requires Sorry, I was muted. 17 ¹⁷ their teaching certificate. And do we know if those MS. GOVER: And your votes, Ms. Jose? 18 teachers and certificated employees that resigned or 18 MS. JESS: Yes. 19 retired after June 30th. If they, where it says June MS. GOVER: Thank you. Ms. Hassan? 20 ²⁰ 30th, were they able to seek employment with other MS. HASSAN: Sorry, I was having 21 districts or were they deciding that it was, that they difficulties unmuting. Yes. Page 29 Page 27 1 1 would not remain in education? MS. GOVER: Thank you. Mr. Offerman? 2 MS. LOWRY: It's combination of both. So, MR. OFFERMAN: Yes. 3 any employee that resigns outside of the allowable MS. GOVER: Ms. Scott? 4 MS. SCOTT: Yes. window to seek employment in another LEA, they are ⁵ informed that they are resigning with prejudice and we 5 MS. GOVER: Ms. Henn? 6 6 are informing MSDE of their resignation outside of CHAIRWOMAN HENN: Yes. 7 that approved window. MS. LOWRY: The motion carries. Thank you. 8 8 MS. CAUSEY: Okay. So I'm just curious how CHAIRWOMAN HENN: Thank you, Ms. Lowry. many of these valuable employees made the decision The next item on the agenda is recognition ¹⁰ just recently when they realized that the, despite the 10 of administrative appointments from the August 9, board approving additional compensation, that the 2022, board meeting. And for that I call on Dr. 12 Williams. county executive indicated that he did not support 13 13 that increased compensation. Do we know the exact DR. WILLIAMS: Good evening, everyone, to 14 date of when these employees made their decision? 14 Chair Henn, vice chair McMillion and the board. 15 15 MS. LOWRY: Ms. Causey, with 150 plus The last time we meet, we were unable to 16 resignations on here, I would not be able to provide show all of our power points of our newly appointed 17 17 you all of those dates this evening. So, at administrators as of August 9th, so I would like to superintendent's direction, I could provide you with recognize those administrative appointments from 19 what you're asking for. August 9, 2022, board of education meeting. We have a 20 MS. CAUSEY: Thank you. I'm just very tradition of showing faces and pictures, so bear with concerned that with delay of providing additional me as I go through all of them.

Page 30 Page 32 Reside to transition to the power point? Next, we have Heather A. Caulton as the 2 Wonderful. principal as Loch Raven Technical Academy. She brings 3 First appointee is LaJuan Alston as a ³ to us 31 years of experience in Baltimore County. specialist in the Office of Title I. Previously, she 4 Prior to this appointment, she served as the assistant was a teacher of mathematics as Shady Springs ⁵ principal at Franklin Middle as well as Deer Park Elementary. 6 6 Middle Magnet School. She served as music specialist 7 She brings previous experience outside of for the department of elementary programs, also a Baltimore County Public Schools where she served the vocal music teacher at Woodlawn High School and vocal Baltimore County Public Schools in Cumberland County music teacher at Perry Hall Middle, Deep Creek Middle. Public Schools and Hot Spots Extended Care Program. And prior experience she served in Baltimore City 11 Congratulations, Ms. Alston. 11 Public Schools. Congratulations, Heather A. Caulton. 12 12 Next, we have Stacy S. Barry as the Next, we have Charles S. Chapman as the 13 Assistant Principal as Chase Elementary School. She assistant principal at Northwest Academy of Health ¹⁴ brings to us 15 years of service in Baltimore County. 14 Sciences. Congratulations and welcome back to ¹⁵ Previously, she was the supervisor elementary in the Baltimore County Public Schools. Prior to this 16 office of virtual learning programs. Prior to that, 16 appointment, he served as the assistant principal at she served as a supervisor in the office of digital Shepherd Prack Health System for over five years. He safety and teacher of library science at Roger Ford serves in many roles, including serving as the Elementary School and teacher at Spark's Elementary admissions compliance and transition specialist at 20 School. Congratulations, Stacy S. Barry. Kennedy Kreger Institute. He also served as the 21 Next, we have Dr. Nashae Bennett. Dr. school individual education plan and testing Page 31 Page 33 1 Bennett as the new executive director elementary in coordinator at the Children's Guild, and he served as the department of schools. She brings to us 23 years a special ed teacher in inclusion at Loch Raven of service in Baltimore County. Previously, she was Technical School and a variety of other positions, 4 the principal at Herronwood Elementary School. Prior including a special ed coordinator of autism in the ⁵ to that, she served as a principal at Scott Bridge District of Columbia Public Schools. Congratulations ⁶ Elementary School, Hemphill Early Learning Center, Charles H. Chapman. assistant principal at Wood Home Elementary and New Next, we have Elliot D. Crouthamel as the 8 Town Elementary. She also served as a classroom supervisor of the office, in the office of health and teacher at Deer Park Elementary and Pal Hatton physical education. He brings to us 14 years of Elementary School. Congratulations Dr. Nashae M. 10 experience in Baltimore County. Prior to this 11 Bennett. appointment, he served as a teacher of physical 12 Next we have Alicia A. Cagnolatti as the education at Cockeysville Middle School. He also assistant principal at Cedarmere Elementary School. served as a consulting teacher at Allingsville ¹⁴ She brings 23 years of service in Baltimore County. ¹⁴ Elementary. Prior to that, he served as a physical ¹⁵ Prior to this appointment, she was a classroom teacher education teacher at Lionsville Elementary, Woodbridge ¹⁶ at Lions Mill Elementary, and she has had previous Elementary and Charlesmouth Elementary school. 17 17 experience in Howard County Public Schools, as well as Congratulations, Elliot D. Crouthamel. 18 Los Angeles Unified School District and Marina Valley 18 Next, we have Alonzo Ellison as the ¹⁹ Unified School District. Congratulations, Alicia assistant principal at Parkville High School. Welcome ²⁰ Cagnolatti as new assistance principal at Cedarmere to Baltimore County Public Schools. Prior to this Elementary School. appointment, he served as the assistant principal as

Page 34 Page 36 North Dorchester Middle School in Dorchester County Southwest Academy. He has prior experience in Public Schools. He served as an instructional Montgomery County Public Schools, Baltimore City coordinator, I.T. Academy at Glen Park High School. Public Schools and several other systems. 4 He also served as a computer teacher in Montgomery Congratulations, Dr. Otis L. Lee. ⁵ County and a computer science teacher at Edgewood Next, we have Katherine McLean as the ⁶ Independent School District. Welcome to Baltimore supervisor of multi-tiered systems and support. I County and congratulations, Alonzo Ellison. want to congratulate Ms. McLean for her appointment as Next, we have Sharon Fischer as the the supervisor in the multi-tier systems and support. principal of Middleborough Elementary School. She Next, we have Brian A. Pluim as the brings to us 30 years of experience in Baltimore assistant principal at Deep Creek Elementary School. ¹¹ County Public Schools. Prior to this appointment, she Prior to this appointment, he served as the interim served as the assistant principal at Warren Elementary principal and assistant principal at Baltimore ¹³ School. She also served as a reading specialist and a Collegiate School For Boys and in Baltimore City ¹⁴ classroom teacher at Kingsville Elementary School. Public Schools. He brings a wealth of experience, 15 including serving as the principal of Gifford Prior to those experiences, she served as a resource 16 16 teacher in the office of language arts, as well as a Elementary Middle School and Westside Elementary reading specialist an elementary teacher, classroom School all in Baltimore City. He also served as an teacher, at Red House Run Elementary School. instructional support teacher of mathematics, an 19 Congratulations, Sharon K. Fischer. elementary school teacher and assistant site 20 Next, we have Allyson M. Huey, as the senior coordinator at Parks and People Super Kids in Baltimore City Public Schools. Congratulations Brian counsel in the office of law. She brings to us over Page 35 Page 37 eight years of service in Baltimore County Public 1 K. Pluim. 2 Schools. Prior to this appointment, she served as the Next, we have Richard M. Salkin as a people manager of the employee of student appeals in the personnel worker, virtual learning program in the office of people personnel services. He brings to us office of the chief of staff. Her prior experience ⁵ included working in Prince George's County Public 21 years of service in Baltimore County. Prior this Schools and Baltimore City Public Schools. appointment, he served as a teacher of social 7 emotional learning at Franklin High School. Prior to Congratulations, Allyson M. Huey. 8 8 that, he served as a behavior interventionist at Next, we have Katie L. Judge as a specialist 9 in the office of Title I. She brings to us 17 years ⁹ Franklin High School, a crisis interventionist at ¹⁰ of service in Baltimore County Public Schools. Prior Franklin High, Newtown High and Newtown Elementary to this appointment, she served as a science teacher School. He also has previous experience at Carroll 12 at Middle River Middle School. Prior to that she was County Public Schools. Congratulations, Richard M. 13 Salkin. 13 a resource teacher and again science teacher at Middle ¹⁴ River Middle School and at Haliburton Middle. 14 Next, we have Lesley N. Stepney as the ¹⁵ Congratulations, Katie L. Judge. principal at Harford Hills Elementary School. She 16 ¹⁶ brings to us three years of service in Baltimore Next, we have Dr. Otis L. Lee as the 17 17 assistant principal as Pikesville High School. He County. Prior to this appointment she served as the 18 brings to us three years of service in Baltimore assistant principal at Millbrook Elementary, and prior ¹⁹ county public schools. Prior to this appointment, he to that she was also a classroom teacher at Glenfield served as a social studies teacher at Pikesville Elementary, and prior to that she has previous Middle School. He also served as a social teacher at experience in Baltimore City Public Schools. Over 20

Page 38 Page 40 years of service in Baltimore City. Congratulations, K teacher all at Hallsted Academy. And prior to that, Lesley N. Stepney. ²|she served at Hartford County Public Schools. 3 Next, we have Brenda J. Strumke as Congratulations, Angela J. Cooper. specialist curriculum and instruction in the Next, we have Heather Gaskins as a people department of special education. She brings to us personnel worker 1.0 in the Office of School Climate 6 four years of service in Baltimore County. Prior to and Culture. Prior to that, she served as a .6 people this appointment, she served as a specialist, personnel worker. She served for us for one year. 8 board-certified behavior analyst in the department of We're excited. Prior to this one year of experience, special education, and prior to that experience, she she served as a coordinator at Shepard Park Health served in Caroll County Public Schools as well as System. She also was a diagnostic and prescriptive 11 Kennedy Kreger Institute and Johns Hopkins University. teacher at Shepherd Park Health System and served at 12 Congratulations, Brenda J. Strumke. Hartford County Public Schools, and also a special ed 13 Next, we have Micah E. Wiggins as the teacher at Lincoln Intermediate Unit. 14 principal of Parkville Middle School. Prior to this 14 Congratulations, Heather Gaskins. 15 appointment, he served as the assistant principal at Next, we have Michael B. Gorecki as the 16 Payne Branch High School. Also, he served as the 16 assistant principal at White Oak School. He brings to assistant principal at Bricks Cheney Middle School, us 18 years of service in Baltimore County Public 18 Richard Montgomery High School, and Quince Orchard and Schools. Prior to this appointment, he served as a Einstein High School, all in Montgomery County. He special ed inclusion teacher at Norwood Elementary ²⁰ School. Prior to that, he served as a classroom 20 served also as an assistant principal at Walter Johnson High School, as well as a social studies teacher and social emotional learning teacher at Page 39 Page 41 teacher at Walter Johnson's High School, Independence Norwood, as well as New Town. Congratulations Michael B. Gorecki. Middle School in Virginia Beach, Garner Senior High 3 School of Wake County, and Tallwood High School in Next, we have Kristy M. Gorman as a Virginia Beach. Welcome to Baltimore County Public supervisor health services in the Office of Social Schools, Micah E. Wiggins. Emotional Support. She brings us to seven years of Next, we have Deanna Ashenfelter as a fiscal experience in Baltimore County. Prior to this appointment, she served as a school nurse in Essex supervisor III in the office of the controller. She 8 brings four years of service in Baltimore County. Elementary School. She also has previous experience Prior to this appointment, she served as the fiscal at the University of Maryland Medical Systems, as well as Personal Touch Home Health Agency, University of supervisor II in the office of accounts payable. Maryland School of Nursing, and University of Maryland Prior to that experience, she served at Health Pro for 12 ¹² close to three years, Industry Retail Group, and Medical Center. Congratulations, Kristy M. Gorman. 13 Inside Lacross magazine. Congratulations, Deanna Next, we have Christina L. Jordan as a Ashenfelter. 14 specialist in the Office of School Counseling. She 15 15 brings us to almost nine years of service in Baltimore Next, we have Angela J. Cooper as the ¹⁶ County. Prior to this appointment, she served as a assistant principal at Bear Creek Elementary School. 17 17 She brings to us 14 years of service in Baltimore school counselor at Lansdowne Middle School. She also served as a school counselor at Chesapeake High ¹⁸ County. Prior to this appointment, she served as the ¹⁹ staff development teacher and Brookshire Elementary School. And prior to those experiences, she was a ²⁰ School. She served as a Kindergarten teacher at special education inclusion teacher at Chase Hallsted Academy, classroom teacher, as well as a pre-Elementary, and she brings prior experience from

Page 42 Page 44 Baltimore City Public Schools in Shephard Park Health Elementary School. She brings over 23 years of System. Congratulations, Christina L. Jordan. service in Baltimore County Public Schools. 3 Next, Beth A. Lambert as the supervisor in And I believe that concludes the 4 the Office of Student Support Services. She brings 22 appointments. Congratulations to all of those who are years of service in Baltimore County. Prior to this appointed on August 9. It was an honor to read and to show your pictures on today's special board of appointment, she served as the facilitator of SST 504 in the Office of Student Support Services, and prior education meeting. 8 8 to that she was an instructional support teacher at CHAIRWOMAN HENN: Thank you, Dr. Williams, Sandy Plains Elementary School, a special education and congratulations to everyone. teacher at Chase Elementary School and prior So, the next item on the agenda is the ¹¹ experience in Baltimore City Public Schools. 11 superintendent's report. And Dr. Williams, I'll hand Congratulations, Beth A. Lambert. 12 it back over to you. 13 13 Next, we have Andrew J. Prietz as the DR. WILLIAMS: Thank you, Ms. Henn. So, assistant principal at Northwest Academy of Health 14 good evening again to our board. I am pleased to ¹⁵ Services. He brings to us eight years of service in present my superintendent's report to the board and to 16 ¹⁶ Baltimore County. Prior to this appointment, he team BCPS. My report includes celebrations, updates, and evidence of our strategic plan that encompass our served as a mathematics teacher at Sparrows Point High 18 pathway to excellence in action. School. He also served as a mathematics teacher at 19 Franklin High. He was a special education So, I would like to take a moment to honor ²⁰ self-contained teacher at Franklin High, an inclusion and celebrate our class of 2022 summer graduates. Our annual summer commencement exercises took place on special ed teacher at Patasco High, and he brings Page 43 Page 45 prior experience from Montgomery County Public Saturday, August 13th at George Washington Carver Schools. Congratulations, Andrew J. Prietz. Center For Arts and Technology. It was incredible to 3 see graduates from BCPS students around the county Next, we have Jessica Sweet as a specialist receive their diplomas. Many thanks to the families, in public placement in the Department of Special Ed, special education. She brings to us over 16 years of ⁵ friends, and members of team BCPS who were there to service in Baltimore County. Prior to this 6 recognize our students. We're proud of their accomplishments, excited for their future, and looking ⁷ experience, she served as an IEP facilitator, and prior to that she served as a special ed inclusion forward to seeing what they do next. teacher at Towson High, she served as special ed So, more than 750 new Baltimore County self-contained teacher at Parkville, she served as a educators gathered at Peri Hall High School to attend hearing-impaired self-contained teacher at Pine Grove, the BCPS new educators orientation this week. Each 12 as well as a hearing-impaired self-contained teacher year, Baltimore County Public Schools Department of 13 at Rosedale Center. Congratulations, Jessica Sweet. Organization Development and Leadership in 14 Next, we have Nicole R. Wagner as a pupil collaboration with offices in the Division of 15 Curriculum Instruction provide a comprehensive personnel worker in the Office of School Climate and induction program for newly hired teachers and other ¹⁶ Culture. Prior to this appointment, she served as a 17 17 reading specialist at Chapel Hill Elementary School. professionals. ¹⁸ And prior to that experience, she served as a 18 This effort to support our new educators ¹⁹ classroom teacher at Chapel Hill, as well as Warren begins with an orientation event. This event, the Elementary. She also served as a resource teacher, event was hybrid, including both face-to-face and reading specialist, and classroom teacher at Ceneca virtual components. Attendees enjoyed meeting key

Page 48

Page 49

14

1

6

15

21

Page 46 staff, connecting with one another and setting in, settling in at their new schools and offices. We are so excited to welcome these newest members of Team ⁴ BCPS, and we are grateful that they chose Baltimore ⁵ County Public Schools and are committed to supporting them and ensuring their success.

And I've had an opportunity to visit today and met a new teacher to Baltimore County Public Schools who was one of my former high school students when I was a principal in Montgomery County. So, it's all about relationships. I appreciate she's starting a second career, and we're excited to welcome her and others, the over 750 new educators, to Baltimore County Public Schools.

15 Please join us Saturday, August 20th, for 16 the 2022-2023 school year kickoff, BCPS Fest. The event is from 11 a.m. to 1 p.m. at George Washington ¹⁸ Carver Center for the Arts and Technology. We're looking forward to a free day of family fun, ²⁰ activities, entertainment, resources and more as we prepare to go #backtoBCPS.

Mark your calendars for the following important dates, Thursday, August 25th, 2022, the early entry day for grades 6 and 9, and virtual orientation for students in the virtual learning program.

On Monday, August 29th, it is the first day of school for grades 1 through 12, and Wednesday 8 August 31st, 2022, the first day for kindergarten. Additional information about the start of school can ¹⁰ be found on the BCPS website. From the home page, click the Back to BCPS link under the 2022-2023 12 heading. Additional information is available at your child's school, and bus route information will be ¹⁴ available in Focus Monday, August 22nd.

So, as we prepare to embark on a new school year, we know that our efforts to heal, rebuild, and 17 recover must be ongoing. We return to five day, 18 in-person learning; has not been without challenge. This upcoming year, we will continue to move forward to meet the ongoing needs of Team BCPS. So, as reported in the spring, areas of

intense focus include improved academic performance, reduction of vacancies, consistent and reliable transportation services, and safe and supportive

environments. While public school systems across the nation are grappling with these issues, we are committed to tangibly improve in these areas in BCPS.

7

11

Page 47

As a result, we have a progress on all of this summer as promised. Evidence of these efforts are depicted on this slide. We will continue to work with our partners and stakeholders throughout the year to provide additional updates on our progress.

12 Team BCPS is collaboratively working to address the effects of the national shortage of teachers. We are still hiring. Department of Human ¹⁵ Resources staff are engaged in intensive recruitment 16 and hiring efforts, and central office teams are working with schools and partner organizations to maximize efficiency and reduce hiring needs. We have detail ships and recruitment, elementary assignment and secondary school options to help address remaining vacancies. 21

So, to provide some additional information, as of August 16, BCPS is 95.6 percent staffed. To date, we have approximately 400 remaining vacancies, and this number is likely changing as ongoing efforts ⁵ to hire and onboard continue. As the table of the slide indicates, the majority of our schools have two or fewer vacancies. 29 out of the 176 schools have been identified as priority schools and are the focus of intensive efforts to redirect staffing and assure that every classroom, every classroom has a qualified teacher on the first day of school.

So, some of those mitigation strategies include the following: Master schedule adjustment. ¹⁴ School leaders have worked to meet student needs while maximizing operational efficiency.

Elementary school reassignment options. Principals have reassigned select non-teaching staff to classroom teacher positions. Certified central office staff have been reassigned to schools in critical need areas, including special education, university interns from Morgan State University, UMBC

12

15

16

16

18

19

1

3

4

6

Page 50 and Towson University has been assigned as long-term subs in professional development schools. Interns are provided with university support during the

4 experience, and BCPS has the opportunity to hire them as permanent staff after successful completion.

Kelly Substitutes has worked to place qualified, long-term substitutes in open positions. Many substitutes are former teachers. School leaders have worked with curriculum and instruction to design e-learning options for virtual math and technology 11 courses, and 140 secondary teachers have elected to teach an extra period for additional compensation. 13 Additionally, BCPS has one permanent daily substitute assignment at each school to help with emergency 15 coverage needs.

We have several hiring events this week, this weekend, next week, and throughout the year. As positions are filled, reassigned staff will be released to their original positions.

20 So, we will continue to update the board, our community, and Team BCPS during these challenging

Page 51 and changing times, but we are excited about starting another new school year. So thank you for allowing me to present my report.

CHAIRWOMAN HENN: Thank you, Dr. Williams. The next item on the agenda is the Chair's report.

And for my report, I want to take this opportunity to say thank you to our teachers, our 8 support staff, our administrators, and every 9 individual in Team BCPS who has chosen to serve 10 children in Baltimore County.

11 As Dr. Williams said, we know this is going 12 to be a challenging year. We also know that you had a 13 choice. A choice to remain in the profession, a 14 choice to remain within BCPS, and we know that choice was likely not an easy one for you to make. And I want to say thank you for choosing to stick with it, ¹⁷ for choosing to stick with us, for choosing children 18 because they need you. They need what you have to 19 offer, and again, we know how challenging this year is going to be, but we also know how amazing you are. I

am in awe of you. And I am so very grateful for the

Page 52 examples that each one of you set for our children and the amazing lessons of perseverance and dedication that they are taking away from the example that you are setting for them.

We talk a lot about the losses that this pandemic has brought us. What we fail to talk about are the gains that our children will take away, and the biggest one that I see is the example that they take from you all and what they are learning from the example that you are setting for them. We say that they are resilient. I say that our staff are resilient. And you are amazing. Again, I am in awe of you. I'm looking forward to an amazing year because of you, not one that will be without challenge but one that you will continue to rise and meet along 16 the way because of your dedication to children. So, thank you, and I'm looking forward to an outstanding 18 year because of you. Thank you very much. 19 The next item on our agenda this evening is

the student board member's report, and for that I call on Ms. Hassan.

Page 53 MS. HASSAN: Thank you so much. Good evening, everyone. Thank you to all of my colleagues present today, to everyone at home watching tonight's board meeting, superintendent and superintendent staff. Thank you all for being here with us, for everything that you do. I cannot thank you enough.

And I know today is a little bit unconventional as a virtual meeting, at least for me. ⁹ For me it means my little brothers are running around and making a point to try to distract me. But, nevertheless, we persist.

Before I begin, I would like to send my love and best wishes to Ms. Mack. Although I never had the pleasure of meeting her, I'd like to wish her the best and a quick and safe recovery. Thank you so much for your service.

So, I will be honest with all of you, I did intend to introduce a resolution tonight. However, I ¹⁹ believe we can only do so with the collaboration of every single board member, especially, you know, as we hold seats on the (indiscernible 1:01) we have to be

1

10

12

16

17

8

18

19

8

9

10

17

the future of our students.

Page 54

ready to work together and I want to make sure that we ² are when I do introduce a resolution. And I believe that's the best and only way to move forward. So for 4 those reasons, I have chosen to postpone a Bill of Rights and continue to put in the work with all of you 6 to write resolutions that please the future of Baltimore County.

Once again, I look forward to working with all of you and continuing to put in the hard work. So, today also serves as my report directly prior to 11 the return of the school building. I personally am 12 beyond excited to enter my senior year of high school and continue serving as a senior member of the board challenging the needs of every single BCPS student in absolutely every single thing that I do this year. I 16 look to my peers, and I remind myself every day that they are why we are here.

So, the month of August holds a collection of returning feelings and new beginnings. Students, ²⁰ teachers and staff are returning back to school, a new academic year begins. Students now feel a pit in

their stomach that they may be the next school headline for violence. So many extra curriculars are starting back up. Mental health is once again on the decline as a stress from balancing it all is not ⁵ exactly met with consistent and effective responses. College applications are opened up and we truly see the impact of the opportunity gap and inconsistent access to college, career, and financial readiness on

Board members, this is the reality of August. It is beautiful and exciting, but it is also anxiety inducing for almost every single person in the ¹³ BCPS. I can speak for both myself and for the 14 students when I say we have a lot of work to do, and 15 that work must enter the power and the voices of our students. It must cherish their health and safety, as well as their education and opportunities.

18 We have and are experiencing a mental health 19 and school safety crisis. We know the statistics, the data, but it is one thing to see the data and another to live it. The heart-breaking thought is that mental

health struggles are absolutely everywhere, and no

matter how silent and it echoes into the soul of every

single student impacted, that feeling of being

overwhelmed or depressed, every single student I know

⁵ has experienced that. The feeling of your heart

6 dropping into your stomach as you hear the news of the

loss of life of a child is a familiar one. Students

making jokes about school shootings, yet on the other

side of the screen texting their parents an I love you

when a school goes into lockdown, missing a day of

school when there's a threat, legitimate or not, and

feeling guilty that your friends are there and you're

13 not.

21

12

13

17

statement.

Page 55

14 Board members, I want you to know that this 15 is real. This is the terrifying part of returning 16 back to school, but it is also the reason we must fight for our safety. It is the reason we must find an effective and long-lasting solution to ensure that we are safe and ready to learn. It truly is our turn 20 to make change.

I want you to know that I'm an optimist. I

Page 57

Page 56

strongly believe that this year will be a good one. I

sincerely acknowledge the hard work the superintendent

and staff administrators, teachers, board members, and

most importantly students have put in because they are

why I continue to have such optimism.

6 I may be idealistic, but I know we can create an opportunity where students are empowered and we never stop being heard and feeling safe. I believe 9 that this year will be the year that we create positive strides to improving the lives and education of every single student and we live up to that

We are surrounded by an outstanding community, and it is our turn to serve them. We must always be the representation of that community. This 16 is who we are representing. We are representing the students who sit in the back of the class who don't have the confidence to raise their hands, the students who work harder than anyone I know to help provide for their families, to the students who walk home from school after extra curriculars, the students who feel

	-		
1	Page 58 safer in a school building than they do in their own	1	Page 60 provide this coming school year.
2	home, the students who need help and don't know how to	2	CHAIRWOMAN HENN: Do you have specific
3	ask, the students who don't have the same resources	3	questions for staff, Ms. Causey?
4	that some of their friends had, the students who put	4	MS. CAUSEY: No. If they just wanted to
5	trust in our system, and every single student that	5	read the little paragraph or couple sentences, that
6	deserves the very best we can offer them.	6	would be great.
7	I look forward to putting in the work and	7	CHAIRWOMAN HENN: Because it was presented
8	continuing to do so with your help and representing	8	in committee and the meeting.
9	our students. We must never stop fighting. And to	9	MS. CAUSEY: So there was discussion there
10	honor Congressman John Lewis, let's get in good	10	that's on video?
11	trouble. Thank you all.	11	CHAIRWOMAN HENN: Yes.
12	CHAIRWOMAN HENN: Thank you, Ms. Hassan.	12	MS. CAUSEY: Okay. Thank you.
13	The next item on the agenda is contract	13	CHAIRWOMAN HENN: Thank you. Thank you,
14	awards. And for that I call on Mr. McMillion, vice	14	Mr. Hartlove.
15	chair of the building and contracts committee,	15	Any further discussion on Nos. 1 through 5,
16	MR. MCMILLIAN: Good evening. Members of	16	board members? (No response.)
17	the board, the board's building and contracts	17	May I have a roll call vote, please?
18	committee met on Monday, August 8th, 2022. Items I-1	18	MS. GOVER: Ms. Rowe?
19	through I-12 are being forwarded to the full board for	19	MS. ROWE: Yes.
20	approval.	20	MS. GOVER: Ms. Causey?
21	CHAIRWOMAN HENN: Do I have a motion to	21	MS. CAUSEY: Yes.
1	Page 59	1	Page 61
2	approve motions I-1 through I-12? MR. OFFERMAN: So moved, Offerman.	2	MS. GOVER: Ms. Jose?
3		3	MS. JOSE: Yes. MS. GOVER: Mr. McMillion?
	CHAIRWOMAN HENN: Thank you. No second is needed since the recommendation comes from the	4	
4		5	MR. MCMILLION: Yes.
د د	committee. Is there any discussion? Hearing none,	6	MS. GOVER: Ms. Hassan?
6	may I have a roll call vote?		MS. HASSAN: Yes.
7	MS. CAUSEY: This is Ms. Causey. I put in	7	MS. GOVER: Mr. Offerman?
8	the chat that I request contracts are separated into	8	MR. COVER M. S. 448
10	items 1 through 5 and 6 through 12, please.	9	MS. GOVER: Ms. Scott?
10	CHAIRWOMAN HENN: Okay. Do I have a motion	10	MS. SCOTT: Yes.
11	to approve items I-1 through I-5?	11	MS. GOVER: Mr. Kuehn?
12	MR. OFFERMAN: So moved, Offerman.	12	MR. KUEHN: Yes.
13	CHAIRWOMAN HENN: Thank you. Any		MS. GOVER: Ms. Henn?
14	discussion, Ms. Causey?	14	CHAIRWOMAN HENN: Yes.
15	MS. CAUSEY: Well, if the and I know it	15	That motion carries.
16	was last week, but if I can have an opportunity to	16	May I have a motion for Items I-6 through
17	attend the building and contracts committee, if I		I-12?
18	could just have staff speak briefly to the Orden	18	MR. OFFERMAN: So moved, Offerman.
	Gillingham Training and Consultation, it's a program	19	CHAIRWOMAN HENN: Thank you. Any questions
20	that has greatly benefited our students, and I just		or discussion? Ms. Causey, did you have any questions
21	would like to highlight the addition that it will	21	on 6 through 12?

			,
1	Page 62 MS. CAUSEY: Thank you, Madam Chair. In the	1	Page 64 MS. GOVER: Thank you.
2	contract for additional heating, ventilation, and air	2	CHAIRWOMAN HENN: The motion carries. Thank
3	conditioning over the increase of 6 million dollars,	3	you.
4	and it says it's a combination of funding, is any of	4	The next item on the agenda is unfinished
5	that funding coming from the Esser (phonetic) grants	5	business, consideration of board policies. And for
6	or other grants affiliated with the (indiscernible)	6	that, I call on the policy review committee chair,
7	funding.	7	Ms. Rowe.
8	CHAIRWOMAN HENN: Thank you. Mr. Hartlove,	8	MS. ROWE: Hi. Members of the board, the
9	is that a question you can answer, or Mr. Dixit? Good	9	policy review committee asks that the board accept the
10	evening.	10	committee's recommendation to amend the following
11	MR. DIXIT: Good evening. So, the answer is	11	board policies: Policy 1270, community relations,
12	yes, the funds are for operating budget and for	12	community involvement, parent and family engagement;
13	different types of grants, including Esser grant.	13	Policy 3215, purchasing contract execution; Policy
14	CHAIRWOMAN HENN: So, Esser grants are a	14	3230, purchasing qualification and vendors; policy
15	source of funding for this contract, is that correct?	15	3231 purchasing vendor performance evaluation; policy
16	MR. DIXIT: That's correct.	16	3540, physical plant services, energy conservation and
17	CHAIRWOMAN HENN: Okay. Any further	17	sustainability; policy 4103, personnel conduct, child
18	questions, Mrs. Causey?	18	abuse and neglect; policy 54.70 services to student's
19	MS. CAUSEY: Nope. Thank you.	19	wellness; policy 5562 conduct, student registered sex
20	CHAIRWOMAN HENN: Thank you, ma'am. Thank	20	offender learning options off of school property;
21	you, sir.	21	policy 7250, designing school building design. This
1	Page 63 Any other questions, board members? Hearing	1	Page 65 recommendation is presented to you tonight as agenda
2	none, may I have a roll call vote, please?	2	Item Exhibit J.
3	MS. GOVER: Ms. Rowe? Ms. Rowe? (No	3	CHAIRWOMAN HENN: Thank you. Do I have a
4	response.)	4	motion to adopt the recommendation of the board's
5	MS. GOVER: Ms. Causey?	5	policy review committee?
6	MS. CAUSEY: Recuse.	6	MR. HASSAN: So moved, Hassan.
7	MS. GOVER: Ms. Jose?	7	CHAIRWOMAN HENN: Thank you, Ms. Hassan. No
8	MS. JOSE: Yes.	8	second is needed since the recommendation comes from
9	MS. GOVER: Mr. McMillion?	9	the committee.
10	MR. MCMILLION: Yes.	10	Is there any discussion? (No response.)
11	MS. GOVER: Ms. Hassan?	11	May I have a roll call vote please?
12	MS. HASSAN: Yes.	12	MS. GOVER: Ms. Rowe?
13	MS. GOVER: Mr. Offerman?	13	MS. ROWE: Yes.
14	MR. OFFERMAN: Yes.	14	MS. GOVER: Ms. Causey?
15	MS. GOVER: Ms. Scott?	15	MS. CAUSEY: I did want to make a comment,
16	MS. SCOTT: Yes.	16	but I'll make it after. Yes.
17	MS. GOVER: Mr. Kuehn?	17	MS. GOVER: Ms. Jose? (No response.)
18	MR. KUEHN: Yes.	18	Mr. McMillion?
19	MS. GOVER: Ms. Rowe? (No response.)	19	MR. MCMILLION: Yes.
20	Ms. Henn?	20	MS. GOVER: Ms. Hassan?
21	CHAIRWOMAN HENN: Yes.	21	MS. HASSAN: Yes.

1	MS. GOVER: Mr. Offerman?	1	responses to you on August 23rd, and they will be
2	MR. OFFERMAN: Yes.	2	posted on Board Doc.
3	MS. GOVER: Ms. Scott?	3	CHAIRWOMAN HENN: Then if that date could be
4	MS. SCOTT: Yes.	4	updated in Board Docs, that would be fantastic. Thank
5	MS. GOVER: Mr. Kuehn?	5	you for that information.
6	MR. KUEHN: Yes.	6	Board members, any comments or questions for
7	MS. GOVER: Ms. Henn?	7	Mr. Dixit? Ms. Rowe and then Ms. Causey. Go ahead,
8	CHAIRWOMAN HENN: Yes.	8	Ms. Rowe.
9	That motion carries. Thank you.	9	MS. ROWE: Yes, I just have two questions.
10	The next item on the agenda is the report on	10	One, why is there no funding request for priority item
11	the proposed fiscal year 2024 state capital budget	11	five, which is Delaney High School? And I would also
12	request, and for that I call on Mr. Hartlove and	12	like to know if the County has committed to fund
	Mr. Dixit.	13	priority items 6 through 33 if the state does not?
14	MR. DIXIT: Good evening, again. Thank you	14	MR. DIXIT: So, let me take care of the
15	very much. Can you hear me?	15	first question. The reason there is no request is
16	CHAIRWOMAN HENN: Yes, we can. Thank you.		because the request for the state is for construction
17	MR. DIXIT: Okay. So, good evening, Chair	17	funds. For Delaney, the funds have already been
18	Henn, vice chair McMillion, Dr. Williams, and members	18	approved by the county. And once the design is
19	of the board.	19	completed or near completion, we plan to request for
20	Tonight we are here to start the process of	20	state funds sometime next year or after that.
21	state capital budget for fiscal year '24. Today I'll	21	The second question about 6 through 33, the
1	share you the schedule for this process, and then in	1	Page 69 County is waiting for the board's approval for this.
2	the next board meeting there will be a work session.		But they are aware of this request, and they will
3			finalize their approval after board approves the plan.
4	questions that you may have about the, about the	4	MR. ROWE: Thank you, Mr. Dixit.
5	proposed budget, the budget is included in board docs	5	
6	since August 9th. We have up to August 18th to get	6	reminder, board members, we will be having our work
7	questions from you. And then from there on, after	7	session for detailed discussion. So tonight, the
8	this work session, the final approval of the board	8	primary focus is on the schedule itself, and the
9	will be requested on September 13th. And after that,	9	
10	it will be submitted to state in the first week of	10	
11			
12	CHAIRWOMAN HENN: Mr. Dixit, would you mind	12	
13	repeating the date the questions were due? I believe	13	helpful to understand all of the state funding that
14		14	has been approved through the IAC, who have had
15	MR. DIXIT: So, in the original plan the		regular meetings and to have that specifically as a
16	questions were due on August 15th, and the board had	16	
17	seen in Board Doc the proposed plan on August 9 for	17	to board members and attach to Board Docs the previous
18	August 9th meeting, but you still have some more time	18	state capital and county capital budgets that were
19	because of rescheduling superintendent has extended	19	approved by the board. Because that makes it more
20		20	clear of the timing and the process and the flow of
21	of days to prepare responses. We'll share those	21	these projects and their priority levels.

Page 70 Page 72 1 CHAIRWOMAN HENN: Thank you. And Mr. Dixit, DR. MCCOMAS: Yes, good evening --2 I did want to comment on Ms. Causey's question because CHAIRWOMAN HENN: Good evening. 3 I agree with both of those needs and wanted to mention DR. MCCOMAS: -- Chair Henn and members of 4 that I, too, asked for the prior years' county and 4 the board. 5 state capital budget request to be posted on Board We have here with us this evening members of 6 Docs, so Ms. Causey, I have facilitated that request, our charter school. Allow me to introduce, we have and that should be posted on Board Docs, but please go joining us this evening Sage Magness, the board 8 ahead, Mr. Dixit. president of Watershed, Lori Widney, our principal, 9 MR. DIXIT: So, all of those details will be Jessie Lehson, the executive director, and we have Dr. procedure the work session. You already have last Doug Elmendorf, executive director of academic 11 year's county capital budget that was approved, which programs and options, and Ms. Melissa Dedenoto 12 has state shares included in there, and we'll again 12 (phonetic). 13 post the, the last year's approved state budget At this point, I'm going to hand it over to 14 because of this request you made today. 14 Dr. Elmendorf to walk us through. This is an 15 15 informational update to our board to let you know how MS. CAUSEY: Thank you, Ms. Henn, and thank 16 you, Mr. Dixit. Additionally, these projects are very 16 our Watershed Charter School is going. Thank you. complicated, and obviously, you can't put all these 17 DR. ELMENDORF: Thank you, Dr. Mccomas, and 18 details in the single document, but there is the 18 good evening Chairwoman Henn, vice chair McMillion, educational facilities master plan that goes into 19 Dr. Williams, and members of the board. 20 20 detail, and I thought it might be helpful to board As the charter school liaison for BCPS, I members but also to stakeholders to have a link to the have enjoyed getting to know the students, faculty, Page 71 Page 73 ¹ EFMP also associated with this. And if it's not too and staff during my visits to Watershed Public Charter much to put, you know, a page notation by those School both during the school year and when I went to projects that are currently being considered by the visit summer programs this summer. 4 board. 4 Tonight the Watershed team is excited to 5 MR. DIXIT: So, EFMP is already posted on share about the work they have been involved in 6 BCPS website. We can repost it as part of the work throughout the years, as well as their plans for the 7 session. And we'll go, I know it's a complex process, ⁷ future. At this time, like to turn over the 8 and I'll try to explain as much as I can in the work presentation to Ms. Jessie Lehson, who is executive 9 session. director of Watershed Public School. 10 10 MS. CAUSEY: Thank you. MS. LEHSON: Thank you. No, stay there, 11 MR. DIXIT: Thank you. actually. Sorry. 12 12 CHAIRWOMAN HENN: Thank you, Mrs. Causey. Good evening, members of the board. We 13 Any other questions, board members? (No response.) wanted to start tonight's presentation off with a 14 Okay. And again, board members, please ¹⁴ little bit of background about Watershed. It first 15 submit all questions by August 20th in preparation for developed as an idea in 2015 in response to the August 23rd, 2022, work session. 16 16 inequitable access to environmental education and a 17 17 Thank you, Mr. Dixit. deeply held belief in the importance of hands-on, 18 MR. DIXIT: Thank you very much. multi-disciplinary learning. These ideas grew and 19 CHAIRWOMAN HENN: The next item on the expanded in 2016, and in 2017 the board officially agenda is the report on Watershed Public Charter formed and Watershed filed for incorporation. School, and for that I call on Dr. McComas. We were granted non-profit status in 2018

Page 74 Page 76 and secured our facility in 2019. We opened our doors on July 13, 2021. There extended the contract from ² that summer in August 2019 for the '19-'20 school ² July 1st, 2019, through June 30, 2023, to July 1st, year. Watershed is not a charter management 2019, through June 30, 2024. 4 organization or a large company with schools all over Also, as a direct impact of the pandemic, ⁵ the country. Watershed is and always has been a grass the Watershed Public Charter School board chose to 6 roots group of people who were passionate about public delay the expansion of middle school by one year. 7 7 education. Jessie? 8 8 The Watershed board is a not-for-profit MS. LEHSON: One of the things that makes organization that operates Watershed as outlined by Watershed unique in our system is our focus on our contract with the board of education. We are environmental and arts-integrated project-based pleased to be able to report to you on our progress learning. To that end, we've developed our own thus far, and with that I'm going to turn it over to project-based learning definition because it's a term our principal, Lori Widney. that can mean different things to different people. 14 Next slide, please. On your screen, you'll see a general understanding of 15 MS. WIDNEY: Thank you, Jessie. project-based learning for reference. At Watershed, 16 16 The Watershed is currently serving students project-based learning is a curricular approach in in grades kindergarten through 5th. In 2020-2021, which students learn content and skills through 18 Watershed successfully opened fourth grade during the actively engaging in long term and personally pandemic and school closure. This past year, meaningful projects. At Watershed, we strive to ²⁰ collaboratively create project studies that are ²⁰ Watershed opened one sex of 5th grade. For the interdisciplinary, hands on, and centered in an 2022-2023 school year, we will expand to add a second Page 75 Page 77 ¹ fifth grade class doubling the enrollment for our exploration of our community, the environment, and the 2 arts. fifth grade. Lottery and enrollment for Watershed has 3 been steady with a large wait list each year averaging The interdisciplinary projects are a big four applications for every seat opening. And teacher part of our story that aren't obviously reflected in ⁵ retention has grown from 46 percent in 2019-2020, to the standardized test scores. More than half of our over 90 percent to in 2021-2022. students met or exceeded standards on unit 3 projects. Stakeholder commitment is a strong part of 7 More importantly, students are engaged and interested 8 the mission and vision of Watershed. 21 of our 8 in their class work. 9 families completed more than 40 hours of community The pictures we're looking at right now are ¹⁰ service and engagement and were recognized for their from our third grade unit that centers around life contribution. 127 families logged volunteer hours cycles and how habits impact the organisms that live throughout the course of 2021-2022 school year, within them. Students raised meal worms, plants and 13 totaling more than 3300 volunteer engagement hours. sunfish in their classroom, and then work with the 14 Watershed is continuing the process of writing the ¹⁴ Department of Natural Resources to release the fish in ¹⁵ middle school curriculum and the opening of 6th grade the Patapsco River after conducting string testing on 16 for the 2023-2024 calendar year. campus and at Patapsco. 17 17 Watershed was granted a one-year extension In the first two pictures, you'll see 18 on our charter contract given the effects of the students on site testing water and observing the pandemic. The extension was requested by Ms. Lehson habitat. In the final picture, a student is in early 2021 with the support of the Maryland State showcasing her work to Dr. McComas. There's a label Department of Education and was accepted by this board diagram of the fish, an opinion writing piece about

9

10

11

16

17

8

15

16

17

19

Page 78 what the best home for the fish would be, a map showing dissolved oxygen levels in the Chesapeake Bay, and a graph demonstrating the cleanliness of each ⁴ environment. Math, science, art, social studies and outdoor exploration are integrated to enhance the student's engagement and understanding.

We look forward to continuing to update you on our project-based learning outcomes in the future. Next slide, please.

MS. MCCOMAS: Watershed was enrolled at 265 students for the 2021-2022 school year. Target enrollment for this upcoming 2022-2023 school year is 286 students. In November of each year, Watershed opens enrollment applications and provides multiple opportunities for families to interact with staff and the facility.

For the 2021-2022 school year, Watershed maintained an attendance rate of 95.15 percent. This places Watershed as 7th for attendance overall for the ²⁰ entire southwest area, including all elementary, middle, and high schools. Out of the elementary

schools in the southwest, Watershed is 3rd overall for attendance. Biweekly attendance meetings with our pupil personnel worker, as well as extensive collaboration and communication with families has ⁵ helped maintain high attendance expectations for a school that relies primarily on parents or family organized transportation. Next slide, please.

For the 2021-2022 school year, Watershed demographic data included 58.1 percent black or African American students, 34.7 percent white students, 48 -- 4.8 percent Asian students, and 2.4 percent American Indian or Alaskan Native students. 9 percent of our students qualified for special ¹⁴ education services, and 4 percent of students have 504 services. Next slide, please.

The measures of academic progress, or MAP, is an assessment tool that is used by both Watershed and Baltimore County to provide teachers and school leaders with measures of student progress aligned with the Maryland College and Career Readiness standards. Map is an adapted test that assesses growth from one

Page 80 assessment period to the next and helps identify what students have learned and what they are ready to learn.

3

4

20

1

2

Page 79

The following data is from the school year 2021-22, winter math assessment, which was administered to students in kindergarten through 5th grades in both reading and math. All students at Watershed participated in the assessment. As the data provides information for classroom teachers, administrators, instructional leadership team and parents, the data that is displayed identifies the percent of students who performed at the 61 percent percentile or higher on the assessment for both Watershed and Baltimore County. I would like to ¹⁵ highlight the following data points. 16

Watershed had a greater percentage of students score at or above the 61 percent percentile on the MAP math assessment in kindergarten and first grades. Using the Bridge's Curriculum in conjunction with project-based learning, students are able to apply the MAP standards and solidify their learning in

different ways.

For example, in this image, you see students directly grouping, graphing, counting, and sorting within a natural learning space of Watershed. They were then able to apply their knowledge beyond the standardized test. Next slide, please.

Watershed had a greater percentage of students score at our above the 61st percentile on the MAP reading assessment in kindergarten, first, fourth, and fifth grades as compared to Baltimore County. Here in this photograph, students are in the midst of their storm water unit and were able to read a book about storm water while observing the effects of storm water.

Watershed has written its own English language arts curriculum, which allows students to build comprehension through multi-disciplinary experiences. Students then apply knowledge of content toward a unit project while progressing on reading foundational skills.

In grade levels and contents where Watershed

13

14

15

17

20

21

Page 81

Page 82 Page 84 had fewer students at or above the 61st percentile, growing middle school. That installation will begin continuing data analysis is being conducted to ² in the summer of 2023. We will also apply for identify instructional gaps and areas of unfinished contract renewal in August of 2023, and that will 4 learning so that teachers can provide responsive 4 begin the renewal process as outlined in the renewal instruction to support their students. ⁵ process booklet. Thank you for inviting us to present It is our goal for every student at 6 this evening. Next slide, please. 7 Watershed to perform at the highest levels using CHAIRWOMAN HENN: Thank you very much. cross-disciplinary content understanding, student Thank you for that wonderful presentation. Yes, Dr. engagement and inquiry, student collaboration, and 9 McComas? 10 DR. MCCOMAS: I'm so sorry. I was just 10 hands-on, real world experiences. Next slide, please. 11 MS. LEHSON: Even though the first three 11 going to say this concludes our presentation for this years of our operation have been during the COVID 19 evening. So, thank you everyone. Thank you, 13 Ms. Henn. pandemic, we have a number of accomplishments that 14 we'd like to share with you tonight as well. This CHAIRWOMAN HENN: Thank you all. Board 15 year, we were a Maryland Charter School of the Years members, I'll open it up to any questions or comments. 16 ¹⁶ nominee, Ms. Widney, our principal, was a Maryland MR. MCMILLION: Yes, I have a question. 17 ¹⁷ Charter School Principal of the Year nominee, and CHAIRWOMAN HENN: Yeah, go ahead, vice chair 18 18 Ms. Gulcher, who you'll see in the next picture there, McMillion. 19 was a Maryland Charter School Educator of the Year MR. MCMILLION: I'm curious on your 20 20 nominee. expansion to the middle school, how many grades do you anticipate expanding toward? 21 Our virtual learning curriculum was featured Page 83 Page 85 1 on the children and nature network. We became a MS. LEHSON: Sixth, seventh, and eighth is ² Maryland green school in our second year of operation what we're contracted to expand to. 3 ³ in 2021. Watershed was featured in education weekly. MR. MCMILLION: And I've been in your 4 We were a national fish and wildlife grant recipient, building twice back in 2019. I'm looking forward to ⁵ which allowed us to make extensive storm water coming back. 6 6 improvements to our property and to add a beautiful MS. LEHSON: Anytime. ⁷ rain garden. We were invited to present at the 2021 MR. MCMILLION: Thank you. 8 8 and 2022 Maryland Association For Environmental and CHAIRWOMAN HENN: And I would love to tag Outdoor Education Conferences about our work at along with Mr. McMillion because I am anxious to get Watershed, and we have also been invited to present at 10 out and visit. the 2023 North American Association For Environment 11 MS. LEHSON: Certainly. 12 12 Education Conference. CHAIRWOMAN HENN: Ms. Rowe? 13 13 On that last picture there is Olszewski MS. ROWE: Yes, I have a question about the 14 visiting us in 2020 and reading a story to the ¹⁴ MAP in the past as it was administered. So, in the 15 Kindergartners and their chickens. Next slide, winter test, it's my understanding that the children 16 were allowed to read, or have the questions read to please. 17 17 them regardless of whether they had an IEP or not. Is In the upcoming school year, Watershed will 18 that the case? add a second 5th grade class, and the year after that 19 we will begin our expansion to middle school. 19 MS. WIDNEY: The accommodations that were 20 Part of that expansion will mean the provided for second graders were based on their installation of modular classrooms to accommodate our performance in the fall math assessment. So,

Page 86 Page 88 1 depending on how they performed in the fall MAP was Chair. 2 the determining factor as to whether or not second Thank you for this presentation. It's graders either heard or read on their own. really exciting to see. I really enjoyed visiting MS. ROWE: Okay. So, the accommodation that Watershed and being there at the opening, and I also was school system wide that they would all have it look forward now that things are open consistently to read to them, that isn't something that you did at be able to come and visit again. 7 Watershed? I had two questions, and the first one is 8 MS. WIDNEY: No, in the fall -your attendance rate is just commendable. That's 9 MS. ROWE: In the fall? wonderful. And I'm wondering what do you attribute to 10 MS. WIDNEY: Correct. In the fall, yeah, we the success? And also, I wanted to with that speak a 11 administered the 2 through 5 MAP reading assessment, little bit about the transportation because you said which did not read to the students, and then based on that it's all parent arranged? 13 their performance, they either got the K through 2 MAP MS. WIDNEY: That's correct. I truly assessment or they received the second through believe that our attendance rate is due to the 15 fifth-grade MAP assessment. collaboration and the communication that our staff has 16 MS. ROWE: Okay. So Ms. McComas, can you 16 with parents. Watershed does not employ a just clarify for me was that different than what the transportation system. We rely on community and rest of the BCPS school system was? Because I was students and connection. I believe that the choice to under the impression that during the pandemic when come to Watershed, it's very clear we don't have ²⁰ buses, and we do pull from all around Baltimore ²⁰ they did that first MAP test in the fall and in the winter that all of the other BCPS students had all of County. So our families are committed to having this Page 87 Page 89 1 the questions read to them. experience that is a little different than your 2 DR. MCCOMAS: Thank you, Ms. Rowe. I have traditional schools. 3 to honestly get back to you because I know what you're MS. CAUSEY: Okay. Thank you for that. And talking about. There was a change in the form of the my next question, in my district, which is counsel MAP at that time, but I don't have those details in district 3, there's three high school, Loch Raven High front of me and I wouldn't want to misspeak. School, Delaney High School, and Handford High School. 7 7 And Hanford has the only agricultural program as a CTE MS. ROWE: Okay. Yeah. 8 completer in the County. And I think it would be DR. MCCOMAS: To be fair to everyone. 9 MS. ROWE: I'd like to see that data, wonderful in, if there's some way to increase 10 because if we're comparing Watershed and the percent awareness of that program to your students, some of of their students that are over the 61 percentile, and whom with their orientation to the environment and most of the students read the questions themselves, 12 their family's orientation to the environment might then that becomes not really that comparable to BCPS see that as a possible next step at the high school 14 if they had all of the questions read to them. ¹⁴ level. And just wondering how much with your 15 DR. MCCOMAS: Sure. I certainly understand ¹⁵ engagement, with the environment is related to ¹⁶ agriculture. your question and your concern. I will work with Dr. 17 17 Williams to get that clarifying information to you. MS. WIDNEY: So we have actually spoken 18 MS. ROWE: Okay. Thank you. directly to Harford about partnering on some projects. 19 DR. MCCOMAS: My pleasure. Thank you. COVID has sort of derailed that, but that is something 20 CHAIRWOMAN HENN: Thank you. Mrs. Causey? that we've been in communication with them about. And 21 MS. CAUSEY: Good evening. Thank you, Madam my background is actually in ag education as well as

	recedings		Baitinote County Board of Education Meeting
1	environmental education. I was previously the	1	Page 92 TRANSCRIBER'S CERTIFICATE
2	director of Great Kids Farm in Baltimore City Schools.	2	
3	So we worked with the Ag Ed Foundation and we worked	3	I, Vivian Saxe, hereby certify that I transcribed
4	with a group of ag teachers from Penn State. They	4	from audio file the proceedings to the best of my
5	actually helped us set up our farm initially. So we	5	ability in the foregoing-entitled matter; and I
6	do, that is something that is both infused in our	6	further certify that the foregoing is a full, true and
7	curriculum and something that we think is important	7	correct transcript of the audio files produced.
8	for our students, particularly being in such an urban	8	IN WITNESS THEREOF, I have subscribed my name on
9	area, you know, understanding where food comes from	9	August 24, 2022.
10	and how to raise food in small spaces.	10	
11	MS. CAUSEY: And also, the opportunities	11	
12	within the agricultural industry are not necessarily	12	Vivian Saxe
13	top of mind for many students and families, but, in	13	
14	fact, it is one of the largest industries in the state	14	
15	of Maryland. So that is wonderful to hear. I really	15	
16	appreciate the work that you've done, especially	16	
17	through the pandemic, and look forward to coming to	17	
18	visit a visit soon.	18	
19	MS. WIDNEY: Thank you.	19	
20	MS. CAUSEY: Thank you.	20	
21	CHAIRWOMAN HENN: Thank you. Any other	21	
1	Page 91 comments or questions, board members? (No response.)		
2	Okay. Hearing none, I will thank you again		
3			
4	forward to that for quite some time. Several board		
5	•		
6	joining us this evening. We really appreciate it.		
7	And look forward to coming out. Thank you.		
8	So, the last item on tonight's agenda is		
9	announcements.		
10	The board's next meeting will be held on		
11			
12	thank you all for joining us tonight for this special		
13	meeting. The meeting is now adjourned. Have a good		
14	evening, everyone.		
15	(Meeting adjourned.)		
16			
17			
18			
19			
20			
21			

WORD INDEX	2020 17: <i>15</i>	31st 47:8	71 3:19	
	83:14	3215 64: <i>13</i>	7250 64:21	accommodations
<\$>	2020-2021 74: <i>17</i>	3230 64: <i>14</i>	750 45:9 46: <i>13</i>	85:19
\$12.50 11: <i>16</i>	2021 75:20	3231 64: <i>15</i>	7th 78:19	accomplished
\$18 11: <i>19</i>	76:1 83:3, 7	33 68: <i>13</i> , 21		9:17
	2021-2022 75:6,	3300 75:13	<8>	
<1>	12 78:11, 17	34.7 79:10	8th 9:5 58:18	accomplishments
1 46: <i>17</i> 47: <i>7</i>	79:8	3540 64:16		45:7 82:13
59:9 60:15	2021-22 80:5	3rd 79:1	<9>	accountability
1.0 40:5	2022 1:12 4:5,		9 3:5, 6 29:10,	21:7
1:01 53:21	20 25:18 29:11,	<4>	19 44:5 47:3	accounts 39:10
10-month 26:5	19 44:20 47:2,	4 3:2, 3 79:14	67:17 79:12	achievement
10-year-old	8 58:18 71:16	4.8 79:11	90 75:6	21:15
16: <i>1</i>	83:8 91:11	40 75:9	91 3:20, 21	acknowledge
11 10:2 46: <i>17</i>	92:9	400 12:20 49:3	95.15 78:18	57:2
12 3:7 47:7	2022-2023	4103 64: <i>17</i>	95.6 49:2	Act 10:17
59:9 61:2 <i>1</i>	46:16 47:11	44 3: <i>13</i>	9th 4:20 5:1	action 44:18
127 75:11	74:21 78:12	46 75:5	29:17 67:6, 18	actively 76:18
1270 64:11	2023 76:2	48 79:11		activities 46:20
13 76: <i>1</i>	83:11 84:2, 3		< A >	adapted 79:21
13th 45:1 67:9	2023-2024 75:16	< 5 >	a.m 46:17	add 74:21
14 3:8 33:9	2024 3:18	5 3:4 59:9	AA 12:3	83:6, 18
39:17	66:11 76:3	60:15 86:11	AAA's 12: <i>1</i>	addition 13:7
140 50: <i>11</i>	2026 8:18	50 22:5	ability 92:5	59:21
15 30: <i>14</i>	20th 46:15	504 42:6 79:14	able 13:8	additional
150 27: <i>15</i>	67:20 71:15	51 3:14	26:15, 20 27:16	27:11, 21 47:9,
15th 67:16	21 37:5 75:8	53 3:15	74:11 80:20	12 48:11 49:1
16 43:5 49:2	21st 19:10	54.70 64:18	81:5, 12 88:6	50:12 62:2
17 35:9	22 3:11 42:4	5562 64:19	Absent 2:5, 11	Additionally
176 49:7	22nd 47:14	58 3:16	absolutely	50:13 70:16
18 1: <i>12</i> 3: <i>9</i> , <i>10</i>	23 31:2, <i>14</i>	58.1 79:9	54:15 56:1	additions 4:13,
4:5 40:17	44:1	5th 74:17, 20	Abstain 23:21	16
18th 4: <i>12</i> 67: <i>6</i>	23rd 68:1	80:6 83:18	abuse 64:18	address 5:4, 8
19 82: <i>12</i>	71:16 91:11		academic 48:1	7:13 14:8
19-'20 74:2	24 66:21 92:9	<6>	54:21 72:10	20:20 21:5, 6,
1st 76:2	25th 47:2	6 24:12, 19	79:16	15 25:20 48:13,
_	265 78:10	40:6 47:3 59:9	Academy 32:2,	20
<2>	286 78:13	61:21 62:3	13 34:3 36:1	addressed 14:9
2 86:11, 13	29 3:12 12:19	68:13, 21	39:21 40:1	addresses 5:20
2.4 79:11	49:7	6/30 26:4, 8	42:14	adequate 7:9
20 37:21	29th 47:6	6:30 91: <i>11</i>	accept 64:9	adjourned
200 19:2 <i>1</i>		61 80:12, 17	accepted 75:21	91:13, 15
2015 17: <i>11</i>	<3>	87:11	Access 11:10,	Adjournment
73:15	3 77:6 89:5	61st 81:8 82:1	13, 17 55:8	3:21
2016 73:19	30 34:10 76:2,	64 3:17	73:16	adjustment
2017 73:19	3041- 25.10	66 3:18	accommodate	49:13
2018 73:21	30th 25:18	6th 75:15	83:21	administered
2019 74:1, 2	26:19, 20	.7.	accommodation	80:6 85:14
76:2, 3 85:4	31 32:3	<7>	86:4	86:11
2019-2020 75:5				

Toccedings
Administrative
3:12 29:10, 18
administrators
29:17 51:8
57:3 80:10
admissions
32:19
adopt 65:4
adult 11: <i>14</i>
advocate 11:14
12: <i>17</i>
advocates 13:21
affiliated 62:6
African 22:12
79:10
ag 89:21 90:3,
4
agency 16:21
41:10
Agenda 3:3
4: <i>11</i> , <i>12</i> , <i>14</i> , <i>16</i> ,
18 22:17 29:9
44:10 51:5
52:19 58:13
64: <i>4</i> 65: <i>1</i>
66:10 71:20
91:8
agent 16:19
agree 7:6 70:3
agreed 10:4
agricultural
89:7 90:12
agriculture
89:16
ahead 68:7
70:8 84:17
ahold 13:19
14: <i>1</i>
air 62:2
Alaskan 79:12
Alicia 31:12, 19
aligned 79:19
Allen 3:4 6:9,
10, 12
Allingsville
33:13
Allow 72:6
allowable 27:3
- · · · · ·

allowed 5:3, 5
20:8 83:5
85:16
allowing 51:2
allows 81:16
Allyson 34:20
35:7
Alonzo 33:18
34:7
Alston 30:3, 11
amazing 51:20
52:2, 12, 13 amend 64:10
American
22:12 79:10, 12
83:11
Americans
10: <i>16</i>
amplifying 8:13
analysis 82:2
analyst 38:8
Andrew 42:13
43:2
Angela 39:15
40:3
Angeles 31:18
Announcements
3:20 91:9 annual 44:21
answer 62:9, 11
answer 02.9, 11 answers 14:2
anticipate 84:21
anxiety 55:12
anxious 85:9
Anytime 85:6 appeals 35:3
applications
55:6 75:4
78: <i>14</i>
apply 26:15
80:21 81:5, 18
84:2
appointed
29: <i>16</i> 44: <i>5</i> appointee 30: <i>3</i>
appointment
31: <i>15</i> 32: <i>4</i> , <i>16</i>
33:11, 21 34:11
35:2, 11, 19 26:7, 11, 27:6
26.7 11 27.6

36:7, 11 37:6,

```
17 38:7, 15
39:9, 18 40:18
41:7, 16 42:6,
16 43:16
Appointments
3:12 29:10, 18
44:4
appreciate
18:14 46:11
90:16 91:6
approach 76:16
appropriate
5:12
approval 58:20
67:8 69:1, 3
approve 23:4
25:3 59:1, 11
approved 27:7
68:18 69:14, 19
70:11, 13
approves 69:3
approving
27:11
approximately
49:3
area 78:20
90:9
areas 47:21
48:6 49:20
82:3
argue 12:2
argued 10:12
arranged 88:12
art 78:4
artist 9:17
arts 34:16
45:2 46:18
77:2 81:16
arts-integrated
76:10
Ashenfelter
39:6, 14
Asian 79:11
asked 10:18
17:10 70:4
asking 17:17
27:19
asks 64:9
aspire 22:9
```

```
assessment
79:17 80:1, 5, 8,
13, 18 81:9
85:21 86:11, 14,
15
assigned 50:1
assignment
48:19 50:14
assignments
7:19
assistance 31:20
Assistant 30:13
31:7, 13 32:4,
13, 16 33:19, 21
34:12 35:17
36:10, 12, 19
37:18 38:15, 17,
20 39:16 40:16
42:14
associated 71:1
Association
83:8, 11
assure 49:9
attach 69:16, 17
attached 25:16
69:16
attained 26:12
Attempts 14:1
attend 45:10
59:17
attendance
22:5 78:18, 19
79:2, 5 88:8, 14
attended 20:1
Attendees 45:21
attract 9:2
19:16
attribute 88:9
attrition 7:13,
14
audio 92:4, 7
August 1:12
4:5, 12, 20 5:1
12:19 29:10, 17,
19 44:5 45:1
46:15 47:2, 6, 8,
14 49:2 54:18
55:11 58:18
67:6, 16, 17, 18,
20 68:1 71:15,
```

16 74:2 84:*3* 91:11 92:9 **autism** 33:4 available 13:6 17:9 47:12, 14 avenues 7:11 averaging 75:3 **Awards** 3:16 58:14 **aware** 69:2 awareness 89:10 awe 51:21 52:12 < B > **back** 15:6 17:2 26:6 32:14 44:12 47:11 54:20 55:3 56:16 57:17 85:4. 5 87:3 backfiring 17:4 background 73:14 89:21 **backs** 8:10 backtoBCPS 46:21 **bad** 23:10 balancing 55:4 **BALTIMORE** 1:2 4:4 5:10 6:2 9:4 12:20 13:11 14:5 19:19 20:10, 15 21:19 22:11 30:8, 9, 14 31:3, *14* 32:3, *10*, *15* 33:10, 20 34:6, 10 35:1, 6, 10, 18 36:2, 12, 13, 17, 21 37:5, 16, 21 38:1, 6 39:4, 8, 17 40:17 41:6, 15 42:1, 5,

assesses 79:21

11, 16 43:6

46:4, 8, 13

51:10 54:7

79:18 80:14

44:2 45:9, 12

Proceedings
81:10 88:20
90:2 Power 20:12 20
Barry 30:12, 20 based 85:20
86: <i>12</i>
Bash 3:9 18:1,
2, 4
basically 18:8
Bay 78:2
BCPS 11:12
13:20 15:20
16:3, 5 17:1, 16,
19 44:16 45:3,
5, 11 46:4, 16
47:10, 11, 20
48:6, 12 49:2
50:4, 13, 21
51:9, 14 54:14
55:13 71:6
72:20 86:18, 21
87:13
BCPS.org 6:6
Beach 39:2, 4
bear 29:20
39:16
beautiful 55:11
83:6
beginnings
54:19
begins 45:19
54:2 <i>1</i>
behalf 6:15
behavior 5:13
37:8 38:8
behavioral 17:5
belief 73:17
believe 19:8
20:7 44:3
53:19 54:2
57:1, 8 67:13
88: <i>14</i> , <i>18</i> bellies 17:2
benefited 59:20
benefits 12:1
Bennett 30:21
31: <i>1</i> , <i>11</i>
best 7:16
53:13, 14 54:3
58:6 78:1 92:4
Beth 42:3, 12
,

better 15:8
17: <i>16</i> , <i>18</i>
beyond 54:12
81:5
big 21:7 77:3 biggest 52:8
Bill 54:4
binder 17:9
bioengineered
16:8
birthdays 11:2 bit 53:7 73:14
88:11
Biweekly 79:2 black 79:9
blueprint 8:17
BOARD 1:1, 8
2:1, 2 3:15, 17
4:4, 5, 20 5:4, 7
6:4, 6, 13, 14
8:15 9:16
13: <i>17</i> 14: <i>6</i> 16: <i>17</i> 18: <i>5</i> , <i>11</i>
19:4 20:18
22:8, 10, 21
24:18 27:11
28:5 29:11, 14,
19 44:6, 14, 15
50:20 52:20
53:4, 20 54:13
55:10 56:14
57:3 58:17, 19 60:16 63:1
64:5, 8, 9, 11
66:19 67:2, 5, 8,
16, 17 68:2, 4, 6
69: <i>3</i> , <i>6</i> , <i>17</i> , <i>19</i>
70:5, 7, 20 71:4.
13, 14 72:4, 7,
15, 19 73:12, 19 74:8, 10 75:21
76:5 84: <i>14</i>
91: <i>1</i> , <i>4</i>
board-certified
38:8
Board's 6:5
23:1 25:16
58:17 65:4

69:1 91:10

BOE@BCPS.org
6:4
book 81:12
booklet 84:5
boost 16:11
bought 15:18
Boys 36:13
Branch 38:16
bread 15:4
breakfast 11:4
16: <i>7</i> , <i>11</i>
Brenda 38:3, 12
Brian 36:9, 21
Bricks 38:17
Bridge 31:5
Bridge's 80:19
briefly 59:18 brings 30:7, 14
brings 30:7, 14
31:2, 14 32:2
33:9 34:10, 21
35:9, 18 36:14
37:4, 16 38:5
39:8, 17 40:16
41:5, 15, 21
41:5, 15, 21 42:4, 15, 21
43:5 44:1
BROADCAST
1:9 4:7
Brookshire
39:19
brothers 53:9
brought 15:6
52:6
Brousaides
24:16
brown 16: <i>16</i>
Budget 3:18
62:12 66:11, 21
67:5 70:5, 11,
13
budgets 69:18
build 20:2, 3, 4,
8 81:17
building 54:11 58:1, 15, 17
58:1, 15, 17
59:17 64:21
85:4
buildings 8:5

bus 21:11
47:13
buses 88:20
Business 3:11,
<i>12, 17</i> 64: <i>5</i>
< C >
cafeteria 15:14
Cagnolatti
31: <i>12</i> , 20
calendar 75:16
calendar 75:16 calendars 47:1
Call 3:2 4:3,
10 5:2 9:12
11: <i>4</i> 22: <i>18</i> 23: <i>16</i> 28: <i>6</i>
23:16 28:6
29:11 52:20
58:14 59:6
60:17 63:2
64:6 65:11
66:12 71:21
called 17:6
campus 77:16
capacity 20:4 Capital 3:18
Capital 3:18
66:11, 21 69:18
70:5, 11
70:5, 11
70:5, 11 carbs 16:9 Care 30:10
70:5, 11 carbs 16:9 Care 30:10 68:14
70:5, 11 carbs 16:9 Care 30:10 68:14 career 9:5
70:5, 11 carbs 16:9 Care 30:10 68:14 career 9:5 46:12 55:8
70:5, 11 carbs 16:9 Care 30:10 68:14 career 9:5 46:12 55:8 79:20
70:5, 11 carbs 16:9 Care 30:10 68:14 career 9:5 46:12 55:8 79:20 carogean 16:18
70:5, 11 carbs 16:9 Care 30:10 68:14 career 9:5 46:12 55:8 79:20 carogean 16:18 Caroll 38:10
70:5, 11 carbs 16:9 Care 30:10 68:14 career 9:5 46:12 55:8 79:20 carogean 16:18 Caroll 38:10 carries 24:19
70:5, 11 carbs 16:9 Care 30:10 68:14 career 9:5 46:12 55:8 79:20 carogean 16:18 Caroll 38:10 carries 24:19 25:2 29:7
70:5, 11 carbs 16:9 Care 30:10 68:14 career 9:5 46:12 55:8 79:20 carogean 16:18 Caroll 38:10 carries 24:19 25:2 29:7 61:15 64:2
70:5, 11 carbs 16:9 Care 30:10 68:14 career 9:5 46:12 55:8 79:20 carogean 16:18 Caroll 38:10 carries 24:19 25:2 29:7 61:15 64:2 66:9
70:5, 11 carbs 16:9 Care 30:10 68:14 career 9:5 46:12 55:8 79:20 carogean 16:18 Caroll 38:10 carries 24:19 25:2 29:7 61:15 64:2 66:9 Carroll 37:11
70:5, 11 carbs 16:9 Care 30:10 68:14 career 9:5 46:12 55:8 79:20 carogean 16:18 Caroll 38:10 carries 24:19 25:2 29:7 61:15 64:2 66:9 Carroll 37:11 Carver 45:1
70:5, 11 carbs 16:9 Care 30:10 68:14 career 9:5 46:12 55:8 79:20 carogean 16:18 Caroll 38:10 carries 24:19 25:2 29:7 61:15 64:2 66:9 Carroll 37:11 Carver 45:1 46:18
70:5, 11 carbs 16:9 Care 30:10 68:14 career 9:5 46:12 55:8 79:20 carogean 16:18 Caroll 38:10 carries 24:19 25:2 29:7 61:15 64:2 66:9 Carroll 37:11 Carver 45:1
70:5, 11 carbs 16:9 Care 30:10 68:14 career 9:5 46:12 55:8 79:20 carogean 16:18 Caroll 38:10 carries 24:19 25:2 29:7 61:15 64:2 66:9 Carroll 37:11 Carver 45:1 46:18 case 10:10
70:5, 11 carbs 16:9 Care 30:10 68:14 career 9:5 46:12 55:8 79:20 carogean 16:18 Caroll 38:10 carries 24:19 25:2 29:7 61:15 64:2 66:9 Carroll 37:11 Carver 45:1 46:18 case 10:10 85:18
70:5, 11 carbs 16:9 Care 30:10 68:14 career 9:5 46:12 55:8 79:20 carogean 16:18 Caroll 38:10 carries 24:19 25:2 29:7 61:15 64:2 66:9 Carroll 37:11 Carver 45:1 46:18 case 10:10 85:18 Caulton 32:1,
70:5, 11 carbs 16:9 Care 30:10 68:14 career 9:5 46:12 55:8 79:20 carogean 16:18 Caroll 38:10 carries 24:19 25:2 29:7 61:15 64:2 66:9 Carroll 37:11 Carver 45:1 46:18 case 10:10 85:18 Caulton 32:1, 11

```
Causey 2:4
23:20, 21 25:12,
13, 14, 15 26:9
27:8, 15, 20
28:9, 10 59:7,
14, 15 60:3, 4, 9,
12, 20, 21 61:20
62:1, 18, 19
63:5, 6 65:14,
15 68:7 69:11,
12 70:6, 15
71:10, 12 87:20,
21 89:3 90:11,
20
Causey's 70:2
Cedarmere
31:13, 20
celebrate 11:2
44:20
celebrations
44:16
Ceneca 43:21
center 9:8
31:6 41:12
43:13 45:2
46:18
centered 76:21
centers 17:18
77:10
central 8:5
48:16 49:18
century 19:10
certain 26:15
Certainly 85:11
87:15
certificate
26:17 92:1
certificated
26:11, 14, 18
Certified 49:18
certify 92:3, 6
Chair 2:2, 3
19:3 25:12
29:14 58:15
62:1 64:6
66:17, 18 72:3,
18 84:17 88:1
chairman 22:20
```

16:20

builds 20:*3*

Chairperson

0.14
3:14
Chair's 51:5
CHAIRWOMA
N 4:2, 3, 17
6:11 9:12
12:11, 14 14:12
15 17 17.01
<i>15, 17</i> 17:21
18: <i>3</i> , <i>17</i> , <i>20</i>
19:1 22:15, 19
22.2 0 11 14
23:3, 8, 11, 14
24:11, 13, 19
25:1, 6, 10, 14,
21 28:4 29:6, 8
44:8 51:4
58:12, 21 59:3,
10, 13 60:2, 7,
<i>11, 13</i> 61: <i>14, 19</i>
62:8, 14, 17, 20
63:21 64:2
65:3, 7 66:8, 16
05.5, / 00.6, 10
67:12 68:3 69:5 70:1
69:5 70: <i>1</i>
71:12, 19 72:2,
11.12, 19 12.2,
18 84:7, 14, 17
85:8, 12 87:20
90:21
challenge 8:10
47:18 52:14
challenges 9:8
20:11, 20
challenging
21:11 50:21
51:12, 19 54:14
change 56:20
87: <i>4</i>
changed 6:17
15:10
changes 4:13,
15
changing 7:9
19: <i>10</i> 49: <i>4</i>
51: <i>1</i>
Chapel 43:17,
19
-
Chapman
32:12 33:6
charge 6:19
Charles 32: <i>12</i>
33:6

Charlesmouth
33:16
Charter 3:19
71:20 72:6, 16,
20 73:1 74:3
75:18 76:5
82:15, 17, 19
Chase 30:13
41:20 42:10
chat 59:8
cheap 15:18
Cheney 38:17
cherish 55:16
Chesapeake 41: <i>18</i> 78: <i>2</i>
chickens 83: <i>15</i> chief 35: <i>4</i>
chiel 33:4
child 15:15
56:7 64: <i>17</i>
Children 16:9
51:10, 17 52:1,
7, 16 83:1
85:15
Children's 33:1
child's 47:13
chip 16:7
chocolate 16:7
choice 51:13,
14 88:18
choosing 51:16,
17
chose 46:4
76:5
chosen 51:9
54: <i>4</i>
Christina 41:13
42:2
circumstances
6:17
City 14:5
32:10 35:6
36:2, 13, 17, 21
37:21 38:1
42:1, 11 90:2
civil 10:16
11:10, 11
clarification
25:2
clarify 26:13
Carny 20.13

```
86:17
clarifying 87:17
class 44:20
57:17 75:1
77:8 83:18
classes 16:6
classroom 7:6
17:5 31:8, 15
34:14, 17 37:19
39:21 40:20
43:19, 21 49:10,
18 77:13 80:9
classrooms
83:21
clean 11:3
cleanliness 78:3
clear 69:20
88:19
click 47:11
Climate 40:5
43:15
clock 5:16
close 39:12
closing 22:7
closure 74:19
cloud 21:12
Cockeysville
33:12
code 21:17
coffee 11:3
collaborate 8:11
collaboration
45:14 53:19
79:4 82:9
88:15
collaboratively
48:12 76:20
colleagues 53:2
collection 54:18
college 9:21
55:6, 8 79:20
Collegiate 36:13
color 16:15
Columbia 33:5
combination
27:2 62:4
come 88:6, 19
comes 59:4
65:8 90:9
```

coming 60: <i>1</i>
62:5 85:5
90:17 91:7
commencement
44:21
commend 19: <i>17</i>
commendable
88:8
Comment 3:4,
5 4:19 5:9
9:13 65:15
70:2
commenting
5:21
comments 5:3
6:3 28:5 68:6
84: <i>15</i> 91: <i>1</i>
commitment
75:7
committed 46:5
48:6 68:12
88:21
committee
58:15, 18 59:5,
17 60:8 64:6, 9
65:5, 9
*
committee's
64:10
communication
79:4 88:15
89:20
~ /
community
10:1, 6, 19 11:7
12:17 19:18
20:19 50:21
57:14, 15 64:11,
12 75.0 77.1
12 75:9 77:1
12 75:9 77:1 88:17
12 75:9 77:1 88:17 company 12:5
12 75:9 77:1 88:17
12 75:9 77:1 88:17 company 12:5 19:8 74:4
12 75:9 77:1 88:17 company 12:5 19:8 74:4 comparable
12 75:9 77:1 88:17 company 12:5 19:8 74:4 comparable 15:20 87:13
12 75:9 77:1 88:17 company 12:5 19:8 74:4 comparable 15:20 87:13 compared 81:10
12 75:9 77:1 88:17 company 12:5 19:8 74:4 comparable 15:20 87:13 compared 81:10 comparing
12 75:9 77:1 88:17 company 12:5 19:8 74:4 comparable 15:20 87:13 compared 81:10 comparing 87:10
12 75:9 77:1 88:17 company 12:5 19:8 74:4 comparable 15:20 87:13 compared 81:10 comparing 87:10 compensation
12 75:9 77:1 88:17 company 12:5 19:8 74:4 comparable 15:20 87:13 compared 81:10 comparing 87:10 compensation 8:21 9:1 27:11,
12 75:9 77:1 88:17 company 12:5 19:8 74:4 comparable 15:20 87:13 compared 81:10 comparing 87:10 compensation 8:21 9:1 27:11,
12 75:9 77:1 88:17 company 12:5 19:8 74:4 comparable 15:20 87:13 compared 81:10 comparing 87:10 compensation 8:21 9:1 27:11, 13 28:1 50:12
12 75:9 77:1 88:17 company 12:5 19:8 74:4 comparable 15:20 87:13 compared 81:10 comparing 87:10 compensation 8:21 9:1 27:11,

completed
68:19 75:9
completer 89:8 completion
50:5 68:19
complex 71:7
compliance
32:19
complicated 70:17
comply 8:17
components
45:21
comprehension
81:17
comprehensive 45:15
45:15 computer 34:4,
5
concern 13: <i>1</i>
87:16
concerned 7:2
15: <i>11</i> 27:2 <i>1</i>
conclude 5:17 concludes 44:3
84: <i>11</i>
conditioning
62:3
conduct 4:8
5:14 64:17, 19
conducted 82:2
conducting 77:15
Conference
83:12
Conferences
83:9
confidence
57:18 confident 7:10
confirms 16:21
congratulate
36:7
Congratulations
30:11, 20 31:10,
19 32:11, 14 33:5, 17 34:7,
33:3, 1/ 34:/, 19 35:7, 15
36:4, 21 37:12

38:*1*, *12* 39:*13*

40:3, 14 41:1, 12 42:2, 12 43:2, 13 44:4, 9 Congressman
58: <i>10</i> conjunction 80: <i>19</i>
connecting 46:1
88:18 conscious 15:15 consent 23:1
conservation 64:16
Consideration 3:3 4:12 64:5 considered 71:3
consistent 48:2 55:5
consistently 17:16 88:5 construction
68: <i>16</i> Consultation 59: <i>19</i>
consulting 33:13
contains 16:8
content 25:16 76:17 81:18 82:8
76:17 81:18 82:8 contents 81:21 continue 9:9
76:17 81:18 82:8 contents 81:21 continue 9:9 12:9 20:15, 19 22:8 47:19 48:9 49:5 50:20 52:15
76:17 81:18 82:8 contents 81:21 continue 9:9 12:9 20:15, 19 22:8 47:19 48:9 49:5 50:20 52:15 54:5, 13 57:5 continuing 54:9 58:8 75:14
76:17 81:18 82:8 contents 81:21 continue 9:9 12:9 20:15, 19 22:8 47:19 48:9 49:5 50:20 52:15 54:5, 13 57:5 continuing 54:9 58:8 75:14 78:7 82:2 Contract 3:16
76:17 81:18 82:8 contents 81:21 continue 9:9 12:9 20:15, 19 22:8 47:19 48:9 49:5 50:20 52:15 54:5, 13 57:5 continuing 54:9 58:8 75:14 78:7 82:2 Contract 3:16 58:13 62:2, 15 64:13 74:10 75:18 76:1
76:17 81:18 82:8 contents 81:21 continue 9:9 12:9 20:15, 19 22:8 47:19 48:9 49:5 50:20 52:15 54:5, 13 57:5 continuing 54:9 58:8 75:14 78:7 82:2 Contract 3:16 58:13 62:2, 15 64:13 74:10

contribution 75:11
control 7:18
controller 39:7
convenient
15:17
Cooper 39:15 40:3
coordinator
33:1, 4 34:3
36:20 40:9
co-plaintiff 10:5
correct 62:15,
16 86:10 88:13 92:7
correctional
17:18
counsel 34:21 89:4
Counseling
41: <i>14</i>
counselor
41:17, 18
counties 17:10
counting 81:3
counting 81: <i>3</i> country 20:2 <i>1</i>
74:5
74:5 COUNTY 1:2
74:5 COUNTY 1:2 4:5 5:10 6:2
74:5 COUNTY 1:2 4:5 5:10 6:2 7:8 8:5 9:5
74:5 COUNTY 1:2 4:5 5:10 6:2 7:8 8:5 9:5 12:20 13:12
74:5 COUNTY 1:2 4:5 5:10 6:2 7:8 8:5 9:5 12:20 13:12 14:5 19:19
74:5 COUNTY 1:2 4:5 5:10 6:2 7:8 8:5 9:5 12:20 13:12 14:5 19:19 20:10, 15 21:19
74:5 COUNTY 1:2 4:5 5:10 6:2 7:8 8:5 9:5 12:20 13:12 14:5 19:19 20:10, 15 21:19 22:4, 12 27:12
74:5 COUNTY 1:2 4:5 5:10 6:2 7:8 8:5 9:5 12:20 13:12 14:5 19:19 20:10, 15 21:19 22:4, 12 27:12 30:8, 9, 14 31:3, 14, 17 32:3, 15
74:5 COUNTY 1:2 4:5 5:10 6:2 7:8 8:5 9:5 12:20 13:12 14:5 19:19 20:10, 15 21:19 22:4, 12 27:12
74:5 COUNTY 1:2 4:5 5:10 6:2 7:8 8:5 9:5 12:20 13:12 14:5 19:19 20:10, 15 21:19 22:4, 12 27:12 30:8, 9, 14 31:3, 14, 17 32:3, 15
74:5 COUNTY 1:2 4:5 5:10 6:2 7:8 8:5 9:5 12:20 13:12 14:5 19:19 20:10, 15 21:19 22:4, 12 27:12 30:8, 9, 14 31:3, 14, 17 32:3, 15 33:10, 20 34:1, 5, 7, 11 35:1, 5, 10, 19 36:2
74:5 COUNTY 1:2 4:5 5:10 6:2 7:8 8:5 9:5 12:20 13:12 14:5 19:19 20:10, 15 21:19 22:4, 12 27:12 30:8, 9, 14 31:3, 14, 17 32:3, 15 33:10, 20 34:1, 5, 7, 11 35:1, 5, 10, 19 36:2 37:5, 12, 17
74:5 COUNTY 1:2 4:5 5:10 6:2 7:8 8:5 9:5 12:20 13:12 14:5 19:19 20:10, 15 21:19 22:4, 12 27:12 30:8, 9, 14 31:3, 14, 17 32:3, 15 33:10, 20 34:1, 5, 7, 11 35:1, 5, 10, 19 36:2 37:5, 12, 17 38:6, 10, 19
74:5 COUNTY 1:2 4:5 5:10 6:2 7:8 8:5 9:5 12:20 13:12 14:5 19:19 20:10, 15 21:19 22:4, 12 27:12 30:8, 9, 14 31:3, 14, 17 32:3, 15 33:10, 20 34:1, 5, 7, 11 35:1, 5, 10, 19 36:2 37:5, 12, 17 38:6, 10, 19 39:3, 4, 8, 18
74:5 COUNTY 1:2 4:5 5:10 6:2 7:8 8:5 9:5 12:20 13:12 14:5 19:19 20:10, 15 21:19 22:4, 12 27:12 30:8, 9, 14 31:3, 14, 17 32:3, 15 33:10, 20 34:1, 5, 7, 11 35:1, 5, 10, 19 36:2 37:5, 12, 17 38:6, 10, 19 39:3, 4, 8, 18 40:2, 12, 17
74:5 COUNTY 1:2 4:5 5:10 6:2 7:8 8:5 9:5 12:20 13:12 14:5 19:19 20:10, 15 21:19 22:4, 12 27:12 30:8, 9, 14 31:3, 14, 17 32:3, 15 33:10, 20 34:1, 5, 7, 11 35:1, 5, 10, 19 36:2 37:5, 12, 17 38:6, 10, 19 39:3, 4, 8, 18 40:2, 12, 17 41:6, 16 42:5,
74:5 COUNTY 1:2 4:5 5:10 6:2 7:8 8:5 9:5 12:20 13:12 14:5 19:19 20:10, 15 21:19 22:4, 12 27:12 30:8, 9, 14 31:3, 14, 17 32:3, 15 33:10, 20 34:1, 5, 7, 11 35:1, 5, 10, 19 36:2 37:5, 12, 17 38:6, 10, 19 39:3, 4, 8, 18 40:2, 12, 17 41:6, 16 42:5, 16 43:1, 6 44:2
74:5 COUNTY 1:2 4:5 5:10 6:2 7:8 8:5 9:5 12:20 13:12 14:5 19:19 20:10, 15 21:19 22:4, 12 27:12 30:8, 9, 14 31:3, 14, 17 32:3, 15 33:10, 20 34:1, 5, 7, 11 35:1, 5, 10, 19 36:2 37:5, 12, 17 38:6, 10, 19 39:3, 4, 8, 18 40:2, 12, 17 41:6, 16 42:5, 16 43:1, 6 44:2 45:3, 9, 12 46:5,
74:5 COUNTY 1:2 4:5 5:10 6:2 7:8 8:5 9:5 12:20 13:12 14:5 19:19 20:10, 15 21:19 22:4, 12 27:12 30:8, 9, 14 31:3, 14, 17 32:3, 15 33:10, 20 34:1, 5, 7, 11 35:1, 5, 10, 19 36:2 37:5, 12, 17 38:6, 10, 19 39:3, 4, 8, 18 40:2, 12, 17 41:6, 16 42:5, 16 43:1, 6 44:2 45:3, 9, 12 46:5, 8, 10, 14 51:10
74:5 COUNTY 1:2 4:5 5:10 6:2 7:8 8:5 9:5 12:20 13:12 14:5 19:19 20:10, 15 21:19 22:4, 12 27:12 30:8, 9, 14 31:3, 14, 17 32:3, 15 33:10, 20 34:1, 5, 7, 11 35:1, 5, 10, 19 36:2 37:5, 12, 17 38:6, 10, 19 39:3, 4, 8, 18 40:2, 12, 17 41:6, 16 42:5, 16 43:1, 6 44:2 45:3, 9, 12 46:5,

11 79:18 80:14

```
81:10 88:21
89:8
couple 60:5
67:20
course 75:12
courses 50:11
court 10:10, 11,
12
coverage 50:15
COVID 13:11
21:12 82:12
89:19
CRC 1:21
create 57:7, 9
76:20
creative 7:11
21:15
Creek 32:9
36:10 39:16
Crevice 9:16
crisis 37:9
55:19
critical 49:20
cross-
disciplinary
82:8
Crouthamel
33:7, 17
crucial 8:17
CTE 89:7
Cultural 22:12
Culture 40:6
43:16
Cumberland
30:9
curious 7:12
25:18 27:8
84:19
Currently 9:4
14:9 71:3
74:16
curricular
76:16
curriculars
55:2 57:21
curriculum
38:4 45:15
50:9 75:15
```

```
82:21 90:7
cycles 77:11
< D >
D.J 19:13
D1 23:2, 5, 12
D2 25:4
D6 23:2 25:4
daily 15:21
50:13
data 7:12 9:4
55:20 79:9
80:4, 8, 11, 15
82:2 87:9
date 25:19
26:7, 15 27:14
49:3 67:13, 20
68:3
dated 25:18
dates 9:7
27:17 47:2
day 7:18, 19
11:1, 4 16:10
46:19 47:3, 6, 8,
17 49:11 54:16
56:10
days 9:17
67:21
Deanna 39:6, 13
decided 13:12
deciding 26:21
decision 27:9,
14
decisions 15:13
decline 55:4
Dedenoto 72:11
dedication 52:2,
16
Deep 32:9
36:10
deeply 73:17
Deer 31:9 32:5
definition 76:12
Delaney 68:11,
17 89:6
delay 27:21
76:6
demographic
79:9
```

demonstrating
78:3
department
31:2 32:7 38:5,
8 43:4 45:12
48:14 75:21
77:14
depending 86:1
depicted 48:9
deployed 7:5
depressed 56:4
derailed 89:19
deserved 28:1
deserves 58:6
design 50:9
64:21 68:18
designing 64:21
despite 27:10
detail 48:19
70:20
detailed 69:7, 9
details 70:9, 18
87:5
determining
86:2
developed
73: <i>15</i> 76: <i>11</i>
development
19:9 39: <i>19</i>
45:13 50:2
diagnostic 40:10
ulagilosiic 40.10
diagram 77:21
dialogue 21:3
different 62:13
76: <i>13</i> 81: <i>1</i>
70.13 01.1
86: <i>17</i> 89: <i>1</i>
difficult 8:3
difficulties
21:10 28:21
digital 30:17
diplomas 45:4
direct 76:4
direction 97.18
direction 27:18
direction 27:18 directly 54:10
81:3 89:18
81:3 89:18
81: <i>3</i> 89: <i>18</i> director 31: <i>1</i>
81:3 89:18 director 31:1 72:9, 10 73:9
81: <i>3</i> 89: <i>18</i> director 31: <i>1</i>

80:19 81:16

Disabilities
10:17
disability 11:12 disabled 11:6
uisablea 11:0
disciplines 8:12
discussion
23:16 25:11
59:5, 14 60:9,
15 61:20 65:10
69:7, 9
,
disgusting 15:1
displayed 9:19
80:11
dispute 5:11
disrupts 5:14
dissolved 78:2
distract 53:10
district 14:3
31:18, 19 33:5
34:6 89: <i>4</i> , <i>5</i>
districts 26:16,
21
Division 45:14
Dixit 62:9, 11,
16 66:13, 14, 17
67:12, 15 68:7,
14 69:4 70:1, 8,
9, 16 71:5, 11,
17, 18
Doc 67:17 68:2
docs 67:5 68:4
69: <i>17</i> 70:6, 7
document
17: <i>13</i> 69: <i>16</i>
70:18
documents
25: <i>15</i>
doing 7:13
20:10
dollars 62:3
doors 74:1
Dorchester 34:1
Doritos 15:4
doubling 75:1
Doug 72:10
Dr 2:5 4:12,
15, 17 6:12
9:15 13:18
15: <i>6</i> , <i>8</i> , <i>11</i> 18: <i>1</i> ,
2, 4, 5 19:2

20:14 22:7 24:9 29:11, 13 30:21 31:10 35:16 36:4 44:8, 11, 13 51:4, 11 66:18 71:21 72:1, 3, 9, 14, 17, 19 77:20 84:8, 10 87:2, 8, 15, 16, 19 dream 21:1 dried 15:4 drink 11:3 drive 17:8 driver 8:21 21:11 dropping 56:6 due 13:4, 10 67:13, 16 88:14
<e></e>
Early 31:6 47:3 75:20
earnings 9:5
easy 51:15
eating 16:14
aahaaa 56.2
echoes 56:2
ed 13:2 14:1
ed 13:2 14: <i>1</i> 33:2, <i>4</i> 40: <i>12</i> ,
ed 13:2 14: <i>1</i> 33:2, <i>4</i> 40: <i>12</i> , <i>19</i> 42:2 <i>1</i> 43: <i>4</i> ,
ed 13:2 14: <i>1</i> 33:2, <i>4</i> 40: <i>12</i> , <i>19</i> 42:2 <i>1</i> 43:4, 8, 9 90:3
ed 13:2 14:1 33:2, 4 40:12, 19 42:21 43:4, 8, 9 90:3 Edgewood 34:5
ed 13:2 14:1 33:2, 4 40:12, 19 42:21 43:4, 8, 9 90:3 Edgewood 34:5 EDUCATION
ed 13:2 14:1 33:2, 4 40:12, 19 42:21 43:4, 8, 9 90:3 Edgewood 34:5 EDUCATION 1:1, 8 4:4, 6
ed 13:2 14:1 33:2, 4 40:12, 19 42:21 43:4, 8, 9 90:3 Edgewood 34:5 EDUCATION 1:1, 8 4:4, 6 5:10 6:1, 6
ed 13:2 14:1 33:2, 4 40:12, 19 42:21 43:4, 8, 9 90:3 Edgewood 34:5 EDUCATION 1:1, 8 4:4, 6 5:10 6:1, 6 11:13 12:21
ed 13:2 14:1 33:2, 4 40:12, 19 42:21 43:4, 8, 9 90:3 Edgewood 34:5 EDUCATION 1:1, 8 4:4, 6 5:10 6:1, 6 11:13 12:21 13:20 19:8
ed 13:2 14:1 33:2, 4 40:12, 19 42:21 43:4, 8, 9 90:3 Edgewood 34:5 EDUCATION 1:1, 8 4:4, 6 5:10 6:1, 6 11:13 12:21 13:20 19:8 20:21 21:20
ed 13:2 14:1 33:2, 4 40:12, 19 42:21 43:4, 8, 9 90:3 Edgewood 34:5 EDUCATION 1:1, 8 4:4, 6 5:10 6:1, 6 11:13 12:21 13:20 19:8 20:21 21:20 27:1 29:19
ed 13:2 14:1 33:2, 4 40:12, 19 42:21 43:4, 8, 9 90:3 Edgewood 34:5 EDUCATION 1:1, 8 4:4, 6 5:10 6:1, 6 11:13 12:21 13:20 19:8 20:21 21:20 27:1 29:19 32:21 33:9, 12,
ed 13:2 14:1 33:2, 4 40:12, 19 42:21 43:4, 8, 9 90:3 Edgewood 34:5 EDUCATION 1:1, 8 4:4, 6 5:10 6:1, 6 11:13 12:21 13:20 19:8 20:21 21:20 27:1 29:19
ed 13:2 14:1 33:2, 4 40:12, 19 42:21 43:4, 8, 9 90:3 Edgewood 34:5 EDUCATION 1:1, 8 4:4, 6 5:10 6:1, 6 11:13 12:21 13:20 19:8 20:21 21:20 27:1 29:19 32:21 33:9, 12, 15 38:5, 9 41:20 42:9, 19 43:5 44:7
ed 13:2 14:1 33:2, 4 40:12, 19 42:21 43:4, 8, 9 90:3 Edgewood 34:5 EDUCATION 1:1, 8 4:4, 6 5:10 6:1, 6 11:13 12:21 13:20 19:8 20:21 21:20 27:1 29:19 32:21 33:9, 12, 15 38:5, 9 41:20 42:9, 19 43:5 44:7 49:20 55:17
ed 13:2 14:1 33:2, 4 40:12, 19 42:21 43:4, 8, 9 90:3 Edgewood 34:5 EDUCATION 1:1, 8 4:4, 6 5:10 6:1, 6 11:13 12:21 13:20 19:8 20:21 21:20 27:1 29:19 32:21 33:9, 12, 15 38:5, 9 41:20 42:9, 19 43:5 44:7 49:20 55:17 57:10 73:16
ed 13:2 14:1 33:2, 4 40:12, 19 42:21 43:4, 8, 9 90:3 Edgewood 34:5 EDUCATION 1:1, 8 4:4, 6 5:10 6:1, 6 11:13 12:21 13:20 19:8 20:21 21:20 27:1 29:19 32:21 33:9, 12, 15 38:5, 9 41:20 42:9, 19 43:5 44:7 49:20 55:17 57:10 73:16 74:7, 10 75:21
ed 13:2 14:1 33:2, 4 40:12, 19 42:21 43:4, 8, 9 90:3 Edgewood 34:5 EDUCATION 1:1, 8 4:4, 6 5:10 6:1, 6 11:13 12:21 13:20 19:8 20:21 21:20 27:1 29:19 32:21 33:9, 12, 15 38:5, 9 41:20 42:9, 19 43:5 44:7 49:20 55:17 57:10 73:16 74:7, 10 75:21 79:14 83:3, 9,
ed 13:2 14:1 33:2, 4 40:12, 19 42:21 43:4, 8, 9 90:3 Edgewood 34:5 EDUCATION 1:1, 8 4:4, 6 5:10 6:1, 6 11:13 12:21 13:20 19:8 20:21 21:20 27:1 29:19 32:21 33:9, 12, 15 38:5, 9 41:20 42:9, 19 43:5 44:7 49:20 55:17 57:10 73:16 74:7, 10 75:21

21:21 70:19

educator 6:21
7:6 82:19
educators 7:5,
8, 15 8:1, 9, 20
9:2, 6, 7 12:2
45:10, 11, 18
46: <i>13</i>
effective 26:4
55:5 56:18
effects 48:13
75: <i>18</i> 81: <i>13</i>
efficiency 48:18
49: <i>15</i>
efficiently 4:8
effort 11:9
45:18
efforts 10:20
28:2, 3 47:16
48:8, 16 49:4, 9
EFMP 71:1, 5
eight 35:1
42:15
eighth 85:1
Einstein 38:19
either 86:3, 13
Elaine 10:5
e-learning 50:10
elected 50:11
Elementary 30:6, 13, 15, 19
31:1, 4, 6, 7, 8, 9,
10, 13, 16, 21
32:7 33:14, 15,
<i>16</i> 34:9, <i>12</i> , <i>14</i> ,
17, 18 36:10, 16,
19 37:10, 15, 18,
20 39:16, 19
40:19 41:8, 21
42:9, 10 43:17,
20 44:1 48:19
49:16 78:20, 21
eligible 24:18
Elliot 33:7, 17
Ellison 33:18
34:7
Elmendorf
72:10, 14, 17
e-mail 6:4 18:9
e-mails 14:2
embark 47:15

```
emergency
50:14
emerging 20:9,
16
emotional 37:7
40:21 41:5
employ 88:16
employed 26:6
employee 5:8,
21 26:14 27:3
35:3
employees
11:15 12:1
26:5, 18 27:9,
14
employment
26:12, 20 27:4
empowered
57:7
encompass
44:17
encourage 5:5,
10
encouraged
20:14 67:3
energy 64:16
engaged 48:15
77:7
engagement
21:8 64:12
75:10, 13 78:6
82:9 89:15
engaging 76:18
English 81:15
enhance 78:5
enjoy 19:14
enjoyed 45:21
72:21 88:3
enrolled 78:10
enrollment
75:1, 2 78:12,
14
ensuing 12:10
ensure 56:18
ensuring 46:6
enter 54:12
55:15
Enterprise 19:7
21:9
```

entertainment
46:20
entire 78:20
entry 15:19
47.2
47:3
environment
7:17 8:3 77:1
78: <i>4</i> 83: <i>11</i>
89:11, 12, 15
environmental
73:16 76:10
83:8 90:1
environments
48: <i>4</i>
Erin 2:5
especially
2
53:20 90:16
essentially 10:8
Esser 62:5, 13,
14
Essex 41:7
evaluation
64: <i>15</i>
evening 4:2, 9
5:2 6:10, 11
9: <i>15</i> 12: <i>15</i>
14:20 18:4, <i>19</i> ,
20 19:2 22:19
27:17 29:13
44:14 52:19
53:2 58:16
62:10, 11 66:14,
<i>17</i> 72: <i>1</i> , <i>2</i> , <i>5</i> , <i>7</i> ,
18 73:12 84:6,
12 87:21 91:6,
14
event 20:7
45:19, 20 46:17
events 50:16
events 50:16
events 50: <i>16</i> evidence 44: <i>17</i>
events 50:16 evidence 44:17 48:8
events 50:16 evidence 44:17 48:8 evident 16:5
events 50:16 evidence 44:17 48:8 evident 16:5 exact 27:13
events 50:16 evidence 44:17 48:8 evident 16:5 exact 27:13
events 50:16 evidence 44:17 48:8 evident 16:5 exact 27:13 exactly 55:5
events 50:16 evidence 44:17 48:8 evident 16:5 exact 27:13 exactly 55:5 example 52:3, 8,
events 50:16 evidence 44:17 48:8 evident 16:5 exact 27:13 exactly 55:5 example 52:3, 8, 10 81:2
events 50:16 evidence 44:17 48:8 evident 16:5 exact 27:13 exactly 55:5 example 52:3, 8, 10 81:2 examples 52:1
events 50:16 evidence 44:17 48:8 evident 16:5 exact 27:13 exactly 55:5 example 52:3, 8, 10 81:2

excited 40:8	extension 75:17,	feel 8:1, 6 11:5	Five 19:6 21:9	friends 15:21
45:7 46:3, 12	19	20:11 21:6	32:17 47:17	45:5 56:12
51:1 54:12	extensive 79:3	54:21 57:21	68:11	58:4
73:4	83:5	feeling 56:3, 5,	flow 69:20	friend's 11:3
exciting 55:11	extent 7:17	12 57:8	focus 16:20	front 87:6
88: <i>3</i>	extra 50:12	feelings 54:19	17:2, 4 47:14	full 58:19 92:6
excuse 17:19	55:2 57:21	Felicia 2:11	48:1 49:8 69:8	fun 46:19
execution 64:13	00.2 07.21	felt 21:4	76:9	fund 68:12
executive 27:12	< F >	Fest 46:16	follow 26:10	funding 8:16
31:1 72:9, 10	face 9:7	Festival 22:12	following 13:12	10:6 62:4, 5, 7,
73:8	faces 29:20	fewer 49:7	47:1 49:13	15 68:10 69:13
exercises 44:21	face-to-face	82:1	64:10 69:10	funds 62:12
Exhibit 23:5	45:20	fifth 75:1, 2	80:4, 15	68:17, 20
65:2	facilitated 70:6	81:10	food 15:8, 14	further 10:14
Exhibits 23:2	facilitator 42:6	fifth-grade	16:8, 16 17:7,	60:15 62:17
25:4	43:7	86:15	18 90:9, 10	92:6
existing 5:11	facilitators 7:4	fight 56:17	Ford 30:18	future 12:9
expand 74:21	facilities 70:19	fighting 58:9	foregoing 92:6	45:7 54:6 55:9
85:2	facility 74:1	file 92:4	foregoing-	73:7 78:8
expanded 73:19	78:16	filed 73:20	entitled 92:5	
expanding	facing 20:21	files 92:7	form 12:2 87:4	<g></g>
84:21	21:10	fill 7:11 20:4,	formed 73:20	gains 52:7
expansion 76:6	fact 7:3 13:18	12	former 46:9	game 9:3
83:19, 20 84:20	90:14	filled 50:18	50:8	gap 21:15 55:7
expectations	factor 86:2	filling 17:2	forum 5:8	gaps 82:3
79:5	faculty 72:21	final 22:16	forward 9:9	garbage 15:21
experience 30:7	fail 52:6	67:8 77:19	45:8 46:19	garden 83:7
31:17 32:3, 10	failed 10:6	finalize 69:3	47:19 52:13, 17	Garner 39:2
33:10 34:10	fails 24:13	financial 11:21	54:3, 8 58:7	Gaskins 40:4,
35:4 36:1, 14	fair 19:18 21:2,	55:8	78:7 85:4 88:5	14
37:11, 21 38:9	8 22:9 87:8	find 8:20	90: <i>17</i> 91: <i>4</i> , <i>7</i> forwarded	gathered 45:10 General 3:5
39: <i>11</i> 40:8 41:6, 8, 2 <i>1</i>	fall 85:21 86:1, 8, 9, 10, 20	20: <i>16</i> 56: <i>17</i> finding 21: <i>14</i>	58:19	9:13 76:14
42:11 43:1, 7,	familiar 56:7	first 4:11 6:8	found 19:14	George 45:1
18 50:4 89:1	families 45:4	9:13 12:7	47:10	46:17
experienced	57:20 75:9, 11	22:14 30:3	Foundation	George's 35:5
8:20 56:5	78:15 79:4	47:6, 8 49:11	19:6 90:3	Georgia 9:20
experiences	88:21 90:13	67:10 68:15	foundational	10:4, 8 11:8
34: <i>15</i> 41: <i>19</i>	family 46:19	73:14 77:17	81:20	12:6
81:18 82:10	64:12 79:6	80:18 81:9	founder 19:5	getting 15:8
experiencing	family's 89:12	82:11 86:20	four 38:6 39:8	72:21
55:18	fantastic 68:4	88:7	75:4	Gifford 36:15
expired 5:18	far 74:12	Fiscal 3:18	fourth 74:18	Gillingham
explain 71:8	Farm 90:2, 5	39:6, 9 66:11,	81:9	59:19
exploration	father 21:18	21	Franklin 32:5	give 5:2 22:13
77:1 78:5	favor 10:11	Fischer 34:8, 19	37:7, 9, 10	26:14 67:20
extended 13:8	24:12	fish 77:14, 21	42:19, 20	given 75:18
30:10 67:19	featured 82:21	78:1 83:4	free 16: <i>11</i>	giving 16:11
76: <i>1</i>	83:3		46:19	Glen 34: <i>3</i>
extending 19:20				Glenfield 37:19

graduates 44:20 45:3
graduation 21: <i>16</i>
grandfather 21:19
grant 62:13 83:4
granted 73:21 75:17
grants 62:5, 6, 13, 14
graph 78:3 graphing 81:3
grappling 48:5 grass 74:5
grateful 46:4 51:21
great 20:9 21:20 60:6 90:2
greater 80:16 81:7
greatly 59:20 Green 15:4 83:2
grew 73:18
group 6:8 39:12 74:6 90:4
grouping 81:3
Grove 43:11 growing 84:1
growing 84: <i>1</i> grown 75: <i>5</i>
growth 79:21
guess 16:3
Guild 33: <i>1</i> guilty 56: <i>12</i>
Gulcher 82:18
<h>></h>
habitat 77:19 habits 16:14
77:11
Hager 2:5 15:6, 8 24:9
half 77:5
Haliburton

Hall 32:9
45:10
Hallsted 39:21
40:1
hand 44:11
72:13
Handford 89:6
hands 57:18
76:21
hands-on 73:17
82:10
Hanford 89:7
hard 11: <i>17</i>
17:12 54:9
57:2
harder 7:21
57:19
Harford 37:15
89:18
Hartford 40:2,
12
Hartlove 60:14
62:8 66:12
Hassan 2:12
23:7, 8, 10
28:14, 19, 20
52:21 53:1
58:12 61:5, 6
63:11, 12 65:6,
7, 20, 21
Hatton 31:9
heading 47:12
headline 55:2
heal 47:16
health 16:6, 15,
21 32:13, 17
33:8 39:11
40:9, 11 41:4,
10 42:1, 14
55:3, 16, 18
56:1
healthier 16: <i>13</i>
hear 5:18 8:14
12:13 14:14, 16
18:2, 21 20:9
56:6 66:15
90:15
heard 11: <i>14</i>
20:11 21:5

Hearing 4:18
59:5 63:1 91:2
hearing-
impaired 43:11,
12
heart 56:5
heart-breaking
55:21 Heather 32:1
Heather 32:1, 11 40:4, 14
heating 62:2
held 4:6 73:17
91: <i>10</i>
Hello 14:16
help 8:6, 10
9:2 15:12
48:20 50:14
57:19 58:2, 8
helped 79:5
90:5
helpful 69: <i>13</i> 70: <i>20</i>
helps 80:1
Hemphill 31:6
Henn 2:2 4:2,
3, 16, 17 6:11
9:12 12:11, 14
14:12, 15, 17
17:21 18:3, 5, 17, 20 19:1
22:15, 19 23:3,
8, 11, 14 24:10,
11, 13, 19 25:1,
6, 10, 14, 21
28: <i>4</i> 29: <i>5</i> , <i>6</i> , <i>8</i> , <i>14</i> 44: <i>8</i> , <i>13</i>
51:4 58:12, 21
59:3, 10, 13
60:2, 7, 11, 13
61:13, 14, 19
62:8, 14, 17, 20
63:20, 21 64:2
65:3, 7 66:7, 8,
16, 18 67:12
68: <i>3</i> 69: <i>5</i> 70: <i>1</i> ,
15 71:12, 19
72:2, <i>3</i> , <i>18</i> 84:7, <i>13</i> , <i>14</i> , <i>17</i> 85:8,
13, 14, 17 83.8, 12 87:20 90:21
12 01.20 70.21

Herronwood
31:4
Hi 64:8
high 15:17
32:8 33:19 34:3 35:17
34:3 35:17
37:7, 9, 10
38:16, 18, 19, 21
39:1, 2, 3 41:18
42:17, 19, 20, 21
43:9 45:10
46:9 54:12 68:11 78:21
68:11 78:21
79:5 89:5, <i>6</i> , <i>13</i>
higher 8:18
80:13
highest 82:7
highlight 59:21
80:15
Hill 43:17, 19
Hills 37:15
hire 49:5 50:4
hired 7:1 45:16
hiring 48:14, 16, 18 50:16
16, 18 50:16
hold 53:21
holds 54:18
home 9:20 10:2 31:7
41: <i>10</i> 47: <i>10</i> 53: <i>3</i> 57: <i>20</i>
55:5 57:20 50:5 70:1
58:2 78: <i>1</i> honest 53: <i>17</i>
honestly 87:3
honor 44:5, 19
58:10
hope 10:20, 21
11:1, 4
hopefully 18:14,
15
Hopkins 38:11
horrible 15:13
hosted 19:19
hot 15:19
30:10
hours 75:9, 11,
13
House 34:18
houses 11:3

35:14

57:8 86:*3*

hover 21: <i>13</i>	improvements	inequitable	interventionist	joining 72:7
Howard 31:17	83:6	73:16	37:8, 9	91:6, 12
HOWIE 24:15,	improves 7:7	information	introduce	jokes 56:8
20, 21	improving	6:5 47:9, 12, 13	53:18 54:2	Jordan 41: <i>13</i>
Huey 34:20	57:10	49:1 68:5 80:9	72:6	42:2
35:7	inappropriate	87:17	invest 12:8	Jose 2:6 24:1,
huge 20:7	5:13	informational	investment	2 28:11, 15, 17
Human 48: <i>14</i>	inaudible 9:21	72:15	10:9 12:7, 9	61:1, 2 63:7, 8
hungry 15:2, 3	18:15	informed 27:5	invitation 19:21	65:17
17:3	include 16: <i>13</i>	informing 27:6	invited 83:7, 10	Jr 2:8
husband 21:18	48:1 49:13	infused 90:6	inviting 84:5	Judge 35:8, 15
hybrid 45:20	included 35:5	ingredient	involved 73:5	Julie 2:2 4:3
•	67:5 70:12	16:18, 20	involvement	July 76:1, 2
<i></i>	79:9	ingredients	64:12	June 25:18
I.T 34:3	includes 44:16	16:8 17:7	Island 15:17	26:19 76:2, 3
I-1 58:18 59:1,	including 32:18	initially 90:5	ISP 7:3	ŕ
11	33:4 36:15	initiative 19:11	issues 16:15, 20	< K >
I-12 58:19	45:20 49:20	in-person 47:18	17:5, 14 21:5	Katherine 36:5
59: <i>1</i> 61: <i>17</i>	62:13 78:20	input 5:5	48:5	Kathleen 2:4
I-5 59:11	inclusion 33:2	inquiry 82:9	item 4:11, 19	Katie 35:8, 15
I-6 61: <i>16</i>	40:19 41:20	Inside 39: <i>13</i>	22:17 23:9	Kelly 50:6
IAC 69:14	42:20 43:8	installation	29:9 44:10	Kendrick 3:10
idea 73:15	inconsistent	83:21 84:1	51:5 52:19	18: <i>18</i> 19: <i>5</i>
idealistic 57:6	55:7	Institute 32:20	58:13 64:4	Kennedy 32:20
ideas 73:18	incorporation	38:11	65:2 66:10	38:11
identified 49:8	73:20	institutions 10:1	68:10 71:19	key 45:21
identifies 80:11	increase 21:16	instruction	91:8	kickoff 46: <i>16</i>
identify 80: <i>1</i>	62:3 89:9	38:4 45:15	items 4:9	kids 16:12, 14
82:3	increased 11:19	50:9 82:5	58:18 59:9, 11	17:2, 4 36:20
IEP 43:7 85:17	22:5 27:13	instructional	61:16 68:13	90:2
IEPs 13:12	incredible 45:2	34:2 36:18	its 81:15	Kindergarten
II 39:10	Independence	42:8 80:10		39:20 47:8
III 39:7	39:1	82:3	< J >	74:17 80:6, 18
image 81:2	Independent	integrated 78:5	Jean 3:6 9:13,	81:9
impact 55:7	34:6	intend 53:18	15	Kindergartners
76: <i>4</i> 77:11	independently	intense 48:1	Jen 14:13	83:15
impacted 56:3	10:14, 15	intensive 48:15	Jenn 3:8	Kingsville 34:14
implore 8:6	Indian 79: <i>12</i>	49:9	JESS 28:15, 18	know 5:16
importance	indicated 27:12	interact 78:15	Jessica 43:3, 13	12:16 13:17
73:17	indicates 49:6	interdisciplinary	Jessie 72:9	14:6 16: <i>19</i>
important 47:2	indiscernible	76:21 77:3	73:8 74:15	21:9 26:17
90:7	19:6 24: <i>1</i>	interested 77:7	76:7	27:13 47:16
importantly	53:21 62:6	interferes 5:14	job 11: <i>17</i>	51:11, 12, 14, 19,
57:4 77:7	individual 6:16	interim 36:11	19:10 26:16	20 53:7, 20
impression	32:21 51:9	Intermediate	job-related 8:2	55:19 56:4, 14,
86:19	inducing 55:12	40:13	John 2:8 58:10	21 57:6, 19
improve 15:12	induction 45:16	interns 49:21	Johns 38:11	58:2 59:15
48:6	industries 90:14	50:2	Johnson 38:21	68:12 71:2, 7
improved 48:1	Industry 39:12	intervention	Johnson's 39:1	72:15, 21 87:3
	90:12	14:3	join 46:15	90:9

knowledge 81:5,	76:8 82:11	long-term 50:1,	manufacturing	28:12, 13 29:14
18	85:1, 6, 11	7	19:7	58:14 61:3, 4
known 9:18	length 25:19	look 54:8, 16	map 78:1	63:9, 10 65:18,
Kreger 32:20	Lesley 37:14	58:7 78:7 88:5	79:16, 21 80:18,	19 66:18 72:18
38:11	38:2	90:17 91:7	21 81:9 85:14	84:16, 18, 19
Kristy 41:3, 12	lessons 52:2	looking 45:7	86:1, 11, 13, 15,	85:3, 7, 9
Kuehn 2:7	letters 11:2	46:19 52:13, 17	20 87:5	meal 77:12
24:9 61:11, 12	level 21:7	77:9 85:4 91:3	Marina 31:18	meals 15:1, 12
63:17, 18 66:5,	22:10 89:14	Lori 72:8	Mark 47:1	17:17
6	levels 8:4	74:13	market 19: <i>10</i>	mean 16:8
	69:21 78:2	Los 31:18	Maryland 9:5	76:13 83:20
< L >	81:2 <i>1</i> 82:7	loss 56:7	41:9, 11 75:20	meaning 13:20,
label 77:20	Lewis 58:10	losses 52:5	79:20 82:15, 16,	21
lack 13:5, 9	liaison 72:20	lot 52:5 55:14	19 83:2, 8	meaningful
Lacross 39:13	library 30:18	Lottery 75:2	90:15	76:19
LaJuan 30: <i>3</i>	life 16:15 56:7	loud 12:16	mass 17:18	means 53:9
Lambert 42:3,	77:10	Louis 10:20	Master 49:13	measures 79:16,
12	Lily 2:9	love 19:13	70:19	19
language 34:16	limiting 28:2	53:12 56:9	math 19:11, 13,	media 8:14
81: <i>16</i>	Lincoln 40:13	85:8	16 22:2, 6	12:20
Lansdowne	link 47: <i>11</i>	lower 22:5	50:10 78:4	Medical 41:9,
41: <i>17</i>	70:21	Lowry 22:18,	80:5, 7, 18	12
large 74:4 75:3	Lions 31:16	19 25:20, 21	85:21	medium 6:20
largest 90:14	Lionsville 33:15	26:1 27:2, 15	mathematical	meet 11:1 15:4
late 7:20	list 75:3	29:7, 8	19: <i>13</i>	29:15 47:20
law 34:21	listen 18:8	lunches 15:16	mathematics	49:14 52:15
LEA 27:4	listing 17:7		30:5 36:18	MEETING 1:8
lead 16: <i>14</i>	little 53:7, 9	< M >	42:17, 18	4:4, 6, 9, 20 5:1,
Leaders 8:4	60:5 73:14	ma'am 24:21	matter 23:4	15 6:18 22:10,
49:14 50:8	88:11 89:1	62:20	56:2 92:5	16 29:11, 19
79:19	live 9:21 10:5,	Mack 53:13	Matters 3:11	44:7 45:21
Leadership	13, 20 55:21	Madam 22:11	5:9, 21 6:1	53:4, 8, 14 60:8
45:13 80:10	57:11 77:11	25:12 62:1	22:18 23:2	67:2, 18 69:11
learn 7:15	lives 10:20	87:21	25:4	91:10, 13, 15
11:1 56:19	57:10	made-to-order	Matthew 14:21	meetings 69:15
76: <i>17</i> 80: <i>3</i>	living 10:15, 19	15:19	maximize 48:18	79:2
learned 80:2	Lloyd 3:4 6:9	magazine 39:13	maximizing	Melissa 72:11
learning 17:3	Loch 32:2	Magness 72:7	49: <i>15</i>	Member 2:12
30:16 31:6	33:2 89:5	Magnet 32:6	McComas	6:14 23:9
37:3, 7 40:21	lockdown 56:10	maintain 79:5	71:21 72:1, 3,	24:17 53:20
47:4, 18 52:9	logged 75:11	maintained	17 77:20 78:10	54:13
64:20 73:18	Lois 9:16 11:5,	78:18	84:9, 10 86:16	MEMBERS
76:11, 12, 15, 16	8 12:5	majority 49:6	87:2, 8, 15, 19 Mal can 26:5, 7	2:1 6:4, 12
78:8 80:20, 21 81:4 82:4, 21	Lois's 11:10	Makeda 2:10	McLean 36:5, 7 MCMILLIAN	9:16 11:7 18:6, 12 19:3 22:21
Lee 35:16 36:4	long 6:20 10:20 15:17	making 15:13 21:17 53:10	58: <i>16</i>	28:5 45:5 46:3
left 13:13 14:7	76:18	56:8	McMillion 2:3	55:10 56:14
legitimate 56:11	long-lasting	management	18:5 19:3	57:3 58:16
Lehson 72:9	56:18	17:5 74:3	22:20 24:3, 4	60:16 63:1
73:8, 10 75:19	30.10	manager 35:3	25:8, 9, 10	64:8 66:18
13.0, 10 13.19		manager 33.3	23.0, 7, 10	04.0 00.10

Toceedings
68:6 69:6, 17
70.21 71.12 14
70:21 71:13, 14
72:3, 5, 19
73:12 84:15
91: <i>1</i> , <i>5</i>
Member's 3:15
52:20
Mental 55:3, 18,
21
mention 70:3
mentorship
21:2 <i>1</i>
message 12:5
met 46:8 55:5
58:18 77:6
Micah 38:13
39:5
Michael 40:15
41: <i>1</i>
microphone
5: <i>19</i>
MICROSOFT
1:9 4:7
middle 15:20
17:8 32:5, 6, 9
33:12 34:1
35:12, 13, 14, 21
36:16 38:14, 17
39:2 41: <i>17</i>
75: <i>15</i> 76: <i>6</i>
78:21 83:19
84:1, 20
Middleborough
34:9
midst 81:11
military 17:17
milk 16:19
Mill 31:16
Millbrook 37:18
million 62:3
Milstein 3:6
9:14, 15
mind 67:12
90:13
minimum 8:18
minutes 5:3
missing 56:10
mission 75:8
misspeak 87:6

mitigation
49:12
Moalie 2:6
modular 83:21
moldy 15:4
moment 44:19
Monday 26:3 47:6, 14 58:18
47:6, <i>14</i> 58: <i>18</i>
money 10:21
Montgomery
22:4 34:4 36:2
38:18, 19 43:1
46:10
month 54:18
Morgan 49:21
motion 23:4, 15
24:13 25:2, 3
29:7 58:21
59:10 61:15, 16
64:2 65:4 66:9
motions 59:1
move 9:9 10:7
47:19 54:3
moved 25:5
59:2, 12 61:18
65:6
MSDE 27:6
muffins 16:7
multi-
disciplinary
73:18 81:17
multiple 78: <i>14</i>
multi-tier 36:8
multi-tiered
36:6
music 19:12, 14,
16 22:3 32:6, 8,
9
muted 28:16
< N >
name 92:8
Nashae 30:21
31:10
nation 48:5
national 48:13
83:4
Native 79:12

Natural 77:14

81:4
nature 83:1
near 68:19
necessarily
90:12
necessary 10:6,
13
need 6:21 7:5,
14 8:9, 18, 20
20:5, 6 49:20
51:18 58:2
needed 13: <i>14</i> 24: <i>17</i> 59: <i>4</i>
65:8
needing 14:3
needs 12:17
14:8, 9 17:16
20:5 26:14
47:20 48:18 49:14 50:15
49:14 50:15
54: <i>14</i> 70: <i>3</i>
neglect 64:18
neighboring
9:6 17:10
network 19:21
83:1 networking
20:2
never 53:13
57:8 58:9
nevertheless
53:11
New 3:11, 12
7:7, 8 9:2 11: <i>1</i>
21:14 31:1, 7,
20 41:1 45:9,
11, 18 46:2, 8,
<i>13</i> 47: <i>15</i> 51:2
54:19, 20
newest 46:3
newly 29:16 45:16
news 56:6
Newtown 37:10
Nicole 43:14
NIH 16:20
nine 41:15
noise 18:7
nominee 82:16,
17, 20

non profit
non-profit
20:12 73:21
non-teaching
49: <i>17</i>
Nope 62:19
North 34:1
83:11
Northwest
32:13 42:14
Norwood 40:19
41: <i>1</i>
Nos 60:15
notation 71:2
note 18:9
not-for-profit
74:8
notice 16:4
26: <i>14</i>
November
78:13
number 25:17
26: <i>10</i> 49: <i>4</i>
82:13
numbers 17:19
nurco 11.7
nurse 41:7
Nursing 41: <i>11</i>
Nursing 41: <i>11</i>
Nursing 41:11 nutrition 17:6
Nursing 41: <i>11</i> nutrition 17: <i>6</i> < O >
Nursing 41:11 nutrition 17:6 < O > Oak 40:16
Nursing 41:11 nutrition 17:6 < O > Oak 40:16 observe 5:15
Nursing 41:11 nutrition 17:6 < O > Oak 40:16 observe 5:15 observing
Nursing 41:11 nutrition 17:6 < O > Oak 40:16 observe 5:15 observing 77:18 81:13
Nursing 41:11 nutrition 17:6 < O > Oak 40:16 observe 5:15 observing 77:18 81:13 obviously 70:17
Nursing 41:11 nutrition 17:6 < O > Oak 40:16 observe 5:15 observing 77:18 81:13 obviously 70:17 77:4
Nursing 41:11 nutrition 17:6 < O > Oak 40:16 observe 5:15 observing 77:18 81:13 obviously 70:17 77:4 occasions 16:18
Nursing 41:11 nutrition 17:6 < O > Oak 40:16 observe 5:15 observing 77:18 81:13 obviously 70:17 77:4 occasions 16:18
Nursing 41:11 nutrition 17:6 < O > Oak 40:16 observe 5:15 observing 77:18 81:13 obviously 70:17 77:4 occasions 16:18 October 67:11
Nursing 41:11 nutrition 17:6 < O > Oak 40:16 observe 5:15 observing 77:18 81:13 obviously 70:17 77:4 occasions 16:18 October 67:11 offender 64:20
Nursing 41:11 nutrition 17:6 < O > Oak 40:16 observe 5:15 observing 77:18 81:13 obviously 70:17 77:4 occasions 16:18 October 67:11 offender 64:20 offer 51:19
Nursing 41:11 nutrition 17:6 < O > Oak 40:16 observe 5:15 observing 77:18 81:13 obviously 70:17 77:4 occasions 16:18 October 67:11 offender 64:20 offer 51:19 58:6
Nursing 41:11 nutrition 17:6 < O > Oak 40:16 observe 5:15 observing 77:18 81:13 obviously 70:17 77:4 occasions 16:18 October 67:11 offender 64:20 offer 51:19 58:6 Offered 23:6
Nursing 41:11 nutrition 17:6 < O > Oak 40:16 observe 5:15 observing 77:18 81:13 obviously 70:17 77:4 occasions 16:18 October 67:11 offender 64:20 offer 51:19 58:6 Offered 23:6 Offerman 2:8
Nursing 41:11 nutrition 17:6 < O > Oak 40:16 observe 5:15 observing 77:18 81:13 obviously 70:17 77:4 occasions 16:18 October 67:11 offender 64:20 offer 51:19 58:6 Offered 23:6 Offerman 2:8 23:6, 15 24:5, 6
Nursing 41:11 nutrition 17:6 < O > Oak 40:16 observe 5:15 observing 77:18 81:13 obviously 70:17 77:4 occasions 16:18 October 67:11 offender 64:20 offer 51:19 58:6 Offered 23:6 Offerman 2:8 23:6, 15 24:5, 6 25:5 29:1, 2
Nursing 41:11 nutrition 17:6 < O > Oak 40:16 observe 5:15 observing 77:18 81:13 obviously 70:17 77:4 occasions 16:18 October 67:11 offender 64:20 offer 51:19 58:6 Offered 23:6 Offerman 2:8 23:6, 15 24:5, 6 25:5 29:1, 2 59:2, 12 61:7, 8,
Nursing 41:11 nutrition 17:6 < O > Oak 40:16 observe 5:15 observing 77:18 81:13 obviously 70:17 77:4 occasions 16:18 October 67:11 offender 64:20 offer 51:19 58:6 Offered 23:6 Offerman 2:8 23:6, 15 24:5, 6 25:5 29:1, 2 59:2, 12 61:7, 8, 18 63:13, 14
Nursing 41:11 nutrition 17:6 < O > Oak 40:16 observe 5:15 observing 77:18 81:13 obviously 70:17 77:4 occasions 16:18 October 67:11 offender 64:20 offer 51:19 58:6 Offered 23:6 Offerman 2:8 23:6, 15 24:5, 6 25:5 29:1, 2 59:2, 12 61:7, 8, 18 63:13, 14 66:1, 2
Nursing 41:11 nutrition 17:6 < O > Oak 40:16 observe 5:15 observing 77:18 81:13 obviously 70:17 77:4 occasions 16:18 October 67:11 offender 64:20 offer 51:19 58:6 Offered 23:6 Offerman 2:8 23:6, 15 24:5, 6 25:5 29:1, 2 59:2, 12 61:7, 8, 18 63:13, 14 66:1, 2 office 8:5
Nursing 41:11 nutrition 17:6 < O > Oak 40:16 observe 5:15 observing 77:18 81:13 obviously 70:17 77:4 occasions 16:18 October 67:11 offender 64:20 offer 51:19 58:6 Offered 23:6 Offerman 2:8 23:6, 15 24:5, 6 25:5 29:1, 2 59:2, 12 61:7, 8, 18 63:13, 14 66:1, 2 office 8:5
Nursing 41:11 nutrition 17:6 < O > Oak 40:16 observe 5:15 observing 77:18 81:13 obviously 70:17 77:4 occasions 16:18 October 67:11 offender 64:20 offer 51:19 58:6 Offered 23:6 Offerman 2:8 23:6, 15 24:5, 6 25:5 29:1, 2 59:2, 12 61:7, 8, 18 63:13, 14 66:1, 2

<i>17</i> 33:8 34: <i>16</i> ,
21 35:4, 9 37:4
39:7, 10 40:5
41:4, 14 42:4, 7
12.1, 11 12.1, 7
43:15 48:16
49: <i>19</i>
offices 45:14
46:2
officially 73:19
oh 21:9
Okay 12:15
Okay 12.13
14: <i>18</i> 18: <i>4</i>
27:8 59:10
60:12 62:17
00.12 02.17
66: <i>17</i> 71: <i>14</i>
86:4, 16 87:7,
18 89:3 91:2
10 07.3 71.2
old 10:3
Olszewski 83:13
onboard 49:5
once 7:1 13:1
54:8 55: <i>3</i>
68:18
ones 13:15
one-size-fits-all
13: <i>13</i>
one-year 75:17
ongoing 47:17,
20 49:4
on-line 4:7
open 50:7
84:15 88:5
opened 55:6
74:1, 18, 20
opening 75:4,
opening 75:4, 15 88:4
opening 75:4, 15 88:4 opens 78:14
opening 75:4, 15 88:4 opens 78:14
opening 75:4, 15 88:4 opens 78:14 operates 74:9
opening 75:4, 15 88:4 opens 78:14 operates 74:9 operating 62:12
opening 75:4, 15 88:4 opens 78:14 operates 74:9 operating 62:12 operation
opening 75:4, 15 88:4 opens 78:14 operates 74:9 operating 62:12
opening 75:4, 15 88:4 opens 78:14 operates 74:9 operating 62:12 operation 82:12 83:2
opening 75:4, 15 88:4 opens 78:14 operates 74:9 operating 62:12 operation 82:12 83:2 operational
opening 75:4, 15 88:4 opens 78:14 operates 74:9 operating 62:12 operation 82:12 83:2 operational 49:15
opening 75:4, 15 88:4 opens 78:14 operates 74:9 operating 62:12 operation 82:12 83:2 operational
opening 75:4, 15 88:4 opens 78:14 operates 74:9 operating 62:12 operation 82:12 83:2 operational 49:15 opinion 77:21
opening 75:4, 15 88:4 opens 78:14 operates 74:9 operating 62:12 operation 82:12 83:2 operational 49:15 opinion 77:21 opportunities
opening 75:4, 15 88:4 opens 78:14 operates 74:9 operating 62:12 operation 82:12 83:2 operational 49:15 opinion 77:21 opportunities 9:8 55:17
opening 75:4, 15 88:4 opens 78:14 operates 74:9 operating 62:12 operation 82:12 83:2 operational 49:15 opinion 77:21 opportunities
opening 75:4, 15 88:4 opens 78:14 operates 74:9 operating 62:12 operation 82:12 83:2 operational 49:15 opinion 77:21 opportunities 9:8 55:17 78:15 90:11
opening 75:4, 15 88:4 opens 78:14 operates 74:9 operating 62:12 operation 82:12 83:2 operational 49:15 opinion 77:21 opportunities 9:8 55:17 78:15 90:11 opportunity
opening 75:4, 15 88:4 opens 78:14 operates 74:9 operating 62:12 operation 82:12 83:2 operational 49:15 opinion 77:21 opportunities 9:8 55:17 78:15 90:11

55:7 57:7
59:16
optimism 57:5
optimist 56:21
option 15:2
options 15:19
16: <i>13</i> 48:20
49:16 50:10
64:20 72:11
orange 16:16
Orchard 38:18
Orden 59:18
Order 3:2 4:3,
8 5:15 7:15
26:15
ordering 15:13
organisms
77:11
organization
20:12 21:9
45:13 74:4, 9
organizations
48:17
organized 79:7
orientation
45: <i>11</i> , <i>19</i> 47: <i>4</i>
89:11, 12
original 50:19
67:15
originally 6:15
other's 8:10
Otis 35:16 36:4
outcomes 7:7
78:8
outdoor 78:5
83:9
outlined 74:9
84:4
outreach 19:18
20:19
outside 27:3, 6
30:7
outstanding
52:17 57:13
91: <i>3</i>
overall 78:19
79:1
overwhelmed 56:4
JU .4

owner 19:6
oxygen 78:2
on.jgen / 0.2
< P >
p.m 46:17
91:11
package 9: <i>1</i> page 47: <i>10</i>
71:2
Pal 31:9
pandemic 52:6
74:19 75:19
76:4 82: <i>13</i>
86:19 90:17
pandemic- related 17:14
papers 17:12
paragraph 60:5
parent 64:12
88:12
parents 13:21
56:9 79:6 80:11 88:16
Park 31:9
32:5 34:3 40:9,
11 42:1
Parks 36:20
Parkville 33:19
38: <i>14</i> 43: <i>10</i> part 7: <i>17</i>
56:15 71:6
75:7 77:4
83:20
participated
80:8
participation 6: <i>6</i>
particularly
90:8
partner 48:17
partnering
89:18
partners 19:21
20:9, <i>14</i> , <i>16</i> 48: <i>10</i>
partnership
21:2, 8 22:9
partnerships
22:1

Passes 24:14

passionate 9:16 74:6 Patapsco 77:15, 16 Patasco 42:21 pathway 44:18 patting 17:1 pay 11:18 payable 39:10 Payne 38:16 peers 54:16 Penn 90:4 people 10:19 11:2, 4 17:19 18:13 19:12 36:20 37:2, 4 40:4, 6 74:6 76:13 PERA 12:2
74:6 Patapsco 77:15, 16 Patasco 42:21 pathway 44:18 patting 17:1 pay 11:18 payable 39:10 Payne 38:16 peers 54:16 Penn 90:4 people 10:19 11:2, 4 17:19 18:13 19:12 36:20 37:2, 4 40:4, 6 74:6 76:13
Patasco 42:21 pathway 44:18 patting 17:1 pay 11:18 payable 39:10 Payne 38:16 peers 54:16 Penn 90:4 people 10:19 11:2, 4 17:19 18:13 19:12 36:20 37:2, 4 40:4, 6 74:6 76:13
Patasco 42:21 pathway 44:18 patting 17:1 pay 11:18 payable 39:10 Payne 38:16 peers 54:16 Penn 90:4 people 10:19 11:2, 4 17:19 18:13 19:12 36:20 37:2, 4 40:4, 6 74:6 76:13
pathway 44:18 patting 17:1 pay 11:18 payable 39:10 Payne 38:16 peers 54:16 Penn 90:4 people 10:19 11:2, 4 17:19 18:13 19:12 36:20 37:2, 4 40:4, 6 74:6 76:13
pathway 44:18 patting 17:1 pay 11:18 payable 39:10 Payne 38:16 peers 54:16 Penn 90:4 people 10:19 11:2, 4 17:19 18:13 19:12 36:20 37:2, 4 40:4, 6 74:6 76:13
patting 17:1 pay 11:18 payable 39:10 Payne 38:16 peers 54:16 Penn 90:4 people 10:19 11:2, 4 17:19 18:13 19:12 36:20 37:2, 4 40:4, 6 74:6 76:13
pay 11:18 payable 39:10 Payne 38:16 peers 54:16 Penn 90:4 people 10:19 11:2, 4 17:19 18:13 19:12 36:20 37:2, 4 40:4, 6 74:6 76:13
payable 39:10 Payne 38:16 peers 54:16 Penn 90:4 people 10:19 11:2, 4 17:19 18:13 19:12 36:20 37:2, 4 40:4, 6 74:6 76:13
Payne 38:16 peers 54:16 Penn 90:4 people 10:19 11:2, 4 17:19 18:13 19:12 36:20 37:2, 4 40:4, 6 74:6 76:13
peers 54:16 Penn 90:4 people 10:19 11:2, 4 17:19 18:13 19:12 36:20 37:2, 4 40:4, 6 74:6 76:13
Penn 90:4 people 10:19 11:2, 4 17:19 18:13 19:12 36:20 37:2, 4 40:4, 6 74:6 76:13
people 10:19 11:2, 4 17:19 18:13 19:12 36:20 37:2, 4 40:4, 6 74:6 76:13
11:2, 4 17:19 18:13 19:12 36:20 37:2, 4 40:4, 6 74:6 76:13
18: <i>13</i> 19: <i>12</i> 36: <i>20</i> 37: <i>2</i> , <i>4</i> 40: <i>4</i> , <i>6</i> 74: <i>6</i> 76: <i>13</i>
36:20 37:2, 4 40:4, 6 74:6 76:13
40:4, 6 74:6 76:13
76:13
percent 22:6
49:2 75:5, 6 78:18 79:9, 10,
11, 12, 13, 14
80:12, 17 87:10
percentage
80:16 81:7
percentile
80:13, 17 81:8
82:1 87:11
perform 82:7
performance
48:1 64:15
85:21 86:13
performed
80:12 86:1
Peri 45:10
period 26:5, 7
50:12 80:1
permanent
12: <i>1</i> 50: <i>5</i> , <i>13</i>
permission 16:1
Perry 32:9
perseverance
52:2
persist 53:11
person 55:12
personal 5:13
22:10 41:10
personally
54:11 76:18

Personnel 3:11
22:17 23:2, 4
25:3 37:3 A
25:3 37:3, 4 40:5, 7 43:15
64:17 79:3
Pharoan 3:9
18: <i>1</i> , 2, <i>4</i>
phone 11:5
14:2
phonetic 62:5
72: <i>12</i>
photograph
81: <i>11</i>
physical 33:9,
11, 14 64:16
picture 77:19 82:18 83:13
pictures 15:21
16.2 20.20
16:2 29:20 44:6 77:9, 17 piece 77:21
44:0 //:9,1/
pieces 9:21
Pikesville 35:17,
20 Pine 43:11
pit 54:21
pivots 7:21
place 10:21
44:21 50:6
144.21 JU.0
placement 43:4
places 78:19
Plains 42:9
plaintiffs 10:11
plan 14:7 17:3 32:21 44:17
52:21 44:17 67:15 17 69:10
67:15, 17 68:19 69:3 70:19
09:3 /0:19
plans 73:6
plant 64:16
plants 77:12
Please 5:17
22:8 23:17
28:6 46:15
54:6 59:9
60: <i>17</i> 63: <i>2</i> 65: <i>11</i> 70: <i>7</i>
03:11 /0:/
71.14 74.14
71: <i>14</i> 74: <i>14</i>
71:14 74:14 78:9 79:7, 15 81:6 82:10

83:16 84:6

pleased 44:14
74:11 pleasure 53:14
87:19
Pluim 36:9 37:1
plus 27:15
point 30:1
42:17 53:10
72:13
points 29:16
80:15
Policies 3:17
64:5, 11
policy 5:6 64:6,
9, 11, 13, 14, 15,
17, 18, 19, 21
65:5
poor 16: <i>14</i>
Pop 16:6
portraits 9:19
portraiture 9:19
position 12:3
positions 7:11
11: <i>19</i> 12: <i>21</i>
33:3 49:18
50:7, 18, 19
positive 57:10
positively 8:11
possible 89:13
post 17:13
70:13
posted 68:2
70:5, 7 71:5
postpone 54:4
postponed 4:20
power 29:16 30:1 55:15
30:1 55:15
Prack 32:17
practices 5:6
pre 39:21
prejudice 27:5
preparation 71:15
prepare 46:21
47:15 67:21
prescriptive
40: <i>10</i>
present 21:12

44:15 51:3

53: <i>3</i> 83: <i>7</i> , <i>10</i> 84: <i>5</i>
presentation
16:2 73:8, 13
84:8, 11 88:2
91: <i>3</i>
presented 4:18
9:20 23:2, 5
25: <i>4</i> 60:7 65: <i>1</i>
presenting
10: <i>14</i>
president 22:11
72:8
previous 7:20
14.10.20.7
14:10 30:7
31:16 37:11, 20
41:8 69:17
Previously 30:4,
<i>15</i> 31: <i>3</i> 90: <i>1</i>
Prietz 42:13
43:2
primarily 79:6
primary 69:8
Prince 35:5
Principal 30:13
31:4, 5, 7, 13, 20
31.1, 3, 7, 13, 20
32:2, 5, 13, 16
32:2, 5, 13, 16 33:19, 21 34:9,
32:2, 5, 13, 16
32:2, 5, 13, 16 33:19, 21 34:9, 12 35:17 36:10,
32:2, 5, 13, 16 33:19, 21 34:9, 12 35:17 36:10, 12, 15 37:15, 18
32:2, 5, 13, 16 33:19, 21 34:9, 12 35:17 36:10, 12, 15 37:15, 18 38:14, 15, 17, 20
32:2, 5, 13, 16 33:19, 21 34:9, 12 35:17 36:10, 12, 15 37:15, 18 38:14, 15, 17, 20 39:16 40:16
32:2, 5, 13, 16 33:19, 21 34:9, 12 35:17 36:10, 12, 15 37:15, 18 38:14, 15, 17, 20
32:2, 5, 13, 16 33:19, 21 34:9, 12 35:17 36:10, 12, 15 37:15, 18 38:14, 15, 17, 20 39:16 40:16 42:14 46:10
32:2, 5, 13, 16 33:19, 21 34:9, 12 35:17 36:10, 12, 15 37:15, 18 38:14, 15, 17, 20 39:16 40:16 42:14 46:10 72:8 74:13
32:2, 5, 13, 16 33:19, 21 34:9, 12 35:17 36:10, 12, 15 37:15, 18 38:14, 15, 17, 20 39:16 40:16 42:14 46:10 72:8 74:13 82:16, 17
32:2, 5, 13, 16 33:19, 21 34:9, 12 35:17 36:10, 12, 15 37:15, 18 38:14, 15, 17, 20 39:16 40:16 42:14 46:10 72:8 74:13 82:16, 17 Principals 49:17
32:2, 5, 13, 16 33:19, 21 34:9, 12 35:17 36:10, 12, 15 37:15, 18 38:14, 15, 17, 20 39:16 40:16 42:14 46:10 72:8 74:13 82:16, 17 Principals 49:17
32:2, 5, 13, 16 33:19, 21 34:9, 12 35:17 36:10, 12, 15 37:15, 18 38:14, 15, 17, 20 39:16 40:16 42:14 46:10 72:8 74:13 82:16, 17 Principals 49:17 principles 19:13
32:2, 5, 13, 16 33:19, 21 34:9, 12 35:17 36:10, 12, 15 37:15, 18 38:14, 15, 17, 20 39:16 40:16 42:14 46:10 72:8 74:13 82:16, 17 Principals 49:17 principles 19:13 prior 17:15
32:2, 5, 13, 16 33:19, 21 34:9, 12 35:17 36:10, 12, 15 37:15, 18 38:14, 15, 17, 20 39:16 40:16 42:14 46:10 72:8 74:13 82:16, 17 Principals 49:17 principles 19:13 prior 17:15 30:16 31:4, 15
32:2, 5, 13, 16 33:19, 21 34:9, 12 35:17 36:10, 12, 15 37:15, 18 38:14, 15, 17, 20 39:16 40:16 42:14 46:10 72:8 74:13 82:16, 17 Principals 49:17 principles 19:13 prior 17:15
32:2, 5, 13, 16 33:19, 21 34:9, 12 35:17 36:10, 12, 15 37:15, 18 38:14, 15, 17, 20 39:16 40:16 42:14 46:10 72:8 74:13 82:16, 17 Principals 49:17 principles 19:13 prior 17:15 30:16 31:4, 15 32:4, 10, 15
32:2, 5, 13, 16 33:19, 21 34:9, 12 35:17 36:10, 12, 15 37:15, 18 38:14, 15, 17, 20 39:16 40:16 42:14 46:10 72:8 74:13 82:16, 17 Principals 49:17 principles 19:13 prior 17:15 30:16 31:4, 15 32:4, 10, 15 33:10, 14, 20
32:2, 5, 13, 16 33:19, 21 34:9, 12 35:17 36:10, 12, 15 37:15, 18 38:14, 15, 17, 20 39:16 40:16 42:14 46:10 72:8 74:13 82:16, 17 Principals 49:17 principles 19:13 prior 17:15 30:16 31:4, 15 32:4, 10, 15 33:10, 14, 20 34:11, 15 35:2,
32:2, 5, 13, 16 33:19, 21 34:9, 12 35:17 36:10, 12, 15 37:15, 18 38:14, 15, 17, 20 39:16 40:16 42:14 46:10 72:8 74:13 82:16, 17 Principals 49:17 principles 19:13 prior 17:15 30:16 31:4, 15 32:4, 10, 15 33:10, 14, 20 34:11, 15 35:2, 4, 10, 12, 19
32:2, 5, 13, 16 33:19, 21 34:9, 12 35:17 36:10, 12, 15 37:15, 18 38:14, 15, 17, 20 39:16 40:16 42:14 46:10 72:8 74:13 82:16, 17 Principals 49:17 principles 19:13 prior 17:15 30:16 31:4, 15 32:4, 10, 15 33:10, 14, 20 34:11, 15 35:2, 4, 10, 12, 19 36:1, 11 37:5, 7,
32:2, 5, 13, 16 33:19, 21 34:9, 12 35:17 36:10, 12, 15 37:15, 18 38:14, 15, 17, 20 39:16 40:16 42:14 46:10 72:8 74:13 82:16, 17 Principals 49:17 principles 19:13 prior 17:15 30:16 31:4, 15 32:4, 10, 15 33:10, 14, 20 34:11, 15 35:2, 4, 10, 12, 19 36:1, 11 37:5, 7,
32:2, 5, 13, 16 33:19, 21 34:9, 12 35:17 36:10, 12, 15 37:15, 18 38:14, 15, 17, 20 39:16 40:16 42:14 46:10 72:8 74:13 82:16, 17 Principals 49:17 principles 19:13 prior 17:15 30:16 31:4, 15 32:4, 10, 15 33:10, 14, 20 34:11, 15 35:2, 4, 10, 12, 19 36:1, 11 37:5, 7, 17, 18, 20 38:6,
32:2, 5, 13, 16 33:19, 21 34:9, 12 35:17 36:10, 12, 15 37:15, 18 38:14, 15, 17, 20 39:16 40:16 42:14 46:10 72:8 74:13 82:16, 17 Principals 49:17 principles 19:13 prior 17:15 30:16 31:4, 15 32:4, 10, 15 33:10, 14, 20 34:11, 15 35:2, 4, 10, 12, 19 36:1, 11 37:5, 7, 17, 18, 20 38:6, 9, 14 39:9, 11,
32:2, 5, 13, 16 33:19, 21 34:9, 12 35:17 36:10, 12, 15 37:15, 18 38:14, 15, 17, 20 39:16 40:16 42:14 46:10 72:8 74:13 82:16, 17 Principals 49:17 principles 19:13 prior 17:15 30:16 31:4, 15 32:4, 10, 15 33:10, 14, 20 34:11, 15 35:2, 4, 10, 12, 19 36:1, 11 37:5, 7, 17, 18, 20 38:6, 9, 14 39:9, 11, 18 40:1, 6, 8, 18,
32:2, 5, 13, 16 33:19, 21 34:9, 12 35:17 36:10, 12, 15 37:15, 18 38:14, 15, 17, 20 39:16 40:16 42:14 46:10 72:8 74:13 82:16, 17 Principals 49:17 principles 19:13 prior 17:15 30:16 31:4, 15 32:4, 10, 15 33:10, 14, 20 34:11, 15 35:2, 4, 10, 12, 19 36:1, 11 37:5, 7, 17, 18, 20 38:6, 9, 14 39:9, 11, 18 40:1, 6, 8, 18,
32:2, 5, 13, 16 33:19, 21 34:9, 12 35:17 36:10, 12, 15 37:15, 18 38:14, 15, 17, 20 39:16 40:16 42:14 46:10 72:8 74:13 82:16, 17 Principals 49:17 principles 19:13 prior 17:15 30:16 31:4, 15 32:4, 10, 15 33:10, 14, 20 34:11, 15 35:2, 4, 10, 12, 19 36:1, 11 37:5, 7, 17, 18, 20 38:6, 9, 14 39:9, 11, 18 40:1, 6, 8, 18, 20 41:6, 16, 19,
32:2, 5, 13, 16 33:19, 21 34:9, 12 35:17 36:10, 12, 15 37:15, 18 38:14, 15, 17, 20 39:16 40:16 42:14 46:10 72:8 74:13 82:16, 17 Principals 49:17 principles 19:13 prior 17:15 30:16 31:4, 15 32:4, 10, 15 33:10, 14, 20 34:11, 15 35:2, 4, 10, 12, 19 36:1, 11 37:5, 7, 17, 18, 20 38:6, 9, 14 39:9, 11, 18 40:1, 6, 8, 18,

16 43:1, 6, 8, 16, 18 54:10 70:4 priority 49:8 68:10, 13 69:21 **Pro** 39:11 problems 20:6 procedure 70:10 **PROCEEDINGS** 4:1 92:4 **process** 66:20 67:1 69:9, 20 71:7 75:14 84:4, 5 processes 5:12 produced 92:7 **product** 19:11 22:2 profession 51:13 professional 50:2 professionals 45:17 **Program** 30:10 37:3 45:16 47:5 59:19 89:7, 10 programs 5:6 21:21 22:1 30:16 32:7 72:11 73:3 progress 48:7, 11 74:11 79:16, 19 progressing 81:19

project 76:20

project-based

78:8 80:20

70:16 71:3

projects 69:21

76:19 77:3, 6

promised 48:8

proper 5:8

76:10, 12, 15, 16

81:19

89:18

property 64:20 83:6 proposal 69:10 proposed 66:11 67:*5*, *17* **protein** 16:13 **proud** 45:6 provide 7:16 8:*3* 10:*6* 13:*15* 27:16, 18 45:15 48:11 49:1 57:19 60:1 69:16 79:18 82:4 provided 5:1 6:5 13:8 50:3 85:20 **provides** 11:17 78:14 80:9 providing 11:20 16:12 19:9 27:21 PUBLIC 1:8 3:4, 5, 19 4:19 5:5, 10 6:1, 3, 7 9:13 12:20 15:16 19:19 20:10, 15 22:4 30:8, 9, 10 31:17 32:11, 15 33:5, 20 34:2, 11 35:1, 5, 6, 10, 19 36:2, 3, 14, 21 37:12, 21 38:10 39:4 40:2, 12, 17 42:1, 11 43:1, 4 44:2 45:12 46:5, 8, 14 48:4 71:20 73:1, 9 74:6 76:5 publicly 15:7 **pull** 88:20 **pupil** 43:14 79:3 purchasing 64:13, 14, 15 purposes 24:16 pursuing 7:11

57:4 58:4 59:7 70:17 71:2 putting 58:7 < Q > qualification 64:14 qualified 49:10 50:7 79:13 **quality** 15:12 question 25:13 62:9 68:15, 21 70:2 84:16 85:13 87:16 89:4 questions 21:3 28:5 60:3 61:19, 20 62:18 63:1 67:4, 7, 13, 16 68:6, 9 71:13, 15 84:15 85:16 87:1, 12, *14* 88:7 91:*1* **quick** 53:15 **Ouince** 38:18 **quite** 91:4 < R > rain 83:7 raise 57:18 90:10 **raised** 77:12 **raising** 13:1 ranks 9:5 **rapidly** 19:10 rate 78:18 88:8, 14 **rated** 14:3 rates 21:17 **rating** 14:5 **Raven** 32:2 33:2 89:5 **reach** 8:18 **read** 17:9 18:9 44:5 60:5 81:12 85:16 86:3, 6, 12 87:1, 12, 14

put 54:5, 9

readiness 55:8 79:20 **reading** 34:13, 17 43:17, 21 80:7 81:9, 19 83:14 86:11 **ready** 54:1 56:19 80:2 real 56:15 82:10 reality 10:7 55:10 realized 27:10 reallocate 8:16 **really** 15:16 18:7 19:16, 17 20:1, 8, 17, 18 21:2, 6, 7 87:13 88:3 90:15 91:6 reason 56:16, 17 68:15 reasons 7:13 54:4 reassigned 49:17, 19 50:18 reassignment 49:16 **rebuild** 47:*16* receive 13:3 45:4 received 86:14 recipient 83:4 recognition 29:9 recognize 29:18 45:6 recognized 75:10 recommendation

recommendation 59:4 64:10 65:1, 4, 8 recover 47:17 recovery 53:15 recruit 6:20 recruitment 9:1 28:2 48:15, 19 Recuse 63:6

purview 5:6

Red 34:18

redeployment 8:8
redirect 49:9
reduce 48:18
reduction 48:2
Reedholm 3:8
14:13, 14, 16, 18
reference 76:15
reference 76:15 reflected 77:4
regardless
11:12 85:17
registered 4:21
64:19
regular 69: <i>15</i>
relate 5:9
related 6:1
89:15
relations 64:11
relationships
20:2, 3, 8 46:11
release 77:14
released 50:19
reliable 48:2
relies 79:6
rely 88:17
remain 27:1
51:13, 14
remaining
48:20 49:3
remains 6:19
remarks 5:13,
17
remember
15: <i>16</i>
remind 5:12
9:10 54:16
reminder 21:18
69:6
remove 20:1
renewal 84:3, 4
repeating 18:10
67: <i>13</i>
Report 3:13, 14,
15, 19 16:4
26:3 44:11, 15,
16 51:3, 5, 6
52:20 54:10 66:10 71:20
74: <i>11</i>
/ '1 .11

reported 47:21 reports 7:21 **repost** 71:6 representation 57:15 representing 6:9 57:16 58:8 reputable 16:21 **Request** 3:18 18:15 59:8 66:12 68:10, 15, 16, 19 69:2 70:5, 6, 14 requested 67:9 75:19 91:5 **requires** 11:*13* 26:16 rescheduling 67:19 Reside 30:1 resignation 26:4 27:6 resignations 25:17 26:10 27:16 resigned 26:18 resigning 27:5 resigns 26:1 27:3 resilient 52:11, 12 resolution 5:11 53:18 54:2 resolutions 54:6 resource 7:3 34:15 35:13 43:20 resources 8:11 10:13 46:20 48:15 58:3 77:14 respected 12:16 respects 8:19 **respond** 18:*15* responded 15:7 **response** 60:16 63:4, 19 65:10, 17 71:13 73:15 91:*1*

responses 55:5 67:21 68:1 responsive 82:4 rest 86:18 result 48:7 **Retail** 39:12 retain 7:1 retention 9:1 28:2 75:5 **retired** 26:19 retirements 25:17 **return** 47:17 54:11 returning 54:19, 20 56:15 **review** 64:6, 9 65:5 Richard 37:2, 12 38:18 **right** 11:10, 11 21:19 22:1 77:9 **rights** 10:16 54:5 rise 52:15 **River** 17:8 35:12, 14 77:15 **Roah** 2:12 **Rod** 25:8 **Rodney** 2:*3* **Roger** 30:18 roles 7:9 32:18 roll 4:10 23:16 28:6 59:6 60:17 63:2 65:11 **root** 7:14 **roots** 74:6 **Rosedale** 43:*13* rotten 15:14 route 47:13 **Rowe** 2:9 23:13, 14, 18, 19 28:7, 8 60:18, 19 63:3, 19 64:7, 8 65:12, 13 68:7, 8, 9 69:4 85:12, 13

86:4, 9, 16 87:2, 7, 9, 18 **ruled** 10:11 **rumors** 8:13 **Run** 34:18 running 53:9 Russell 2:7 < S > safe 7:16 8:1, 6 11:5 48:3 53:15 56:19 57:8 **safer** 58:1 **safety** 7:15 30:18 55:16, 19 56:17 **Sage** 72:7 **salary** 8:18 **Salkin** 37:2, 13 **Salomon** 1:21 sandwiches 15:19 **Sandy** 42:9 Saroff 3:7 12:12, 13, 15, 16 satisfied 20:5 **Saturday** 22:*14* 45:1 46:15 Saxe 92:3, 12 **saying** 17:*16* says 26:19 62:4 scan 17:12 **schedule** 49:*13* 67:1 69:8 **School** 3:19 5:7 8:5 9:6 11:19 12:19 13:3, 9, 17 14:4, 8, 10 15:1, 17 19:4 20:18 21:10, 14 22:8 26:2 30:13, 19, 20 31:4, 6, 10, 13, 18, 19, 21 32:6, 8, 21 33:3, 12, 16, 19 34:1, 3, 6, 9, 13, 14, 18 35:12, 14, 17, 21 36:10, 13, 16, 17,

19 37:7, 9, 11, 15 38:14, 16, 17, 18, 19, 21 39:1, 2, 3, 16, 20 40:5, 16, 20 41:7, 8, 11, 14, 17, 18, 19 42:9, 10, 18 43:15, 17 44:1 45:10 46:9, 16 47:7, 9, 13, 15 48:4, 20 49:11, 14, 16 50:8, 14 51:2 54:11, 12, 20 55:1, 19 56:8, 10, 11, 16 57:21 58:1 60:1 64:20, 21 68:11 71:21 72:6, 16, 20 73:2, 9 74:2, 19, 21 75:12, 15 76:5, 6 78:11, 12, 17 79:6, 8, 18 80:4 82:15. 17, 19 83:2, 17, 19 84:1, 20 86:5, 18 89:5, 6, schooler 15:20 schools 7:5, 21 12:20 19:19 20:10, 16 22:4 30:8, 9, 10 31:2, 17 32:11, 15 33:5, 20 34:2, 11 35:2, 6, 10, 19 36:2, 3, 14, 21 37:12, 21 38:10 39:5 40:2, 12, 18 42:1, 11 43:2 44:2 45:12 46:2, 5, 9, 14 48:17 49:6, 7, 8, 19 50:2 74:4 78:21 79:1 89:2 90:2 **science** 30:18 34:5 35:11, 13

Tocccumgs
78:4
Sciences 32:14
score 80:17
81:8
scores 21:16 22:6 77:5
Scott 2:10
24:7, 8 29:3, 4
31:5 61:9, 10
63:15, 16 66:3,
<i>4</i>
screen 56:9
76: <i>14</i>
seat 75:4
seats 53:21
Second 23:7, 12,
13 25:7, 8
46:12 59:3
65:8 68:2 <i>1</i>
74:21 83:2, 18
85:20 86:2, 14
·
secondary
48:20 50:11
secure 8:1
secured 74: <i>1</i> see 5: <i>18</i> 11: <i>18</i>
45:3 52:8 55:6, 20 76:14 77:17
81:2 82:18
87:9 88:3
89:13
seeing 45:8
seek 26:20
27:4
seen 15:20
67:17
select 49:17
selected 4:21
self-contained
42:20 43:10, 11,
12
send 53:12
67:3
sends 15:21
senior 34:20
39:2 54: <i>1</i> 2, <i>1</i> 3
sent 18:9
sentences 60:5
separated 59:8

September 22:14 67:9
serve 6:21 15:14 17:18 51:9 57:14
served 15:1 16:1 17:7 30:8, 17 31:5, 8 32:4,
6, 10, 16, 20
33:1, 11, 13, 14, 21 34:2, 4, 12, 13, 15 35:2, 11,
20, 21 36:11, 17 37:6, 8, 17 38:7,
10, 15, 16, 20 39:9, 11, 18, 20 40:2, 6, 7, 9, 11,
18, 20 41:7, 16, 18 42:6, 17, 18
43:7, 8, 9, 10, 16, 18, 20 serves 32:18
54:10 service 30:14
31:3, 14 35:1, 10, 18 37:5, 16 38:1, 6 39:8, 17
40: <i>17</i> 41: <i>15</i> 42: <i>5</i> , <i>15</i> 43: <i>6</i>
44:2 53:16 75:10 services 13:3, 4,
7 37:4 41:4 42:4, 7, 15 48:3
64:16, 18 79:14, 15
serving 16:5, 6 22:11 32:18 36:15 54:13
74:16 session 67:2, 8 69:7, 10 70:10
71:7, 9, 16 sessions 13:9
set 16: <i>12</i> 52: <i>1</i> 90: <i>5</i>
setting 46:1 52:4, 10 settling 46:2

```
seven 41:5
seventh 85:1
sex 64:19
74:20
Shady 30:5
share 8:11
67:1, 21 73:5
82:14
shares 70:12
Sharon 3:7
12:12, 16 34:8,
19
Shepard 40:9
Shephard 42:1
Shepherd
32:17 40:11
shifted 7:19
ships 48:19
shocking 16:2
shootings 56:8
short 6:19
shortage 21:12
48:13
shortages 13:4
21:11
show 29:16
44:6
showcasing
77:20
showed 21:7
showing 29:20
78:2
shows 9:4
side 16:9 56:9
signature 19:11
signed 6:16
silent 56:2
similar 12:4
26:16
simply 16:17
sincerely 57:2
singing 9:18
single 53:20
54:14, 15 55:12
56:3, 4 57:11
58:5 70:18
sir 62:21
sit 57:17
site 36:19
```

77:18 sites 8:12 situations 7:2 six 17:11 24:17 **Sixth** 85:1 **skilled** 11:*16* skills 76:*17* 81:20 **slide** 48:9 49:6 74:14 78:9 79:7, 15 81:6 82:10 83:15 84:6 **sluggish** 16:10 **small** 90:10 **social** 8:*14* 35:20, 21 37:6 38:21 40:21 41:4 78:4 **sole** 8:21 **solidify** 80:21 **solution** 56:18 solve 20:6 son 14:21 songwriting 9:18 soon 90:18 **Sorry** 14:18 23:10 25:1 28:16, 20 73:11 84:10 sort 89:19 **sorting** 81:*3* **soul** 56:2 **source** 62:*15* **sources** 8:13 Southwest 36:1 78:20 79:1 **space** 81:4 **spaces** 90:10 **Spark's** 30:19 **Sparrows** 42:*17* speak 4:21 6:13 22:9 24:16 55:13 59:18 88:10 speaker 5:3, 4, 20 6:8 9:13 12:12 18:1, 18

22:11, 16 speakers 5:15 speaking 6:15 special 4:4 12:17, 21 13:2, 19 14:1 33:2, 4 38:5, 9 40:12, 19 41:20 42:9, 19, 21 43:4, 5, 8. 9 44:6 49:20 79:13 91:12 specialist 30:4 32:6, 19 34:13, 17 35:8 38:4, 7 41:14 43:3, 17, 21 **specific** 5:8, 21 60:2 specifically 69:15 **spoke** 14:21 **spoken** 89:17 **Spots** 30:10 **spring** 47:21 **Springs** 30:5 **SST** 42:6 stability 7:15 **stable** 7:6, 16 **Stacy** 30:12, 20 staff 7:1, 21 12:8, 21 13:5, 9, 13. 20 15:14 28:1 35:4 39:19 46:1 48:15 49:17, 19 50:5, 18 51:8 52:11 53:5 54:20 57:3 59:18 60:3 73:1 78:15 88:15 staffed 49:2 staffing 49:9 **stake** 13:16 stakeholder 6:8, 16 75:7 stakeholders 48:10 70:21

Proceedings
standardized
21: <i>16</i> 77: <i>5</i>
81:6
standards 77:6
79:20 80:21
stands 4:18
Star 19:7 21:9
start 12:18
14:8 20:4 26:2
47:9 66:20
73:13
starting 46: <i>11</i>
51: <i>1</i> 55: <i>3</i>
state 9:20 10:4,
8 11:8 12:6
14:4 49:21
66:11, 21 67:10
68: <i>13</i> , <i>16</i> , <i>20</i> 69: <i>13</i> , <i>18</i> 70: <i>5</i> ,
12, 13 75:20
90:4, 14
stated 10:14
statement 57:12
states 8:17
state's 10:9
stating 15:7
statistics 55:19
status 73:21
stay 9:2 73:10
steady 75:3
STEM 19:7
step 12:8 89:13
Stepney 37:14
38:2
stick 51:16, 17
Stolusky 2:11 stomach 15:5
55:1 56:6
stood 11:8
stop 57:8 58:9
storm 81:12, 13
83:5
story 77:4
83:14
strategic 44:17
strategic 44:17 strategies 49:12
stress 8:2 55:4
strides 57:10 string 77:15
string 77:15

strive 76:19
strive 70.19 strong 75:7
strongly 19:8
57: <i>1</i>
struggles 56:1
Strumke 38:3,
12
Student 2:12
3:15 5:8, 21
11: <i>11</i> 15:2 23:8 24: <i>17</i>
23:8 24:17
35:3 42:4, 7
49:14 52:20
54: <i>14</i> 56: <i>3</i> , <i>4</i> 57: <i>11</i> 58: <i>5</i>
57:11 58:5
64:19 77:19
79:19 82:6, 8, 9
students 6:21
7: <i>14</i> 8: <i>4</i> 9: <i>9</i> 11: <i>18</i> 12: <i>8</i> , <i>17</i>
13:2, 10, 11, 14
14:8 15:3, 8
16: <i>3</i> 19: <i>14</i>
45:3, 6 46:9
47:4 54:19, 21
55:9, 14, 16
56:7 57:4, 7, 17,
18, 20, 21 58:2,
<i>3</i> , <i>4</i> , <i>9</i> 59:20
72:21 74:16
76: <i>17</i> 77: <i>6</i> , <i>7</i> ,
12, 18 78:11, 13
79:10, 11, 12, 13,
<i>14</i> 80:2, <i>6</i> , <i>7</i> , <i>12</i> ,
17, 20 81:2, 8,
11, 16, 18 82:1, 5 86:12, 21
87:11, 12 88:18
89: <i>10</i> 90: <i>8</i> , <i>13</i>
student's 22:6
64:18 78:6
studies 19: <i>15</i>
35:20 38:21
76:20 78:4
submit 6: <i>3</i>
71:15
submitted 67:10
subs 50:2
subscribed 92:8
substitute 50:13

Substitutes
50:6, 7, 8
substitutions
5: <i>4</i>
success 16:12
20:7 46:6
88:10
successful 7:10
19:18 22:3, 9
50:5
successfully
74:18
sued 11:9
suffering 13:15
summer 13:5, 9
14: <i>10</i> 44:20, 21
48:8 73:3 74:2
84:2
sunfish 77:13
Super 36:20
supercritical
22:1
superintendent
14:6 19:20
22:20 53:4 57:2 67:19
37:2 07:19
Superintendent's
Superintendent's
3:13 27:18
3: <i>13</i> 27: <i>18</i> 44: <i>11</i> , <i>15</i>
3:13 27:18 44:11, 15 supervisor
3:13 27:18 44:11, 15 supervisor 30:15, 17 33:8
3:13 27:18 44:11, 15 supervisor 30:15, 17 33:8 36:6, 8 39:7, 10
3:13 27:18 44:11, 15 supervisor 30:15, 17 33:8 36:6, 8 39:7, 10 41:4 42:3
3:13 27:18 44:11, 15 supervisor 30:15, 17 33:8 36:6, 8 39:7, 10 41:4 42:3 support 7:9 11:14, 21 12:21
3:13 27:18 44:11, 15 supervisor 30:15, 17 33:8 36:6, 8 39:7, 10 41:4 42:3 support 7:9 11:14, 21 12:21
3:13 27:18 44:11, 15 supervisor 30:15, 17 33:8 36:6, 8 39:7, 10 41:4 42:3 support 7:9 11:14, 21 12:21 19:9 20:16, 17
3:13 27:18 44:11, 15 supervisor 30:15, 17 33:8 36:6, 8 39:7, 10 41:4 42:3 support 7:9 11:14, 21 12:21
3:13 27:18 44:11, 15 supervisor 30:15, 17 33:8 36:6, 8 39:7, 10 41:4 42:3 support 7:9 11:14, 21 12:21 19:9 20:16, 17 22:13 27:12 36:6, 8, 18 41:5 42:4, 7, 8 45:18
3:13 27:18 44:11, 15 supervisor 30:15, 17 33:8 36:6, 8 39:7, 10 41:4 42:3 support 7:9 11:14, 21 12:21 19:9 20:16, 17 22:13 27:12 36:6, 8, 18 41:5 42:4, 7, 8 45:18
3:13 27:18 44:11, 15 supervisor 30:15, 17 33:8 36:6, 8 39:7, 10 41:4 42:3 support 7:9 11:14, 21 12:21 19:9 20:16, 17 22:13 27:12 36:6, 8, 18 41:5
3:13 27:18 44:11, 15 supervisor 30:15, 17 33:8 36:6, 8 39:7, 10 41:4 42:3 support 7:9 11:14, 21 12:21 19:9 20:16, 17 22:13 27:12 36:6, 8, 18 41:5 42:4, 7, 8 45:18 50:3 51:8 75:20 82:5 supported 8:7
3:13 27:18 44:11, 15 supervisor 30:15, 17 33:8 36:6, 8 39:7, 10 41:4 42:3 support 7:9 11:14, 21 12:21 19:9 20:16, 17 22:13 27:12 36:6, 8, 18 41:5 42:4, 7, 8 45:18 50:3 51:8 75:20 82:5
3:13 27:18 44:11, 15 supervisor 30:15, 17 33:8 36:6, 8 39:7, 10 41:4 42:3 support 7:9 11:14, 21 12:21 19:9 20:16, 17 22:13 27:12 36:6, 8, 18 41:5 42:4, 7, 8 45:18 50:3 51:8 75:20 82:5 supported 8:7 supporting 7:4 46:5
3:13 27:18 44:11, 15 supervisor 30:15, 17 33:8 36:6, 8 39:7, 10 41:4 42:3 support 7:9 11:14, 21 12:21 19:9 20:16, 17 22:13 27:12 36:6, 8, 18 41:5 42:4, 7, 8 45:18 50:3 51:8 75:20 82:5 supported 8:7 supporting 7:4 46:5 supportive 48:3
3:13 27:18 44:11, 15 supervisor 30:15, 17 33:8 36:6, 8 39:7, 10 41:4 42:3 support 7:9 11:14, 21 12:21 19:9 20:16, 17 22:13 27:12 36:6, 8, 18 41:5 42:4, 7, 8 45:18 50:3 51:8 75:20 82:5 supported 8:7 supporting 7:4 46:5 supports 8:9
3:13 27:18 44:11, 15 supervisor 30:15, 17 33:8 36:6, 8 39:7, 10 41:4 42:3 support 7:9 11:14, 21 12:21 19:9 20:16, 17 22:13 27:12 36:6, 8, 18 41:5 42:4, 7, 8 45:18 50:3 51:8 75:20 82:5 supported 8:7 supporting 7:4 46:5 supportive 48:3 supports 8:9 supreme 10:11
3:13 27:18 44:11, 15 supervisor 30:15, 17 33:8 36:6, 8 39:7, 10 41:4 42:3 support 7:9 11:14, 21 12:21 19:9 20:16, 17 22:13 27:12 36:6, 8, 18 41:5 42:4, 7, 8 45:18 50:3 51:8 75:20 82:5 supported 8:7 supporting 7:4 46:5 supports 8:9

```
surrounded
57:13
sustainability
64:17
Sweet 43:3, 13
system 5:7
6:20 7:10
32:17 40:10, 11
42:2 58:5 76:9
86:5, 18 88:17
systems 9:7
12:21 14:4
21:14 36:3, 6, 8
41:9 48:4
< T >
TABCO 6:9, 14,
15 8:4
table 49:5
tag 85:8
take 18:10
44:19 51:6
52:7, 9 68:14
taken 16:2
talk 52:5, 6
talking 87:4
Tallwood 39:3
tangibly 48:6
Target 78:11
Tarts 16:6
teach 16:6
50:12
teacher 21:11
26:13 30:5, 18,
19 31:9, 15
32:8, 9 33:2, 11,
13, 15 34:4, 5,
14, 16, 17, 18
35:11, 13, 20, 21
36:18, 19 37:6,
19 39:1, 19, 20,
21 40:1, 11, 13,
19, 21 41:20
42:8, 10, 17, 18,
20, 21 43:9, 10,
11, 12, 19, 20, 21
46:8 49:11, 18
75:4
teachers 7:3
8:19 15:18
```

26.2 11 12
26:3, 11, 18
45:16 48:14
50:8, 11 51:7
54:20 57:3
79:18 80:9
82:4 90:4
teaches 19: <i>12</i>
teaching 16:14
26:17
team 44:16
45:5 46:3
47:20 48:12
50:21 51:9
73:4 80:10
TEAMS 1:9
4:7 48:16
Teamwork 21: <i>1</i> Technical 32:2
Technical 32:2
33: <i>3</i>
Technology
45:2 46:18
50:10
temporary
11: <i>15</i>
term 6:20
76:12, 18
terrifying 56: <i>15</i> test 21: <i>16</i> 77: <i>5</i>
79:2 <i>1</i> 81:6
85:15 86:20
testing 32:21
testing 32:21 77:15, 18
texting 56:9
Thank 4:17
6:13 9:11, 12
11:20 12:7, 10,
11 14:11, 12, 20
17:19, 21 18:11,
<i>16</i> , <i>17</i> 19:20
22:12, 14, 15
23:3, 14, 15
25:1, 6, 10, 15
26:9 27:20
28:3, 4, 19 29:1,
7, 8 44:8, 13
51:2, 4, 7, 16
52.17 18 53.1
52:17, 18 53:1, 2, 5, 6, 15 58:11,
2, 3, 0, 13 38:11,
12 59:3, 13
60:12, 13 61:19

62:1, 8, 19, 20
64:1, 2 65:3, 7
66:9, 14, 16
68:4 69:4, 5, 12
70:1, 15 71:10,
11, 12, 17, 18
72:16, 17 73:10
74:15 84:5, 7, 8,
12, 14 85:7
87:2, 18, 19, 20,
21 88:2 89:3
90:19, 20, 21
91:2, 5, 7, 12
thanks 45:4
THEREOF
92:8
thickening
16: <i>19</i>
thing 21:20
54:15 55:20
things 20:9
76:8, <i>13</i> 88:5
think 16:3
69:12 89:8
90:7
third 77:10
thought 55:21
70:20
threat 56:11
three 5:3
35:18 37:16
39:12 82:11
89:5
three-minute
5:16
thrilled 11:18
Thursday 4:5
47:2
Tilghman 3:10
18:18, 19, 21
19:2, 5
time 5:17, 18,
<i>19</i> 11: <i>15</i> , <i>16</i>
14:11, 21 17:20
18:10 25:19
26:5, 7 29:15
67:18 73:7
87:5 91:4
times 21:11

51:1 timing 69:20 **Title** 30:4 35:9 **today** 46:7 53:3, 7 54:10 66:21 67:11 70:14 todav's 25:19 44:6 **told** 10:8 17:8, 11 tone 5:18 tonight 6:13, 15 20:17 22:10 53:18 65:1 66:20 69:7 73:4 82:14 91:12 Tonight's 4:5, *14*, *16* 53:3 73:13 91:8 tool 22:3 79:17 **top** 90:13 **totaling** 75:13 **Touch** 41:10 **Town** 31:8 41:1 **Towson** 22:14 43:9 50:1 tradition 29:20 traditional 89:2 **training** 11:21 59:19 **Transcribed** 1:20 92:3 TRANSCRIBER' **S** 92:1 transcript 92:7

TRANSCRIBEI
S 92:1
transcript 92:7
transition 30:1
32:19
transportation
48:3 79:7
88:11, 17
tribe 11:7
Trix 16:9
trouble 58:11
true 92:6
truly 55:6

56:19 88:13 trust 20:3 58:5 **try** 53:10 71:8 **Tuesday** 91:*11* Tuesday's 6:18 turn 56:19 57:14 73:7 74:12 turned 5:19, 20 turns 15:3 twice 85:4 **two** 10:8 12:18 14:4, 7 49:6 68:9 77:17 88:7 **types** 62:13

< U > **UMBC** 49:21 **unable** 17:4 29:15 unappealing 16:17 **unaware** 4:15 unconstitutional 10:12 unconventional 53:8 understand 69:13 87:15 understanding 26:12 76:14 78:6 82:8 85:15 90:9 undervalued 11:15 **unfilled** 13:1 Unfinished 3:17 64:4 82:3

Unified 31:18, 19
unique 76:9
Unit 40:13
77:6, 10 81:12, 19
universities
19:15
University

11 49:21 50:1, 3 **unmute** 14:19 **unmuting** 28:21 unnecessarv 16:18 **unpack** 26:13 upcoming 47:19 78:12 83:17 **update** 50:20 72:15 78:7 updated 68:4 **updates** 44:16 48:11 **urban** 90:8 utilize 5:11 < V > vacancies 7:2 48:2, 21 49:3, 7 vain 14:2 **Valley** 31:18 valuable 27:9 valued 8:7 11:7 variety 33:3 **vendor** 64:15 **vendors** 64:14 ventilation 62:2 **verify** 8:*13* veterans 9:2 Vice 2:3 19:3 22:20 29:14 58:14 66:18 72:18 84:17 **video** 60:10 **violation** 10:*15* violence 22:5 55:2 **Virginia** 39:2, 4 **virtual** 30:16 37:3 45:21 47:3, 4 50:10 53:8 82:21 virtually 4:6 **vision** 75:8 visit 46:7 73:3

85:10 88:6

90:18

visiting 83:14 88:3 **visits** 73:1 **vital** 7:7 Vivian 92:3, 12 **vocal** 32:8 **voice** 21:4 voices 21:4 55:15 voids 20:5, 13 volunteer 75:11, 13 **vote** 4:10 23:9, 11, 17 24:18 28:6 59:6 60:17 63:2 65:11 votes 28:17 **voting** 4:9 8:16

< W > **Wagner** 43:14 wait 75:3 **waiting** 69:1 **Wake** 39:3 walk 57:20 72:14 **Walter** 38:20 39:1 want 11:20 12:7 13:17 14:6 18:8, 10 19:17 21:20 22:2 36:7 51:6, 16 54:1 56:14, 21 65:15 70:2 87:6 wanted 15:7 21:6, 18 60:4 70:3 73:13 88:10 **wants** 11:6 warned 16:17 Warren 34:12

38:11 41:9, 10,

43:19

Washington 45:*1* 46:*17*

waste 18:10

watching 53:3

Proceedings
water 77:18 81:12, 13, 14
83:5
Watershed
3:19 71:20 72:8, 16 73:1, 4,
9, 14, 20 74:3, 5,
8, 9, 16, 18, 20 75:2, 8, 14, 17
76:5, 9, 15, 19
78:10, 13, 17, 19 79:1, 8, 17 80:8,
14, 16 81:4, 7,
15, 21 82:7
83: <i>3</i> , <i>10</i> , <i>17</i> 86:7 87: <i>10</i>
88:4, 16, 19
way 8:19, 20 10:10 20:20
52:16 54:3
89:9 ways 21: <i>14</i> , <i>15</i>
81: <i>1</i>
wealth 36:14 website 6:5
17:10, 13 47:10
71:6 Wednesday
47:7
week 7:20 8:16 45:11
50:16, 17 59:16
67: <i>10</i> weekend 50: <i>17</i>
weekly 83:3 weeks 12:18
weeks 12: <i>18</i> 14: <i>7</i>
welcome 32:14
33:19 34:6
39:4 46:3, 12 well 8:20
20:11 21:9
28: <i>1</i> 31: <i>17</i> 32: <i>5</i> 34: <i>16</i>
38:10, 21 39:21
41:1, 9 43:12, 19 55:17 59:15
73:6 79: <i>3</i>
82: <i>14</i> 89: <i>21</i> wellness 64: <i>19</i>
WEILIESS UT.17

went 10:10
22:6 73:2
We're 40:8
45:6 46: <i>12</i> , <i>18</i>
77:9 85:2
87: <i>10</i>
Westside 36:16
we've 19: <i>15</i> 76: <i>11</i> 89: <i>20</i>
/0:11 89:20
white 16:16
40:16 79:10
wide 86:5
Widney 72:8
74:13, 15 82:16
85: <i>19</i> 86: <i>8</i> , <i>10</i> 88: <i>13</i> 89: <i>17</i>
90:19
Wiggins 38:13
39:5
wildlife 83:4
Williams 4:13,
<i>15, 17</i> 6: <i>12</i>
15, 17 6:12 9:15 13:18
15: <i>11</i> 18: <i>5</i>
19:2, 20 20:14 22:7, 20 29:12,
22:7, 20 29:12,
13 44:8, 11, 13
51:4, 11 66:18
72:19 87:17
willing 15:12
Wilson 10:5
window 27:4, 7
winter 80:5
85:15 86:21
wish 53:14
wished 10:18
wishes 53:13
withhold 10:13
WITNESS 92:8
women 10:8, 13, 15
won 11:10
wonderful 12: <i>3</i>
30:2 84:8 88:9
89:9 90:15
wondering 88:9
89: <i>14</i>
Wood 31:7
Woodbridge

```
33:15
Woodlawn 32:8
word 20:1
words 10:7
11:5
work 8:12
15:7 18:7, 12,
14 20:15 21:1
26:7 48:9 54:1,
5, 9 55:14, 15
57:2, 19 58:7
67:2, 8 69:6, 10
70:10 71:6, 8,
16 73:5 77:8,
13, 20 83:9
87:16 90:16
worked 49:14
50:6, 9 90:3
worker 37:3
40:5, 7 43:15
79:3
working 17:12
35:5 48:12, 17
54:8
workshops 21:3
world 82:10
worms 77:12
worth 10:9
11:9 12:6
worthy 11:17
write 11:2 54:6
writing 75:14
77:21
written 81:15
```

vritten 81:15 **Y > Yeah** 84:17
86:10 87:7 **Year** 3:18
7:10, 20 9:7
11:16, 20 12:19
13:3, 8 14:10
15:9 26:2 40:7, 8 45:12 46:16
47:16, 19 48:10
50:17 51:2, 12, 19 52:13, 18
54:12, 15, 21
57:1, 9 60:1
66:11, 21 68:20

73:2 74:3, 19, 21 75:3, 12, 16 76:6 78:11, 12, 13, 17 79:8 80:4 82:15, 17, 19 83:2, 17, 18 **years** 10:2 12:10 17:11, 15 22:13 30:14 31:2, 14 32:3, 17 33:9 34:10 35:1, 9, 18 37:5, 16 38:1, 6 39:8, 12, 17 40:17 41:5, 15 42:5, 15 43:5 44:1 70:4 73:6 82:12, 15 **year's** 70:11, 13 **yogurt** 16:9 young 19:12 **youth** 19:9 21:21

< **Z** > **zip** 21:*17*