1 DISTRICT OF COLUMBIA STATE BOARD OF EDUCATION PUBLIC MEETING Wednesday, April 15, 2015 5:30 p.m. Held At: 441 Fourth Street, N.W. Old Council Chambers Washington, D.C. Reported and transcribed by: Gervel A. Watts, CERT*D

2

1 A P P E A R A N C E S 2 BOARD MEMBERS 3 Jack Jacobson, President 4 Karen Williams, Vice-president 5 Mary Lord, At Large 6 Laura Wilson-Phelan, Ward 1 7 Ruth Wattenberg, Ward 3 8 D. Kamili Anderson, Ward 4 9 Mark Jones, Ward 5 10 Tierra Jolly, Ward 8 11 Betel Asfaha, Student Representative 12 Jesse Rauch, Executive Director 13 14 15 16 17 18 19 20 21 22

```
1
                     CONTENTS
2
  Call to Order
3 Announcement of Quorum
4 Approval of Agenda/Minutes
5 Comments from the President of the D.C. State
   Board of Education, Jack Jacobson
 6
   Comments from the State Superintendent of
   Education, Hansuel Kang
7
8 Public Comments:
9 Cathy Reilly, Senior High Alliance of Parents,
   Principals, and Educators
10
   Madye Henson, Covenant House - Washington
11
   Lescester Johnson, Academy of Hope, Adult Public
12 Charter School
13 Amy Dudas, D.C. Alliance of Youth Advocates
14 Walter Plush, Total Sunshine, Inc.
15 Consideration for Diploma for OSSE-Managed Schools
16 Ceremonial Resolution for Jesse B. Rauch
17 Adjournment
18
19
20
21
22
```

1	PROCEEDINGS
2	CALL TO ORDER
3	MR. JACOBSON: Good evening. On behalf
4	of the members of the District of Columbia State
5	Board of Education, I want to welcome you, our
6	guests and our viewing public to our Wednesday,
7	April 15, 2015 State Board of Education meeting.
8	The State Board holds its regularly
9	scheduled meetings on the third Wednesday of every
10	month, here in the Council Chambers at 441 Fourth
11	Street, Northwest.
12	The next public meeting of the State
	The next public meeting of the beate
13	Board of Education will take place at this
13	Board of Education will take place at this
13 14	Board of Education will take place at this location on Wednesday, May 20, 2015 at 5:30 p.m.
13 14 15	Board of Education will take place at this location on Wednesday, May 20, 2015 at 5:30 p.m. We look forward to you joining us.
13 14 15 16	Board of Education will take place at this location on Wednesday, May 20, 2015 at 5:30 p.m. We look forward to you joining us. The members of the State Board of
13 14 15 16 17	Board of Education will take place at this location on Wednesday, May 20, 2015 at 5:30 p.m. We look forward to you joining us. The members of the State Board of Education welcome your participation and your
13 14 15 16 17 18	Board of Education will take place at this location on Wednesday, May 20, 2015 at 5:30 p.m. We look forward to you joining us. The members of the State Board of Education welcome your participation and your support in our efforts to improve education in the
13 14 15 16 17 18 19	Board of Education will take place at this location on Wednesday, May 20, 2015 at 5:30 p.m. We look forward to you joining us. The members of the State Board of Education welcome your participation and your support in our efforts to improve education in the nation's capital.

1	quorum.
2	ANNOUNCEMENT OF QUORUM
3	MR. RAUCH: Jack Jacobson?
4	MR. JACOBSON: Present.
5	MR. RAUCH: Karen Williams?
6	MS. WILLIAMS: Present.
7	MR. RAUCH: Kamili Anderson?
8	MS. ANDERSON: Present.
9	MR. RAUCH: Tierra Jolly?
10	MS. JOLLY: Present.
11	MR. RAUCH: Mark Jones?
12	(No response.)
13	MR. RAUCH: Mary Lord?
14	MS. LORD: Present.
15	MR. RAUCH: Ruth Wattenberg?
16	MS. WATTENBERG: Present.
17	MR. RAUCH: Joe Weedon?
18	(No response.)
19	MR. RAUCH: Laura Wilson-Phelan?
20	MS. WILSON-PHELAN: Present.
21	MR. RAUCH: Brian Contreras?
22	(No response.)

6

1 MR. RAUCH: Betel Asfaha? 2 MS. ASFAHA: Present. 3 MR. RAUCH: She is present. Mr. President, you have a quorum. 4 APPROVAL OF THE AGENDA/MINUTES 5 MR. JACOBSON: Thank you. A quorum has 6 been determined and the State Board will now 7 8 proceed with the business portion of the meeting. 9 Is there a motion to adopt the agenda items that 10 are before us? 11 MS. WILSON-PHELAN: So moved. 12 MR. JACOBSON: Is there a second? MS. JOLLY: Second. 13 MR. JACOBSON: The motion has been moved 14 15 and seconded. Any discussion? 16 (No response.) All right. I'll call for a vote. All those in 17 18 favor, please say "aye." 19 (Board members collectively vote 20 "aye.") MR. JACOBSON: All opposed? 21 22 (No response.)

```
7
   Any abstentions?
 1
 2
               (No response.)
   The ayes have it and the agenda is approved. Now
 3
   we'll move to the approval of the minutes.
 4
                                                 Is
    there a motion to adopt the minutes from our March
 5
    16, 2015 working session?
 6
 7
              MS. WILSON-PHELAN: So moved.
 8
              MR. JACOBSON: Is there a second?
 9
              MS. JOLLY: Second.
10
              MR. JACOBSON: Is there a discussion?
11
               (No response.)
   The motion has been moved and seconded and we're
12
    ready for a vote. All those in favor, please
13
    signify so by saying "aye."
14
15
               (Board members collectively vote
               "aye.")
16
17
             MR. JACOBSON: Any opposed?
18
               (No response.)
19
   Any discussion?
20
               (No response.)
21
   They ayes have it and the minutes for the March
    26, 2015 working session are approved. Is there
22
```

8

motion to adopt the minutes from our April 1, 2015 1 working session? 2 MS. WILLIAMS: So moved. 3 MR. JACOBSON: Is there a second? 4 MS. ANDERSON: Second. 5 MR. JACOBSON: Is there any discussion? 6 7 (No response.) 8 All right. All those in favor of adopting the 9 minutes from our April 1, 2015 working session, please signify so by saying "aye." 10 11 (Board members collectively vote "aye.") 12 13 MR. JACOBSON: Any opposed? (No response.) 14 15 Any abstentions? 16 (No response.) They ayes have it and the minutes are approved. 17 18 COMMENTS FROM THE PRESIDENT OF THE 19 DISTRICT OF COLUMBIA BOARD OF 20 EDUCATION MR. JACOBSON: Good evening. My name is 21 22 Jack Jacobson and I'm the president and Ward 2

1	representative to the State Board of Education.
2	I'd like to start tonight by officially welcoming
3	our new Superintendent of Education, Hansuel Kang,
4	who is currently acting, but will soon be in the
5	permanent role, I have no doubt.
6	I just wanted to take a few minutes to
7	say what a pleasure it's been working with you for
8	these three weeks, I believe it is that you've
9	been in office. You've reached out to the Board
10	and to me, in particular, long before you started
11	here in your position. You have set a tone of
12	cooperation and congeniality that this Board
13	greatly appreciates and that I personally
14	appreciate, and we look forward to working
15	together to solve minor problems and to tackle big
16	issues in the long-term.
17	You have willing partners who want to
18	engage with you on broad policy issues and I hope
19	that our tenure together will benefit students all
20	across the school.
21	Now, I'd invite you to say some remarks.
22	COMMENTS FROM THE

		10
1	STATE SUPERINTENDENT OF EDUCATION	
2	MS. KANG: Well, good evening, President	
3	Jack Jacobson, Vice-President Karen Williams and	
4	State Board of Education members, and members of	
5	the public joining us here today and watching at	
6	home. First of all, I need to say thank you for	
7	the incredibly kind words and I absolutely look	
8	forward to working in collaboration and	
9	partnership with all of you as well.	
10	So my name Hansuel Hang. I'm currently	
11	the Acting State Superintendent of Education at	
12	the Office of the State Superintendent of	
13	Education for D.C., also known as OSSE. I'm	
14	excited to be here to join the State Board for my	
15	first formal meeting as the Acting State	
16	Superintendent, and I'd like to thank Mayor Bowser	
17	for nominating me to serve in this role. I look	
18	forward to serving the residents of the District	
19	of Columbia to ensure that we have a strong and	
20	robust education system in D.C.	
21	I believe the State Board of Education	
22	serves an important and vital role in ensuring a	

		11
1	high quality education system in the District, and	
2	speaking for the constituents that you serve and I	
3	look forward to collaborating with the Board. I	
4	appreciate the conversations that we have had thus	
5	far and welcome continued collaboration and	
6	discussions in the future.	
7	In particular, I also believe that the	
8	role that the State Board plays in communicating	
9	with the community about concerns and questions	
10	from your constituents is crucial and very helpful	
11	to OSSE in improving our work and ensuring that we	
12	can all the students and residents of D.C.	
13	While we engage with the community, each	
14	member, each of you has the greater ability to	
15	hear from your constituents and we hope that we	
16	can continue to partner together on communication	
17	and liaisons with the public.	
18	Over time, I would also love to meet	
19	with your constituents and welcome the opportunity	
20	to work with each of you to attend meetings and	
21	your awards, so that I can hear directly from	
22	District residents about what they want to see and	

12

relay to their state education agency of what they 1 think they should do to help improve education in 2 the District. 3 PUBLIC COMMENTS 4 MR. JACOBSON: Thank you, Superintendent 5 Kang. We will now here from public witness who 6 7 wish to speak on educational-related matters. Public witnesses are asked to contact the State 8 9 Board staff by telephone or email if there is an interest in providing testimony at our public 10 meetings. 11 12 We'll call the first witnesses, Cathy 13 Reilly, the Executive Director of the Senior High Alliance of Parents, Principals, and Educators; 14 15 Lescester Johnson, CEO of Academy of Hope, Adult Public Charter School; Julie Meyer, Executive 16 17 Director, The Next Step Public Charter School; Dr. 18 Madye Henson, president and CEO of Covenant House, 19 Washington. And I don't believe Marilyn Holmes 20 with Total Sunshine is here; is that correct? 21 MR. PLUSH: She's on route. Not here 22 yet.

13 MR. JACOBSON: Thank you. Are there any 1 other public witnesses at this moment? Yes, 2 ma'am? 3 Amy Dudas from D.C. 4 MS. DUDAS: Yes. Alliance of Youth Advocates. 5 6 MR. JACOBSON: Let's have you come up and fill up a seat then. The staff will put three 7 8 minutes on the clock. We'll get started as soon as the clock starts, with Ms. Reilly. 9 10 MS. REILLY: Okay. 11 MR. JACOBSON: Thank you so much. MS. REILLY: Thank you. Thank you for 12 13 this opportunity to testify. As you said, my name is Cathy Reilly, and I'm the director of the 14 15 Senior High Alliance of Parents, Principals, and 16 Educators. 17 As I understand the issue before you, 18 you are considering passing policy to enable OSSE 19 to grant diplomas to students enrolled in a school 20 managed by the state in order to solve the one-21 year problem for the students of Hospitality High. 22 I'm urging you to solve this singular

		14
1	issue by emergency legislation, instead of	
2	granting diploma awarding through OSSE, as it is	
3	worded in this rulemaking. You are the main check	
4	and balance our government has in this area and	
5	this is the only moment you have to exercise it.	
6	OSSE is the oversight body for the 61 local	
7	education agencies. Granting this now means that	
8	you will have no role in whether or not OSSE	
9	grants diplomas in the future or takes on further	
10	schools.	
11	I don't think we want our oversight body	
12	to be also managing the schools. It not only	
13	creates a conflict of interest, it means there's	
14	no oversight over them in this role. This	
15	rulemaking does not address that issue. It does	
16	not provide a mechanism for oversight over OSSE.	
17	This is just my opinion, but while I	
18	appreciate the chance to offer it, I know that	
19	during spring break and with the budget, upper-	
20	most on people's minds, this policy and its	
21	possible ramifications has actually not been fully	
22	vetted in the community.	

15 It's not a matter of trust. This 1 2 rulemaking will be there after the current administration and after many of you will leave 3 office. So it's difficult enough that a precedent 4 is being created with this one school; let's not 5 make it worse by expanding the authority without a 6 7 thorough and well-researched decision-making 8 process. 9 Thank you. 10 MR. JACOBSON: Thank you so much. And Ms. Johnson, before you start, I'll just make sure 11 that the record reflects that Mr. Jones from Ward 12 5 is in attendance. 13 Thank you. You may begin. 14 15 MS. JOHNSON: Okay. Good evening. Thank you for this opportunity. My name is 16 Lescester Johnson and I'm the CEO of Academy of 17 18 Hope Adult Public Charter School. 19 For over 30 years, Academy of Hope has 20 provided services to individuals without a high 21 school credential through the GED and the National External Diploma Program. We have locations in 22

1	Ward 5 in the Edgewood/Brookland Community and
2	Ward 8 in the Congress Heights Community. And in
3	July of last year, we became an adult public
4	charter school. We made that transition. We're
5	also active members of the D.C. Adult and Family
6	Literacy Coalition and Alliance of Adult Educators
7	in the city.
8	In December, I had the pleasure of
9	testifying before the State Board meeting with
10	OSSE's proposal to create a Superintendent's
11	Diploma for those who passed the GED or completed
12	the NED Program. At that meeting, I joined a
13	chorus of education and service providers who
14	recognized the proposal as an opportunity to level
15	the playing field and open the doors for learners
16	across the District.
17	A few months later, of course, without a
18	vote on the proposal, we are disappointed to see
19	that those efforts have been put on hold. The
20	proposal to create the diploma for Hospitality
21	High graduates in front of you today is important,
22	but we urge you not to stop before the task is

		17
1	complete. As some of you know, in 2014, both the	
2	GED and the National External Diploma underwent a	
3	major overhaul and is now aligned with the Common	
4	Core Standards.	
5	To demonstrate competencies and pass	
6	these exams, our learners need to master not only	
7	basic technology skills, but also deep content	
8	knowledge in science, social studies, and reading.	
9	Our learners and adults across the	
10	District work hard to prepare to pass these exams	
11	that are designed to test a high level of	
12	competency. Upon completion, they deserve a	
13	diploma that recognizes their achievement and	
14	mastery of standardized skills. The	
15	Superintendent's Diploma would do just that.	
16	When Academy of Hope graduates send	
17	their resumes to perspective employers and post-	
18	secondary institutions, we believe they should be	
19	just like everyone else, based on their skills and	
20	ability to do the job well.	
21	When D.C. residents compete for jobs	
22	against their neighbors in Maryland and Virginia,	

18 their capabilities should speak for themselves, 1 rather than the words, "GED Certificate" speaking 2 for them. 3 We strongly encourage OSSE and the State 4 Board of Education to work together to move 5 forward with a proposal to grant a 6 7 Superintendent's Diploma for those who pass the 8 GED and complete the NEDP Program. It simply 9 makes sense and now is the time to do it. 10 Thank you. 11 MR. JACOBSON: Thank you so much. MS. DUDAS: Good evening, members of the 12 D.C. State Board of Education. Thank you for the 13 opportunity to provide testimony, as you discuss 14 15 the proposal permitting OSSE to award state diplomas during today's working session. 16 My name is Amy Dudas, and I am a policy 17 18 analyst with the D.C. Alliance of Youth Advocates, 19 which is an organization that represents 130 20 youth-serving organizations. Today the State Board 21 considers a proposal that would allow OSSE to issue diplomas to students graduating from OSSE-22

19 managed schools, as prompted by the need to award 1 diplomas to graduates of OSSE-managed, Hospitality 2 3 High School. However, in December of last year, OSSE 4 released proposed regulations that would have 5 included District residents to attain a GED or 6 7 complete the NEDP as eligible for this 8 Superintendent's Diploma. 9 While it's certainly important and timesensitive to address the needs of the 35-some 10 students who are set to graduate from Hospitality 11 High in June, isolating this group of youth 12 receive the benefits of a state-issued 13 Superintendent Diploma, leaves the need for 14 15 flexible education options of at least 7,500 educationally disengaged District youth and 60,000 16 17 District adults without a high school diploma on 18 the table. 19 It's critical that our school system 20 adapt to create as many opportunities to reconnect 21 youth and adult learners to successful academic and career pathways as possible. The bulk of 22

1	existing programs in the District offering
2	educational re-engagement or second chance options
3	provide GED preparation to disengaged youth.
4	Preparing to attain a GED is often a
5	faster option for youth than rebooting their
6	progress towards a traditional diploma. And this
7	speedy, yet rigorous process of re-engagement is
8	critical for disconnected youth toward facing
9	real-world demands to earn income and support
10	dependents.
11	Students who become disengaged from
12	school and do not earn a high school credential
13	often struggle to gain solid footing in the labor
14	market and lack exposure to the entry level
15	positions that pave the way for long-term earning
16	potential. Alarmingly, 34.2 percent of 16 to 19-
17	year-olds in the District were unable to find paid
18	unsubsidized employment in 2013. By incorporating
19	GED attainment within a state- issued diploma, the
20	District can effectively shorten the on ramp to
21	post-secondary and credentialing opportunities for
22	youth who have struggled in traditional academic

21

pursuits. 1 2 Ensuring all youth have access to a best- fit educational trajectory with a no wrong 3 door, depends on smart investments and strategic 4 planning of the School Board. We urge you to 5 consider the consequences of limiting this pathway 6 to success to graduates of Hospitality High School 7 8 alone. 9 I thank you for the opportunity to testify. 10 11 MR. JACOBSON: Thank you. Dr. Henson. 12 Thank you and good evening. DR. HENSON: I am Dr. Madye Henson; I'm president and CEO of 13 Covenant House, Washington. As you know, Covenant 14 15 House is in its 20th year of service this year and 16 during that time, we have served over 35,000 young 17 people here in the District of Columbia. We are 18 one of the largest and leading non-profits 19 supporting homeless, disconnected, and exploited 20 youth in D.C. 21 Last year alone, we served over 58,000 meals; we provided housing, education, work force 22

1	readiness and placement, did daily and nightly
2	outreach, provided afterschool prevention services
3	from middle and high school students in Ward 8 and
4	have a Gold-Tier NAEYC-accredited child
5	development center on our site.
6	In Fiscal Year '13/'14, nearly 30
7	percent of the all the 18 and 24-year-olds in the
8	District of Columbia that earned their GED, earned
9	that credential through Covenant House,
10	Washington. This year we have been working and
11	being very successful in preparing young people
12	for the new, very rigorous GED assessment, as well
13	as providing them with life skills and soft skills
14	training to prepare them for post- secondary
15	education and work experiences.
16	Every young person that matriculates
17	through our program has an individualized success
18	plan. They've had financial literacy,
19	interviewing skills, mock interviews, dress for
20	success, conflict resolution, and many have done
21	internships as well as gone through other modules
22	to prepare them for success.

		23
1	While we support the proposed changes in	
2	the regulation that will establish a state high	
3	school diploma for the 29 to 30 students	
4	graduating from Hospitality High, we must go on	
5	record, stating that this just simply does not go	
6	far enough. It does not eliminate the enormous	
7	inequity D.C. youth face, as compared to their	
8	peers in Maryland, who complete the same	
9	alternative programs and earn a GED.	
10	We urge you to reconsider the earlier	
11	proposal that was presented in December that would	
12	expand the diploma offering to those students who	
13	complete the very rigorous Common Core-based GED	
14	in D.C.	
15	Unlike youth in our program that are	
16	currently in our program and in the region from	
17	Maryland who complete the same training and	
18	literally can go across the street from my office	
19	in Prince George's County to take the assessment.	
20	When they pass the GED, they also earn their high	
21	school diploma. They can then go into the	
22	military if they desire, go to college, or work	

24 without reservation. 1 My D.C. students do not have that same 2 3 opportunity, passing the same instrument, and this is just simply not fair. Many students need non-4 traditional avenues with supportive environments 5 to allow them to work, care for siblings and 6 7 children, et cetera, while gaining a needed 8 secondary credential. 9 MR. JACOBSON: Dr. Henson, I'll ask you to wrap up in just a moment. 10 11 DR. HENSON: Thank you. It is important that we look at those same credentials equally, 12 13 and give our D.C. youth the same opportunities as their Maryland peers. Thank you. 14 15 MR. JACOBSON: Thank you. All of the 16 witnesses who were testifying today, we received 17 hard copies of your testimony and this is, again, 18 the continuation of a longer discussion that this 19 Board is engaged in, so thank you all for coming. 20 Speaking of that, we'll move on. Ms. 21 Holmes is not here. 22 MR. PLUSH: Not yet, but is it possible

25

for a stand-in to speak on her behalf? 1 2 MR. JACOBSON: You certainly could. Yes, sir. 3 MR. PLUSH: Excellent. 4 MR. JACOBSON: And you'll have three 5 minutes as well. 6 MR. PLUSH: Outstanding. I won't need 7 8 all three, but thank you. 9 MR. JACOBSON: Thank you so much. 10 MR. PLUSH: Thank you. Okay. Good afternoon, I believe it is. My name is Walter 11 Plush; I am a Board member of Total Sunshine, 12 Incorporated. I work closely with Marilyn Holmes 13 in a lot of the programs and things that she does 14 15 and I also manage her television show on DCTV. 16 The reason she was going to be here today was to really promote her upcoming Total 17 18 Grade Award Ceremony. She's been doing this for 19 the last eight years, I believe. And what it is 20 that each valedictorian and salutatorian, every District high school and charter school is 21 presented either a laptop or a tablet at the 22

26

ceremony. 1 2 This year, the ceremony will be at 3 Roosevelt High School. It will be on -- let me look at my notes here -- June 11th of this year at 4 4:00 p.m., at Roosevelt High School. We're 5 projecting 68 top grants to be there receive their 6 7 just rewards. 8 She's really wanted to ask for your 9 support to come out and pass the word about the ceremony going on. This is a well put on 10 ceremony, and it is very unusual for every 11 valedictorian and salutatorian throughout the city 12 to be recognized and presented a laptop or tablet 13 across the city at one time versus each individual 14 15 school. 16 So in conclusion, we would just to ask 17 for your support to come out and pass the word 18 about the ceremony, once again, on June 11th at 19 4:00, at Roosevelt Senior High School in 20 Washington, D.C. 21 MR. JACOBSON: Do you have a website? 22 MR. PLUSH: Yes.

27 Totalsunshineincorporated --1 totalsunshineincorporated.org. 2 3 MR. JACOBSON: Thank you so much. 4 MR. PLUSH: Oh, thank you. MR. JACOBSON: We appreciate you coming 5 in to testify. 6 7 MR. PLUSH: Sure. 8 CONSIDERATION FOR A DIPLOMA 9 AT OSSE-MANAGED SCHOOLS 10 MR. JACOBSON: And we'll now move into the business portion of our meeting. Last fall, 11 OSSE presented the State Board with an opportunity 12 to approve new regulations that would allow OSSE 13 to award diplomas in specific circumstances. 14 15 Today, we will only be considering one of those options, specifically, establishment of a 16 state diploma for students graduating from OSSE-17 18 managed schools. 19 As background, the need for these 20 regulations derives out of the mere authority to 21 designate any executive agency to run a public charter school, whose charter was renewed. 22 In

1	August 2014, Hospitality High School relinquished
2	their charter, meaning, that the mayor was
3	responsible for designating a managing agency. In
4	this case, the mayor appointed OSSE to manage
5	Hospitality High School.
6	It is my understanding that OSSE will
7	cease to manage this school after this year;
8	however, there is a need to ensure that a free and
9	appropriate education is provided for the school's
10	existing students through the awarding of high
11	school diploma for eligible seniors. After OSSE's
12	presentation, Board members will have an
13	opportunity to ask questions regarding this
14	proposal. I'd like to invite anyone from OSSE to
15	step up to the witness table. Superintendent Kang
16	is going to be giving the presentation from here.
17	We welcome that as well.
18	MS. KANG: Thank you very much,
19	President Jacobson. I'd like to just outline the
20	status of the proposed rule and options going
21	forward for the Board. Dr. Mitchell is also here
22	and members of our team, so she can help answer

questions if there are specific details people 1 2 would like. 3 So as some of you know, we had originally brought a proposed rule forward at the 4 State Board's last working session. And as you 5 may know, since that time, coming out of the 6 7 conversations that took place at that working 8 session, OSSE took additional time to explore 9 emergency rulemaking, which had been suggested as another option, which would take effect for 120 10 days and it would give OSSE the authority to grant 11 state diplomas the Hospitality High students, but 12 that authority would expire after 120 days. 13 At that point, OSSE took the additional 14 15 time to explore this option and whether there would be sort of left sufficiency granted for that 16 17 option and unfortunately, it was not recognized in 18 doing that, taking the extra time to explore that. 19 Under this Administration, there is sort of a 20 different rulemaking process and that approval is 21 needed. And so at this point, the proposed rule, 22 if we were to go forward with this, would be

published in the Register next week, but that
 would result in the 30-public comment period,
 lasting past the Board's next public meeting on
 May 20th.

So given that unfortunate realization, 5 we are here to discuss a few different options for 6 7 how the Board might choose to proceed, and I'll 8 just outline those options briefly. So one option 9 would be to go forward with emergency rulemaking. The effect of that would be, again, the rule would 10 take effect immediately and would allow us to 11 grant the state diploma to the Hospitality High 12 students and that authority would be in place for 13 120 days. The emergency rulemaking process also 14 15 means that there is not a public comment period and there is no State Board of Education vote. 16 17 Another possible option could be to go 18 forward with the proposed rulemaking, which would 19 include a 30-day public comment period and there 20 is a chance for a State Board of Education 21 approval and vote, but would require, in order to

22 allow the full 30-day comment period to run, it

(866) 448 - DEPO www.CapitalReportingCompany.com © 2015

1	would require the State Board to consider holding
2	a special meeting on May 27th. So it would be
3	after your regularly scheduled May public meeting.
4	Another possible option would be to sort
5	of pursue both tracks at the same time, emergency
6	and proposed. What that would allow us to do is
7	to have the emergency rule in effect immediately
8	to cover the Hospitality High students and then
9	would also allow going forward with the proposed
10	rule so that there could still be a full public
11	comment period and State Board of Education vote
12	on the ongoing OSSE ability to address these
13	specific situations when they arise, due to a
14	mayoral order.
15	I think that if that happens, it would,
16	of course, be up the State Board, but I believe
17	that you all would consider this to your public
18	meeting on June 17th, the proposed rulemaking
19	portion, while in the meantime, the emergency rule
20	would've gone into effect to allow Hospitality
21	High Students to graduate on June 12th. That is
22	the key deadline.

1	I'll just conclude by saying I know from
2	our previous discussions in the working session, I
3	think all of our focus is on ensuring that the
4	seniors at Hospitality High are not impacted by
5	sort of these structural changes and the back and
6	forth. That they can go forward and graduate on
7	June 12th. That's certainly my main concern and
8	all of ours. So I hope, regardless of these
9	options, that we can ensure that that goes forward
10	and happens.
11	MR. JACOBSON: We'll now move to Board
12	questions. I would like the folks from OSSE to
13	just come up to the table so that we don't have to
14	scramble. We'll start on the left this time. Ms.
15	Wilson-Phelan, do you have any questions at this
16	point?
17	MS. WILSON-PHELAN: No.
18	MR. JACOBSON: Ms. Jolly.
19	MR. JOLLY: No.
20	MR. JACOBSON: No questions. Mr. Jones.
21	MR. JONES: Yeah, I do have some. The
22	first question is what happens with the emergency

33 rulemaking after 120 days? Can you speak to that 1 on put it on the record? 2 MS. SETLOW: So there was not to be 3 pursued a proposed and then a final rulemaking, 4 for the emergency, in 120 days the rulemaking 5 would expire. So then OSSE would only have 6 authority through this 120 days to grant diplomas 7 8 to students of state-managed schools. And then 9 past that, the authority for OSSE to do so would 10 expire. 11 MR. JONES: Thank you. 12 MR. JACOBSON: Great. We'll start over 13 here. Ms. Asfaha? 14 MS. ASFAHA: No. 15 MR. JACOBSON: Ms. Wattenberg? You have 16 five minutes. 17 MS. WATTENBERG: Is this the appropriate 18 place to also offer comments or this is now --19 MR. JACOBSON: Comments and questions. 20 You have five minutes. 21 MS. WATTENBERG: All right. So I am in favor of the option in which we would vote now on 22

the emergency regulation for Hospitality High
because I think it is an emergency. Those
students worked hard and they need to get their
diploma, and we need to get out of their way to
make that happen.
So for the emergency rule now and for
having a permanent rule adopted, maybe a day
later, whether that's June or later, whether
that's June or later, to discuss, debate, and hear
comment on the broader question of in what
situations OSSE should have that responsibility
and right to issue those diplomas. A number of
the issues that were raised here today are very
compelling to me. I'm sure they're very
compelling to other people.
I certainly have some policy questions
that I want to ask, get answered and talk to
people about, but I share the urgency that we need
to move on those questions. I'm probably in favor
of taking them up as separate issues so that we
can think about the consequences and the
implications of each one. One has to do with the

1	GED and one has to do with if charters fail. There
2	are several different issues that were raised, but
3	I would like to get that moving.
4	So I would like to adopt the emergency
5	rule tonight so that we can solve the Hospitality
6	High problem and don't force ourselves to move
7	without full information on the broader policy
8	questions, but move quickly to take up those
9	broader policy questions because people need an
10	answer. So I would say one at a time. Maybe
11	starting with one in June and moving forward from
12	that would be my recommendation.
13	MR. JACOBSON: Do you yield back?
14	MS. WATTENBERG: Yes.
15	MR. JACOBSON: Then I have a question
16	clarification, if I may, Superintendent Kang. Is
17	there anything before the Board on which we would
18	vote this evening or would it be if we just do
19	an emergency rule, when would that vote likely
20	occur if OSSE could, theoretically, help inform
21	us?
22	I don't believe anything could be voted

upon tonight, which I asked for clarification. 1 2 MS. KANG: So we wanted to discuss the 3 proposed approaches with the State Board. President Jacobson, you're correct in that the 4 process for emergency rulemaking, and Christina 5 Setlow can confirm it, but I believe the process 6 7 for emergency rulemaking does not actually involve 8 the State Board of Education vote. 9 MS. SETLOW: So we have been under the advisement of our general counsel that they do not 10 believe that the emergency would require a State 11 Board vote. That the proposed final rulemaking 12 will require the State Board vote, but that the 13 I know that there is a 14 emergency would not. 15 little bit of a difference of opinion on that. 16 You know, we could discuss, if the State Board 17 would like, we can have that discussion. I do 18 believe that because we have a little bit of time 19 for the emergency that we are not in the position, 20 necessarily, tonight to present that language in 21 the emergency form and that we would bring that 22 back to the State Board if that was decided that

1	we want to go that route. But it is of the
1	we want to go that route. But it is of the
2	general counsel's opinion that we have received
3	that we do not need the State Board for the
4	emergency rulemaking.
5	MR. JACOBSON: Thank you. And Board
6	members, just know that our legal attorney
7	advisors are also looking at that issue as to
8	whether or not an emergency rule would be voted
9	upon by this body, this emergency rule. We have
10	to see the actual language, I think will help make
11	that clear, perfectly clear.
12	Given that, Ms. Wattenberg, do you have
13	any other questions?
14	MS. WATTENBERG: No. Do I get to hold
15	onto time for later? I'm kidding.
16	MR. JACOBSON: Ms. Anderson.
17	MS. ANDERSON: Give me a minute because
18	I want to kind of frame my question a little
19	better.
20	MR. JACOBSON: Thank you. We'll come
21	back to you. Ms. Lord.
22	MS. ANDERSON: Please come back.

1	MS. LORD: Thank you. Thank you for
2	this. First of all, I would like to just ask why
3	there isn't a vote because this Board has twice
4	before, in my experience, done emergency
5	rulemaking; once around graduation requirements in
6	which graduating seniors weren't told that they
7	were supposed to produce a senior thesis. So it
8	was the same kind of time crunch and because it
9	was graduation requirement, we had this emergency
10	rulemaking.
11	The other was to move the start date up
12	for enrollment from August, which it had been,
13	traditionally, to April and we were asked to do
14	that on an emergency basis. I suspect, in fact,
15	because the enrollment forms had already put in
16	the mail and received by parents, but in both
17	cases, they were voted on.
18	The emergency rulemaking allows us to
19	vote on something that isn't put up for 30 days of
20	public comment. So as the Superintendent's
21	Diploma is kind of neither fish nor fowl, it's a
22	new idea. So I think it would be we would be

		3
1	well-advised to consider it as a vote option	
2	rather than as something that is done behind the	
3	screen. So that is just my main thing.	
4	Secondly, we heard a lot of very	
5	powerful and persuasive testimony tonight about	
6	the need for GED equivalent test passers. Very	
7	few, of whom, apparently, in Maryland, Virginia or	
8	anyplace who passes the test, to have an	
9	equivalency, have a diploma. And that really	
10	does, I think, demand larger conversation.	
11	There isn't a single state that I was	
12	able to discover that issues a traditional high	
13	school diploma unless it's the School for the	
14	Blind that is run by the state, unless it is, you	
15	know, the reform school that's run by the state.	
16	In Maryland, the high school diploma is	
17	not issued by the State Superintendent, it's	
18	issued by the Department of Labor. In	
19	Pennsylvania, you have to show that you've got at	
20	least a semester of successfully completed	
21	community college or post-secondary work. It's	
22	only for adults. If it's for someone between the	

		40
1	ages of 16 and 18, there are all these caveats,	
2	which are not meant to be speed bumps, but they're	
3	meant to be the equivalent of high school diploma	
4	for people and that we don't have a trap door	
5	where, as it seems now, a charter school, like in	
6	California, when your mortgage is underwater, you	
7	could drop the key in the mail. So if you can drop	
8	out of school and still get a Superintendent's	
9	Diploma, are there consequences of increasing the	
10	dropout rate or increasing the temptation to drop	
11	out?	
12	So I think these demand fuller	
12 13	So I think these demand fuller discussion and who do we need, you know, what is	
13	discussion and who do we need, you know, what is	
13 14	discussion and who do we need, you know, what is the cut score for the GED? It is a test beyond	
13 14 15	discussion and who do we need, you know, what is the cut score for the GED? It is a test beyond the GED? So I really think, like my colleague from	
13 14 15 16	discussion and who do we need, you know, what is the cut score for the GED? It is a test beyond the GED? So I really think, like my colleague from Ward 3 said, and as many members have said before	
13 14 15 16 17	discussion and who do we need, you know, what is the cut score for the GED? It is a test beyond the GED? So I really think, like my colleague from Ward 3 said, and as many members have said before this, is something that deserves to be taken up.	
13 14 15 16 17 18	discussion and who do we need, you know, what is the cut score for the GED? It is a test beyond the GED? So I really think, like my colleague from Ward 3 said, and as many members have said before this, is something that deserves to be taken up. But I think one of my biggest concerns is that	
13 14 15 16 17 18 19	discussion and who do we need, you know, what is the cut score for the GED? It is a test beyond the GED? So I really think, like my colleague from Ward 3 said, and as many members have said before this, is something that deserves to be taken up. But I think one of my biggest concerns is that we're creating a new instrument, the	
13 14 15 16 17 18 19 20	discussion and who do we need, you know, what is the cut score for the GED? It is a test beyond the GED? So I really think, like my colleague from Ward 3 said, and as many members have said before this, is something that deserves to be taken up. But I think one of my biggest concerns is that we're creating a new instrument, the Superintendent's Diploma that doesn't exist. Why	

41

Why not the Board of Regions Diploma? 1 Ι 2 mean, I just didn't hear any other options. 3 Were there other options considered and discarded? 4 DR. MITCHELL: Well, I think the 5 important item is that the students who pass the 6 7 GED or the NEDP get a diploma. And what we call 8 it, a Superintendent's Diploma, the Mayor's 9 Diploma, Department of Labor Diploma, that piece, I think, is less important. 10 11 I think that OSSE, and I believe that the people who presented would be more than 12 willing to engage in a really important discussion 13 because the details are incredibly important and 14 15 we want to get them right. So the discussion that 16 you want is one that I think that everybody would 17 benefit from, including the students. And 18 clearly, the proposal that was put forth last year 19 was for students that are beyond the compulsory 20 age of education. But things like that I think 21 are important to talk and hash out, and I know 22 that I, for one, would be happy to do that.

1	MS. LORD: And then if I could just
2	clarify, we have 35 or so graduating high school
3	seniors from Hospitality High. The charter was
4	relinquished last April and I guess it expired
5	sometime this year.
6	So students are sort of in limbo, but in
7	the interim, hasn't OSSE assigned a management
8	agency to kind of do the day-to-day and wouldn't
9	that entity be able to sign the diploma? I'm sort
10	of struggling to figure out why there is a problem
11	that the state has to intervene.
12	DR. MITCHELL: Right. Hospitality High
13	was an anomaly, in that generally, when a charter
14	is closed, the charter is not relinquished until
15	after the class graduates that June. In
16	Hospitality High's instance, the charter was
17	released, as you indicated, in April. So the
18	individuals who were running the school really
19	thought that the school would close, but another
20	year was granted, though, which is how OSSE became
21	
2 I	involved.

43 foundation to run Hospitality High. There is a 1 principal in place, as well as other 2 3 administrators, however, they do not --MR. JACOBSON: I'd ask the witness to 4 5 wrap up. 6 DR. MITCHELL: -- they're not an LEA. 7 They not an LEA and they're not DCPS, so they 8 don't have the authority to sign a diploma. 9 MR. JACOBSON: Thank you. 10 MR. JONES: Point of order, Mr. 11 President. 12 MR. JACOBSON: Mr. Jones. 13 MR. JONES: I do have another question, but point of order is just to note to this Board 14 15 that the State of Maryland actually does issue a diploma at the aggregating program. 16 Those 17 students passed the GED, but they receive a 18 Maryland State Diploma. So I just think that we 19 should be clear about that. That doesn't mean I 20 support the proposal, but I just want to make note 21 that Aberdeen does convey high school diplomas in 22 the State of Maryland.

44

MR. JACOBSON: Thank you for that 1 clarification. And certainly, this Board had more 2 research to do all the way around on this. 3 Ms. Anderson, are you prepared or should 4 we go to Ms. Williams? 5 6 MS. ANDERSON: I think that in much of 7 our discussion about the case of Hospitality High, 8 I think we were moved by the arguments to make 9 those students whole by granting OSSE the authority to issue diplomas for those students. 10 But in addressing that effort, you know, we find 11 ourselves in much larger discussions to cover the 12 broader issue about whether or not other 13 classifications of students should be able to 14 15 receive a diploma from the state, the students who 16 pass the GED, NEDP. I think we've even talked 17 about home-schooled students, et cetera. 18 I guess my question is, well, first of 19 all, I think I do agree that we should separate 20 the two issues because one is, again, kind of an 21 emergency situation and the other one is something 22 that requires, I guess, a much deeper engagement

1	between ourselves and the Board and OSSE and other
2	stakeholders. I guess, perhaps, there are some
3	other solutions. Because we're in this situation,
4	we really haven't allowed ourselves enough time to
5	really exhaust all the possibilities.
6	We have four options presented to us and
7	I guess, I'm just saying that within the short
8	period of time that we have been kind of weeding
9	through this I don't if we have really opened
10	the doors to really get the full discussion and
11	that's why I think that, you know, some of us I
12	mean, I don't want to paint us into a corner, but
13	we're kind of being painted in the corner. I
14	really would like to be able to, at some point, to
15	go well, first, to address this issue, this
16	specific circumstance and I do like the idea of a
17	short-term solution to, and the most narrow as
18	possible solution to it.
19	I'm just wondering, you know, as we go
20	forward and we try to look at other solutions and
21	other possible options that we can have, are we
22	really going to have the time to do that? And I

		46
1	hope that we will take the time to do that, I	
2	guess that's what I'm trying to say, and that we	
3	will really be able to engage more stakeholders in	
4	that discussion because, again, we're are often	
5	presented to work with these emergency	
6	legislations not legislation, but these	
7	emergency rulings, but again, we end up opening up	
8	a can of worms in a way.	
9	Not to say there are worms in that	
10	sense, but I mean, again, we open up, again, much	
11	larger issues. And then I just don't know if we	
12	really give ourselves or if we really and I	
13	hope that we would take the time to really exhaust	
14	all the possibilities for addressing how to deal	
15	with students who take the GED and other kinds of	
16	equivalencies so that we could give them the	
17	opportunity to make them whole. And I really want	
18	us, as a Board, to not cut off the discussion at	
19	this point, this Hospitality High and OSSE to be	
20	engaged with us to try and find the solutions and	
21	find something that is more amenable to the State	
22	Board.	

1	I guess my question is, is there
2	something else, perhaps, are there other avenues
3	or have we exhausted, as a Board, our thinking
4	about this? Or do these four options, I guess,
5	kind of, the best we can do in the time we've had
6	to look at this?
7	DR. MITCHELL: Well, we certainly, in
8	the year that OSSE has been working with
9	Hospitality High, this is not an issue that just
10	popped us on us. We've been thinking this through
11	and trying to come up with other options, and
12	constantly, this is the one that we come back to.
13	We just could not think of a different option,
14	other than the students have to get a diploma.
15	Someone has to give that diploma.
16	We have the requirements for graduation
17	that this Board has passed, as well as the
18	requirements at Hospitality High. And so this
19	option makes sense. It's the best one that we
20	could come up with.
21	MS. ANDERSON: And when you decided upon
22	these options, were you thinking narrow or were

		48
1	you trying to think broadly with the options?	
2	DR. MITCHELL: I think we were thinking	
3	broadly. We really did search hard for other	
4	solutions and could not find any.	
5	MS. ANDERSON: Okay. Thank you.	
6	MR. JACOBSON: Ms. Williams?	
7	MS. WILLIAMS: As I sit here and listen	
8	to the debate, I see we have two separate issues,	
9	the issue of Hospitality High and then the broader	
10	issue of the State Superintendent's Diploma. And	
11	the four options given to us by OSSE are very	
12	specific. I was wondering if we could, maybe,	
13	compromise a little and say that the Board takes a	
14	vote tonight that we do an emergency or a short-	
15	term solution by voting to give the diplomas to	
16	the people at Hospitality High and then we address	
17	the larger issues of the DED and the other thing,	
18	which means that you would have to put it for	
19	public comment. It would alleviate some of the	
20	other problems and also of you having to go where	
21	we have to go to get emergency legislation. I'm	
22	just throwing it out there as a proposal.	

49

MR. JACOBSON: And maybe that's a 1 question our attorney could answer, perhaps. 2 Is there anything before the Board on which we can 3 vote this evening? 4 MS. WILLIAMS: Well, I think she 5 answered that question because I asked it earlier, 6 7 but the things that are for us to vote on are the 8 four proposals. So I'm changing, I'm asking if we 9 could work together to maybe reword one of those proposals and go ahead and take a vote tonight? 10 But that would have to be --11 12 MR. JACOBSON: We're going to pause the 13 clock for a second. Thank you. Staff is already way ahead of me, as usual. 14 15 (Whereupon, School Board Members and 16 the attorney advisor confer.) 17 MR. JACOBSON: I've got some advice, but 18 I'm going to let OSSE speak first. 19 MS. KANG: So I think the language that 20 we brought to the last working session is what we 21 would present in the form of an emergency rule. And so Christina Setlow is prepared to read that 22

50 forward if that is what the Board would like. 1 2 MR. JACOBSON: And then the advice that I got from our attorney advisor, Ms. Davis, is 3 that the Board, theoretically, could approve a 4 Resolution of approval this evening, but since 5 nothing is before OSSE, we would be approving 6 7 language that we hadn't seen yet. 8 My recommendation would be to just slow 9 it down for a week or two and let OSSE do their work and bring to us actual language in an 10 emergency manner on which we could vote. At the 11 same time, we could continue or internal dialogue 12 and our public dialogue regarding whether or not a 13 permanent proposal would move forward. That would 14 15 be my suggestion. 16 MS. WILLIAMS: Well, I understand it has 17 to be written. We have nothing to actually vote 18 on tonight, but I'm just saying, can't we agree to 19 vote on something or we get near that --20 MR. RAUCH: Karen, use the mic. 21 MS. WILLIAMS: I'm sorry. I realize 22 that you have to have the actual wording, but I

		51
1	still think we're all basically on the same page	
2	in that we want to solve this problem now, the	
3	easiest way possible or the quickest way possible	
4	and then we can look at the other options and the	
5	other things after we finish with this one. And	
6	if the problem is just the wording, then can we	
7	change the wording?	
8	Thank you.	
9	MR. JACOBSON: Thank you. Ms. Jolly had	
10	a question. And then I'll have a couple and then	
11	we can go to Round 2. Five minutes for Ms. Jolly.	
12	MS. JOLLY: I actually have several	
13	comments. As a teacher, I'm accustomed to putting	
14	the needs of my students front and center, at the	
15	core of my professional duties every day. And	
16	perhaps, it's because of that I'm a little	
17	disappointed that a lot of the conversation about	
18	granting diplomas to students centers around who	
19	is the person that would do it.	
20	Frankly, I'm concerned about putting the	
21	needs of these approximately 35 students first and	
22	making sure that they get the diploma that they've	

1	worked hard for. I am happy to do both for any
2	initiative whenever it is presented to me that we
3	will do that for students. I don't care who signs
4	it. I don't care what mechanism, but it needs to
5	be put in place to get that in front of us. I
6	just would like to do that as quickly as possible.
7	In a separate issue, I'm also concerned
8	that that has been the tone of the conversation
9	surrounding a state diploma for GED recipients.
10	There are, and I have the research myself, it's
11	been reported frequently in newspapers and in
12	education journals around the country. There are
13	13 states that currently do this. Thirteen states
14	in our country grant state diplomas to students
15	who pass the GED test.
16	Looking at the data for the District of
17	Columbia, only 258 of the 120,000 students who
18	pass the GED in 2013, were from the District of
19	Columbia. That same year, we had 3,027 four-year
20	graduates from high school. So we're talking
21	about 258 to 3,027.
22	When we're talking about issuing a state

		53
1	diploma for people who pass the GED, we're talking	
2	about a relatively small pool of students for whom	
3	this relatively small rule can do a	
4	disproportionate amount of good because when we	
5	also look at the data surrounding GED recipients,	
6	they are significantly less likely to be employed	
7	in professional, technical or managerial positions	
8	than there appears with traditional high school	
9	diplomas and they have higher rates of	
10	unemployment than individuals who have a	
11	traditional, or respectable high school diploma.	
12	We're not asking like, the people who are	
13	asking for this are not asking for standards to be	
14	watered down for children. They're not asking for	
15	the quality of the credential to be watered down;	
16	they're simply asking that for, typically, adults	
17	who take this exam that it is based on the same	
18	exact now Common Core Standards that the test that	
19	our traditional high school students are taking be	
20	granted, a diploma that looks the same.	
21	I don't think that this is	
22	revolutionary. Perhaps, only 13 states have done	

		5
1	it previously, but I think that when we put	
2	students and the needs of students first that it	
3	becomes crystal clear that this is something that	
4	we, as a Board, should do, especially given the	
5	fact that budget cuts are currently making it	
6	difficult, if not, impossible for schools like	
7	Ballou to stay, to provide education and GED	
8	support services for adult learners above the age	
9	of 25. So at the same time that budgets are being	
10	cut that allows the students who need this	
11	credential to be able to better support their	
12	families, we are talking about not doing it	
13	because we're concerned about who might sign it?	
14	Or because it might somehow water down the value	
15	of someone else's diploma? I find that	
16	preposterous and frankly, I think that it's really	
17	disrespectful to the people whose lives will be	
18	tremendously and positively impacted. That's' it.	
19	MR. JACOBSON: All right. Five minutes	
20	for me, and then we'll do a second round and	
21	hopefully, they will be three-minute questions. So	
22	write them down and get ready.	

1	I want to make sure that the record
2	reflects that the State Board has received letters
3	of support from Jacque Hayden, principal of
4	Hospitality High School and Michael I'm going
5	to mispronounce his name, Cucciardo, executive
6	director at the Washington Hospitality Foundation
7	in support of an initiative to ensure that the
8	graduates of Hospitality High receive diplomas on
9	June 12th.
10	And regarding who issues the diploma, as
11	other states do other things, I very much prefer
12	my education agency to issue diploma, rather than
13	an agency like the Department of Labor or the
14	Department of Health, or the Department of the
15	Environment that doesn't deal with education day
16	and day out to be the one that issues the diplomas
17	to students. If the LEA can't there isn't an
18	LEA in the event of a home-schooler, for instance.
19	I was elected to solve problems. This
20	is a problem that I want to help solve, working
21	with our partners at OSSE, to ensure that these
22	students at Hospitality High receive their

		56
1	diplomas on June 12th. It sounds like an	
2	emergency regulation is probably the best way to	
3	go for the will of the Board, but this is not	
4	something that I'm going to drop, as a larger	
5	issue of the authority of this state to issue	
6	diplomas.	
7	With that, I'm going to conclude my	
8	remarks. I don't have any questions at this time,	
9	but I will, on the second round. You have three	
10	minutes, Mr. Jones from Ward 5.	
11	MR. JONES: Thank you, Mr. President. I	
12	have a question for the panel and the	
13	superintendent if she so pleases. Are any of you	
14	all familiar with the Challenge Program that is	
15	run by the National Guard?	
16	DR. MITCHELL: Right. I am. I believe	
17	that our GED program works closely with them.	
18	MR. JONES: Why is it that you all have	
19	not responded to them of the same request that has	
20	been for years, requesting that they issue a high	
21	school diploma for their GED graduates?	
22	DR. MITCHELL: Well, that request has	

57 not been made -- well, known to me. I have not 1 really known about that request, but should that 2 request be made known to me, I think it would 3 nicely fold into the conversation that we're 4 having. I just haven't had direct access to that 5 6 request. 7 MR. JONES: Well, General Schwartz would 8 probably differ. Maybe not to you, personally, 9 but certainly to OSSE and DCPS. 10 DR. MITCHELL: And is that program in 11 D.C. --12 MR. JONES: No. It is a D.C.-based 13 program --14 DR. MITCHELL: -- or do they have D.C. 15 students in Maryland? MR. JONES: -- but the property is 16 17 located in Laurel, Maryland. This issue has been 18 on the forefront for years and I've been involved 19 in this issue. Certainly, we have an emergency. I 20 have a couple of issues. 1) We should resolve 21 this emergency. 22 I believe in doing what's right for

(866) 448 - DEPO www.CapitalReportingCompany.com © 2015

		58
1	students for the emergency, but I also believe in	
2	process and I believe in planning. And I think we	
3	should not, just as we should take care of our	
4	students, process is important. Planning is	
5	important. And I would be careless and I think	
6	this Board would be careless to suggest that it	
7	isn't. Let's take care of our students, but	
8	process and planning is important.	
9	I'm surprised that you all have not	
10	moved this forward earlier. That's disappointing.	
11	All of us has got to do better in this city. This	
12	should've been brought to us much earlier. When	
13	OSSE took over, you all knew was going to be an	
14	issue. That's when it should've been presented.	
15	And lastly, I don't necessarily agree with you on	
16	whether you need our support for the rulemaking. I	
17	do not agree with that.	
18	You have your attorney opinion, we have	
19	our attorney opinion. Did you get an opinion from	
20	the Attorney General?	
21	MS. KANG: We have not been in touch	
22	with the OAG. That is something that we can do.	

		59
1	I would like to say that this was brought forth to	
2	the Board back in December, through the overall	
3	bigger discussion about competency-based learning	
4	and the state diploma for the students in a state-	
5	managed school were included in the state diploma.	
6	And so it was included in what we put before the	
7	Board in December, but when it was voted to table,	
8	that issue also got tabled. And so we are	
9	bringing this back separately because this issue	
10	continues. And since it was tabled by the Board	
11	in December, it could not be solved at that point.	
12	MR. JACOBSON: Time is up.	
13	MR. JONES: Thank you, Mr. President.	
14	MR. JACOBSON: Thank you so much, Mr.	
15	Jones. I believe Ms. Lord has a question. Does	
16	anyone else, just for planning?	
17	Thank you. Ms. Lord, you have three	
18	minutes.	
19	MS. LORD: Thank you. I'd just like to	
20	know if there is anything else you need to	
21	consider. This was a one-all situation, but as	
22	far as I know, there's nothing in the rules that	

<pre>1 prevents another charter from relinquishing its 2 charter. I feel like the Public Charter School 3 Board was enormously irresponsible letting a 4 school operate without a charter. Banks can't do 5 it. I'm just a little concerned. 6 I mean, I totally agree with my 7 colleague from Ward 8, this is about kids and 8 about opportunities and it's a broader discussion. 9 I don't know why we don't talk about badges, 10 certificates, diplomas of distinction. All of 11 those were up for discussion when the Board was 12 undertaking its graduation requirements revision 13 and review. But my biggest concern right now is 14 that we don't lock the bard door after the horse 15 has gotten out. 16 DR. MITCHELL: So I am unaware of any 17 pending issues that would be pertinent in this 18 situation. I don't know that the Charter Board 19 I don't if there are any policies in place right 20 now or being proposed to the Charter Board that</pre>			60
 Board was enormously irresponsible letting a school operate without a charter. Banks can't do it. I'm just a little concerned. I mean, I totally agree with my colleague from Ward 8, this is about kids and about opportunities and it's a broader discussion. I don't know why we don't talk about badges, certificates, diplomas of distinction. All of those were up for discussion when the Board was undertaking its graduation requirements revision and review. But my biggest concern right now is that we don't lock the bard door after the horse has gotten out. DR. MITCHELL: So I am unaware of any pending issues that would be pertinent in this situation. I don't know that the Charter Board I don't if there are any policies in place right 	1	prevents another charter from relinquishing its	
 4 school operate without a charter. Banks can't do 5 it. I'm just a little concerned. 6 I mean, I totally agree with my 7 colleague from Ward 8, this is about kids and 8 about opportunities and it's a broader discussion. 9 I don't know why we don't talk about badges, 10 certificates, diplomas of distinction. All of 11 those were up for discussion when the Board was 12 undertaking its graduation requirements revision 13 and review. But my biggest concern right now is 14 that we don't lock the bard door after the horse 15 has gotten out. 16 DR. MITCHELL: So I am unaware of any 17 pending issues that would be pertinent in this 18 situation. I don't know that the Charter Board 19 I don't if there are any policies in place right 	2	charter. I feel like the Public Charter School	
 5 it. I'm just a little concerned. 6 I mean, I totally agree with my 7 colleague from Ward 8, this is about kids and 8 about opportunities and it's a broader discussion. 9 I don't know why we don't talk about badges, 10 certificates, diplomas of distinction. All of 11 those were up for discussion when the Board was 12 undertaking its graduation requirements revision 13 and review. But my biggest concern right now is 14 that we don't lock the bard door after the horse 15 has gotten out. 16 DR. MITCHELL: So I am unaware of any 17 pending issues that would be pertinent in this 18 situation. I don't know that the Charter Board 19 I don't if there are any policies in place right 	3	Board was enormously irresponsible letting a	
 I mean, I totally agree with my colleague from Ward 8, this is about kids and about opportunities and it's a broader discussion. I don't know why we don't talk about badges, certificates, diplomas of distinction. All of those were up for discussion when the Board was undertaking its graduation requirements revision and review. But my biggest concern right now is that we don't lock the bard door after the horse has gotten out. DR. MITCHELL: So I am unaware of any pending issues that would be pertinent in this situation. I don't know that the Charter Board I don't if there are any policies in place right 	4	school operate without a charter. Banks can't do	
7 colleague from Ward 8, this is about kids and about opportunities and it's a broader discussion. 9 I don't know why we don't talk about badges, 10 certificates, diplomas of distinction. All of 11 those were up for discussion when the Board was 12 undertaking its graduation requirements revision 13 and review. But my biggest concern right now is 14 that we don't lock the bard door after the horse 15 has gotten out. 16 DR. MITCHELL: So I am unaware of any 17 pending issues that would be pertinent in this 18 situation. I don't know that the Charter Board 19 I don't if there are any policies in place right	5	it. I'm just a little concerned.	
8 about opportunities and it's a broader discussion. 9 I don't know why we don't talk about badges, 10 certificates, diplomas of distinction. All of 11 those were up for discussion when the Board was 12 undertaking its graduation requirements revision 13 and review. But my biggest concern right now is 14 that we don't lock the bard door after the horse 15 has gotten out. 16 DR. MITCHELL: So I am unaware of any 17 pending issues that would be pertinent in this 18 situation. I don't know that the Charter Board 19 I don't if there are any policies in place right	6	I mean, I totally agree with my	
9 I don't know why we don't talk about badges, 10 certificates, diplomas of distinction. All of 11 those were up for discussion when the Board was 12 undertaking its graduation requirements revision 13 and review. But my biggest concern right now is 14 that we don't lock the bard door after the horse 15 has gotten out. 16 DR. MITCHELL: So I am unaware of any 17 pending issues that would be pertinent in this 18 situation. I don't know that the Charter Board 19 I don't if there are any policies in place right	7	colleague from Ward 8, this is about kids and	
<pre>10 certificates, diplomas of distinction. All of 11 those were up for discussion when the Board was 12 undertaking its graduation requirements revision 13 and review. But my biggest concern right now is 14 that we don't lock the bard door after the horse 15 has gotten out. 16 DR. MITCHELL: So I am unaware of any 17 pending issues that would be pertinent in this 18 situation. I don't know that the Charter Board 19 I don't if there are any policies in place right</pre>	8	about opportunities and it's a broader discussion.	
11 those were up for discussion when the Board was 12 undertaking its graduation requirements revision 13 and review. But my biggest concern right now is 14 that we don't lock the bard door after the horse 15 has gotten out. 16 DR. MITCHELL: So I am unaware of any 17 pending issues that would be pertinent in this 18 situation. I don't know that the Charter Board 19 I don't if there are any policies in place right	9	I don't know why we don't talk about badges,	
12 undertaking its graduation requirements revision 13 and review. But my biggest concern right now is 14 that we don't lock the bard door after the horse 15 has gotten out. 16 DR. MITCHELL: So I am unaware of any 17 pending issues that would be pertinent in this 18 situation. I don't know that the Charter Board 19 I don't if there are any policies in place right	10	certificates, diplomas of distinction. All of	
13 and review. But my biggest concern right now is 14 that we don't lock the bard door after the horse 15 has gotten out. 16 DR. MITCHELL: So I am unaware of any 17 pending issues that would be pertinent in this 18 situation. I don't know that the Charter Board 19 I don't if there are any policies in place right	11	those were up for discussion when the Board was	
14 that we don't lock the bard door after the horse 15 has gotten out. 16 DR. MITCHELL: So I am unaware of any 17 pending issues that would be pertinent in this 18 situation. I don't know that the Charter Board 19 I don't if there are any policies in place right	12	undertaking its graduation requirements revision	
15 has gotten out. 16 DR. MITCHELL: So I am unaware of any 17 pending issues that would be pertinent in this 18 situation. I don't know that the Charter Board 19 I don't if there are any policies in place right	13	and review. But my biggest concern right now is	
DR. MITCHELL: So I am unaware of any pending issues that would be pertinent in this situation. I don't know that the Charter Board I don't if there are any policies in place right	14	that we don't lock the bard door after the horse	
<pre>17 pending issues that would be pertinent in this 18 situation. I don't know that the Charter Board 19 I don't if there are any policies in place right</pre>	15	has gotten out.	
<pre>18 situation. I don't know that the Charter Board 19 I don't if there are any policies in place right</pre>	16	DR. MITCHELL: So I am unaware of any	
19 I don't if there are any policies in place right	17	pending issues that would be pertinent in this	
	18	situation. I don't know that the Charter Board	
20 now or being proposed to the Charter Board that	19	I don't if there are any policies in place right	
	20	now or being proposed to the Charter Board that	
21 would change and prohibit something like this from	21	would change and prohibit something like this from	
22 happening again. I just don't know.	22	happening again. I just don't know.	

1	MS. LORD: Is there something that we
2	can write into the policy that would say hey, this
3	is it, no more? You know, you can't allow this
4	anymore?
5	MS. KANG: So I think that would
6	actually have to be legislative action that would
7	have to be taken by the Council, partly the
8	authority that dealt with the relinquishment of
9	the charter comes from laws that were written into
10	the legislation, it's not a regulatory fix. So I
11	believe that would have to go before the Council
12	for them to make a legislative change when it
13	comes to relinquishment of the charters because
14	it's a statutorily-based issue.
15	MS. LORD: Well, the other reason I
16	would like to just put on the record that the
17	reason the discussion was tabled at the end of
18	last year is because, again, to speak to process.
19	A whole lot of things were brought to the Board at
20	a public meeting in mid-November, and a 30-day
21	public comment period would've had to happen and
22	we would've, essentially, ignore the law.

62 So it wasn't that we didn't think it was 1 a good idea, we just didn't have enough time to 2 properly consider and discuss it. So I'm glad 3 we're resuming that, but I also think that we 4 would be very short-sided to continue to allow 5 this loophole to exist. 6 7 MR. JACOBSON: Thank you. Ms. Wattenberg. 8 9 MS. WATTENNBERG: I have a question and then I have a request for some advice about, at 10 least how I would like to proceed. And other may 11 or may not choose to proceed in the same way, but 12 my question is I'm just trying to understand, in 13 order to have sort of a focused, systematic and 14 15 timely conversation on this broader set of issues, I would like to understand the various categories 16 for which there may be a need for an OSSE diploma. 17 18 I know there are some people who come 19 from schools where the Charter Board has 20 relinquished them, so that's a category or whatever. The category of people who are getting 21 GEDs, can they get the Superintendent's Diploma? 22

1	What are the other categories in that list?
2	DR. MITCHELL: Two other categories that
3	come to mind most immediately are individuals who
4	receive the NEDP, the National Education Develop
5	Program, who receive that credential and then
6	there are home-schoolers, who also don't receive a
7	diploma at this point. We open up the discussion
8	and I think that there may be another group of
9	special ed students that could be in the mix, but
10	I'm not as certain about that last category as I
11	am the NEDP and the home-schoolers. Those are the
12	categories that we put forward in November.
13	MS. WATTENBERG: So I would like to make
14	a proposal, but it's not technical. I need
15	somebody else to help me figure out how to move it
16	forward. So one piece is there's a clear
17	sentiment that everybody wants to make sure the
18	students from Hospitality High get their diplomas
19	and get them on time. Period. So that's number
20	one.
21	Related to that, I think there is also a
22	desire of people on the Board to vote in favor of

		64
1	that, ideally. So my first question is sort of a	
2	process, parliamentary, question, which is can we	
3	do both of those? In other words, if it's an	
4	emergency rule that gets done now and it ensures	
5	that the Hospitality High students graduate, does	
6	that preclude us from your attorney's point of	
7	view, does that preclude us from having a vote or	
8	no? Am I losing you?	
9	MS. KANG: I think I'm a little confused	
10	by what you're trying to say.	
11	MS. WATTENBERG: I'm probably very	
12	confused. So look, I want to have us support	
13	do what's necessary to make sure that students	
14	from Hospitality High get their diploma from OSSE.	
15	If possible, I want this Board to vote on	
16	something that says that. So that's Part 1, so I	
17	need counsel on that.	
18	Now, Part 2 is I would like to propose	
19	that we set up a process, and if we could do it	
20	here and now, let's do it here and now. If we	
21	have to do it at our next working meeting, let's	
22	promise to do it at the next working meeting,	

1	which is to take the steps necessary so that in
2	June, let's say, we can take up the simpler of
3	these issues, which I think is what should happen
4	to students whose go to schools whose charters
5	were relinquished, try to fix it.
6	And then in July, take up, perhaps, the
7	issue about the GED. If we could feel that we
8	could do the due diligence to do that research
9	that quickly and having the witnesses we want or
10	we might have to wait until August or September;
11	although, I believe, that would still assure that
12	everything would be in
13	MR. JACOBSON: Your time has expired by
14	a minute.
15	MS. WATTENBERG: That's my goal.
16	MR. JACOBSON: Okay. Thank you. I
17	think we can work as a Board to accommodate those
18	things with our partners at OSSE and I think Board
19	leadership is committed to doing so.
20	I think Ms. Anderson had a question, so
21	three minutes for Ms. Anderson.
22	MS. ANDERSON: I have two kind of

		6
1	elementary question. My daughter always says,	
2	"Some things are very elementary," when she refers	
3	to very simple questions. If the Hospitality High	
4	was a chartered entity I'm trying to figure out	
5	how to ask this politely why can' the Public	
6	Charter School Board take up the matter of issuing	
7	the diplomas of those students?	
8	DR. MITCHELL: So it is my understanding	
9	that when the charter was relinquished, the Public	
10	Charter School Board's involvement with the school	
11	pretty much ended. They don't feel obligated.	
12	They don't feel that it is in their purview	
13	anymore to issue a diploma because the school is	
14	no longer a charter.	
15	MS. ANDERSON: But the school was a	
16	charter?	
17	DR. MITCHELL: That's correct.	
18	MS. ANDERSON: And my other question to	
19	this, why is OSSE compelled to pick up that duty?	
20	Is there something legally I mean, OSSE is	
21	saying that it is their legal obligation is to	
22	mend that schools and take care of all their	

1	functions thereafter, but is there something that
2	allows the Public Charter School Board to
3	basically wash their hands of this school and put
4	it in OSSE's hands?
5	MS. KANG: So what happened is after the
6	charter was relinquished, the mayor decided to
7	take over the school, Former Mayor Gray. And when
8	he did that through a mayoral order on August 12th
9	of 2014, he indicated that OSSE was to take over
10	control of the school under his mayoral order,
11	using his mayoral delegation authority, and
12	essentially, made Hospitality High a state-run for
13	the year.
14	The plan from here on out is that DCPS
15	will take over management of Hospitality High next
16	year. So this is just a one-year when OSSE has
17	been overseeing the school. It was basically a
18	transition to allow the students to continue. I
19	think part of it was timing and that my
20	understanding is the District of Columbia Public
21	Schools were not in the position, just yet, to
22	take over the school, given the timing. So when

68 the mayor took over the school, he issued the 1 order to give the school to OSSE for a year to 2 3 oversee. MS. ANDERSON: So let me understand --4 DR. MITCHELL: Take over, meaning that 5 many of the students will be attending DCPS 6 schools. The management of Hospitality High as an 7 8 entity will disappear. 9 MS. ANDERSON: But that was a mayoral order that has a time -- it allows OSSE to take 10 this entity over for a period of one year? 11 12 DR. MITCHELL: Uh-huh. MS. ANDERSON: And then after, it goes 13 back to DCPS, I guess. So basically, that doesn't 14 15 prevent, as we've talked in other instances, 16 another school to have that same -- the same kind 17 of situation is can pop up again, and again, and 18 again, and again. So each time we'll be asked to 19 do some kind of emergency ruling? 20 MR. JACOBSON: We'll have the witnesses respond and then the general lady's time is 21 expired. 22

69

1 MS. ANDERSON: Thank you. 2 DR. MITCHELL: Generally, when a charter is released -- I'm sorry. When a charter school 3 is closed, the charter is not relinquished until 4 after the graduating class finishes and the 5 diploma is issued. Hospitality High was an 6 7 exception. 8 MR. JACOBSON: Thank you. I think 9 everyone who has wanted a second round has received one. With that, I will thank our friends 10 from OSSE for their time. We're going to be 11 asking for additional information. 12 13 Primarily, we're going to be working with you and our attorney advisor to review, I 14 15 believe, an emergency ruling and we will also be discussing whether or not that emergency ruling 16 will come before this Board for consideration. 17 18 Certainly, our preference is that it does, and we 19 will work with you all on the details of that, 20 moving forward. 21 So I will now release the witnesses and 22 will entertain a motion to amend our agenda.

		70
1	Tonight is a special night. Probably a celebrated	
2	night, in his view. Our executive director, Mr.	
3	Jesse Rauch has tendered his resignation, and this	
4	is his last official meeting with us.	
5	We are excited at the opportunity that	
6	he has been presented. We will miss his	
7	friendship and his counsel and guidance as the	
8	executive director of this body. I believe we	
9	have a Ceremonial Resolution honoring him if we	
10	get a motion and a second to amend the agenda to	
11	allow consideration.	
12	MS. WILLIAMS: So moved.	
13	MS. WATTENBERG: Second.	
14	CEREMONIAL RESOLUTION FOR	
15	EXECUTIVE DIRECTOR JESSE B. RAUCH	
16	MR. JACOBSON: Wonderful. The	
17	Resolution, I will read it into the record. I'm	
18	not allowed to move the Resolution, so after it's	
19	read, someone else can move the Resolution.	
20	Ceremonial Resolution honoring departing	
21	Executive Director, Jesse B. Rauch,	
22	WHEREAS, the District of Columbia State Board of	

		71
1	Education recognizes Jesse B. Rauch for his	
2	dedicated service as executive director;	
3	WHEREAS, Mr. Rauch, a third grade teacher in the	
4	District of Columbia Public Schools has almost a	
5	decade of experience working in the education	
6	policy, including the American Federation of	
7	Teachers and former District of Columbia Board of	
8	Education before serving as senior legislative	
9	analyst for then Committee Chairman of the	
10	Council, Vincent C. Gray;	
11	WHEREAS, in November 2012, Mr. Rauch accepted the	
12	position of executive director and served under	
13	the leaderships of Presidents Laura Slover, Mark	
14	Jones, and Jack Jacobson;	
15	WHEREAS, after the State Board gained autonomy	
16	from the Office of State Superintendent of	
17	Education, Mr. Rauch ensured Board Members would	
18	be supported by policy and the legal expertise	
19	necessary to carry out the functions of an	
20	independent entity;	
21	WHEREAS, during Mr. Rauch's tenure as executive	
22	director, he conceived then spear- headed the	

		72
1	development of the policy unit, including	
2	establishment of the position and policy fellow to	
3	strengthen the State Board's policy and research	
4	capacity;	
5	WHEREAS, Mr. Rauch strengthened the State Board's	
6	position in reviewing policy, greatly benefitting	
7	students, families, and communities;	
8	WHEREAS, Mr. Rauch demonstrated	
9	leadership by creating a process for the Board to	
10	review it and ultimately, hire candidates for the	
11	vital positions of ombudsman for public education	
12	and the chief student advocate;	
13	WHEREAS, Mr. Rauch demonstrated	
14	policy leadership and support in such areas as the	
15	State Board's review of the Elementary and	
16	Secondary Education Act Accountability Waiver,	
17	issues involving truancy and student engagement,	
18	and the creation of a process for the review of a	
19	statewide health and physical education standards;	
20	WHEREAS, Mr. Rauch demonstrated initiative and	
21	successfully attaining stipends from the National	
22	Association of State Boards of Education that	

		73
1	strengthened the State Board's policy leadership	
2	and ability to deliver on its vision and mission	
3	to prepare all students for success in college	
4	careers and civic life;	
5	WHEREAS, Mr. Rauch has resigned as executive	
6	director of the State Board, effective April 17,	
7	2015.	
8	BE IT RESOLVED that on April 15th of	
9	2015, the District of Columbia State Board of	
10	Education honors Mr. Jesse B. Rauch for his	
11	outstanding service to the students and residents	
12	of the District of Columbia.	
13	MR. JONES: Mr. President?	
14	MR. JACOBSON: Mr. Jones?	
15	MR. JONES: I move that we adopt the	
16	Resolution for Mr. Rauch.	
17	MR. JACOBSON: Is there a second?	
18	MS. WILLIAMS: Second.	
19	MR. JACOBSON: Is there discussion among	
20	Board members? This is your opportunity to pile	
21	on praise to Mr. Rauch before he goes.	
22	Yes, Ms. Williams.	

		74
1	MS. WILLIAMS: I'd just like to say	
2	Jesse was hired maybe three or four months before	
3	Jack and I were elected to the Board and has been	
4	very instrumental in helping us to through this	
5	transition, figuring out our places, what we do as	
6	a Board. And personally, I would like to thank	
7	him for always being there when I had a question	
8	or a problem, or lost my pass, or couldn't get	
9	onto my government email or whatever the issue	
10	was. Thank you, Jesse, for your service.	
11	MR. JACOBSON: Ms. Wattenberg and then	
12	Ms. Anderson.	
13	MS. WATTENBERG: Thanks, Jesse, so much.	
14	I was just elected and as Karen said, you've been	
15	so helpful, and as you say, onboarding us and	
16	helping us get acclimated and bring us to speed,	
17	and learning the policy and process of all this.	
18	Obviously, I have not been a great	
19	student or I would have done better this evening	
20	with my proposals, but really, it's been great to	
21	work with you and I wish you so much luck.	
22	MR. JACOBSON: Ms. Anderson.	

75

1	MS. ANDERSON: Yes. I would also like
2	to wish you all the best in your next position,
3	Jesse. When I first heard that you were leaving,
4	I guess I was shocked. I'm going to miss you
5	because I think you really have done an excellent
6	job, in terms of bringing some order and
7	stability, and again, some process to the office,
8	in terms of a hierarchy of command, in terms of
9	being able to organize and corral, I guess, this
10	herd of cats that we can sometimes be, as well as
11	bring in I really appreciate the way that you
12	brought the interns into the office and channeled
13	their energies and their interest on behalf of the
14	Board.
15	I really do think that you are an
16	exceptional public servant and I, for one, am
17	going to miss you. I hope at some point we'll see
18	you in a karaoke bar somewhere, and I can really
19	rate your skills in that regard. But I do
20	definitely want to say that I will I have
21	appreciated your service and I will miss. Thank
22	you for your service.

76

1	MR. JACOBSON: Ms. Lord.
2	MS. LORD: Thank you. Well, as somebody
3	who has known Jesse, probably longer than anybody
4	on this Board, it goes back to the old School
5	Board days. I have to say I have appreciated all
6	of your advice over the years, even before you
7	were in this vaulted position, from just
8	introducing me to the person who would be the
9	first State Superintendent, to getting the State
10	Board of Education's website back up and
11	functioning and the behind the scene things.
12	We really had very little, in terms of
12 13	We really had very little, in terms of internal processes when you came aboard, and I'm
13	internal processes when you came aboard, and I'm
13 14	internal processes when you came aboard, and I'm pleased as hell to say that excuse me
13 14 15 16	internal processes when you came aboard, and I'm pleased as hell to say that excuse me pleased as heck to say that we function much
13 14 15 16	internal processes when you came aboard, and I'm pleased as hell to say that excuse me pleased as heck to say that we function much better as a Board because of the work that you and
13 14 15 16 17	internal processes when you came aboard, and I'm pleased as hell to say that excuse me pleased as heck to say that we function much better as a Board because of the work that you and the staff did.
13 14 15 16 17 18	<pre>internal processes when you came aboard, and I'm pleased as hell to say that excuse me pleased as heck to say that we function much better as a Board because of the work that you and the staff did.</pre>
13 14 15 16 17 18 19	<pre>internal processes when you came aboard, and I'm pleased as hell to say that excuse me pleased as heck to say that we function much better as a Board because of the work that you and the staff did.</pre>

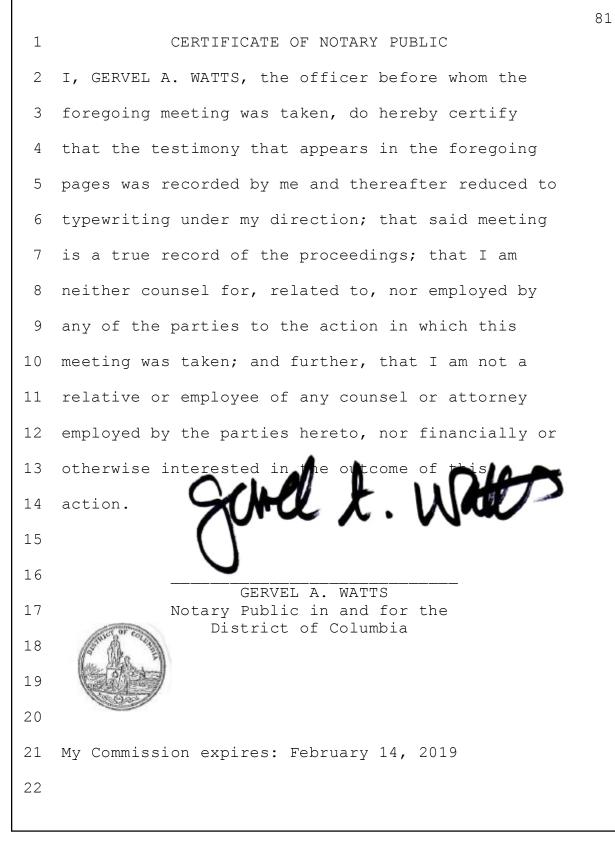
		77
1	and parent engagement or family school	
2	relationships. That's a huge plus not only the	
3	Board and the Board leadership, but that's a huge	
4	plus for every student and every community.	
5	So I'm not only going to miss you, I am	
6	going to sort of keep you on speed dial every time	
7	I can't operate these new and improved	
8	documentation systems. And as Kamili said, I	
9	guess we'll have to go into the karaoke bars and	
10	spot you out. Congratulations and good luck on	
11	your next step.	
12	MR. JACOBSON: Thank you, Ms. Lord. Ms.	
13	Jolly, do you have any comments? I know you need	
14	to get out of here.	
15	MS. JOLLY: No.	
16	MR. JACOBSON: Ms. Wilson-Phelan?	
17	MS. WILSON-PHELAN: I just want to echo	
18	the gratitude of my colleagues, as also a fellow	
19	newbie, you've answered any question high and low,	
20	so thank you for that. And I also want to	
21	recognize and appreciate that you've been plugging	
22	along until the very end. It's really easy, once	

		78
1	you know you're leaving somewhere, to just sort of	
2	going into senior slide mode, but you just	
3	launched an electronic way for us to have our	
4	meetings up and our materials collected, which I	
5	think is going to be a huge service. So thanks	
6	for plugging through to the end and good luck.	
7	MR. JACOBSON: Mr. Jones.	
8	MS. ASFAHA: I would like	
9	MR. JACOBSON: And then Ms. Asfaha.	
10	MR. JONES: Thank you, Mr. President.	
11	I'll be brief. I want to congratulate Jesse on	
12	your next step in life. When I first heard, I	
13	called Jesse and my first question to Jesse was,	
14	"Is this your dream job that you're going to?" And	
15	he said, "Not exactly, but it's something that I	
16	believe I need to do and I'm committed to doing to	
17	improve the lives of women." And I support that.	
18	I was this close to asking him to	
19	reconsider. Jesse will probably be the first to	
20	tell you, Jesse and I pushed each other, but I	
21	think both of us learned a great deal about one	
22	another in that pushing and I want to say I	

79

appreciate your creativity and hard work. God 1 2 bless you and keep pushing. 3 MR. JACOBSON: Ms. Asfaha. MS. ASFAHA: Okay. I just wanted to 4 acknowledge how helpful Mr. Rauch has been with 5 the Student Advisory Committee in getting that up 6 7 and running. And I know that with all the time 8 you've invested to it, I'm sure that it will be a 9 great success. Young man, thank you. 10 MR. JACOBSON: As usual, our student representatives say things the best. I will be 11 incredibly brief to say that I will miss your 12 counsel, your guidance, your sense of humor, and 13 your friendship. Actually, I'm not going to lose 14 15 your friendship because we will continue to be 16 friends even after you've gone. 17 With that, I'm going to call the 18 question and then ask if we could get a quick 19 photo with you if the Resolution passes. So on 20 the motion of the Ceremonial Resolution honoring 21 Jesse Rauch, all those in favor, please signify by 22 saying "aye."

80 1 (Board members collectively respond 2 "aye.) 3 MR. JACOBSON: Any opposed? (No response.) 4 5 MR. JACOBSON: Any abstentions? (No response.) 6 7 It's unanimous. Congratulations, Jesse. 8 MS. WILSON-PHELAN: Can I make a motion 9 to adjourn before we take the photo? 10 MR. JACOBSON: Certainly. 11 ADJOURNMENT 12 MS. WILSON-PHELAN: Motion to adjourn. 13 MS. JOLLY: Second. 14 MR. JACOBSON: Without objection. MS. WILLIAMS: All in favor? You've got 15 16 to call it Jack. 17 MR. JACOBSON: Without objection. 18 (Whereupon, at 6:54 p.m., the 19 Public Meeting was adjourned.) 20 * * 21 22



	Pag		
1	258 52:17,21	7,500 19:15	10:11,15
1 2:6 8:1,9 57:20	26 7:22		action 61:6
64:16	27th 31:2	8	81:9,14
11th 26:4,18	29 23:3	8 2:10 16:2 22:3 60:7	active 16:5
120 29:10,13		00.7	actual 37:10
30:14 33:1,5,7	3	A	50:10,22
120,000 52:17	3 2:7 40:16	Aberdeen 43:21	actually 14:21 36:7 43:15 50:17
12th 31:21 32:7 55:9 56:1 67:8	3,027 52:19,21	ability 11:14 17:20	51:12 61:6 79:14
13 52:13 53:22	30 15:19 22:6 23:3 38:19	31:12 73:2	adapt 19:20
13/'14 22:6		able 39:12 42:9 44:14 45:14 46:3	additional 29:8,14
130 18:19	30-day 30:19,22 61:20	54:11 75:9	69:12
14 81:21	30-public 30:2	aboard 76:13	address 14:15
15 1:6 4:7,21	34.2 20:16	absolutely 10:7	19:10 31:12 45:15 48:16
15th 73:8	35 42:2 51:21	abstentions 7:1	addressing 44:11
16 7:6 20:16 40:1	35,000 21:16	8:15 80:5	46:14
17 73:6	35-some 19:10	academic 19:21 20:22	adjourn 80:9,12
17th 31:18	4	Academy 3:11	adjourned 80:19
18 22:7 40:1	<u>4</u> <u>4</u> 2:8	12:15 15:17,19	Adjournment
19 20:16	4:00 26:5,19	17:16	3:17 80:11
	441 1:10 4:10	accepted 71:11	administration 15:3 29:19
<u>2</u> 2 8:22 51:11 64:18	111 1.10 4.10	access 21:2 57:5	administrators
2 8:22 51:11 64:18 20 4:14	5	acclimated 74:16	43:3
2012 71:11	5 2:9 15:13 16:1	accommodate	adopt 6:9 7:5 8:1
	56:10	65:17	35:4 73:15
2013 20:18 52:18	5:30 1:7 4:14	Accountability 72:16	adopted 34:7
2014 17:1 28:1 67:9	58,000 21:21	accustomed 51:13	adopting 8:8
2015 1:6 4:7,14,21	6	achievement	adult 3:11 12:15
7:6,22 8:1,9	6:54 80:18	17:13	15:18 16:3,5,6 19:21 54:8
73:7,9	60,000 19:16	acknowledge 79:5	adults 17:9 19:17
2019 81:21	61 14:6	across 9:20 16:16	39:22 53:16
20th 21:15 30:4	68 26:6	17:9 23:18 26:14	advice 49:17 50:2
24-year-olds 22:7		Act 72:16	62:10 76:6
25 54:9	7	acting 9:4	advisement 36:10

Page 2

	1 48	3	
advisor 49:16 50:3	alone 21:8,21	anyplace 39:8	assigned 42:7
69:14	already 38:15	anything 35:17,22	Association 72:22
advisors 37:7	49:13	49:3 59:20	assure 65:11
Advisory 79:6	alternative 23:9	apparently 39:7	attain 19:6 20:4
advocate 72:12	am 18:17 21:13	appears 53:8 81:4	attaining 72:21
Advocates 3:13	25:12 33:21 52:1 56:16 60:16	appointed 28:4	attainment 20:19
13:5 18:18	63:11 64:8 75:16	appreciate 9:14	attend 11:20
afternoon 25:11	77:5 81:7,10	11:4 14:18 27:5 75:11 77:21 79:1	attendance 15:13
afterschool 22:2	amenable 46:21		attending 68:6
against 17:22	amend 69:22	appreciated 75:21 76:5	attorney 37:6
age 41:20 54:8	70:10	appreciates 9:13	49:2,16 50:3
agencies 14:7	American 71:6	approaches 36:3	58:18,19,20
agency 12:1 27:21	among 73:19	appropriate 28:9	69:14 81:11
28:3 42:8	amount 53:4	33:17	attorney's 64:6
55:12,13	Amy 3:13 13:4	approval 3:4 6:5	August 28:1 38:12
agenda 6:9 7:3 69:22 70:10	18:17	7:4 29:20 30:21	65:10 67:8
Agenda/Minutes	analyst 18:18 71:9	50:5	authority 15:6 27:20 29:11,13
3:4 6:5	Anderson 2:8	approve 27:13	30:13 33:7,9
ages 40:1	5:7,8 8:5 37:16,17,22	50:4	43:8 44:10 56:5
aggregating 43:16	44:4,6 47:21	approved 7:3,22 8:17	61:8 67:11
ahead 49:10,14	48:5 65:20,21,22		autonomy 71:15
Alarmingly 20:16	66:15,18 68:4,9,13 69:1	approving 50:6	avenues 24:5 47:2
aligned 17:3	74:12,22 75:1	approximately 51:21	award 18:15 19:1
alleviate 48:19	Announcement	April 1:6 4:7,21	25:18 27:14
Alliance 3:9,13	3:3 5:2	8:1,9 38:13	awarding 14:2 28:10
12:14 13:5,15	anomaly 42:13	42:4,17 73:6,8	awards 11:21
16:6 18:18	answer 28:22	area 14:4	
allow 18:21 24:6	35:10 40:21 49:2	areas 72:14	aye 6:18,20 7:14,16 8:10,12
27:13 30:11,22	answered 34:17	arguments 44:8	79:22 80:2
31:6,9,20 61:3 62:5 67:18 70:11	49:6 77:19	arise 31:13	ayes 7:3,21 8:17
allowed 45:4	anybody 76:3	Asfaha 2:11 6:1,2	
70:18	anymore 61:4	33:13,14 78:8,9	<u>B</u>
allows 38:18 54:10	66:13	79:3,4	background 27:19
67:2 68:10	anyone 28:14 59:16	assessment 22:12	badges 60:9
	39.10	23:19	balance 14:4

	1 48) 	
Ballou 54:7	bigger 59:3	Bowser 10:16	cases 38:17
Banks 60:4	biggest 40:18	break 14:19	categories 62:16
bar 75:18	60:13	Brian 5:21	63:1,2,12
bard 60:14	bit 36:15,18	brief 78:11 79:12	category 62:20,21
bars 77:9	bless 79:2	briefly 30:8	63:10
based 17:19 53:17	Blind 39:14	bring 36:21 50:10	Cathy 3:9 12:12
	Board 1:3 2:2 3:5	74:16 75:11	13:14
basic 17:7	4:5,7,8,13,16,20	bringing 59:9 75:6	cats 75:10
basically 51:1	6:7,19 7:15	broad 9:18	caveats 40:1
67:3,17 68:14	8:11,19 9:1,9,12		cease 28:7
basis 38:14	10:4,14,21 11:3,8 12:9 16:9	broader 34:10 35:7,9 44:13	celebrated 70:1
became 16:3 42:20	18:5,13,20 21:5	48:9 60:8 62:15	center 22:5 51:14
become 20:11	24:19 25:12	broadly 48:1,3	centers 51:18
becomes 54:3	27:12 28:12,21	brought 29:4	CEO 12:15,18
begin 15:14	30:7,16,20 31:1,11,16 32:11	49:20 58:12 59:1	15:17 21:13
behalf 4:3 25:1	35:17	61:19 75:12	Ceremonial 3:16
75:13	36:3,8,12,13,16,	budget 14:19 54:5	70:9,14,20 79:20
behind 39:2 76:11	22 37:3,5 38:3	budgets 54:9	ceremony 25:18
believe 9:8 10:21	41:1 43:14 44:2	bulk 19:22	26:1,2,10,11,18
11:7 12:19 17:18	45:1 46:18,22 47:3,17 48:13		CERT*D 1:18
25:11,19 31:16	49:3,15 50:1,4	bumps 40:2	certain 63:10
35:22 36:6,11,18 41:11 56:16	54:4 55:2 56:3	business 6:8 27:11	certainly 19:9
57:22 58:1,2	58:6 59:2,7,10	C	25:2 32:7 34:16
59:15 61:11	60:3,11,18,20 61:19 62:19	California 40:6	44:2 47:7
65:11 69:15 70:8	63:22 64:15	candidates 72:10	57:9,19 69:18
78:16	65:17,18 66:6		80:10
benefit 9:19 41:17	67:2 69:17 70:22	capabilities 18:1	Certificate 18:2
benefits 19:13	71:7,15,17 72:9	capacity 72:4	81:1
benefitting 72:6	73:6,9,20 74:3,6 75:14	capital 4:19	certificates 60:10
best 21:3 47:5,19	76:4,5,10,16	care 24:6 52:3,4	certify 81:3
56:2 75:2 79:11	77:3 80:1	58:3,7 66:22	cetera 24:7 44:17
Betel 2:11 6:1	Boards 72:22	career 19:22	Chairman 71:9
better 37:19 54:11	Board's 29:5 30:3	careers 73:4	Challenge 56:14
58:11 74:19	66:10 72:3,5,15	careless 58:5,6	Chambers 1:11
76:16	73:1	carry 71:19	4:10
beyond 40:14 41:19	body 14:6,11 37:9 70:8	case 28:4 44:7	chance 14:18 20:2

Page 4

	1 48) -	
30:20	class 42:15 69:5	61:21	compulsory 41:19
change 51:7 60:21	classifications	comments 3:5,6,8	conceived 71:22
61:12	44:14	8:18 9:22 12:4	concern 32:7
changes 23:1 32:5	clear 37:11 43:19	33:18,19 51:13 77:13	60:13
changing 49:8	54:3 63:16	Commission 81:21	concerned 51:20
channeled 75:12	clearly 41:18	committed 65:19	52:7 54:13 60:5
charter 3:12	clock 13:8,9 49:13	78:16	concerns 11:9 40:18
12:16,17 15:18	close 42:19 78:18	Committee 71:9	
16:4 25:21 27:22 28:2 40:5	closed 42:14 69:4	79:6	conclude 32:1 56:7
42:3,13,14,16	closely 25:13	Common 17:3	conclusion 26:16
60:1,2,4,18,20	56:17	23:13 53:18	confer 49:16
61:9 62:19	Coalition 16:6	communicating	
66:6,9,10,14,16 67:2,6 69:2,3,4	collaborating 11:3	11:8	confirm 36:6
chartered 66:4	collaboration 10:8	communication	conflict 14:13 22:20
charters 35:1	11:5	11:16	
61:13 65:4	colleague 40:15	communities 72:7	confused 64:9,12
check 14:3	60:7	community	congeniality 9:12
chief 72:12	colleagues 77:18	11:9,13 14:22 16:1,2 39:21	congratulate 78:11
	collected 78:4	77:4	
child 22:4	collectively 6:19	compared 23:7	Congratulations 77:10 80:7
children 24:7 53:14	7:15 8:11 80:1	compelled 66:19	Congress 16:2
choose 30:7 62:12	college 23:22	-	0
	39:21 73:3	compelling 34:14,15	consequences 21:6 34:21 40:9
chorus 16:13	Columbia 1:3 4:4 8:19 10:19 21:17	compete 17:21	consider 21:6
Christina 36:5 49:22	22:8 52:17,19	competencies 17:5	31:1,17 39:1
	67:20 70:22	1	59:21 62:3
circumstance 45:16	71:4,7 73:9,12	competency 17:12	consideration
circumstances	81:17	competency- based 59:3	3:15 27:8 69:17
27:14	comes 61:9,13	complete 17:1	70:11
city 16:7 26:12,14	coming 24:19 27:5	18:8 19:7	considered 41:3
58:11	29:6	23:8,13,17	considering 13:18
civic 73:4	command 75:8	completed 16:11	27:15
clarification 35:16	comment	39:20	considers 18:21
36:1 44:2	30:2,15,19,22 31:11 34:10	completion 17:12	constantly 47:12
clarify 42:2	38:20 48:19	compromise 48:13	constituents 11:2,10,15,19

Page 5

	1 42	,	
contact 12:8	course 16:17 31:16	23:7,14 24:2,13 26:20 57:11,14	deliver 73:2
content 17:7		<i>,</i>	demand 39:10
continuation	Covenant 3:10 12:18 21:14 22:9	D.Cbased 57:12	40:12
24:18		daily 22:1	demands 20:9
continue 11:16	cover 31:8 44:12	data 52:16 53:5	demonstrate 17:5
50:12 62:5 67:18	create 16:10,20	date 38:11	demonstrated
79:15	19:20	daughter 66:1	72:8,13,20
continued 11:5	created 15:5	Davis 50:3	departing 70:20
continues 59:10	creates 14:13		Department 39:18
Contreras 5:21	creating 40:19	day 34:7 51:15 55:15,16	41:9 55:13,14
control 67:10	72:9	<i>,</i>	dependents 20:10
conversation	creation 72:18	days 29:11,13 30:14 33:1,5,7	depends 21:4
39:10 51:17 52:8	creativity 79:1	38:19 76:5	-
57:4 62:15	credential 15:21	day-to-day 42:8	derives 27:20
conversations	20:12 22:9 24:8		deserve 17:12
11:4 29:7	53:15 54:11 63:5	DCPS 43:7 57:9 67:14 68:6,14	deserves 40:17
convey 43:21	credentialing	DCTV 25:15	designate 27:21
cooperation 9:12	20:21		designating 28:3
copies 24:17	credentials 24:12	deadline 31:22	designed 17:11
-	critical 19:19 20:8	deal 46:14 55:15	desire 23:22 63:22
core 17:4 51:15 53:18	crucial 11:10	78:21	details 29:1 41:14
Core-based 23:13	crunch 38:8	dealt 61:8	69:19
		debate 34:9 48:8	determine 4:22
corner 45:12,13	crystal 54:3	decade 71:5	determined 6:7
corral 75:9	Cucciardo 55:5	December 16:8	Develop 63:4
correct 12:20 36:4 66:17	current 15:2	19:4 23:11	1
	currently 9:4	59:2,7,11	development 22:5 72:1
Council 1:11 4:10 61:7,11 71:10	10:10 23:16 52:13 54:5	decided 36:22 47:21 67:6	dial 77:6
counsel 36:10 64:17 70:7 79:13	cut 40:14 46:18 54:10	decision-making 15:7	dialogue 50:12,13
81:8,11			differ 57:8
counsel's 37:2	cuts 54:5	DED 48:17	difference 36:15
	D	dedicated 71:2	different 29:20
country 52:12,14	DDDDDDDDDDDDD	deep 17:7	30:6 35:2 47:13
County 23:19	10:13,20 11:12	deeper 44:22	difficult 15:4 54:6
couple 51:10 57:20	13:4 16:5 17:21	definitely 75:20	diligence 65:8
57.20	18:13,18 21:20	delegation 67:11	diploma 3:15 14:2
			-

	1 48	, 	
15:22 16:11,20	21:19	doors 16:15 45:10	education 1:3
17:2,13,15 18:7	discover 39:12	doubt 9:5	3:5,7
19:8,14,17	discuss 18:14 30:6	Dr 12:17	4:5,7,13,17,18,2
20:6,19	34:9 36:2,16	21:11,12,13	0 8:20 9:1,3
23:3,12,21	62:3	24:9,11 28:21	10:1,4,11,13,20,
27:8,17 28:11 30:12 34:4 38:21		41:5 42:12 43:6	21 11:1 12:1,2 14:7 16:13
39:9,13,16	discussing 69:16	47:7 48:2	14.7 10.13
40:3,9,20,22	discussion 6:15	56:16,22	21:22 22:15 28:9
41:1,7,8,9 42:9	7:10,19 8:6	57:10,14 60:16	30:16,20 31:11
43:8,16,18 44:15	24:18 36:17	63:2 66:8,17	36:8 41:20 52:12
47:14,15 48:10	40:13 41:13,15	68:5,12 69:2	54:7 55:12,15
51:22 52:9	44:7 45:10 46:4,18 59:3	dream 78:14	63:4 71:1,5,8,17
53:1,11,20 54:15	60:8,11 61:17	dress 22:19	72:11,16,19,22
55:10,12 56:21 59:4,5 62:17,22	63:7 73:19	drop 40:7,10 56:4	73:10
63:7 64:14 66:13	discussions 11:6	dropout 40:10	educational 20:2
69:6	32:2 44:12	Dudas 3:13 13:4	21:3
diplomas 13:19	disengaged 19:16	18:12,17	educationally
14:9 18:16,22	20:3,11		19:16
19:2 27:14 29:12	disproportionate	due 31:13 65:8	educational-
33:7 34:12 43:21	53:4	during 14:19	related 12:7
44:10 48:15	disrespectful	18:16 21:16	Education's 76:10
51:18 52:14 53:9	54:17	71:21	Educators 3:9
55:8,16 56:1,6		duties 51:15	12:14 13:16 16:6
60:10 63:18 66:7	distinction 60:10	duty 66:19	effect 29:10
direct 57:5	District 1:3 4:4	uuty 00.15	30:10,11 31:7,20
direction 81:6	8:19 10:18 11:1,22 12:3	E	effective 73:6
directly 11:21	16:16 17:10	earlier 23:10 49:6	
director 2:12	19:6,16,17	58:10,12	effectively 20:20
12:13,17 13:14	20:1,17,20 21:17	earn 20:9,12	effort 44:11
55:6	22:8 25:21	23:9,20	efforts 4:18 16:19
70:2,8,15,21	52:16,18 67:20	earned 22:8	eight 25:19
71:2,12,22 73:6	70:22 71:4,7 73:9,12 81:17	earning 20:15	either 25:22
disappear 68:8	documentation	easiest 51:3	elected 55:19
disappointed	77:8	easy 77:22	74:3,14
16:18 51:17	done 22:20 38:4	echo 77:17	electronic 78:3
disappointing	39:2 53:22 64:4		elementary 66:1,2
58:10	74:19 75:5	ed 63:9	72:15
discarded 41:4	door 21:4 40:4	Edgewood/	eligible 19:7 28:11
disconnected 20:8	60:14	Brookland 16:1	g 1)., 20.11

Page 7

	1 48		
eliminate 23:6	38:12,15	everything 65:12	exposure 20:14
else 17:19 47:2	ensure 10:19 28:8	exact 53:18	External 15:22
59:16,20 63:15	32:9 55:7,21	exactly 78:15	17:2
70:19	ensured 71:17	exam 53:17	extra 29:18
else's 54:15	ensures 64:4	exams 17:6,10	
email 12:9 74:9	ensuring 10:22	excellent 25:4 75:5	F
emergency 14:1	11:11 21:2 32:3		face 23:7
29:9 30:9,14	entertain 69:22	exception 69:7	facing 20:8
31:5,7,19 32:22 33:5 34:1,2,6	entity 42:9 66:4	exceptional 75:16	fact 38:14 54:5
35:4,19	68:8,11 71:20	excited 10:14 70:5	fail 35:1
36:5,7,11,14,19,	entry 20:14	excuse 76:14	fair 24:4
21 37:4,8,9	Environment	executive 2:12	fall 27:11
38:4,9,14,18 44:21 46:5,7	55:15	12:13,16 27:21 55:5	familiar 56:14
48:14,21 49:21	environments	70:2,8,15,21	families 54:12
50:11 56:2	24:5	71:2,12,21 73:5	72:7
57:19,21 58:1	equally 24:12	exercise 14:5	family 16:5 77:1
64:4 68:19 69:15,16	equivalencies	exhaust 45:5	faster 20:5
employed 53:6	46:16	46:13	favor 6:18 7:13
81:8,12	equivalency 39:9	exhausted 47:3	8:8 33:22 34:19
employee 81:11	equivalent 39:6	exist 40:20 62:6	63:22 79:21
employers 17:17	40:3	existing 20:1	80:15
employment 20:18	especially 54:4	28:10	February 81:21
enable 13:18	essentially 61:22	expand 23:12	Federation 71:6
	67:12	expanding 15:6	feel 60:2 65:7
encourage 18:4	establish 23:2	experience 38:4	66:11,12
energies 75:13	establishment	71:5	fellow 72:2 77:18
engage 9:18 11:13	27:16 72:2	experiences 22:15	fellows 76:18
41:13 46:3	et 24:7 44:17	expertise 71:18	field 16:15
engaged 24:19 42:22 46:20	evening 4:3 8:21	expire 29:13	figure 42:10 63:15
	10:2 15:15 18:12 21:12 35:18 49:4	33:6,10	66:4
engagement 44:22 72:17 77:1	50:5 74:19	expired 42:4 65:13	figuring 74:5
enormous 23:6	event 55:18	68:22	fill 13:7
enormously 60:3	everybody 41:16	expires 81:21	final 33:4 36:12
ĩ	63:17	exploited 21:19	financial 22:18
enrolled 13:19	everyone 17:19	explore 29:8,15,18	financially 81:12
enrollment	69:9	1	<i>v</i>

Page 8

	1 48	,• •	
finish 51:5	foundation 43:1	46:15 52:9,15,18	47:16 60:12
finishes 69:5	55:6	53:1,5 54:7	grant 13:19 18:6
first 10:6,15 12:12	Fourth 1:10 4:10	56:17,21 65:7	29:11 30:12 33:7
32:22 38:2 44:18	four-year 52:19	GEDs 62:22	52:14
45:15 49:18	fowl 38:21	general 36:10 37:2	granted 29:16
51:21 54:2 64:1 75:3 76:9	frame 37:18	57:7 58:20 68:21	42:20 53:20
78:12,13,19	frankly 51:20	generally 42:13 69:2	granting 14:2,7 44:9 51:18
Fiscal 22:6	54:16	George's 23:19	grants 14:9 26:6
fish 38:21	free 28:8	Gervel 1:17	gratitude 77:18
fit 21:3	frequently 52:11	81:2,16	U
five 33:16,20	friends 69:10	gets 64:4	Gray 67:7 71:10
51:11 54:19	79:16	getting 62:21 76:9	great 33:12 74:18,20 78:21
fix 61:10 65:5	friendship 70:7	79:6	79:9
flexible 19:15	79:14,15	given 30:5 37:12	greater 11:14
focus 32:3	front 16:21 51:14 52:5	48:11 54:4 67:22	greatly 9:13 72:6
focused 62:14	52.5 full 30:22 31:10	giving 28:16	group 19:12 63:8
fold 57:4	35:7 45:10	glad 62:3	Guard 56:15
folks 32:12	fuller 40:12	goal 65:15	guess 42:4
footing 20:13	fully 14:21	God 79:1	44:18,22 45:2,7
force 21:22 35:6	function 76:15	Gold-Tier 22:4	46:2 47:1,4
forefront 57:18	functioning 76:11	gone 22:21 31:20	68:14 75:4,9 77:9
foregoing 81:3,4	functions 67:1	79:16	guests 4:6
form 36:21 49:21	71:19	gotten 60:15	guidance 70:7
	future 11:6 14:9	government 14:4	79:13
formal 10:15		74:9	
former 67:7 71:7	G	grade 25:18 71:3	Н
forms 38:15	gain 20:13	graduate 19:11	hands 67:3,4
forth 32:6 41:18 59:1	gained 71:15	31:21 32:6 64:5	Hang 10:10
forward 4:15 9:14	gaining 24:7	graduates 16:21 17:16 19:2 21:7	Hansuel 3:7 9:3
10:8,18 11:3	GED 15:21 16:11	42:15 52:20 55:8	10:10
18:6 28:21	17:2 18:2,8 19:6	56:21	happen 34:5 61:21 65:3
29:4,22 30:9,18	20:3,4,19 22:8,12	graduating 18:22	
31:9 32:6,9 35:11 45:20	23:9,13,20 35:1	23:4 27:17 38:6	happened 67:5
50:1,14 58:10	39:6 40:14,15	42:2 69:5	happens 31:15 32:10,22
63:12,16 69:20	41:7 43:17 44:16	graduation 38:5,9	32.10,22

Page 9

	1 ag		
happy 41:22 52:1	20:12 21:7 22:3	32:8 46:1,13	50:18,21
	23:2,4,20 25:21	75:17	51:13,16,20 52:7
hard 17:10 24:17 34:3 48:3 52:1	26:3,5,19	honofully 54.91	55:4 56:4,7 58:9
54.5 48.5 52.1 79:1	28:1,5,10 29:12	hopefully 54:21	60:5 62:3,13
	30:12 31:8,21	horse 60:14	63:10 64:9,11
hash 41:21	32:4 34:1 35:6	Hospitality 13:21	66:4 69:3 70:17
haven't 45:4 57:5	39:12,16 40:3	16:20 19:2,11	75:4 76:13 77:5
having 34:7 48:20	42:2,3,12	21:7 23:4 28:1,5	78:16 79:8,14,17
57:5 64:7 65:9	43:1,21 44:7	29:12 30:12	immediately 30:11
	46:19 47:9,18	31:8,20 32:4	31:7 63:3
Hayden 55:3	48:9,16 52:20	34:1 35:5	
headed 71:22	53:8,11,19	42:3,12,16 43:1	impacted 32:4
health 55:14 72:19	55:4,8,22 56:20	44:7 46:19	54:18
	63:18 64:5,14	47:9,18 48:9,16	implications 34:22
hear 11:15,21 34:9	66:3 67:12,15	55:4,6,8,22	important 10:22
41:2	68:7 69:6 77:19	63:18 64:5,14	16:21 19:9 24:11
heard 39:4 75:3	higher 53:9	66:3 67:12,15	41:6,10,13,14,21
78:12	High's 42:16	68:7 69:6	58:4,5,8
heck 76:15	8	House 3:10 12:18	impossible 54:6
Heights 16:2	hire 72:10	21:14,15 22:9	-
0	hired 74:2	housing 21:22	improve 4:18 12:2 78:17
Held 1:9	hold 16:19 37:14	huge 77:2,3 78:5	
hell 76:14	holding 31:1	-	improved 77:7
help 12:2 28:22	holds 4:8	humor 79:13	improving 11:11
35:20 37:10			Inc 3:14
55:20 63:15	Holmes 12:19	$\frac{1}{10.22110.16}$	include 30:19
helpful 11:10	24:21 25:13	I'd 9:2,21 10:16	
74:15 79:5	home 10:6	,	
helping 74:4,16	homeless 21:19		,
i Ç ,	home-schooled		
· · ·		ideally 64:1	income 20:9
,		ignore 61:22	Incorporated
		I'll 6:17 15:11	25:13
-		24:9 30:7 32:1	incorporating
hereto 81:12	,	51:10 78:11	20:18
hey 61:2	e ,	I'm 8:22 10:10,13	increasing 40:9,10
hierarchy 75:8		13:14,22 15:17	e ,
high 3.9 11.1		,	e e
	hope 3:11 9:18		79:12
		r	
	15:18,19 17:16	48:21 49:8,18	mucpendent
74:15 79:5 helping 74:4,16 Henson 3:10 12:18 21:11,12,13 24:9,11 herd 75:10 hereby 81:3 hereto 81:12 hey 61:2	 home-schooled 44:17 home-schooler 55:18 home-schoolers 63:6,11 honoring 70:9,20 79:20 honors 73:10 	I'll 6:17 15:11 24:9 30:7 32:1 51:10 78:11 I'm 8:22 10:10,13	25:13 incorporating 20:18 increasing 40:9,10 incredibly 10:7 41:14 76:19,20

Page 10

	1 ag	e 10	
71:20	invested 79:8	47:19 51:16	79:21 80:7
indicated 42:17	investments 21:4	52:10 54:16 60:8	job 17:20 75:6
67:9		61:10,14 63:14	78:14
individual 26:14	invite 9:21 28:14	64:3 70:18 74:20	jobs 17:21
	involve 36:7	77:22 78:15 80:7	0
individualized	involved 42:21	I've 49:17 57:18	Joe 5:17
22:17	57:18		Johnson 3:11
individuals 15:20	involvement 66:10	J	12:15
42:18 53:10 63:3	76:22	Jack 2:3 3:5 5:3	15:11,15,17
inequity 23:7	involving 72:17	8:22 10:3 71:14	join 10:14
inform 35:20	irresponsible 60:3	74:3 80:16	joined 16:12
information 35:7	isn't 38:3,19 39:11	Jacobson 2:3 3:5	joining 4:15 10:5
69:12	55:17 58:7	4:3 5:3,4	Jolly 2:10 5:9,10
initiative 52:2		6:6,12,14,21	6:13 7:9
55:7 72:20	isolating 19:12	7:8,10,17 8:4,6,13,21,22	32:18,19
insightful 76:19	issue 13:17	10:3 12:5	51:9,11,12
8	14:1,15 18:22	13:1,6,11 15:10	77:13,15 80:13
instance 42:16	34:12 37:7 43:15	18:11 21:11	Jones 2:9 5:11
55:18	44:10,13 45:15	24:9,15 25:2,5,9	15:12 32:20,21
instances 68:15	47:9 48:9,10 52:7 55:12	26:21 27:3,5,10	33:11
instead 14:1	56:5,20 57:17,19	28:19	43:10,12,13
institutions 17:18	58:14 59:8,9	32:11,18,20	56:10,11,18
	61:14 65:7 66:13	33:12,15,19	57:7,12,16
instrument 24:3 40:19	74:9	35:13,15 36:4	59:13,15 71:14
	issued 20:19	37:5,16,20 43:4,9,12 44:1	73:13,14,15
instrumental 74:4	39:17,18 68:1	48:6 49:1,12,17	78:7,10
interest 12:10	69:6	50:2 51:9 54:19	journals 52:12
14:13 75:13	issues 9:16,18	59:12,14 62:7	Julie 12:16
interested 81:13	34:13,20 35:2	65:13,16 68:20	July 16:3 65:6
interim 42:7	39:12 44:20	69:8 70:16 71:14	-
	46:11 48:8,17	73:14,17,19	June 19:12 26:4 18 21:18 21
internal 50:12	55:10,16 57:20	74:11,22 76:1	26:4,18 31:18,21 32:7 34:8,9
76:13	60:17 62:15 65:3	77:12,16 78:7,9	35:11 42:15 55:9
interns 75:12	72:17	79:3,10	56:1 65:2
internships 22:21	issuing 52:22 66:6	80:3,5,10,14,17	
intervene 42:11	item 41:6	Jacque 55:3	K
interviewing	items 6:9	Jesse 2:12 3:16	Kamili 2:8 5:7
22:19	it's 9:7 15:1,4	70:3,15,21 71:1	77:8
interviews 22:19	19:9,19 38:21	73:10 74:2,10,13 75:3 76:3	Kang 3:7 9:3 10:2
introducing 76:8	39:13,17,21,22	78:11,13,19,20	12:6 28:15,18
8			

Page 11

37:15 launched 78:3 Laura 2:6 5:19 71:13 Laurel 57:17 law 61:22 laws 61:9 LEA 43:6,7 55:17,18 leadership 65:19 72:9,14 73:1 77:3 leaderships 71:13 leading 21:18 learned 78:21 learners 16:15	let's 13:6 15:5 58:7 64:20,21 65:2 letters 55:2 letting 60:3 level 16:14 17:11 20:14 liaisons 11:17 life 22:13 73:4 78:12 likely 35:19 53:6 limbo 42:6 limiting 21:6 list 63:1 listen 48:7	61:1,15 76:1,2 77:12 lose 79:14 losing 64:8 lost 74:8 lot 25:14 39:4 51:17 61:19 love 11:18 low 77:19 luck 74:21 77:10 78:6 <u>M</u> ma'am 13:3 Madye 3:10 12:18 21:13
71:13 Laurel 57:17 law 61:22 laws 61:9 LEA 43:6,7 55:17,18 leadership 65:19 72:9,14 73:1 77:3 leaderships 71:13 leading 21:18 learned 78:21	letters 55:2 letting 60:3 level 16:14 17:11 20:14 liaisons 11:17 life 22:13 73:4 78:12 likely 35:19 53:6 limbo 42:6 limiting 21:6 list 63:1	losing 64:8 lost 74:8 lot 25:14 39:4 51:17 61:19 love 11:18 low 77:19 luck 74:21 77:10 78:6 <u>M</u> ma'am 13:3 Madye 3:10 12:18
 law 61:22 laws 61:9 LEA 43:6,7 55:17,18 leadership 65:19 72:9,14 73:1 77:3 leaderships 71:13 leading 21:18 learned 78:21 	level 16:14 17:11 20:14 liaisons 11:17 life 22:13 73:4 78:12 likely 35:19 53:6 limbo 42:6 limiting 21:6 list 63:1	lot 25:14 39:4 51:17 61:19 love 11:18 low 77:19 luck 74:21 77:10 78:6 <u>M</u> ma'am 13:3 Madye 3:10 12:18
LEA 43:6,7 55:17,18 leadership 65:19 72:9,14 73:1 77:3 leaderships 71:13 leading 21:18 learned 78:21	life 22:13 73:4 78:12 likely 35:19 53:6 limbo 42:6 limiting 21:6 list 63:1	love 11:18 low 77:19 luck 74:21 77:10 78:6 <u>M</u> ma'am 13:3 Madye 3:10 12:18
leaderships 71:13 leading 21:18 learned 78:21	limiting 21:6 list 63:1	ma'am 13:3 Madye 3:10 12:18
learners 16.15		71.1.4
17:6,9 19:21 54:8 learning 59:3	literacy 16:6 22:18 literally 23:18 little 36:15,18 37:18 48:13	mail 38:16 40:7 main 14:3 32:7 39:3
74:17 least 19:15 39:20 62:11 leave 15:3	51:16 60:5 64:9 76:12 lives 54:17 78:17 local 14:6	major 17:3 man 79:9 manage 25:15 28:4,7
leaves 19:14 leaving 75:3 78:1 legal 37:6 66:21	located 57:17 location 4:14 locations 15:22	managed 13:20 19:1 27:18 59:5 management 42:7 67:15 68:7
legally 66:20 legislation 14:1 46:6 48:21 61:10	lock 60:14 long 9:10 longer 24:18 66:14 76:3	managerial 53:7 managing 14:12 28:3 manner 50:11
legislative 61:6,12 71:8 Lescester 3:11 12:15 15:17 less 41:10 53:6	20:15 loophole 62:6 Lord 2:5 5:13,14 37:21 38:1 42:1	March 7:5,21 Marilyn 12:19 25:13 Mark 2:9 5:11 71:13
	54:8 learning 59:3 74:17 least 19:15 39:20 62:11 leave 15:3 leaves 19:14 leaving 75:3 78:1 legal 37:6 66:21 71:18 legally 66:20 legislation 14:1 46:6 48:21 61:10 legislations 46:6 legislative 61:6,12 71:8 Lescester 3:11 12:15 15:17	17:6,9 19:21 $54:8$ literally 23:18learning 59:3 $74:17$ little $36:15,18$ $37:18 48:13$ $51:16 60:5 64:9$ least 19:15 39:20 $62:11$ little $36:15,18$ $37:18 48:13$ $51:16 60:5 64:9$ least 19:15 39:20 $62:11$ little $36:15,18$ $37:18 48:13$ $51:16 60:5 64:9$ least 19:15 39:20 $62:11$ little $36:15,18$ $37:18 48:13$ $51:16 60:5 64:9$ $76:12$ leave 15:3local 14:6leaves 19:14located $57:17$ leaving 75:3 78:1location $4:14$ legal 37:6 66:21 $71:18$ locations $15:22$ lock $60:14$ long $9:10$ legislation 14:1 $46:6 48:21 61:10$ longer $24:18 66:14$ $76:3$ legislations $46:6$ long-term $9:16$ $20:15$ legislative $61:6,12$ $71:8$ loophole $62:6$ Lescester $3:11$ $12:15 15:17$ loophole $42:1$

	0	· · · · · · · · · · · · · · · · · · ·	
market 20:14	52:4	65:21	myself 52:10
Mary 2:5 5:13	meet 11:18	mispronounce	
Maryland 17:22	meeting 1:4	55:5	<u>N</u>
23:8,17 24:14	4:7,12,20 6:8	miss 70:6	N.W 1:10
39:7,16	10:15 16:9,12	75:4,17,21 77:5	NAEYC-
43:15,18,22	27:11 30:3	79:12	accredited 22:4
57:15,17	31:2,3,18 61:20 64:21,22 70:4	mission 73:2	narrow 45:17
master 17:6	80:19 81:3,6,10	Mitchell 28:21	47:22
mastery 17:14	meetings 4:9	41:5 42:12 43:6	National 15:21
materials 78:4	11:20 12:11 78:4	47:7 48:2 56:16,22	17:2 56:15 63:4 72:21
matriculates	member 11:14	57:10,14 60:16	nation's 4:19
22:16	25:12	63:2 66:8,17	
matter 15:1 66:6	members 2:2	68:5,12 69:2	nearly 22:6
matters 12:7	4:4,16 6:19 7:15	mix 63:9	necessarily 36:20 58:15
may 4:14 15:14	8:11 10:4 16:5	mock 22:19	
29:6 30:4 31:2,3 35:16	18:12 28:12,22 37:6 40:16 49:15	mode 78:2	necessary 64:13 65:1 71:19
62:11,12,17 63:8	71:17 73:20 80:1	modules 22:21	NED 16:12
, ,	mend 66:22	moment 13:2 14:5	
maybe 34:7 35:10 48:12 49:1,9	mere 27:20	24:10	NEDP 18:8 19:7 41:7 44:16
57:8 74:2	Meyer 12:16	month 4:10	63:4,11
mayor 10:16	mic 50:20	months 16:17 74:2	neighbors 17:22
28:2,4 67:6,7 68:1	Michael 55:4	mortgage 40:6	neither 38:21 81:8
mayoral 31:14	middle 22:3	motion 6:9,14	newbie 77:19
67:8,10,11 68:9	mid-November	7:5,12 8:1 69:22 70:10 79:20	newspapers 52:11
Mayor's 40:22	61:20	80:8,12	nicely 57:4
41:8	military 23:22	move 7:4 18:5	night 70:1,2
meals 21:22	mind 63:3	24:20 27:10	nightly 22:1
mean 41:2 43:19	minds 14:20	32:11 34:19 35:6,8 38:11	nominating 10:17
45:12 46:10 60:6 66:20	minor 9:15	50:14 63:15	non 24:4
meaning 28:2 68:5	minute 37:17	70:18,19 73:15	non-profits 21:18
U	65:14	moved 6:11,14	nor 38:21 81:8,12
means 14:7,13 30:15 48:18	minutes 7:4,5,21	7:7,12 8:3 44:8 58:10 70:12	Northwest 4:11
meant 40:2,3	8:1,9,17 9:6 13:8 25:6 33:16,20	moving 35:3,11	Notary 81:1,17
meantime 31:19	51:11 54:19	69:20	note 43:14,20
mechanism 14:16	56:10 59:18		notes 26:4

Page 13

	1 48		
nothing 50:6,17	opening 46:7	14:2,6,8,16	p.m 1:7 4:14 26:5
59:22	operate 60:4 77:7	18:4,15,21,22	80:18
November 63:12	operating 76:21	19:4 27:12,13,17	page 51:1
71:11		28:4,6,14	pages 81:5
	opinion 14:17 36:15 37:2	29:8,11,14 31:12 32:12 33:6,9	paid 20:17
0	58:18,19	34:11 35:20	-
OAG 58:22		41:11 42:7,20,22	paint 45:12
objection 80:14,17	opportunities 19:20 20:21	44:9 45:1 46:19	painted 45:13
obligated 66:11	24:13 60:8	47:8 48:11 49:18	panel 56:12
obligation 66:21		50:6,9 55:21	parent 76:22 77:1
8	opportunity 11:19 13:13 15:16	57:9 58:13 62:17	parents 3:9 12:14
Obviously 74:18	16:14 18:14 21:9	64:14 65:18 66:19,20 67:9,16	13:15 38:16
occur 35:20	24:3 27:12 28:13	68:2,10 69:11	
offer 14:18 33:18	46:17 70:5 73:20	,	parliamentary 64:2
offering 20:1	opposed 6:21 7:17	osse-managed 3:15 27:9	
23:12	8:13 80:3		participation 4:17
office 9:9 10:12	option 20:5	OSSE-managed	particular 9:10
15:4 23:18 71:16	29:10,15,17	19:2	11:7
75:7,12	30:8,17 31:4	OSSE's 16:10	parties 81:9,12
officer 81:2	33:22 39:1	28:11 67:4	partly 61:7
official 70:4	47:13,19	otherwise 81:13	partner 11:16
	options 19:15 20:2	ours 32:8	partners 9:17
officially 9:2	27:16 28:20	ourselves 35:6	55:21 65:18
Oh 27:4	30:6,8 32:9	44:12 45:1,4	
Okay 13:10 15:15	41:2,3 45:6,21	46:12	partnership 10:9
25:10 48:5 65:16	47:4,11,22	outcome 81:13	pass 17:5,10 18:7
79:4	48:1,11 51:4	outline 28:19 30:8	23:20 26:9,17 41:6 44:16
old 1:11 76:4	order 3:2 4:2,21		52:15,18 53:1
ombudsman	13:20 30:21 31:14 43:10,14	outreach 22:2	74:8
72:11	62:14 67:8,10	outstanding 25:7	passed 16:11
onboarding 74:15	68:2,10 75:6	73:11	43:17 47:17
one-all 59:21	organization	overall 59:2	
	18:19	overhaul 17:3	passers 39:6
one-year 67:16	organizations	oversee 68:3	passes 39:8 79:19
ongoing 31:12	18:20	overseeing 67:17	passing 13:18 24:3
onto 37:15 74:9	organize 75:9	oversight	past 30:3 33:9
open 16:15 46:10	originally 29:4	14:6,11,14,16	pathway 21:6
63:7	OSSE 10:13 11:11		pathways 19:22
opened 45:9	13:18	<u> </u>	pause 49:12

Page 14

	1 ag		
pave 20:15	placement 22:1	position 9:11	49:21
peers 23:8 24:14	places 74:5	36:19 67:21	presentation
pending 60:17	plan 22:18 67:14	71:12 72:2,6 75:2 76:7	28:12,16
Pennsylvania 39:19	planning 21:5 58:2,4,8 59:16	positions 20:15 53:7 72:11	presented 23:11 25:22 26:13 27:12 41:12 45:6
people 21:17	playing 16:15	positively 54:18	46:5 52:2 58:14
22:11 29:1 34:15,18 35:9	plays 11:8	possibilities 45:5	70:6
40:4 41:12 48:16	please 6:18 7:13	46:14	president 2:3 3:5
53:1,12 54:17	8:10 37:22 79:21	possible 14:21	6:4 8:18,22 10:2 12:18 21:13
62:18,21 63:22 76:21	pleased 76:14,15	19:22 24:22 30:17 31:4	28:19 36:4 43:11
	pleases 56:13	45:18,21 51:3	56:11 59:13
people's 14:20	pleasure 9:7 16:8	52:6 64:15	73:13 78:10
percent 20:16 22:7	plugging 77:21	post 17:17 22:14	Presidents 71:13
perfectly 37:11	78:6	post-secondary	pretty 66:11
perhaps 45:2 47:2	plus 77:2,4	20:21 39:21	prevent 68:15
49:2 51:16 53:22 65:6	Plush 3:14 12:21	potential 20:16	prevention 22:2
period	24:22 25:4,7,10,12	powerful 39:5	prevents 60:1
30:2,15,19,22	26:22 27:4,7	praise 73:21	previous 32:2
31:11 45:8 61:21	point 29:14,21	precedent 15:4	previously 54:1
63:19 68:11	32:16 43:10,14	preclude 64:6,7	Primarily 69:13
permanent 9:5	45:14 46:19	prefer 55:11	Prince 23:19
34:7 50:14	59:11 63:7 64:6 75:17	preference 69:18	principal 43:2
permitting 18:15	policies 60:19	preparation 20:3	55:3
person 22:16 51:19 76:8	-	• •	Principals 3:9
	policy 9:18 13:18 14:20 18:17	prepare 17:10 22:14,22 73:3	12:14 13:15
personally 9:13 57:8 74:6	34:16 35:7,9	prepared 44:4	probably 34:19
perspective 17:17	61:2 71:6,18	49:22	56:2 57:8 64:11
persuasive 39:5	72:1,2,3,6,14 73:1 74:17 76:18	preparing 20:4	70:1 76:3 78:19
pertinent 60:17	politely 66:5	22:11	problem 13:21 35:6 42:10
1		preposterous	51:2,6 55:20
photo 79:19 80:9	pool 53:2	54:16	74:8
physical 72:19	pop 68:17	presence 4:22	problems 9:15
pick 66:19	popped 47:10	present	48:20 55:19
piece 41:9 63:16	portion 6:8 27:11	5:4,6,8,10,14,16,	proceed 6:8 30:7
pile 73:20	31:19	20 6:2,3 36:20	62:11,12
		I	I

Page 15

proceedings 81:7 31:6.9,18 33:4 49:2,6 51:10 reading 17:8 process 15:8 20:7 36:5,6 58:2,4.8 provide 14:16 62:9,13 64:1.2 reality 51:15 36:5,6 58:2,4.8 18:14 20:3 54:7 74:7 77:19 78:13 reality 50:21 reality 50:21 72:9,18 74:17 21:22 22:2 28:9 70:18 guestions 11:9 39:9 40:15 41:13 processes 76:13 providers 16:13 32:12,15,20 45:4,5,9,10,14,2 24:3,12,13,17 professional 51:15 22:13 35:8,9 37:13 48:3 54:16 57:2 74:20 program 15:22 11:17 quick 95:8 52:6 real-world 20:9 reaso 25:16 programs 20:1 30:3,15,19 quick 95:8 52:6 receivel 21:13,26:5 receivel 22:13 propress 20:6 61:20,21 66:5,9 receivel 34:13 35:2 receivel 22:13 55:8,22:6 34:4,56 propset 25:17 pusking 78:22 pusking 78:22 rate 53:9 receivel 15:13 71:1 propset 49:1 pusking 78:22 5:3,5,7,9,11,13,1 recognize 77:21 recognize 77:21 propset 49:1 guestin 33:4 rate 53:9 receo		1 46		
protes 13.3 20.7 provide 14:16 62:9,13 64:1,2 realize realize realize realize realize sol 21 36:5,6 58:2,4,8 18:14 20:3 54:7 74:7 77:19 78:13 74:7 77:19 78:13 realize 50:21 realize 51:3 realize 50:21 realize 51:3 realize 51:6 realize 51:3 reali	proceedings 81:7	31:6,9,18 33:4	49:2,6 51:10	reading 17:8
29:20 30:14 36:5,6 58:2,4,8 61:18 64:2,19 72:9,18 74:17 provide 14:16 18:14 20:3 54:7 72:9,18 74:17 62:9,13 64:1,12 65:20 66:1,18 74:7 77:19 78:13 79:18 realization 30:5 realize 50:21 processes 76:13 produce 38:7 professional 51:15 providers 16:13 22:13 guestions 11:9 33:19 34:16,19 39:9 40:15 41:13 32:12,15,20 processes 76:13 professional 51:15 providers 16:13 22:13 35:8,9 37:13 35:8,9 37:13 48:3 54:16 57:2 74:20 program 15:22 4:6,1 20:5 16:12 18:8 22:17 4:6,1 20:5 16:12 18:8 22:17 quickly 35:8 52:6 65:9 74:20 programs 20:1 23:9 25:14 76:21 30:3,15,19 30:3,15,19 23:9 25:14 76:21 quorum 3:3 5:1,2 64:46 real-world 20:9 reason 25:16 61:12,0,13 63:5 receive 19:13 26:6 43:17 44:15 55:8,22 63:4,5,6 programs 20:1 23:9 25:14 76:21 30:3,15,19 72:11 75:16 80:19 81:1,17 quorum 3:3 5:1,2 64:46 receive 19:13 26:6 43:17 44:15 55:8,22 63:4,5,6 propers 20:6 61:20,21 66:5,9 61:20,21 66:5,9 property 57:16 property 57:16 property 57:16 purview 66:12 50:12 60:3 rate 53:9 rates 53:9 rates 53:9 rates 53:9 rates 53:9 rates 53:9 rates 53:9 rates 53:9 rates 53:9 rates 51:12 propose 64:18 propose 64:18 propo	process 15:8 20:7	36:3,12 60:20		ready 7:13 54:22
36:5,6,58:2,4,8 18:14 20:3 54:7 70:127 77:19 78:13 realize 50:21 61:18 64:2,19 provided 15:20 79:18 realize 50:21 72:9,18 74:17 21:22 22:2 28:9 questions 11:9 39:9 40:15 41:13 processes 76:13 providers 16:13 22:13,29:1 42:18 produce 38:7 providing 12:10 33:19 34:16,19 2 46:3,12,13,17 professional 51:15 22:13 35:8,9 37:13 48:3 54:16 57:2 53:7 public 1:4 3:8,11 54:21 56:8 66:3 74:20 program 15:22 4:6,12 10:5 quick 79:18 75:51.1,15.18 f6:12 18:8 22:17 11:17 quicky 35:8 52:6 realworld 20:9 23:9 25:14 76:21 30:3,15,19 quorum 3:3 5:1,2 reason 25:16 f0:12,14 76:21 30:3,15,19 quorum 3:3 5:1,2 reason 25:16 properams 20:1 30:3,15,19 quorum 3:3 5:1,2 receive 19:13 26:6 propecting 26:6 80:19 81:1,17 raized 34:13 35:2 receive 24:16 property 57:16 pursued 33:4 rates 53:9 receorize 7:21 proposal purview 66:12 55:12 55:512 69:10	-	provide 14:16	, , , , , , , , , , , , , , , , , , ,	•
118 04.2.19 provided 15:20 79:18 really 25:17 26:8 75:7 21:22 22:2 28:9 questions 11:9 28:13 29:1 39:9 40:15 41:13 processes 76:13 providers 16:13 32:12,15,20 42:18 39:9 40:15 41:13 professional 51:15 22:13 35:8,9 37:13 48:3 54:16 57:2 75:7 public 1:4 3:8,11 54:21 56:8 66:3 74:20 75:5,11,15,18 75:5,11,15,18 program 15:22 4:6,12 10:5 quick 79:18 75:5,11,15,18 75:5,11,15,18 16:12 18:8 22:17 11:17 quicky 35:8 52:6 real-world 20:9 reason 25:16 55:10,13 63:5 16:3 27:21 31:3,10,17 38:20 6:4.6 61:15,17 programs 20:1 30:3,15,19 quorum 3:3 5:1,2 rebooting 20:5 receive 19:13 26:6 projecting 26:6 61:20,21 66:5,9 R rainfications receive 24:16 promete 25:17 published 30:1 ramp 20:20 rate 18:2 39:2 55:12 property 57:16 pursue 31:5 rate 18:2 39:2 recognize 77:21 proposal quustin	36:5,6 58:2,4,8	18:14 20:3 54:7	<i>,</i>	
72:9,18 74:17 21:22 22:2 28:9 76:18 really 25:17 26:8 75:7 76:18 guestions 11:9 28:13 29:1 39:9 40:15 41:13 produce 38:7 providing 12:10 33:19 34:16,19 2 46:3,12,13,17 professional 51:15 22:13 35:7 gubic 1:4 3:8,11 45:421 56:8 66:3 74:20 program 15:22 public 1:4 3:8,11 45:421 56:8 66:3 74:20 75:5,11,15,18 75:5,11,15,18 fo:12 18:8 22:17 11:17 guicky 35:8 52:6 65:9 61:15,17 realworld 20:9 programs 20:1 30:3,15,19 guorum 3:3 5:1,2 64:16,47 61:15,17 progress 20:6 61:20,21 66:5,9 R raised 34:13 35:2 receive 19:13 26:6 propertig 26:6 72:11 75:16 raifications 14:21 37:2 38:16 55:2 property 57:16 pursue 31:5 rate 40:10 75:19 receipients 52:9 72:21 proposal pushed 78:20 Rauch 2:12 3:16 73:12 3:13 71:13 16:10,14,18,20 pushed 78:20 Rauch 2:12 3:16 71:13 71:13 proposal guestion 32:22 50:20 70:3,15,21 71:13 71:13<	61:18 64:2,19	nrovided 15.20		realize 50:21
75:7 76:18 questions 11:9 39:9 40:15 41:13 processes 76:13 providers 16:13 28:13 29:1 42:18 produce 38:7 providing 12:10 33:19 34:16,19 2 46:3,12,13,17 professional 51:15 22:13 35:8,9 37:13 48:3 54:16 57:2 53:7 public 1:4:3:8,11 54:21 56:8 66:3 74:20 program 15:22 4:6,12 10:5 quick 79:18 76:12 77:22 23:15,16 43:16 12:4,6,8,10,16,1 quicky 35:8 52:6 real-world 20:9 programs 20:1 30:3,15,19 quorum 3:3 5:1,2 65:9 real-world 20:9 progress 20:6 61:20,21 66:5,9 R raised 34:13 35:2 75:8,22 63:4,5,6 propieting 26:6 80:19 81:1,17 raised 34:13 35:2 receive 19:13 26:6 37:2 38:16 55:2 prompted 19:1 pursue 31:5 rate 40:10 75:19 receipients 52:9 receipients 52:9 property 57:16 pursue 31:4 rates 53:9 recognize 77:21 probs 64:12 pushing 78:22 5,17,19,21 6:1,3 71:1 71:1 16:10,14,18,20 pushing 78:22 5,17,19,21 6:1,3 71:1 71:1	72:9,18 74:17	-	79:18	really 25:17 26:8
processes 76:13 produce 38:7 providers 16:13 providing 12:10 28:13 29:1 32:12,15,20 42:18 45:4,59,10,14,21 professional 51:15 22:13 35:8,9 37:13 48:3 54:16 57:2 53:7 public 1:4 3:8,11 54:21 56:8 66:3 74:20 program 15:22 4:6,12 10:5 quick 79:18 75:5,11,15,18 16:12 18:8 22:17 11:17 quickest 51:3 7eason 25:16 23:15,16 43:16 12:4,6,8,10,16,1 quicky 35:8 52:6 real-world 20:9 56:14,17 7 13:2 15:18 65:9 reason 25:16 57:10,13 63:5 16:3 27:21 quorum 3:3 5:1,2 61:15,17 progress 20:6 61:20,21 66:5,9 R receive 19:13 26:6 projecting 26:6 72:11 75:16 ramifications 37:2 38:16 55:2 property 57:16 pursue 31:5 rate 40:10 75:19 receipients 52:9 propsoal pushed 78:20 Rauch 2:12 3:16 72:17 propsosal 49:8,10 Q 72:5,8,13,20 72:5,8,13,20 50:20 70:3,15,21 79:5,21 reconnect 19:20 reconnect 19:20 74:20 q	75:7		-	39:9 40:15 41:13
produce 38:7 providing 12:10 32:12,15,20 45:4,5,9,10,14,2 professional 51:15 22:13 35:8,9,37:13 48:3,54:16,57:2 program 15:22 4:6,12,10:5 quick 79:18 74:20 program 15:22 4:6,12,10:5 quick 79:18 75:5,11,15,18 16:12,18:8,22:17 11:17 quick 79:18 75:5,11,15,18 23:15,16,43:16 12:4,6,8,10,16,1 quick 79:18 75:5,11,15,18 program 20:1 30:3,15,19 quorum 3:3,51,2 reason 25:16 progress 20:6 61:20,21,66:5,9 R receive 19:13,26:6 properting 26:6 72:11,75:16 ramifications receive 24:16 proposal pursue 31:5 ramp 20:20 recoing 20:5 proposal pursue 31:5 rates 53:9 recoing 20:1 proposal purview 66:12 55:12 75:3,20 77:21 16:10,14,18,20 pushing 78:22 53,5,7,9,11,13,1 71:1 71:1 28:14 41:18 79:2 51,7,19,21,6:1,3 71:1 71:1 28:14 41:18 79:2	processes 76:13			42:18
professional 51:15 22:13 35:8,9 37:13 24:3,54:16,57:2 program 15:22 4:6,12 10:5 quick 79:18 74:20 program 15:22 11:17 quick 79:18 75:5,11,15,18 16:12 18:8 22:17 11:17 quick 79:18 76:12 77:22 23:15,16 43:16 12:4,6,8,10,16,1 quick 93:8 52:6 65:9 76:12 77:22 programs 20:1 30:3,15,19 quorum 3:3 5:1,2 6:4,6 61:15,17 progress 20:6 61:20,21 66:5,9 72:11 75:16 raised 34:13 35:2 receive 19:13 26:6 projecting 26:6 72:11 75:16 ramifications 72:28:16 55:2 69:10 properly 62:3 pursue 31:5 rates 53:9 rates 53:9 73:2 38:16 55:2 proposal purview 66:12 55:12 55:12 69:10 72:13 29:17 18:6,15,21 23:11 pushing 78:22 53,5,7,9,11,13,1 71:1 71:12 72:58,13,20 74:20 quality 11:1 53:15 50:20 70:3,15,21 71:12 72:58,13,20 73:5,10,16,21 proposal 49:8,40 Q Q 72:58,13,20 73:5,10,16,21 78:19 proposal 49:5	-	-	2 2	
53:7 public 1:4 3:8,11 54:21 56:8 66:3 74:20 program 15:22 11:17 23:15,16 43:16 12:4,6,8,10,16,1 quicks 51:3 75:5,11,15,18 23:15,16 43:16 12:4,6,8,10,16,1 quicks 51:3 quicks 51:3 quicks 51:3 real-world 20:9 program 20:1 30:3,15,19 quorum 3:3 5:1,2 65:9 reason 25:16 61:15,17 progress 20:6 61:20,21 66:5,9 72:20 71:4 raised 34:13 35:2 receive 19:13 26:6 projecting 26:6 80:19 81:1,17 ramifications 37:2 38:16 55:2 69:10 promote 25:17 pursue 31:5 ramp 20:20 rate 40:10 75:19 receive 14:13 properly 62:3 pursued 33:4 pushed 78:20 rates 53:9 recognize 17:21 proposal 18:6,15,21 23:11 pushing 78:22 5:3,5,7,9,11,13,1 71:1 recognize 17:13 16:10,14,18,20 pushing 78:22 5:3,5,7,9,11,13,1 71:1,3,11,17 recognize 17:13 71:1 16:10,14,18,20 pushing 78:22 5:2,67,9,11,13,1 5:2,07,03,15,21 reconnect 19:20 reconnect 19:20 74:20 quality 11:1 53:15 72:5,8,13,20 73:5,10,16,21 </td <td>-</td> <td></td> <td></td> <td></td>	-			
program 15:22 public 1:4 3:8,11 quick 79:18 75:5,11,15,18 16:12 18:8 22:17 11:17 quick 93:8 52:6 75:5,11,15,18 56:14,17 7 13:2 15:18 65:9 quickly 35:8 52:6 61:15,17 programs 20:1 30:3,15,19 quorum 3:3 5:1,2 6:4,6 7ecoive 19:13 26:6 progress 20:6 61:20,21 66:5,9 R 7aised 34:13 35:2 7ecoive 19:13 26:6 projecting 26:6 72:11 75:16 80:19 81:1,17 raised 34:13 35:2 receive 19:13 26:6 promote 25:17 pursue 31:5 ramp 20:20 receive 19:13 28:16 55:2 69:10 property 57:16 pursue 33:4 rate 18:2 39:2 53:5 recognize 77:21 proposal pushing 78:22 5:3,5,7,9,11,13,1 71:1 72:13,11,17 proposal 49:8,10 Q 72:5,8,13,20 73:5,10,16,21 72:13,11,17 proposal 49:8,10 Q Q 72:5,8,13,20 73:5,10,16,21 72:13,11,17 proposal 49:8,10 Q Q 72:5,8,13,20 73:5,10,16,21 79:5,21 propose 64:18 q	-	22:13	,	
16:12 18:822:17 11:17 quickest 51:3 76:12 77:22 16:12 18:8 22:17 11:17 quickest 51:3 quickest 51:3 real-world 20:9 56:14,17 7 13:2 15:18 65:9 65:9 61:15,17 programs 20:1 30:3,15,19 quorum 3:3 5:1,2 64:6 61:15,17 progress 20:6 61:20,21 66:5,9 72:11 75:16 raised 34:13 35:2 receive 19:13 26:6 projecting 26:6 80:19 81:1,17 raised 34:13 35:2 received 24:16 37:2 38:16 55:2 promise 64:22 published 30:1 ramp 20:20 rate 40:10 75:19 received 24:16 properly 62:3 pursuits 21:1 rates 53:9 recognize 77:21 recognize 77:21 proposal pushed 78:20 5:3,5,7,9,11,13,1 71:1 recognize 17:13 18:6,15,21 23:11 pushed 78:20 50:20 70:3,15,2,1 71:1,3,11,17 recommendation 35:12 50:8 proposal 49:8,10 Q Q 73:5,10,16,21 73:5,10,16,21 78:19 propose 64:18 question 32:22 37:18 43:13 record 15:12 23:5 33:2 55:1 61:16 proposed 19:5 34:10 35:15 37:18 43:13 reached 9:9 </td <td>53:7</td> <td>public 1:4 3:8,11</td> <td>54:21 56:8 66:3</td> <td></td>	53:7	public 1:4 3:8,11	54:21 56:8 66:3	
10:12:16:8:22:17 11:17 quickest 51:3 real-world 20:9 23:15,16:43:16 12:4,6,8,10,16,1 quickly 35:8 52:6 65:9 reason 25:16 57:10,13:63:5 16:3 27:21 quorum 3:3 5:1,2 64:6 61:15,17 programs 20:1 30:3,15,19 quorum 3:3 5:1,2 64:6 61:15,17 progress 20:6 61:20,21:66:5,9 raised 34:13 35:2 receive 19:13 26:6 72:11 75:16 projecting 26:6 72:11 75:16 raifications 14:21 73:2 38:16 55:2 69:10 promote 25:17 pursue 31:5 rate 40:10 75:19 received 24:16 37:2 38:16 55:2 69:10 property 62:3 pursuits 21:1 ramp 20:20 rate 40:10 75:19 53:5 recognize 77:21 16:10,14,18,20 pushing 78:22 5,57,9,11,13,1 71:1 72:5,8,13,20 73:5,10,16,21 50:14 63:14 putting 51:13,20 71:1,3,11,17 72:5,8,13,20 reconnect 19:20 74:20 quality 11:1:53:15 79:5,21 78:19 recond 15:12 23:5 propose 64:18 question 32:22 34:10 35:15 79:5,21 78:19 precond 19:5 34:10 35:15	program 15:22	4:6,12 10:5	quick 79:18	
23:15,16 43:16 12:4,6,8,10,16,1 7 13:2 15:18 quickly 35:8 52:6 real-world 20:9 57:10,13 63:5 16:3 27:21 guorum 3:3 5:1,2 65:9 reason 25:16 programs 20:1 30:3,15,19 guorum 3:3 5:1,2 64:6 61:15,17 progress 20:6 61:20,21 66:5,9 72:11 75:16 raised 34:13 35:2 receive 19:13 26:6 projecting 26:6 80:19 81:1,17 ramifications 72:2 38:16 55:2 69:10 promote 25:17 pusue 31:5 rate 40:10 75:19 recognize 77:21 properly 62:3 pursue 31:5 rather 18:2 39:2 53:5 proposal pushing 78:22 53,57,9,11,13,1 recognize 17:13 16:10,14,18,20 pushing 78:22 53,57,9,11,13,1 71:1 18:6,15,21 23:11 pushing 78:22 53,57,9,11,13,1 71:1 9roposal 16:14 41:18 79:2 50:20 70:3,15,21 72:5,8,13,20 74:20 quality 11:1 53:15 79:5,21 reconnect 19:20 recond 15:12 23:5 32:1 28:20 37:18 43:13 reached 9:9 33:2 55:1 61:16	16:12 18:8 22:17		auickest 51:3	/6:12 //:22
30:14,17 11:5:10:10 16:3:27:21 30:3,15,19 quorum 3:3:5:1,2 61:15,17 programs 20:1 30:3,15,19 30:3,15,19 quorum 3:3:5:1,2 64:6 61:15,17 progress 20:6 61:20,21:66:5,9 67:2,20:71:4 raised 34:13:35:2 reeeved 19:13:26:6 43:17:44:15 projecting 26:6 80:19:81:1,17 published 30:1 ramp 20:20 received 24:16 37:2:38:16:55:2 promote 25:17 pursue 31:5 rate 40:10:75:19 recognize 77:21 69:10 72:13:71:3 property 57:16 purview 66:12 55:12 rate 18:2:39:2 55:12 recognize 16:14 proposal pushed 78:20 putting 51:13,20 50:20:70:3,15,21 71:1 71:1 proposals 49:8,10 Q Q 72:5,8,13,20 72:5,8,13,20 72:5,8,13,20 72:5,8,13,20 propose 64:18 question 32:22 37:18:43:13 37:18:43:13 71:21 record 15:12:2:3:5 proposed 19:5 34:10:35:15 37:18:43:13 71:21 record 15:12:2:3:5 73:16:1:6	-		-	real-world 20:9
57:10,13 63:5 16:3 27:21 61:15,17 programs 20:1 30:3,15,19 48:19 50:13 60:2 64:6 progress 20:6 61:20,21 66:5,9 61:20,21 66:5,9 72:11 75:16 projecting 26:6 72:11 75:16 raised 34:13 35:2 55:8,22 63:4,5,6 promise 64:22 published 30:1 14:21 37:2 38:16 55:2 prompted 19:1 pursue 31:5 ramp 20:20 69:10 property 57:16 pursuits 21:1 rate 53:9 recognize 77:21 proposal pushing 78:22 5:3,5,7,9,11,13,1 71:1 36:14 41:18 79:2 5:17,19,21 6:1,3 71:1 proposal 49:8,10 Q 72:5,8,13,20 73:5,10,16,21 71:1 propose 64:18 question 32:22 73:5,10,16,21 78:19 reconsider 23:10 propose 19:5 34:10 35:15 37:18 43:13 71:21 72:5,10,16,21 73:2,55:161:16	,			reason 25:16
programs 20:1 31:3,10,17 38:20 6:4,6 rebooting 20:5 progress 20:6 61:20,21 66:5,9 61:20,21 66:5,9 raised 34:13 35:2 receive 19:13 26:6 projecting 26:6 72:11 75:16 raised 34:13 35:2 receive 19:13 26:6 projecting 26:6 72:11 75:16 raised 34:13 35:2 receive 19:13 26:6 promise 64:22 published 30:1 ramifications 37:2 38:16 55:2 prompted 19:1 pursue 31:5 rate 40:10 75:19 53:5 property 57:16 pursuits 21:1 rates 53:9 recognize 77:21 proposal pushed 78:20 rather 18:2 39:2 55:12 recognize 17:13 16:10,14,18,20 pushing 78:22 53;5,79,91,13,1 71:1 71:1 28:14 41:18 79:2 51:13,20 71:1,3,11,17 recommendation 74:20 quality 11:1 53:15 72:5,8,13,20 73:5,10,16,21 reconsider 23:10 proposed 19:5 34:10 35:15 33:12 8:20 37:18 43:13 71:21 record 15:12 23:5 33:2 55:1 61:16 37:18 43:13 71:1 72:17 72:17 72:17	57:10,13 63:5			61:15,17
23:9 25:14 76:21 35:16;10;10;10;10;10;00;20 0:1;60 receive 19:13 26:6 progress 20:6 61:20,21 66:5,9 R raised 34:13 35:2 receive 19:13 26:6 prohibit 60:21 67:2,20 71:4 raised 34:13 35:2 receive 19:13 26:6 projecting 26:6 80:19 81:1,17 raised 34:13 35:2 receive 24:16 promote 25:17 puflished 30:1 rate 40:10 75:19 receive 24:16 property 62:3 pursue 31:5 rate 40:10 75:19 receive 19:13 26:6 proposal pursue 31:5 rates 53:9 receipients 52:9 proposal pushed 78:20 Rauch 2:12 3:16 recognize 17:13 16:10,14,18,20 pushing 78:22 50:20 70:3,15,21 reconmendation 35:12 50:8 18:6,15,21 23:11 pushing 78:22 50:20 70:3,15,21 reconnect 19:20 72:5,8,13,20 72:5,8,13,20 72:5,8,13,20 73:10,16,21 proposed 49:8,10 Q Q 72:5,8,13,20 73:10,16,21 proposed 19:5 34:10 35:15 Rauch's 71:21 record 15:12 23:5 proposed 19:5 34:10 35:15 37:18 43:13 71:1 73:21 record 15:12 23:5	programs 20:1		- ,	reporting 20.5
progress 20:6 61:20,21 66:5,9 R prohibit 60:21 67:2,20 71:4 raised 34:13 35:2 raised 34:13 35:2 projecting 26:6 80:19 81:1,17 raised 34:13 35:2 ramifications promote 25:17 published 30:1 ramp 20:20 rate 40:10 75:19 property 62:3 pursue 31:5 rates 53:9 receipients 52:9 proposal pushing 78:22 5:3,5,7,9,11,13,1 recognized 16:14 proposal pushing 78:22 5:3,5,7,9,11,13,1 recognizes 17:13 16:10,14,18,20 pushing 78:22 5:3,5,7,9,11,13,1 recognizes 17:13 18:6,15,21 23:11 pushing 78:22 5:0:20 70:3,15,21 reconnect 19:20 50:14 63:14 putting 51:13,20 71:1,3,11,17 reconnect 19:20 proposed 49:8,10 Q 72:5,8,13,20 reconider 23:10 74:20 quality 11:1 53:15 79:5,21 reconider 23:10 proposed 19:5 34:10 35:15 reached 9:9 33:2 55:1 61:16 32:1 28:20 37:18 43:13 reached 9:9 33:2 55:1 61:16	23:9 25:14 76:21		6:4,6	_
Image: construct of the construction of the constrelation of the constrelation of the construction of the construct	progress 20.6			
r 72:11 75:16 80:19 81:1,17 ranstu 34:15 35.2 received 24:16 37:2 38:16 55:2 69:10 promise 64:22 published 30:1 ramp 20:20 recipients 52:9 53:5 promote 25:17 pursue 31:5 rate 40:10 75:19 recognize 77:21 property 62:3 pursuits 21:1 rates 53:9 recognize 77:21 proposal pushed 78:20 rauch 2:12 3:16 recognize 16:14 16:10,14,18,20 pushed 78:20 Rauch 2:12 3:16 recognizes 17:13 16:10,14,18,20 pushed 78:20 rauch 2:12 3:16 recognizes 17:13 16:10,14,18,20 pushing 78:22 5:3,5,7,9,11,13,1 recommendation 34:20 48:22 putting 51:13,20 72:5,8,13,20 reconnect 19:20 50:14 63:14 Q 72:5,8,13,20 reconsider 23:10 propose 64:18 question 32:22 Rauch's 71:21 record 15:12 23:5 proposed 19:5 34:10 35:15 reached 9:9 33:2 55:1 61:16	- 0	, , , , , , , , , , , , , , , , , , ,		
projecting 26:6 80:19 81:1,17 ramifications received 24:16 promise 64:22 published 30:1 14:21 37:2 38:16 55:2 promote 25:17 pursue 31:5 ramp 20:20 recipients 52:9 property 62:3 pursued 33:4 rate 40:10 75:19 recognize 77:21 property 57:16 pursue 66:12 rates 53:9 recognize 77:21 proposal pushed 78:20 Rauch 2:12 3:16 26:13 29:17 16:10,14,18,20 pushed 78:20 Rauch 2:12 3:16 recognize 17:13 28:14 41:18 79:2 5,17,19,21 6:1,3 71:1,3,11,17 28:14 41:18 79:2 5,17,19,21 6:1,3 71:1,3,11,17 proposals 49:8,10 Q 72:5,8,13,20 73:5,10,16,21 propose 64:18 question 32:22 34:10 35:15 79:5,21 record 15:12 23:5 proposed 19:5 34:10 35:15 79:5,21 record 15:12 23:5 33:2 55:1 61:16 propoted 19:5 37:18 43:13 71:21 record 15:12 23:5 70:17 0:17 0:17 0:17 0:17 0:17 0:17 0:17	-	·	raised 34:13 35:2	
promise 64:22 published 30:1 14:21 57.2.38.10/33.2 promote 25:17 pursue 31:5 ramp 20:20 69:10 properly 62:3 pursued 33:4 rates 53:9 recipients 52:9 proposal pushed 78:20 rather 18:2 39:2 5:3,5,7,9,11,13,1 recognized 16:14 proposal pushing 78:22 5,17,19,21 6:1,3 71:1 71:1 28:14 41:18 79:2 50:20 70:3,15,21 71:1,3,11,17 recommendation 35:12 50:8 reconnect 19:20 73:5,10,16,21 reconnect 19:20 74:20 quality 11:1 53:15 79:5,21 recond 15:12 23:5 proposed 19:5 34:10 35:15 Rauch's 71:21 record 15:12 23:5 33:2 55:1 61:16 37:18 43:13 79:9 32:2 55:1 61:16	projecting 26:6		ramifications	
promote 25:17 pursue 31:5 ramp 20:20 recipients 52:9 property 62:3 pursuits 21:1 rate 40:10 75:19 recognize 77:21 property 57:16 pursue 66:12 rather 18:2 39:2 recognize 77:21 proposal pushed 78:20 Rauch 2:12 3:16 recognizes 17:13 16:10,14,18,20 pushed 78:20 Si,5,7,9,11,13,1 recognizes 17:13 18:6,15,21 23:11 pushing 78:22 Si,5,7,9,11,13,1 recognizes 17:13 28:14 41:18 79:2 Si,7,19,21 6:1,3 recommendation 50:14 63:14 putting 51:13,20 71:1,3,11,17 reconnect 19:20 propose 64:18 question 32:22 34:10 35:15 Rauch's 71:21 record 15:12 23:5 proposed 19:5 37:18 43:13 reached 9:9 33:2 55:1 61:16 77:11	promise 64:22	, ,	14:21	
prompted 19:1 pursue 31:5 rate 40:10 75:19 recipients 52:9 properly 62:3 pursued 33:4 rates 53:9 recognize 77:21 properly 62:3 pursue 66:12 rates 53:9 recognize 77:21 proposal pushing 78:22 53:5 recognize 16:14 16:10,14,18,20 pushing 78:22 53:5,7,9,11,13,1 recognize 16:14 18:6,15,21 23:11 pushing 78:22 53:5,7,9,11,13,1 recognizes 17:13 28:14 41:18 79:2 50:20 70:3,15,21 recommendation 50:14 63:14 putting 51:13,20 71:1,3,11,17 reconnect 19:20 propose 64:18 question 32:22 Rauch's 71:21 record 15:12 23:5 proposed 19:5 34:10 35:15 Rauch's 71:21 record 15:12 23:5 33:2 55:1 61:16 77:5,21 78:19 72:11	promote 25.17	-	ramp 20:20	69:10
property 57:16 pursuits 21:1 rates 53:9 recognize 77:21 proposal pursuits 21:1 rates 53:9 recognize 77:21 16:10,14,18,20 pushed 78:20 Rauch 2:12 3:16 recognize 16:14 18:6,15,21 23:11 pushing 78:22 5:3,5,7,9,11,13,11 recognize 17:13 28:14 41:18 79:2 5,17,19,21 6:1,3 71:1 43:20 48:22 putting 51:13,20 50:20 70:3,15,21 71:1 proposals 49:8,10 Q 72:5,8,13,20 73:5,10,16,21 propose 64:18 question 32:22 34:10 35:15 Rauch's 71:21 record 15:12 23:5 proposed 19:5 37:18 43:13 71:1 43:13 78:19 record 15:12 23:5	-	pursue 31:5	-	-
property 57:16 pursuits 21:1 rather 18:2 39:2 recognize 77:21 proposal pushed 78:20 Rauch 2:12 3:16 recognize 16:14 16:10,14,18,20 pushed 78:20 Rauch 2:12 3:16 recognize 17:13 18:6,15,21 23:11 pushing 78:22 5:3,5,7,9,11,13,1 recognize 16:14 28:14 41:18 79:2 5,17,19,21 6:1,3 71:1 43:20 48:22 putting 51:13,20 50:20 70:3,15,21 recommendation 50:14 63:14 0 71:1,3,11,17 35:12 50:8 proposals 49:8,10 0 0 72:5,8,13,20 73:5,10,16,21 74:20 question 32:22 8auch's 71:21 recond 15:12 23:5 proposed 19:5 34:10 35:15 79:5,21 record 15:12 23:5 33:2 55:1 61:16 33:2 55:1 61:16 78:19		pursued 33:4		53:5
property 57:16 purview 66:12 rather 18:2 39:2 recognized 16:14 proposal pushed 78:20 pushing 78:22 55:12 recognized 16:14 16:10,14,18,20 pushed 78:20 pushing 78:22 55:3,5,7,9,11,13,1 recognizes 17:13 28:14 41:18 79:2 50:14 63:14 79:2 50:20 70:3,15,21 71:1 proposals 49:8,10 Q 71:1,3,11,17 72:5,8,13,20 73:5,10,16,21 79:5,21 proposed 19:5 34:10 35:15 37:18 43:13 71:21 record 15:12 23:5 33:2 55:1 61:16	properly 62:3	nursuits 21.1	rates 53:9	recognize 77:21
proposal pushed 78:20 s5:12 26:13 29:17 16:10,14,18,20 pushed 78:20 Rauch 2:12 3:16 26:13 29:17 18:6,15,21 23:11 pushing 78:22 5,17,19,21 6:1,3 71:1 28:14 41:18 79:2 50:20 70:3,15,21 71:1 43:20 48:22 putting 51:13,20 50:20 70:3,15,21 71:1 50:14 63:14 79:2 50:20 70:3,15,21 71:1,3,11,17 proposals 49:8,10 Q 72:5,8,13,20 73:5,10,16,21 74:20 quality 11:1 53:15 79:5,21 reconnect 19:20 proposed 19:5 34:10 35:15 79:5,21 78:19 proposed 19:5 37:18 43:13 reached 9:9 33:2 55:1 61:16	property 57:16	-	rather 18:2 39:2	recognized 16.14
16:10,14,18,20 pushed 78:20 Rauch 2:12 3:16 recognizes 17:13 18:6,15,21 23:11 pushing 78:22 5:3,5,7,9,11,13,1 71:1 28:14 41:18 79:2 5:1,7,19,21 6:1,3 71:1 43:20 48:22 putting 51:13,20 50:20 70:3,15,21 recommendation 50:14 63:14 71:1,3,11,17 71:1 71:1 proposals 49:8,10 Q 72:5,8,13,20 73:5,10,16,21 reconsider 23:10 74:20 quality 11:1 53:15 79:5,21 78:19 reconsider 23:10 propose 64:18 question 32:22 34:10 35:15 record 15:12 23:5 33:2 55:1 61:16 proposed 19:5 37:18 43:13 71:21 78:19 78:19 record 15:12 23:5 73:2 50:1 61:16 70:17 81 7 70:17 81 7	nronosal	purview 66:12	55:12	
18:6,15,21 23:11 pushing 78:22 5:3,5,7,9,11,13,1 recognizes 17.13 28:14 41:18 79:2 5:1,7,19,21 6:1,3 71:1 43:20 48:22 putting 51:13,20 5:20 70:3,15,21 recommendation 50:14 63:14 proposals 49:8,10 72:5,8,13,20 73:5,10,16,21 reconsider 23:10 propose 64:18 question 32:22 Rauch's 71:21 record 15:12 23:5 33:1 28:20 37:18 43:13 reconsider 23:10 78:19		pushed 78:20	Rauch 2:12 3:16	
28:14 41:18 79:2 5,17,19,21 6:1,3 recommendation 43:20 48:22 putting 51:13,20 5,17,19,21 6:1,3 recommendation 50:14 63:14 0 0 71:1,3,11,17 72:5,8,13,20 74:20 0 0 0 73:5,10,16,21 79:5,21 propose 64:18 0 0 0 79:5,21 78:19 proposed 19:5 34:10 35:15 37:18 43:13 79:9 73:25:161:16		pushing 78:22		e
43.20 48.22 putting 51:13,20 50.20 70.3,13,21 35:12 50:8 50:14 63:14	· ·	1 0		
50:14 63:14 I <td< td=""><td>43:20 48:22</td><td>nutting 51.13 20</td><td>50:20 70:3,15,21</td><td></td></td<>	43:20 48:22	nutting 51.13 20	50:20 70:3,15,21	
proposals 49:8,10 Q 73:5,10,16,21 74:20 quality 11:1 53:15 73:5,10,16,21 propose 64:18 question 32:22 Rauch's 71:21 proposed 19:5 34:10 35:15 record 15:12 23:5 23:1 28:20 37:18 43:13 reached 9:9	50:14 63:14	putting 51.15,20		35:12 50:8
74:20 quality 11:1 53:15 73:5,10,16,21 reconsider 23:10 propose 64:18 question 32:22 Rauch's 71:21 reconsider 23:10 proposed 19:5 34:10 35:15 reached 9:9 33:2 55:1 61:16 23:1 28:20 37:18 43:13 reached 9:9 73:5,10,16,21 reconsider 23:10	proposals 49.8 10			reconnect 19:20
propose 64:18 question 32:22 Rauch's 71:21 78:19 proposed 19:5 34:10 35:15 reached 9:9 33:2 55:1 61:16 37:18 43:13 reached 9:9 32:2 3:1 28:20 33:2 55:1 61:16				reconsider 23:10
proposed 19:5 34:10 35:15 Rauch's /1:21 record 15:12 23:5 23:1 28:20 37:18 43:13 reached 9:9 33:2 55:1 61:16			79:5,21	
proposed 19.5 34.10 55.15 23:1 28:20 37:18 43:13 reached 9:9 33:2 55:1 61:16	• •	-	Rauch's 71:21	record 15.12 22.5
23:1 28:20 57.18 45.15			reached 9:9	
29:4,21 30:18 44.10 47.1 readiness 22:1 70.17 01.7				
	29:4,21 30:18	44.10 47.1	reautiless 22.1	, , , , , , , , , , , , , , , , , , , ,

Page 16

	0		
recorded 81:5	relinquishment	respond 68:21	37:8,9 49:21
reduced 81:5	61:8,13	80:1	53:3 64:4
re-engagement	remarks 9:21 56:8	responded 56:19	rulemaking
20:2,7	renewed 27:22	response	14:3,15 15:2
refers 66:2	reported 1:17	5:12,18,22	29:9,20 30:9,14,18 31:18
reflects 15:12 55:2	52:11	6:16,22	33:1,4,5
reform 39:15	representative	7:2,11,18,20 8:7,14,16 80:4,6	36:5,7,12 37:4
regard 75:19	2:11 9:1	responsibility	38:5,10,18 58:16
8	representatives	34:11	rules 59:22
regarding 28:13 50:13 55:10	79:11	responsible 28:3	ruling 68:19
regardless 32:8	represents 18:19	result 30:2	69:15,16
8	request 56:19,22	resumes 17:17	rulings 46:7
region 23:16	57:2,3,6 62:10		run 27:21 30:22
Regions 41:1	requesting 56:20	resuming 62:4	39:14,15 43:1
Register 30:1	require 30:21 31:1	review 60:13 69:14	56:15
regularly 4:8 31:3	36:11,13	72:10,15,18	running 42:18
regulation 23:2	requirement 38:9	reviewing 72:6	79:7
34:1 56:2	requirements 38:5	revision 60:12	Ruth 2:7 5:15
regulations 19:5	47:16,18 60:12		<u> </u>
27:13,20	requires 44:22	revolutionary 53:22	salutatorian 25:20
regulatory 61:10	research 44:3	rewards 26:7	26:12
Reilly 3:9 12:13	52:10 65:8 72:3		scene 76:11
13:9,10,12,14	76:19	reword 49:9	scheduled 4:9 31:3
related 63:21 81:8	reservation 24:1	rigorous 20:7 22:12 23:13	school 3:12 9:20
relationships 77:2	residents 10:18		12:16,17 13:19
relative 81:11	11:12,22 17:21 19:6 73:11	robust 10:20	15:5,18,21 16:4
relatively 53:2,3		role 9:5 10:17,22 11:8 14:8,14	19:3,17,19 20:12
relay 12:1	resignation 70:3	ŕ	21:5,7 22:3 23:3,21 25:21
release 69:21	resigned 73:5	roll 4:21	26:3,5,15,19
released 19:5	resolution 3:16	Roosevelt	27:22
42:17 69:3	22:20 50:5 70:9,14,17,18,19	26:3,5,19	28:1,5,7,11
relinguished 28:1	,20 73:16	round 51:11 54:20 56:9 69:9	39:13,15,16
42:4,14 62:20	79:19,20		40:3,5,8 42:2,18,19 43:21
65:5 66:9 67:6	resolve 57:20	route 12:21 37:1	49:15 52:20
69:4	RESOLVED 73:8	rule 28:20 29:4,21 30:10 31:7,10,19	53:8,11,19 55:4
relinquishing 60:1	respectable 53:11	34:6,7 35:5,19	56:21 59:5
			60:2,4

	1 48		
66:6,10,13,15	sense 18:9 46:10	58:12,14	46:20 48:4
67:2,3,7,10,17,2	47:19 79:13	siblings 24:6	solve 9:15
2 68:1,2,16 69:3 76:4 77:1	sensitive 19:10	sign 42:9 43:8	13:20,22 35:5
schools 14:10,12	sentiment 63:17	54:13	51:2 55:19,20
19:1 27:18 33:8	separate 34:20	significantly 53:6	solved 59:11
54:6 62:19 65:4	44:19 48:8 52:7	signify 7:14 8:10	somebody 63:15 76:2
66:22 68:7 76:21	separately 59:9	79:21	
school's 28:9	September 65:10	signs 52:3	somehow 54:14
Schools 3:15 27:9	servant 75:16	simple 66:3	someone 39:22 47:15 54:15
67:21 71:4	serve 10:17 11:2	simpler 65:2	70:19
Schwartz 57:7	served 21:16,21	simply 18:8 23:5	sometime 42:5
science 17:8	71:12	24:4 53:16	somewhere 75:18
score 40:14	serves 10:22	single 39:11	78:1
scramble 32:14	service 16:13	singular 13:22	sorry 50:21 69:3
screen 39:3	21:15 71:2 73:11	sir 25:3	sort 29:16,19 31:4
search 48:3	74:10 75:21,22 78:5	sit 48:7	32:5 42:6,9
seat 13:7	services 15:20	site 22:5	62:14 64:1 77:6
second 6:12,13	22:2 54:8	situation 44:21	78:1
7:8,9 8:4,5 20:2	serving 10:18 71:8	45:3 59:21 60:18	sounds 56:1
49:13 54:20 56:9 69:9 70:10,13	session 7:6,22	68:17	speak 12:7 18:1 25:1 33:1 49:18
73:17,18 80:13	8:2,9 18:16	situations 31:13	61:18
secondary 17:18	29:5,8 32:2	34:11	speaking 11:2
22:14 24:8 72:16	49:20	skills 17:7,14,19 22:13,19 75:19	18:2 24:20
seconded 6:15	Setlow 33:3 36:6,9 49:22	slide 78:2	spear 71:22
7:12	several 35:2 51:12	Slover 71:13	special 31:2 63:9
Secondly 39:4	share 34:18		70:1
seems 40:5		slow 50:8	specific 27:14 29:1
seen 50:7	She's 12:21 25:18 26:8	small 53:2,3	31:13 45:16
semester 39:20	shocked 75:4	smart 21:4	48:12
send 17:16	short 45:7 48:14	social 17:8	specifically 27:16
senior 3:9 12:13		soft 22:13	speed 40:2 74:16 77:6
13:15 26:19 38:7	shorten 20:20	solid 20:13	
71:8 78:2	short-sided 62:5	solution 45:17,18	speedy 20:7
seniors 28:11 32:4	short-term 45:17	48:15	spot 77:10
38:6 42:3	should've	solutions 45:3,20	spring 14:19

Page 18

	I ug		
stability 75:7	state-managed	29:12 30:13	support 4:18 20:9
staff 12:9 13:7	33:8	31:8,21 33:8	23:1 26:9,17
49:13 76:17	state-run 67:12	34:3 41:6,17,19	43:20 54:8,11
		42:6 43:17	55:3,7 58:16
stakeholders 45:2	states 52:13 53:22	44:9,10,14,15,17	64:12 72:14
46:3	55:11	46:15 47:14	78:17
standardized	statewide 72:19	51:14,18,21	supported 71:18
17:14	stating 23:5	52:3,14,17	supporting 21:19
standards 17:4	status 28:20	53:2,19 54:2,10 55:17,22 57:15	
53:13,18 72:19	statutorily-based	58:1,4,7 59:4	supportive 24:5
stand-in 25:1	61:14	63:9,18 64:5,13	supposed 38:7
start 9:2 15:11		65:4 66:7 67:18	sure 15:11 27:7
32:14 33:12	stay 54:7	68:6 72:7	34:14 51:22 55:1
38:11	step 12:17 28:15	73:3,11	63:17 64:13 79:8
started 9:10 13:8	77:11 78:12	studies 17:8	surprised 58:9
	steps 65:1		surrounding 52:9
starting 35:11	stipends 72:21	success 21:7	53:5
starts 13:9	1	22:17,20,22 73:3 79:9	
state 1:3 3:5,6	stop 16:22		suspect 38:14
4:4,7,8,12,16,20	strategic 21:4	successful 19:21	system 10:20 11:1
6:7 9:1	street 1:10 4:11	22:11	19:19
10:1,4,11,12,14,	23:18	successfully 39:20	systematic 62:14
15,21 11:8		72:21	
12:1,8 13:20	strengthen 72:3	sufficiency 29:16	systems 77:8
16:9	strengthened 72:5	•	
18:4,13,15,20	73:1	suggest 58:6	<u> </u>
20:19 23:2	strong 10:19	suggested 29:9	table 19:18 28:15
27:12,17 29:5,12	strongly 18:4	suggestion 50:15	32:13 59:7
30:12,16,20	01	88	tabled 59:8,10
31:1,11,16	structural 32:5	Sunshine 3:14 12:20 25:12	61:17
36:3,8,11,13,16,	struggle 20:13		tablet 25:22 26:13
22 37:3	struggled 20:22	superintendent 3:6 9:3	tackle 9:15
39:11,14,15,17 42:11	struggling 42:10	3:6 9:3	taking 29:18 34:20
43:15,18,22	student 2:11	12:5 19:14 28:15	53:19
44:15 46:21	72:12,17 74:19	35:16 39:17	
48:10 52:9,14,22	77:4 79:6,10	56:13 71:16 76:9	talk 34:17 41:21
55:2 56:5 59:4,5	,	Superintendent's	60:9
70:22 71:15,16	students 9:19	16:10 17:15 18:7	talked 44:16 68:15
72:3,5,15,22	11:12 13:19,21	19:8 38:20	talking 52:20,22
73:1,6,9 76:9	18:22 19:11	40:8,20 41:8	53:1 54:12
state-issued 19:13	20:11 22:3 23:3,12 24:2,4	48:10 62:22	task 16:22
	27:17 28:10		tugit 10.22
	<i>2</i> 7.1720.10		

Page 19

	<u> </u>		
teacher 51:13 71:3	76:2 77:12,20	tone 9:11 52:8	trying 46:2 47:11
Teachers 71:7	78:10 79:9	tonight 9:2 35:5	48:1 62:13 64:10
team 28:22	thanks 74:13 78:5	36:1,20 39:5	66:4
technical 53:7	that's 32:7 34:8,9	48:14 49:10 50:18 70:1	twice 38:3
63:14	39:15 45:11 46:2		typewriting 81:6
technology 17:7	49:1 54:18 58:10,14 62:20	top 26:6	typically 53:16
telephone 12:9	63:19 64:16	Total 3:14 12:20 25:12,17	
television 25:15	65:15 66:17	totally 60:6	U Uh-huh 68:12
temptation 40:10	77:2,3	Totalsunshineinc	ultimately 72:10
tendered 70:3	themselves 18:1	orporated 27:1	•
tenure 9:19 71:21	theoretically	totalsunshineinco	unable 20:17
	35:20 50:4	rporated.org	unanimous 80:7
term 48:15	thereafter 67:1 81:5	27:2	unaware 60:16
terms 75:6,8 76:12	81:5 there's 14:13	touch 58:21	understand 13:17
test 17:11 39:6,8 40:14 52:15	59:22 63:16	toward 20:8	50:16 62:13,16 68:4
53:18	thesis 38:7	towards 20:6	understanding
testify 13:13 21:10	they're 34:14 40:2	tracks 31:5	28:6 66:8 67:20
27:6	43:6,7 53:14,16	traditional	undertaking
testifying 16:9	they've 22:18	20:6,22 24:5	60:12
24:16	51:22	39:12 53:8,11,19	underwater 40:6
testimony 12:10	third 4:9 71:3	traditionally	underwent 17:2
18:14 24:17 39:5 81:4	Thirteen 52:13	38:13	unemployment
	thorough 15:7	training 22:14 23:17	53:10
thank 6:6 10:6,16 12:5 13:1,11,12	three-minute		unfortunate 30:5
15:9,10,14,16	54:21	trajectory 21:3	unfortunately
18:10,11,13	throughout 26:12	transcribed 1:17	29:17
21:9,11,12 24:11,14,15,19	throwing 48:22	transition 16:4 67:18 74:5	unit 72:1
25:8,9,10 27:3,4	thus 11:4	trap 40:4	unless 39:13,14
28:18 33:11	Tierra 2:10 5:9	-	Unlike 23:15
37:5,20 38:1	timely 62:15	tremendously 54:18	unsubsidized
43:9 44:1 48:5 49:13 51:8,9	today 10:5 16:21	truancy 72:17	20:18
56:11	18:20 24:16	true 81:7	unusual 26:11
59:13,14,17,19	25:17 27:15	trust 15:1	upcoming 25:17
62:7 65:16 69:1,8,10	34:13		upon 17:12 36:1
74:6,10 75:21	today's 18:16	try 45:20 46:20 65:5	37:9 47:21

Page 20

	1 ag		
upper 14:19	38:17 59:7	weeks 9:8	whose 27:22 54:17 65:4
urge 16:22 21:5 23:10	voting 48:15	welcome 4:5,17 11:5,19 28:17	Williams 2:4 5:5,6
urgency 34:18	W	welcoming 9:2	8:3 10:3 44:5
urging 13:22	wait 65:10	we'll 7:4 12:12	48:6,7 49:5
0 0	Waiver 72:16	13:8 24:20 27:10	50:16,21 70:12
useful 76:20	Walter 3:14 25:11	32:11,14 33:12	73:18,22 74:1 80:15
usual 49:14 79:10		37:20 54:20	
	Ward 2:6,7,8,9,10 8:22 15:12	68:18,20 75:17	willing 9:17 41:13
<u> </u>	16:1,2 22:3	77:9	Wilson-Phelan
valedictorian 25:20 26:12	40:16 56:10 60:7	well-advised 39:1	2:6 5:19,20 6:11
	wash 67:3	well-researched	7:7 32:15,17 77:16,17 80:8,12
value 54:14		15:7	
various 62:16	Washington 1:12 3:10 12:19 21:14	we're 7:12 16:4	wish 12:7 74:21 75:2
vaulted 76:7	22:10 26:20 55:6	26:5 40:19	
versus 26:14		45:3,13 46:4	witness 12:6 28:15
vetted 14:22	wasn't 62:1	49:12 51:1	43:4
	watching 10:5	52:20,22 53:1,12	witnesses 12:8,12
vice-president 10:3	water 54:14	54:13 57:4 62:4 69:11,13	13:2 24:16 65:9 68:20 69:21
Vice-president 2:4	watered 53:14,15	we've 44:16	women 78:17
view 64:7 70:2	Wattenberg 2:7	47:5,10 68:15	Wonderful 70:16
	5:15,16	whatever 62:21	
viewing 4:6	33:15,17,21	74:9	wondering 45:19 48:12
Vincent 71:10	35:14 37:12,14 62:8 63:13 64:11	whenever 52:2	
Virginia 17:22	65:15 70:13	WHEREAS 70:22	worded 14:3
39:7	74:11,13	71:3,11,15,21	wording 50:22
vision 73:2	WATTENNBER	72:5,8,13,20	51:6,7
vital 10:22 72:11	G 62:9	73:5	work 11:11,20
vote 6:17,19	Watts 1:17	Whereupon 49:15	17:10 18:5 21:22
7:13,15 8:11	81:2,16	80:18	22:15 23:22 24:6
16:18 30:16,21	website 26:21	whether 14:8	25:13 39:21 46:5 49:9 50:10 65:17
31:11 33:22	76:10	29:15 34:8 37:8	69:19 74:21
35:18,19	Wednesday 1:6	44:13 50:13	76:16 79:1
36:8,12,13	4:6,9,14	58:16 69:16	worked 34:3 52:1
38:3,19 39:1 48:14 49:4,7,10	weeding 45:8	whole 44:9 46:17	working 7:6,22
50:11,17,19	U	61:19	8:2,9 9:7,14 10:8
63:22 64:7,15	Weedon 5:17	whom 39:7 53:2	18:16 22:10
voted 35:22 37:8	week 30:1 50:9	81:2	29:5,7 32:2 47:8
vucu <i>JJ.22 J1.</i> 0			49:20 55:20

	1 ag	c =:	
64:21,22 69:13 71:5			
works 56:17			
worms 46:8,9			
worse 15:6			
would've 31:20 61:21,22			
wrap 24:10 43:5			
write 54:22 61:2			
written 50:17 61:9			
wrong 21:3			
Y year-olds 20:17			
yet 12:22 20:7 24:22 50:7 67:21			
yield 35:13			
you'll 25:5			
young 21:16 22:11,16 79:9			
youth 3:13 13:5 18:18 19:12,16,21 20:3,5,8,22 21:2,20 23:7,15 24:13			
youth-serving			
18:20 you've 9:8,9 39:19 74:14 77:19,21 79:8,16 80:15			