In The Matter Of:

BEFORE THE ARKANSAS DEPARTMENT OF EDUCATION STATE BOARD OF EDUCATION

December 14, 2017

Sharon Hill Court Reporting 4021 Robinwood Cr. Bryant, AR 72022 (501) 680-0888

Original File BOE - 12-14-17.prn

Min-U-Script® with Word Index

BEFORE THE ARKANSAS DEPARTMENT OF EDUCATION STATE BOARD OF EDUCATION

December 14, 2017 10:00 A.M.

APPEARANCES

BOARD OF EDUCATION:

Mr. Johnny Key Commissioner/Non-Voting

Dr. Jay Barth Chairman

Mr. Joe Black Vice Chairman Ms. Diane Zook Board Member Mr. R. Brett Williamson Board Member Ms. Ouida Newton Board Member Dr. Fitzgerald Hill Board Member

Ms. Courtney Cochran Teacher of the Year/ Non-Voting Member

VIA TELEPHONE:

Ms. Susan Chambers Board Member Ms. Charisse Dean Board Member

ADE LEGAL COUNSEL:

Ms. Lori Freno ADE General Counsel

Ms. Courtney Salas-Ford ADE Deputy General Counsel

Ms. Jennifer Davis ADE Staff Attorney

ALSO PRESENT:

Ms. Kelicia Hollis ADE Administrative Analyst

LOCATION:

Arkansas Department of Environmental Quality - Auditorium

5301 Northshore Dr.

North Little Rock, AR 72118

INDEX

]	Page
A-1:	Pulled from Agenda		
A-2:	Waiver Request - Phyllis Brooks	•	4
A-3:	License Revocation - James Paul Dill	•	25
A-4:	Arkansas Connections Academy	•	30
A-5:	Haas Hall Academy Report	•	32
A-6:	Open-Enrollment District Waiver Requests	•	64
A-7:	Fort Smith Public School District	•	81
B-1:	ABC One-Time Cost of Living Increase	•	83
B-2:	ABC 2017-2018 Reallocation Grant Award	•	87
B-3:	Standards Approval: Personal Finance	•	96
B-4:	Proposed Rules - Home Schools	•	100
B-5:	Eligibility/Financial Incentives for NBPTS	•	102
B-6:	Transitional Support Plans	•	106
Court	Reporter's Certificate		154

EXHIBITS

A-2: LICENSURE WAIVER REQUEST - PHYLLIS BROOKS

PLSB EXHIBIT ONE (1)
PLSB File Documents

EDUCATOR'S EXHIBIT ONE (1)
Educator's File Documents

A-3: LICENSURE REVOCATION - JAMES PAUL DILL

PLSB EXHIBIT ONE (1)
PLSB File Documents

A-6: OPEN-ENROLLMENT CHARTER WAIVER REQUESTS

EXHIBIT ONE (1)
Report of Districts with Waivers

4 PROCEEDINGS 1 CHAIRMAN BARTH: Now we move into the action 2 agenda and the first item has been pulled; that case 3 has been pulled, so we will not consider it today. 4 5 CONSIDERATION OF WAIVER REQUEST FOR TEACHING LICENSE -PHYLLIS BROOKS 6 7 CHAIRMAN BARTH: We do have a -- the second case 8 is a Consideration of Waiver Request from Ms. Brooks. 9 And I'll turn it over to Ms. Taylor to walk us through our action. 10 11 MS. TAYLOR: Good morning, Members. Daryl A. Taylor, attorney for Professional Licensure Standards 12 13 Board. The purpose of this hearing is that we're here because Phyllis Brooks, an educator, was 14 15 notified of intent to deny licensure based on a 16 background check result. 17 At this point witnesses should be sworn. 18 (COURT REPORTER'S NOTE: Chairman Barth 19 indicates that Ms. Taylor needs to speak closer into 20 the microphone.) 21 MS. TAYLOR: A little closer? 22 CHAIRMAN BARTH: Yeah. 23 MS. TAYLOR: At this point I think we can swear 24 the witnesses.

And so for

CHAIRMAN BARTH: All right.

25

witnesses who are not attorneys if you would please 1 stand; so anyone who is planning on testifying, if 2 you'll raise your right hand and say -- do you swear 3 or affirm that the testimony you're about to give 4 5 shall be the truth, the whole truth and nothing but the truth? 6 7 (ALL WITNESSES ANSWERED AFFIRMATIVELY) 8 CHAIRMAN BARTH: Thank you very much. 9 And if you'll walk us through our procedures? MS. TAYLOR: Under the rules governing 10 background checks, the Educator and ADE each have 11 12 five minutes for an opening statement. Board members 13 may ask questions at any time. Each party will be given 20 minutes to present their cases, beginning 14 15 with the representative of the Department of 16 Education. The chairperson of the State Board may 17 only for good cause shown, and upon the request of 18 either party, allow either party additional time to present their cases. Each party will have five 19 20 minutes to make a closing statement. 21 And to that end I will proceed with the opening 22 with permission of the Chairperson. 23 CHAIRMAN BARTH: All right. Please proceed. 24 You have five minutes. MS. TAYLOR: Phyllis D. Brooks is a licensed 25

educator. She holds a standard teaching license which expires December 31, 2018. And if you -- you should have a packet of evidence before you, and I will pause to insure that everyone has that.

CHAIRMAN BARTH: Does everyone have access to that?

Okay. Great.

MS. TAYLOR: So a copy of the license is found at ADE Exhibit Number Five (5). We're here because Arkansas law provides that the State Board of Education shall not renew an existing license of any person with a true report in the Child Maltreatment Central Registry.

The Department of Education was notified of Ms. Brooks' true finding and in turn notified her of the disqualification. On October 5, 2017, Ms. Brooks, through her attorney, Attorney Greg Alagood, requested a hearing. That request is evidenced at ADE Exhibit Number Three (3).

In the course of the presentation of the case I will discuss the documents in front of you in further detail; however, that does conclude my opening. And with that I yield the floor to Attorney Alagood.

CHAIRMAN BARTH: All right. Great. Thank you. Mr. Alagood.

1 MR. ALAGOOD: Dr. Barth, Members of the Board, Mr. Key, let me assure you that I have absolutely no 2 3 intention of reviewing with you 105 pages of the document. 4 (COURT REPORTER'S NOTE: Mr. Alagood moves away 5 from the podium to pass out Educator's Exhibit One 6 7 (1). 8 CHAIRMAN BARTH: Mr. Alagood, can you hold onto 9 your comments until you get back to the microphone? MR. ALAGOOD: 10 I will. 11 CHAIRMAN BARTH: Thank you, sir. (WHEREUPON, Educator's Exhibit One (1) was 12 marked for identification and entered into evidence.) 13 CHAIRMAN BARTH: All right. So, Mr. Alagood, 14 15 we'll now start the clock on your opening for five 16 minutes. 17 MR. ALAGOOD: As I was saying, I have absolutely 18 no intention of laboriously reviewing with you 105 pages of documents. I just want to show you the 19 efforts to which Ms. Brooks is going in order to get 20 21 this matter resolved. This isn't the first time that 22 I've had to come before you with a situation where a 23 teacher has been licensed for over 20 years and just 24 now the Department of Human Services is advising us 25 that her name was placed on the Child Maltreatment

Registry back in 1993. I had an identical situation 1 with you, in fact, about 10 months ago. 2 This is Ms. Brooks. I'd like for -- this is 3 Phyllis Brooks, right here. I'm going to basically 4 5 present our case but she's available here should you have any questions. I'm going to walk you through 6 7 our attempts to get this resolved and our ongoing attempts to get this resolved with DHS and discuss 8 9 some of the factors under 6-17-410 that you -- the legislature indicated you should take into 10 11 consideration in whether or not you ought to grant 12 this request for a waiver. Thank you. 13 CHAIRMAN BARTH: Thank you, sir. Ms. Taylor. 14 15 MS. TAYLOR: I will tell you --16 CHAIRMAN BARTH: You now have 20 minutes. 17 MS. TAYLOR: I'm sorry? 18 CHAIRMAN BARTH: You now have 20 minutes. 19 Thank you, sir. The facts here are MS. TAYLOR: 20 very straightforward, so my presentation will be 21 brief. I'll direct you first to ADE Exhibit Number One 22 23 (1); there you'll see a notice of a true finding. 24 That document did come from the Department of Human 25 Services, specifically the Division that addresses

child maltreatment and central registry. It lists
the individual here, Phyllis Janice, which -- Phyllis
Jennings, which is the name that Ms. Brooks also
used. And so this here is the underlying basis for
the action.

Are there any questions?

Continuing on, I will direct your attention to ADE Exhibit Number Six (6) and that is the statutory authority for the action. It specifically provides that an individual with a true report on the registry shall not essentially hold a license, cannot be initially issued, and cannot be renewed.

Directing your attention to ADE Exhibit Number

Two (2), this is the notice that the Educator

received as it relates to the disqualifying offense

-- or the disqualifier; it was not an offense -- and

that is the basis for this action.

And that concludes my presentation, if there are no further questions.

CHAIRMAN BARTH: So is this the -- has Ms.

Brooks' license been renewed since this true finding?

MS. TAYLOR: It has. Well, I will tell you we

were notified -- the letter notified us on September

7, 2017. So it has not been renewed since that time.

CHAIRMAN BARTH: Okay.

Sharon Hill Court Reporting (501) 680-0888

1 MS. TAYLOR: Now the offense did occur in 1993; 2 however, we were notified in 2017.

CHAIRMAN BARTH: Thank you.

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

MS. TAYLOR: That's all I have.

CHAIRMAN BARTH: Mr. Alagood, you now have 20 minutes.

MR. ALAGOOD: Thank you, Dr. Barth. I'm not going to take 20 minutes.

So in 1993 Phyllis Brooks was a 24-year old young lady living in Jonesboro, and she was actually employed by the Department of Human Services; she was a homemaker, an in-home aid. And she was working with a family that had been placed under a protective services order and her job was to primarily provide care for a youngster who was about one-year old. Okay? And so Phyllis was taking that youngster to get a haircut and she dropped by her place of employment, the local DHS office, to pick up a check to pay for the haircut; she ran inside and she left the child in her child-seat in the car, unattended, for a brief period of time. She should not have done The check hadn't been signed yet; she had to that. find somebody to sign it. Somebody noticed that she had left that child in the car and so they said, "Oh, my goodness," you know, "that's untenable; we need to

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

investigate that." They did. DHS suspended her without pay for two weeks but kept her in its employ; she continued to work for the Department of Human Services for about two more years. The only thing they didn't do was tell her, "Oh, by the way, we're going to put your name in the child maltreatment registry on account of this finding of maltreatment."

So in the mid-90s Phyllis got her teaching license, and obviously it didn't come to anybody's attention at that point in time that she'd been placed on the maltreatment registry. She worked for -- from 1998 to 2000 at the Lee County School District; she worked from 2000 to 2017 at the Forrest City School District. This year she became employed by the Pulaski County School District so that she could be here in central Arkansas, closer to some doctors who provide care for her chronically ill daughter. However, right now she's unemployed because once it came to the attention of the Department of Education that her name is on the maltreatment registry she's not eligible to be teaching at the moment, unless and until you grant her a waiver.

Now this is not the first case where inexplicably some teacher has been initially

licensed, they've had their license renewed any number of times, and then, lo' and behold, we find out "oh, my goodness, back in 1993 your name was placed on the Child Maltreatment Registry." I don't know if any of y'all have ever had an opportunity to read the definitions of maltreatment, but it basically -- it's about 12 pages long. It includes abuse or neglect; it ranges from anything from inadequate supervision -- and that is leaving a child in a situation, even if it's momentary, where potentially the, you know, child's safety could be in jeopardy -- to unmentionable acts of abuse. Okay?

I'm not trying to condone what Phyllis did lo'
these 24 years ago; I'm telling you that if you were
to read the definition of maltreatment that this is
one of the most innocuous levels of maltreatment that
there is. As a matter of fact, under the Department
of Human Services' own regulations there are certain
types of maltreatment by which your name is supposed
to automatically be removed from the maltreatment
registry after one year, and that includes this.
There are other levels of maltreatment where you have
to apply to have your name removed from the
maltreatment registry. And then there are other
levels of abuse under which your name can never be

removed from the maltreatment registry.

So once it came to our attention that we'd been on the registry since 1993 we did three things: we asked this board to grant her a waiver from what would otherwise be a disqualifying offense for her continuing to hold her teaching license; we submitted an application to the DHS Name Removal Committee, which meets once a month and considers whether or not somebody's name ought to be taken off the registry; and we also appealed to the Department of Human Services Office of Appeals and Hearings this true finding on the basis that "I was never informed of it in any event."

So, you know, page 1 is the notification in September that lo' and behold she's on the maltreatment registry. On page 2 you'll see my letter to the Department requesting that they give us the opportunity to appear and ask for a waiver in connection to this. And then on pages 54 and 56 you will see a considerable -- well, actually beginning on page 9 you will see the volume of information that we had presented to the DHS Name Removal Committee where Ms. Brooks furnished a narrative explanation of the event, furnished character references. And they got back with us and said, "Well, you haven't

furnished us with the necessary information of 1 rehabilitation. What sort of counseling have you 2 undergone to make sure something like this will never 3 happen again?" To which my initial response was, 4 "With all due respect, how do you get counseling for 5 something that you didn't know you had done?" 6 7 said, "Well, you know, in cases of teachers we would accept proof of the professional development that 8 9 she's undertaken, any number of -- any amount of which is likely to include issues relating to DHS." 10 So we furnished them with all of the proof of 11 Phyllis' professional development training for any 12 13 number of years, and we were really hopeful that the Name Removal Committee would just go ahead and 14 15 resolve this issue and obviate the necessity of 16 appearing before you today. If you'll look on page 54 -- I apologize for the rather illegible nature of 17 18 that, but what it says is, at the bottom, "We're denying this because Phyllis Jennings Brooks' removal 19 20 packet indicates that she did not receive notice of 21 the 1993 maltreatment finding until September 16, 2017. Given that, Phyllis Jennings should request 22 23 relief from the Office of Appeals and Hearings." You 24 know, unlike the well-oiled machine I consider this 25 State Board to be I think of DHS as a lumbering

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

behemoth of state government; they do what they want to, how they want to, when they want to. I was flabbergasted when they wrote, you know, "Oh, no, you don't need to be coming to us; you need to be going to the Office of" -- well, I'm simultaneously going to the Office of Appeals and Hearings. You can see in there where I requested a hearing; it's scheduled for January 2nd.

I've had numerous cases like this before and if this board were to grant a waiver I would be willing to bet a substantial wager that DHS will take the position that they will not defend this true finding after all. In other words, they'll say, "We're not going to make you go forward with having an appeal hearing over this finding that happened in 1993; we're going to submit what we call a Do Not Defend," which means that the Administrative Law Judge will then simply enter an order that says that her name is not to appear in the maltreatment registry in connection with this incident. I can't guarantee you that that's what DHS will do; I'm just telling you that I've had them do that in numerous situations of similar circumstances.

I would be remiss if I didn't briefly point out to you the factors that the legislature has indicated

	10
1	that you should take into consideration when
2	considering this request:
3	- the age at which the incident occurred she was
4	24 years old in 1993;
5	- the circumstances surrounding the incident I've
6	explained that to you. If you're not satisfied with
7	my explanation, I've furnished you with a complete
8	copy of the DHS investigative file;
9	- the length of time since the incident she's a
10	career teacher of 20-plus years at this point. And
11	subsequent work history, I told you about that;
12	- character references we've furnished some that
13	are included in the materials that I had provided to
14	the Name Removal Committee;
15	- and then the single biggest issue that you need to
16	take into consideration as to whether or not you're
17	going to grant a waiver is any evidence demonstrating
18	that this applicant would pose a threat to the health
19	or safety of school children or school personnel.
20	She's been teaching for 20-plus years. I
21	respectfully submit to you that this nice young lady
22	poses absolutely no threat to the health or safety of
23	school children or school personnel.
24	If you would be so kind as to vote to grant her
25	a waiver of this disqualifying offense she can resume

	17
1	employment, which would be a welcome Christmas
2	present for her. You know, she's unemployed as we
3	present ourselves to you today due to the fact that
4	this popped up.
5	I would be happy to entertain questions. Ms.
6	Brooks is here, if you have any questions for her.
7	CHAIRMAN BARTH: Are there questions?
8	And so, Ms. Taylor, we do Q-and-A during this
9	section before y'all's closing arguments; correct?
10	MS. TAYLOR: Yes.
11	CHAIRMAN BARTH: Okay. Thank you.
12	I'll just start over here. Ms. Newton, any
13	questions or Ms. Cochran. Ms. Cochran, anything?
14	Ms. COCHRAN: No.
15	CHAIRMAN BARTH: Ms. Newton?
16	MS. NEWTON: Yes. Have there been any other
17	offenses at all since that time?
18	MR. ALAGOOD: I'm sorry?
19	MS. NEWTON: Any other incidents
20	CHAIRMAN BARTH: Please speak into your
21	microphone. I'm sorry.
22	MS. NEWTON: I'm not used to these yet. Sorry.
23	Any other incidents since that time at all?
24	MR. ALAGOOD: No, ma'am.
25	MS. NEWTON: Thank you.

	18
1	DR. HILL: That was my question.
2	MR. BLACK: No.
3	CHAIRMAN BARTH: Ms. Zook?
4	MS. ZOOK: I have a couple of questions for Ms.
5	Brooks.
6	CHAIRMAN BARTH: Okay.
7	MR. ALAGOOD: Step up here, Phyllis.
8	MS. ZOOK: Did I understand your attorney to say
9	you have children?
10	MS. BROOKS: Yes, ma'am.
11	MS. ZOOK: And has DHS ever requested that you
12	always have to have someone besides you with the
13	child when you're with the child?
14	MS. BROOKS: No, ma'am.
15	MS. ZOOK: Okay. So DHS has put you on the true
16	finding for neglect but has never enforced it by
17	saying you can't be alone with your own child, which
18	is typical of DHS if they think that the maltreatment
19	rises to the level of concern. So you can be alone
20	with your child at any time, in the car, in the
21	house, anywhere you want to?
22	MS. BROOKS: My children, they're adults; now
23	they're adults.
24	MS. ZOOK: Thank you.
25	Ms. BROOKs: Uh-huh.

1	CHAIRMAN BARTH: Any additional questions?
2	Okay. So now closing argument from Ms. Taylor.
3	MS. TAYLOR: Prior to closing I would request
4	the opportunity to provide some level of rebuttal to
5	an issue that was addressed, specifically how an
6	educator can continue to renew a license when there
7	is a name on the registry if I may do so?
8	CHAIRMAN BARTH: Please.
9	MS. TAYLOR: And for that I will call Ms. Cheryl
10	Reinhart to explain that process.
11	MS. REINHART: Thank you. Cheryl Reinhart,
12	Department of Education. And I'm not an attorney on
13	behalf of the party, so if you want to swear me in
14	you can
15	CHAIRMAN BARTH: Sure.
16	MS. REINHART: since I'm testifying.
17	CHAIRMAN BARTH: So if you would raise your
18	right hand? Do you swear or affirm that the
19	testimony you're about to give shall be the truth,
20	the whole truth and nothing but the truth?
21	MS. REINHART: Yes.
22	CHAIRMAN BARTH: Thank you.
23	MS. REINHART: The way that that can happen is,
24	first of all, the child maltreatment background check
25	was not required until about 2009; so her license

1	would've renewed before then. And at that time when
2	it was first introduced as a background check it was
3	only for those who were renewing their license for
4	the first time; so she would've been long past that,
5	so she still wouldn't have been required to have that
6	check. And then when she renewed now we renew
7	licenses every five years, and so at her renewal in
8	2013 is when that changed. So this is her first
9	opportunity to renew her license and be required to
10	have that child maltreatment background check. So
11	that's why we haven't received it before now and had
12	renewed her license.
13	CHAIRMAN BARTH: Okay. Any questions for Ms.
14	Reinhart?
15	Mr. Alagood, do you have any response to that?
16	MS. REINHART: Just informational.
17	CHAIRMAN BARTH: Okay.
18	MR. ALAGOOD: No. Thank you.
19	CHAIRMAN BARTH: Thank you.
20	All right. So now we get into closing
21	arguments, and, Ms. Taylor, five minutes.
22	MS. TAYLOR: In closing, we do acknowledge the
23	age of the incident, 1993. We also acknowledge the
24	evidence of rehabilitation or efforts at
25	rehabilitation. We applaud that she has been

1	consistently employed as a teacher and also the
2	efforts specifically on the attorney's part to
3	address this matter. For that reason our
4	recommendation is that we're not opposed to a waiver
5	with a condition that the license be on probation
6	until the name is cleared, because the fact remains
7	despite all of the efforts there is still a name that
8	is on the registry.
9	That is all I have, if there are no questions.
10	CHAIRMAN BARTH: Okay. Can I ask a quick
11	question?
12	MS. TAYLOR: Yes, sir.
13	CHAIRMAN BARTH: So it sounds like January, the
14	plan is to go to their to DHS in January. Could
15	this board delay its decision in this matter until
16	after that point or does it have to make a decision
17	today? Just trying to lay out all of our options.
18	MS. TAYLOR: I think that would be at the
19	Board's discretion.
20	CHAIRMAN BARTH: Okay. I just didn't know if we
21	were up against any clocks at all. Okay.
22	MS. NEWTON: Well, the teacher is unemployed,
23	you know.
24	CHAIRMAN BARTH: Oh, yeah, I know. I totally
25	get it. I was just trying to get our lay of the land

here.

1

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

Mr. Alagood.

MR. ALAGOOD: I appreciate Ms. Taylor's acknowledgment of the factors for the Board to take into consideration here. I take strong exception to her suggestion that there needs to be a condition placed on the waiver, and that is that she be on probation for any period of time.

About three years ago, you may recall, Dr. Barth, you were on the Board and Sam Ledbetter was the chairperson, and I was before the Board with a young man who had been a teacher and a bus driver in England who had left a child on a bus. Okay? Now he got caught; he had taken a plea deal, without benefit of counsel, where he pled guilty to negligent endangerment with the agreement it was going to be expunged, not knowing that there is a law that says that if you plead guilty or no contest, even if it's subsequently expunged, to a criminal offense the elements of which are the same as the alleged maltreatment, then your name is never going to be taken off of the Child Maltreatment Registry. And so that's why we had to come to you, asking that you give him a waiver. You did; you placed no conditions on that.

I was in front of you last February with somebody, who will not be named, and it was an identical situation where his name had been on the registry since 1993, only in that case the allegation was one of abuse, not neglect. You granted him a waiver with no condition. Now I will tell you that you asked -- I specifically remember, Ms. Zook, you asked if we were pursuing that with DHS; I told you yes, we had a hearing scheduled in March. And DHS took the position that "we're not going to defend that true finding." We didn't have to have that hearing; his name is not on the maltreatment registry.

I can't guarantee to you that I'm going to prevail on January 2nd. If I do not, then we will be in a position of having to wait a year then to go back to that Name Removal Committee and ask them "please take her name off the registry."

I respectfully submit to you that you ought not place any kind of strings being attached to the waiver for Ms. Brooks. I promise you I'm going to do everything in my power to get her name removed from the registry. But your concern is do you think that she's a threat to students or staff -- and if not, then she's entitled to a waiver. Thank you.

	24
1	CHAIRMAN BARTH: All right. Thank you.
2	Does the Board understand your options? Any
3	discussion? Any motion?
4	MS. ZOOK: I move that we grant a waiver to this
5	teacher, without exception.
6	DR. HILL: I second.
7	CHAIRMAN BARTH: Okay. So a motion by Ms. Zook,
8	second by Dr. Hill.
9	Any further conversation?
10	All those in favor say "aye."
11	(UNANIMOUS CHORUS OF AYES)
12	CHAIRMAN BARTH: Opposed?
13	All right. Congratulations.
14	MR. ALAGOOD: Thank you.
15	And if anybody doesn't want to keep that packet
16	I will be happy to take it back and make sure that it
17	gets shredded and recycled. Thank you.
18	CHAIRMAN BARTH: We're going to take about a
19	two-minute break just for a little transfer here.
20	So we'll just come back at 11:15. Why don't we
21	just go ahead and take a break until 11:15.
22	(BREAK: 11:11 - 11:20 A.M.)
23	CHAIRMAN BARTH: So I'll call us back to order.
24	I think we have we think we have our technical
25	difficulties a bit better.

	23
1	A-3: CONSIDERATION OF REVOCATION OF TEACHING LICENSE - JAMES
2	PAUL DILL
3	CHAIRMAN BARTH: We have a second waiver request
4	and no, this is a Consideration of Revocation of
5	Teaching License for James Paul Dill.
6	MS. TAYLOR: If I may proceed, sir?
7	CHAIRMAN BARTH: You may proceed.
8	MS. TAYLOR: Once again Daryl Taylor, attorney
9	for PLSB. Here for your consideration is the
10	revocation of the teaching license of James Paul
11	Dill. Mr. Dill did not request a hearing, so I will
12	briefly go through the evidence that was provided to
13	assist you in making a decision. So once again I
14	want to insure everyone has it before them?
15	CHAIRMAN BARTH: Yes.
16	MS. TAYLOR: So Mr. Dill holds a standard
17	teaching license that is set to expire December 31,
18	2017. You'll see that license there for you at ADE
19	Exhibit Number Six (6). Despite the fact that he has
20	a license, Arkansas law provides that the State Board
21	of Education shall revoke the license of any person
22	who has pled guilty to or been found guilty of one of
23	the enumerated offenses in Arkansas Code 6-17-410, 6-
24	17-411. Attempted Computer Child Pornography is
25	addressed in subsections 26 and 27, and you can take

	26
1	a look at those subsections at ADE Exhibit Number
2	Seven (7).
3	So Mr. Dill was charged initially with Computer
4	Child Pornography, which is a Class B felony, in
5	violation of Arkansas Code 5-27-603. And evidence of
6	the charging decision is found at ADE Exhibit Number
7	Two (2).
8	Are there any questions about the criminal
9	information?
10	CHAIRMAN BARTH: Any questions?
11	All right.
12	MS. TAYLOR: Ultimately he pled guilty to the
13	offense of Attempted Computer Child Pornography,
14	which is also in violation of Arkansas Code 5-27-603.
15	A plea statement that reflects that entry is provided
16	for you at ADE Exhibit Number Three (3).
17	So I'll just briefly go through this, if
18	everyone has it before them.
19	You'll see the individual's name is James Paul
20	Dill. Down at the bottom section it indicates that
21	he agrees to plead guilty to Attempted Child
22	Pornography, which is a Class C felony. However, it
23	is in violation of Arkansas Code 5-27-603, which is
24	the articulated statute and the statute that applies
25	to revocation.

	2,
1	Are there any questions there?
2	Mr. Dill was notified of the disqualification in
3	the document that is dated September 11, 2017; that
4	is provided for you at ADE Exhibit Number One (1).
5	And if you take a look at ADE Exhibit Number
6	Four (4) that is a copy of a voluntary surrender
7	document that we at times give individuals in this
8	case or this type of case the opportunity to sign.
9	However, if you'll see at ADE Exhibit Number Five (5)
10	he did decline to sign that document; however, he did
11	not request a hearing.
12	For that reason, the evidence that has been
13	provided the Department of Education recommends that
14	the license be revoked.
15	CHAIRMAN BARTH: And Mr. Dill is not here, or no
16	one else on his behalf?
17	MS. TAYLOR: No, sir. And I had no indication
18	that he would be here when I spoke with him about it.
19	CHAIRMAN BARTH: Okay. All right. Everybody
20	clear?
21	All right. Dr. Hill, do you have a question?
22	DR. HILL: No. No, I don't have a question.
23	CHAIRMAN BARTH: Okay. Do you have a motion?
24	DR. HILL: I move that we revoke the license as
25	recommended by the Department.

	28
1	CHAIRMAN BARTH: Great.
2	MR. WILLIAMSON: Second.
3	CHAIRMAN BARTH: All right. Motion by Dr. Hill,
4	second by Mr. Williamson.
5	All those in favor say "aye."
6	(UNANIMOUS CHORUS OF AYES)
7	CHAIRMAN BARTH: Opposed, same sign.
8	All right. And thank you, Ms. Taylor, for your
9	good work today.
10	MS. ZOOK: I'd like to compliment Ms. Taylor
11	because she always has things very well organized and
12	makes reference to them, so it helps us not only to
13	read what she's saying but to listen to what she
14	presents. So thank you for that, Ms. Taylor.
15	MS. TAYLOR: Thank you.
16	CHAIRMAN BARTH: Ms. Taylor, do you need any of
17	this back?
18	MS. TAYLOR: I can retrieve it, if you'd like.
19	CHAIRMAN BARTH: Okay.
20	CHAIRMAN BARTH: All right. And Ms. Chambers
21	has joined us. Susan, are you there?
22	(MOMENT OF SILENCE)
23	CHAIRMAN BARTH: She may be on the
24	And we also think Ms. Dean is going to be
25	joining us as well.

	29
1	Are either of y'all there? Please do
2	MS. DEAN: Yes, it's difficult to hear.
3	CHAIRMAN BARTH: Okay.
4	MS. DEAN: I'm having a hard time.
5	CHAIRMAN BARTH: Okay. And please let us know
6	if you want to speak up on any item and we'll get you
7	on. And I'll just invite everybody to please speak
8	up as much as you can so that folks on the phone can
9	hear us.
10	I don't think Ms. Chambers is on yet, but Ms.
11	Dean is. And so hopefully
12	(UNINTELLIGIBLE COMMENT FROM SPEAKERPHONE)
13	CHAIRMAN BARTH: Is that Ms. Chambers?
14	MS. HOLLIS: Ms. Chambers, can you hear us?
15	MS. CHAMBERS: Can you hear me now?
16	MS. HOLLIS: Yes.
17	CHAIRMAN BARTH: Yeah. Great. Okay.
18	MS. CHAMBERS: I am here, Dr. Barth.
19	CHAIRMAN BARTH: All right. Great. And please
20	speak up if you want to be heard on an item. And we
21	appreciate both of y'all going ahead and
22	participating today.
23	MS. CHAMBERS: Dr. Barth, can you hear me?
24	CHAIRMAN BARTH: Yes, we can hear you. Can you
25	hear me?

	30
1	(BRIEF MOMENT OF SILENCE)
2	CHAIRMAN BARTH: Not very well.
3	MS. CHAMBERS: Dr. Barth, can you hear me now?
4	CHAIRMAN BARTH: I can. We can hear you.
5	Ms. Hollis, will you tell her that we can hear
6	her?
7	All right. All right.
8	COMMISSIONER KEY: So, Dr. Barth, I'm going to
9	make a note that so the record reflects that they
10	began participation with Item Number A-4.
11	CHAIRMAN BARTH: All right. Perfect.
12	Okay. So, Ms. Boyd, we are actually going to go
13	back to Consent Item 18 and because you have some
14	answers.
15	(OFF THE RECORD FOR CONSENT ITEM)
16	(BACK ON THE RECORD)
17	A-4(a): CONSIDERATION OF THE CHARTER AUTHORIZING PANEL DECISION
18	ON THE OPEN-ENROLLMENT PUBLIC CHARTER SCHOOL: ARKANSAS
19	CONNECTIONS ACADEMY FINANCIAL REVIEW
20	CHAIRMAN BARTH: We are now back on the agenda
21	for decisions by the Charter Authorizing Panel and
22	the first up is the decision on Arkansas Connections
23	Academy, their financial review. And we have I
24	believe Darla Gardner, the superintendent, on the
25	line.

	31
1	Ms. Gardner, are you there?
2	SUPT. GARDNER: Yes, I am.
3	CHAIRMAN BARTH: Great. Okay. So I'll turn it
4	over to Ms. Boyd for her presentation.
5	MS. BOYD: Thank you, Dr. Barth.
6	On November 15th the Panel voted unanimously to
7	take no action on Arkansas Connections Academy's
8	charter after conducting a financial review. The
9	Panel did request an updated status from ADE staff to
10	be presented at the Panel's February meeting. No
11	request for the State Board to review the decision
12	made by the Panel was submitted; however, you may
13	exercise your right to conduct a review should you so
14	choose.
15	So today your decision is to review or not
16	review the decision that was made by the Panel.
17	CHAIRMAN BARTH: Okay. So no action by the
18	Charter Authorizing Panel; the question is whether we
19	wish to review that. Are there any
20	MS. ZOOK: I move not to review.
21	MR. WILLIAMSON: Second.
22	CHAIRMAN BARTH: Okay. Motion by Ms. Zook not
23	to review, second by Mr. Williamson.
24	Any additional conversation?
25	Then all those in favor say "aye."

	32
1	(UNANIMOUS CHORUS OF AYES)
2	CHAIRMAN BARTH: Opposed, same sign?
3	And so, Ms. Boyd, we will hear after the
4	February meeting we will get another
5	MS. BOYD: That's correct. So ADE staff will
6	put a report on the Charter Authorizing Panel's
7	agenda in February, and then it will be placed on
8	your Consent Agenda in March.
9	CHAIRMAN BARTH: Okay. Great. And obviously we
10	can pull it off if there are additional questions at
11	that point.
12	All right. Thank you, Ms. Gardner, for joining
13	us and good luck with your continued improvement.
14	A-5: REQUESTED REPORTING FROM HAAS HALL ACADEMY
15	CHAIRMAN BARTH: Okay. We are now to a report
16	from Haas Hall Academy.
17	MS. BOYD: Thank you, Dr. Barth. This is a
18	report that you all requested from Haas Hall Academy
19	when they were approved for an expansion to add some
20	additional campuses. To present their report to you
21	from Haas Hall, Heather Holaway is here.
22	CHAIRMAN BARTH: All right. We're glad to have
23	you here. You can come on up, and please state your
24	name for the record.
25	Oh, is there somebody on the phone from Haas

	33
1	Hall?
2	MS. HOLAWAY: No. It's just me.
3	CHAIRMAN BARTH: All right.
4	MS. HOLAWAY: Heather Holaway.
5	CHAIRMAN BARTH: Great. Good to see you again.
6	MS. HOLAWAY: Good to see you too. Thank you,
7	guys, for having us today.
8	So I'd like to go over the report that's been
9	submitted. Do you guys have a copy of that?
10	CHAIRMAN BARTH: We do.
11	MS. HOLAWAY: Can we potentially get that on the
12	screen, maybe? If not, that's okay.
13	CHAIRMAN BARTH: Yeah, we're working on it.
14	MS. HOLAWAY: Thank you. I'm Heather Holaway;
15	I'm from Haas Hall Academy, and I presented this
16	report to you guys last year. It was brought upon
17	(COURT REPORTER'S NOTE: Ms. Holaway stepped
18	away from the mic to speak briefly with Ms. Boyd.)
19	CHAIRMAN BARTH: So for board members, this is
20	in your in pdf form. I think the problem is it's
21	not in PowerPoint for easy display.
22	So should we do you think it's going to be
23	possible to get this up or should we because
24	Okay. All right.
25	MS. HOLAWAY: Just some background on the

report, it's something that was brought up as a 1 question when we decided that we wanted to open a 2 Springdale campus. We went ahead and responded to 3 the questions -- we went ahead and responded to the 4 questions that sprung from that approval process. 5 you guys may know -- I hope that you do -- we now 6 7 have four campuses and they are going really well. 8 This is our first year with four campuses. We have 9 expanded so much within this year, and we've been 10 really excited about the process, but it's actually been a wonderful outcome. We've really enjoy being 11 in Springdale and in Rogers. And while our process 12 13 of expansion has been a long one, we've really enjoyed being able to get to know those communities a 14 15 little bit better. They are two communities that 16 right now are the fastest growing communities in our Fayetteville and Bentonville are phenomenal 17 area. 18 and we've been there for now two years -- three years. But Springdale and Rogers are just so fast-19 20 booming and we're seeing such population growth, not 21 only in the downtown districts where our campuses are 22 but throughout those communities. They're the most 23 diverse areas of our community. Throughout northwest 24 Arkansas, Springdale and Rogers have historically 25 been that, but are definitely continuing to grow in

their diversity, not just within socioeconomic and racial and ethnic backgrounds but just with the type of people who are coming into the area, especially when you consider Tyson and Wal-Mart and all of the corporations that we have in the area. We really have a diverse community of people from all over the U.S. and really internationally that are coming in and spending their time in those communities. So it's really neat to kind of see that scholar population grow.

The report that I provided to you guys, if you'll look through it, it's very similar to last year's report. The thing that we went ahead and focused on this year is remaining committed to attracting a diverse and excellent scholar body. As you guys understand, we are a college prep campus and so all of our scholars are there because they want to go to college; they are there with that purpose. And we've really seen a lot of growth within the students, not only our Fayetteville and Bentonville campuses that were already established but with the kids coming into those new campuses who have come from other area schools; and they're coming in with that intention of being there for the purpose of graduating and going to a good college, and it's neat

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

to see the ability within those kids. It really -it speaks to the kind of education throughout our
area, that all of the schools in our area are
providing.

When we presented this report last year we were actively recruiting applicants. We were not -- we were in the middle of our lottery cycle. We opened the two new campuses, and our scholar total across all of those right now is about 975 total. Within that we went ahead and admitted everyone to Springdale and Rogers within that lottery cycle, so there was no lottery that was held; it was just everyone who applied was able to get in. That was a neat process; that was a different process than in years past. Communicating that has been something that we've been able to do on a number of levels. We've done a lot of marketing, not only to get kids interested in the school and to recruit them but also to communicate that they were accepted, to walk them through the process of actually enrolling, and then to get them there into the schools.

I'm not going to go page-per-page through the report, but I will tell you one of the biggest things that we identified early on was that transportation is key, especially if you consider -- and if you guys

will look at this map -- and sorry you guys don't have this but --

CHAIRMAN BARTH: Yes, we have it.

1

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

MS. HOLAWAY: You guys have it. This map right here shows that all of our scholars from our campuses really are spread out. We have such a wide array of scholars and they're coming from all sorts of areas. We identified that we needed to be able to provide transportation for those and so we now have -- Ozark Regional Transit is our regional transportation system, our bus system. We're busing kids to all of our campuses. We have a shuttle bus that goes to all of our campuses, as well. And then we also have a very active carpool forum, which is something that we kind of didn't know if it would work, but we threw it out there and saw the parents were interested and it's worked beautifully. We have kids that will -older upperclassmen that will drive kids to school in the morning or will have, you know, parents that rideshare, and that's been a really great way. have -- so far at this point with all of those scholars we've not had one situation where we could not find a transportation solution for a scholar to be able to get to Haas Hall, to whichever campus that they were admitted to. And that's something that we

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

really committed ourselves to strongly because we don't ever want that to be something that prevents a kid from being able to come to our school.

The same with language barriers -- that's one of those things that when we first started on this last year we recognized that the Marshallese population in Springdale was so big, but there's really no readily available tools to translate into Marshallese as far as like language plug-ins for our website and all of So we started hiring transport -- or, excuse me -- translators for the Marshallese community, but we also started developing tools to start working with that on our email campaigns, on our direct mail, on our newspaper advertisements, on our website. now we've got an option to communicate with that community directly and we also have one liaison that works with us pretty frequently; he'll come to our campuses and do tours, he'll do parent questions, and that's something that's really valuable to me because I've never thought of the kind of questions that they ask, and it was really neat to kind of see what they wanted to know from us. It's been a really neat process.

On the demographics, you can see that we are really close within the demographics of our region.

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

This is -- to be honest, I went and pulled the data, it's the same census data; so I just grabbed that same demographics from our region from our last year's report, so -- but this is our Haas Hall demographics from this year at all four campuses.

Our recruiting practice is something that I'm really proud of. That's something that kind of -- we had to take a hard look at what we were doing that really worked well and then we had to customize it according to language, according to accessibility. We found that some users really do better with Facebook ads than they do newspaper ads; we found that some people really like direct mail. And so being able to get that response from what was working the best has been really, really enlightening. really enjoy the -- our ability to reach out to the community one-on-one though, and that's been something that we instituted -- I want to say it was right before we did this report last year, we started doing community outreach efforts, going to those communities. We'd have parents and scholars, we'd have faculty, and we'd even have just ambassadors, kind of almost brand ambassadors, who would go out -they'd go to community organizations, to church events, to housing, anything that we could to reach

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

the public where they were instead of expecting them to come to us. We did really targeted one-on-one, going to every single neighborhood in Springdale, every single neighborhood in Rogers -- and I know that's probably actually an exaggeration; it's not, everyone -- but going to such a wide array of neighborhoods in those areas that we don't know who those people are, we don't know who lives there; we don't know what they're interested in or if they have kids who are interested in college. But being able to go and provide multilingual paper advertisements that are showing up either in their mailbox or in their community message boards or in their laundrymats or in the grocery stores, just anywhere we could get it in front of the people where they're actually spending their time so we could start getting that interest there, it was really important. And it has actually worked really, really well this year.

When it comes to achievement gap, I know that's kind of a big buzzword right now and that's what I've kind of focused on this year is trying to figure out where do we have an achievement gap anywhere in our campuses, and we just don't. We have 100 percent of our kids that graduate that get accepted to college. But I think that's also because they're really

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

focused on it when they get there and they really are driven and they really do have that drive reinforced by their peers the whole time. It doesn't matter where they come from; it doesn't matter how they start; it doesn't matter how much work it takes them to get to that point. We're doing it and we're making sure that they get there and we're really proud of them for getting there.

As far as scholar support goes, that's something that I'm not super-familiar with but I'm really excited about. My daughter actually this year was diagnosed with dyslexia, and we had not realized it to this point. And being able to see the process of the intervention that they've done with her, the amount of linguistics training that she's gotten, and also just the results -- she went from being a really solid C student to now she's all As and Bs in AP It's just -- it's outstanding. And I've classes. been really amazed at the kind of effort and work and time that these teachers put in. She spends an extra hour a day on campus, which kind of stinks for her, especially her junior year. But it's really nice for her too because she's able to get that extra time, she's able to go to tutoring, she's able to go to her linguistics classes and get that amount of extra work

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

that it's going to take for her to get to college and be successful too.

Another thing that I'm really excited about -relationships with other educators in our area. have really done less work than I expected to on of getting to know the other educators in our area we all have in common. One of the things that we Choice Festival, and that's actually become my project; very much of my time is spent working on But what we've done is reached out to all of the schools in our area, public, independent, homeschool groups, even tutoring places, and places you know, educational opportunities, and we've invited them all to come and spend a day with us in Springdale. We do free ice-skating, free swimming, entertainment, food, all sorts of stuff so that the kids are really interested in the event. But the parents get to wander around and visit with these educators.

festival was that this is exciting for everyone, because we were all on that same page. And where we see so much division in education, there was a whole lot of partnership that just happened just for the fact that we're all there, we're all staying there together, we're all there for the same goal. And last year we were sponsored by the National School Choice Week Foundation. This year we're actually featured as their spotlight event for Arkansas, and we're expecting about 2,000 people this year for our event. I'm really excited about it.

I've also been really inspired -- again to brag on Dr. Schoppmeyer -- at how much work he's put into developing relationships with the other superintendents in the area, from, you know, monthly like lunch, breakfast meetings with Dr. Wendt at Fayetteville, to reaching out to other school districts to say, "Hey, what can we do for you guys to get you guys college ready? What can we offer for your students? Because we'd love to be able to offer what we do best for you guys so that you don't have to spend your resources focusing on it." It's been neat for me to see that, because I don't feel like we've done that well in Northwest Arkansas, to be honest with you guys; I don't feel that we've done

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

that well in education to this point. And for all of these educators to say, "You know what, it's fine, there's no ego here, we're going to put that aside and we're going to work together." Because all of us having the same goal has been really neat and we really are seeing that happen in northwest Arkansas right now. It's really exciting. It's one of the things that like every time I start thinking about it I get a little -- sorry.

I intend to really continue these efforts, but I also appreciate that you guys asked us to do this report because it really shined a spotlight on what we were doing well and what we weren't so that we could actually start doing this better. We intend to continue doing that. We intend to continue working to recruit the best students for what they want to We want them to come to our school if they want do. to be there. We want to make it a possibility if they want to graduate from Haas Hall, if they want to go to college. We need them to have that opportunity. I feel like it's really important for all of us to work together on that, and I really feel like we've done a good job; so I'm patting myself on the back just a little bit. But I really do feel strongly about this report and all of the results

	45
1	from it have been great.
2	CHAIRMAN BARTH: Great.
3	MS. HOLAWAY: Thank you guys for letting me
4	present it again.
5	CHAIRMAN BARTH: Yeah. Thank you very much.
6	MS. HOLAWAY: Uh-huh.
7	CHAIRMAN BARTH: And I want to say in particular
8	I think the School Choice Festival, you know, is a
9	great idea.
10	MS. HOLAWAY: Thanks.
11	CHAIRMAN BARTH: I think it does, you know,
12	present a potential model for other places in the
13	state where there are a great variety of school
14	options. I think it certainly exemplifies the
15	regional approach that is the hallmark of northwest
16	Arkansas. So I really do
17	MS. HOLAWAY: Thank you.
18	CHAIRMAN BARTH: praise that.
19	MS. HOLAWAY: Thank you so much.
20	CHAIRMAN BARTH: A couple of questions on you
21	obviously provided the demographic information, the
22	race/ethnicity information, and obviously there are
23	some places where y'all are doing have made great
24	strides.
25	MS. HOLAWAY: Thank you.

	10
1	CHAIRMAN BARTH: There are some other places
2	where challenges remain.
3	MS. HOLAWAY: Yes.
4	CHAIRMAN BARTH: One question: I know y'all
5	historically have had challenges with free-and-
6	reduced-lunch student population. Do you have an
7	update on that?
8	MS. HOLAWAY: Sorry, I didn't even touch on
9	that. That's so this year has been our first year
10	that we've had a cafeteria program at our campuses.
11	CHAIRMAN BARTH: Well, that was my other
12	question
13	MS. HOLAWAY: Yeah.
14	CHAIRMAN BARTH: was about what y'all have
15	done in terms of providing food?
16	MS. HOLAWAY: It's been really neat. I'll be
17	honest, I was a little scared when we started it; I
18	was really nervous about it. It's such a big project
19	to take on and the people that they hired to do this
20	project are so focused on quality, on using local
21	products, on doing all of these things. I was
22	nervous that it was going to be so pricey that it
23	wasn't something that could be sustainable. It has
24	not only been sustainable, it has actually provided
25	an opportunity for us to start helping our families

who are food insecure. We have identified a way to start packaging some of those and making those available to families who are in need.

1

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

Free-and-reduced-lunch, our numbers are a little skewed because, of course, at Fayetteville and at Bentonville we have historically done catered lunches and the kids buy lunches. Springdale now has a cafeteria and Rogers does as well. And we do have --I can't -- I'm sorry, I don't know the numbers on exactly how many we have on free-and-reduced-lunch, but we do have kids on free-and-reduced-lunch at those campuses. I think we're seeing a change though, and I think that Rogers was the big catalyst for that because once we introduced that cafeteria program we started seeing Bentonville modeling the way that they were doing their lunches after that. So now they've gone to a catered lunch program that's different than they've ever done in years past. I think the plan for the future -- and that's something that we've talked about guite often, but logistically we're still trying to figure out how to make it work. We'd really like for all of those campuses to be supplied by those cafeterias that we have on-site, either at Rogers or at Springdale. But it's kind of a change in culture. I know my kids

have been going to this school since -- it's been 1 awhile, seven years now. I pack lunch every day and 2 I've always done it because I don't want to spend 3 money on lunch. And I think it's a cultural change 4 5 for us parents who are already established at the Fayetteville and Bentonville campuses to start doing 6 7 something different. I think that we will see that 8 change, and I think we have really at Bentonville, 9 especially since they've gone to a more structured program. You know, they have a lunch menu that is 10 11 not -- you know, you're not ordering out from 12 restaurants; you're getting it catered in from a 13 company and they're getting a plate of nice, hot lunch every day. And I think that we've seen a 14 15 little bit of a change there, but it's going to take 16 some time I think for those two campuses to catch up to where Rogers and Springdale are. I feel really 17 18 inspired by the way that Springdale and Rogers have approached it. They've done a really good job of 19 20 recognizing, maybe if they're not on free-and-21 reduced-lunch, who are the kids that aren't eating, who are the kids that are skipping lunch, or that are 22 23 eating chips and drinking sodas and not doing -- you 24 know, not doing what they could be doing for 25 themselves, and reaching out to those kids in ways

	49
1	that provides them with a healthy lunch instead.
2	CHAIRMAN BARTH: You know, and so you don't have
3	the data on
4	MS. HOLAWAY: I don't. I can get it; I'm happy
5	to. I just don't have it on me. I'm sorry.
6	CHAIRMAN BARTH: And, you know, and I do think
7	it you know, the challenges that y'all have found,
8	I mean obviously, you know, schools around the state,
9	both charters and traditional public schools that do
10	have students with free-and-reduced-lunch I mean
11	it really is often, you know, the only assured meal
12	that those students get.
13	MS. HOLAWAY: Yeah.
14	CHAIRMAN BARTH: And it is a crucial, important
15	service that public schools provide those children to
16	help them be healthy learners.
17	MS. HOLAWAY: Yeah.
18	CHAIRMAN BARTH: And so, you know, I'm glad that
19	y'all have started it. But I do think that for Haas
20	Hall to really become truly reflective of the region,
21	not just in terms of race and ethnicity but in terms
22	of poverty levels as well, then I think there does
23	need to be some change in attitude around how
24	services like that are provided.
25	MS. HOLAWAY: Yeah.

CHAIRMAN BARTH: And I think it's been a 1 frustration --2 3 MS. HOLAWAY: I agree completely. CHAIRMAN BARTH: -- for certain members of this 4 board --5 MS. HOLAWAY: Yeah. 6 7 CHAIRMAN BARTH: -- since the initiation of Haas Hall. Despite its tremendous gifts as an institution 8 9 it does have these ongoing challenges.

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

MS. HOLAWAY: I completely agree. And I really do believe that especially after seeing the success of Rogers and Springdale we are committed to making that something that is an enormous focus at all of our campuses. Again, it's sort of logistically -we've just got to -- we've got to figure out how to do that. Opening two campuses in one year, and then instituting new programs, all of them, has been a little difficult, but it is in the works right now, especially Bentonville. And Bentonville kind of just took charge; they had some scholars and some parents that took charge of saying, "This is what the kids want; we're going to go find the best prices; we're going to get this done." Springdale has just been wonderful with the Jones Center providing it. But I really think that in the future that is going to be a

	51
1	big focus. I would say within the next year you're
2	going to see a lot of change within all of our
3	campuses there.
4	CHAIRMAN BARTH: Okay. Ms. Cochran, anything?
5	MS. COCHRAN: Yes. I just first would like to
6	say that Haas Hall obviously is a really shining
7	example of the power of high expectations
8	MS. HOLAWAY: Thank you.
9	MS. COCHRAN: for your kids. And I think
10	that the more diverse the student population becomes
11	the more of an example it will be for the state, you
12	know, when we invest in kids; when we believe in them
13	and make them believe in themselves they really can
14	go further and do more.
15	MS. HOLAWAY: Thank you so much.
16	MS. COCHRAN: I would also I have a
17	demographics question about English Language
18	Learners. Do you have a percentage
19	MS. HOLAWAY: Right now, we don't; we don't have
20	any that are coming in and needing support services
21	there. We do have families we do have parents
22	that we're having to communicate with in other
23	languages and that's something that in the past
24	historically we've really done just case-by-case
25	basis. This year has been one that we've had to not

1 only do kind of a case-by-case basis on how we communicate but work really hard on seeing what's 2 working. One of the things that I specifically do is 3 I monitor what's actually being read by our parents. 4 5 And so when I have a parent who I'm communicating with in Spanish I want to see that they're not only 6 7 opening what I'm sending them as an email or I'm 8 getting the response from the handout; I want to see 9 that I'm getting something back from them -- and if 10 I'm not, I need to figure out a better way to do it. We've done a really good job with that at Springdale. 11 In Rogers we have less students there with families 12 13 that speak other languages. But it is something that's been a focus and that will continue to be a 14 15 focus in the future. When we do get kids -- because it's not an if, it's a when -- when we do get kids 16 17 that need those support services we already have the 18 support services in place, the plan for contracting 19 people to be able to make that happen. We just -- we 20 don't have them this year, and I think that's a slow 21 thing; I think that we're going to see more of that. 22 As we do more recruiting in these areas we're really 23 going to see more of those kids being interested in 24 this. One of the things that was told to me by our 25 Marshallese representative was "it's a slow process

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

within their culture; they don't have any kids that currently go to Haas Hall. But," he said, "you get one kid that's going to go to Haas Hall, you're going to have ten that are interested; then the next year you're going to have two kids that go. And it's going to be a slow process, but once you start getting into that culture and that community then that word-of-mouth really builds." And that's something that we've worked really hard on. the only area that I can't measure. I don't know how to measure how word-of-mouth is working, except when they start showing up and we get to, you know, show them around the campus and answer questions and all that. So, we are working towards that. MS. COCHRAN: One more question. Do you have

MS. COCHRAN: One more question. Do you have any data on college retention rates, especially for your minority students?

MS. HOLAWAY: You know, I don't -- and I'm interested in that as well and that's something that I would like to have. I can't say I have any of that, but I'm interested also. I would like to know that as well.

MS. COCHRAN: Thank you.

CHAIRMAN BARTH: Ms. Newton?

MS. NEWTON: No questions.

	54
1	CHAIRMAN BARTH: Dr. Hill?
2	DR. HILL: Yeah. On your recruiting practices
3	and I had mentioned this, I think, last year when
4	we were talking about the report I love the
5	approach of your outreach to your student population.
6	But what I wanted to ask: can you kind of explain
7	what the demographics of diversity looks like in your
8	leadership team as far as outreach for diversity?
9	Because identifiable role models are incredibly
10	important for people to be to see what they can
11	be.
12	MS. HOLAWAY: Yeah.
13	DR. HILL: And even though you're reaching out
14	to that population you say one student will come
15	
16	MS. HOLAWAY: Yeah.
17	DR. HILL: if others if one teacher is
18	like that
19	MS. HOLAWAY: Yeah, you're right.
20	DR. HILL: others will also follow.
21	MS. HOLAWAY: You're so right.
22	DR. HILL: So I think that's important, not just
23	for the student population
24	MS. HOLAWAY: Yeah.
25	DR. HILL: but for the leadership team to

reflect what you hope that your student population looks like.

MS. HOLAWAY: Yeah.

DR. HILL: And so that's something that's very, very important to me, and I've expressed that and want to see a strategic alignment as we continue to move forward that that is in place as part of your growth plan.

MS. HOLAWAY: Thank you. And I appreciate that very much. As far as faculty goes, we did really try to focus on bringing in people who are not only qualified to do the job but were also community leaders and who were connected in their communities. It was one of those things that while our hiring practices have really always been the same, our teachers really kind of look differently this year, going, okay, what's reflective of these campuses that these teachers are going to be in, because they need to be able to relate with those students one-on-one.

What we did find is that when it comes to outreach we haven't had a whole lot of luck in getting parent volunteers and getting brand ambassadors, as I mentioned before. But our scholars have been so interested in going out in the community and reaching out to their people, their friends, the

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

people that they associate with on a day-to-day basis, and helping spread the word. Our director of development, Stacy Keenan, actually identified a group of scholars within all of our campuses -- it's a very diverse population -- that are Scholar Advancement Ambassadors. And basically their job is to not only work within the campus to kind of cheerlead what we do every day, but to go out to community events, to go out to do volunteer work, to kind of bring into the community what we're doing there at the school. And that has seemed to be very effective. One of the events that we've attended this year, the Hispanic Heritage Festival, we had two scholars from Bentonville who came as translators; they said they would be happy to translate. And it was so neat to see them connect throughout the day with all of these people that they knew. And by the end of that day they were really thrilled that they felt like they'd really done a good job of showing their friends what their school was actually like, because their friends kind of thought they went to this nerd school; they didn't know anything about it. So it was neat to be able to see that with the students.

I do think that's something that we need to

focus on in the future with our leadership team, and I do think that's something that we could definitely focus on as we hire more people throughout the next year.

DR. HILL: Well, I guess I'm -- I think all that's great, but I'm specifically interested in specific goals that you measure, because anything that can be measured can be improved, and not just what we hope to do. Because the evaluation process -- you evaluate it by your actions, not by your intentions; and so I think it's very important that we have goals. And diversity is hard. I lived in northwest Arkansas, you know, so I understand that. So it's going to take some specific commitment and going to be a lot of hard work; it's not going to be easy, you know. But that's important, just as the free lunch program, just as all of that's part of diversity --

MS. HOLAWAY: Right.

DR. HILL: -- in pulling up a holistic approach for education. And so I think those specific goals that you have and your game-plan to move the ball down the field, to make first-downs in order to meet those goals and objectives are important and not just say "we hope to get that done."

	58
1	MS. HOLAWAY: Yeah.
2	DR. HILL: So those are specific things that I'm
3	looking for as a board member to say, "Hey, this is
4	what's out there." Now it may not happen, I
5	understand that. Okay. But what were you doing to
6	achieve
7	MS. HOLAWAY: Right.
8	DR. HILL: you know, those landmarks in order
9	to make the progress to say, "We're trying?"
10	Because, you know, at some point you have to say
11	you have to have that, because we can't be here in
12	2019 and say, "Well, this is what we tried; it was
13	very tough." That's not the answer, you know.
14	Okay. Thank you.
15	MS. HOLAWAY: Thank you.
16	CHAIRMAN BARTH: I want to see if anybody on the
17	phone has any questions or comments before I move on.
18	Just please speak up if you do.
19	(BRIEF MOMENT OF SILENCE)
20	CHAIRMAN BARTH: Mr. Williamson?
21	MR. WILLIAMSON: No, sir.
22	CHAIRMAN BARTH: Okay. All right.
23	(UNINTELLIGIBLE COMMENTS ON SPEAKERPHONE)
24	CHAIRMAN BARTH: Great. Okay. Ms. Zook.
25	MS. ZOOK: Yes. I commend what you're doing and

	59
1	
2	MS. HOLAWAY: Thank you.
3	MS. ZOOK: the collaboration that you're
4	making an effort to do.
5	MS. HOLAWAY: Thanks.
6	MS. ZOOK: And I would also include I know
7	your leader is on the or at least he was on the
8	City Council
9	MS. HOLAWAY: He was.
10	MS. ZOOK: in Fayetteville.
11	MS. HOLAWAY: Yeah, he was.
12	MS. ZOOK: And so I think there's an opportunity
13	if you will get with your Chamber leaders, your
14	business community, because even though your goal for
15	these students is college first, before career, there
16	is often an opportunity for them to do work
17	because we know college is expensive
18	MS. HOLAWAY: Uh-huh.
19	MS. ZOOK: and finding out from your
20	customers who they are wanting to hire, what skills
21	
22	MS. HOLAWAY: Yeah.
23	MS. ZOOK: they're needing. And so, if they
24	could just have those people come in every quarter or
25	whatever, or whoever is available or at least make

them feel welcome.

1

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

MS. HOLAWAY: That's excellent.

MS. ZOOK: I know the Chamber leaders in those four communities and I can't imagine any of them saying no.

MS. HOLAWAY: No, definitely not. We actually have experienced the Fayetteville Chamber coming in to do that. We do that every December.

MS. ZOOK: Mr. Clark. Right.

They come in and do a big thing at MS. HOLAWAY: the campus and our scholars get to interact with them, but they also get to go through and sit in the classrooms and see how all that works. And then we also have a team leadership experience to where those students who are really interested in that process then get to go and attend Chamber meetings, attend the various other visits that they make to other businesses in the area, which is a really neat I think it's selective; I think that they program. have to apply for it, write an essay and all that. But I'm hoping that we can start doing something like that in Springdale, Rogers and Bentonville. I don't know if they have that created just yet --

MS. ZOOK: I don't think they have it yet.

MS. HOLAWAY: -- but it would be wonderful.

	61
1	MS. ZOOK: My two grandsons went through the one
2	in Fayetteville.
3	MS. HOLAWAY: Yeah, it's great.
4	MS. ZOOK: So it was a great opportunity for
5	them to get to meet students that maybe they knew in
6	elementary that are now at Haas Hall
7	MS. HOLAWAY: Yeah.
8	MS. ZOOK: and learn to work together because
9	hopefully they'll all stay in that area. But thank
10	you
11	MS. HOLAWAY: Yes.
12	MS. ZOOK: for the report. It was very
13	helpful.
14	MS. HOLAWAY: Thank you so much.
15	CHAIRMAN BARTH: Great.
16	So, Ms. Boyd, the Department wishes to accept
17	the report; correct?
18	MS. BOYD: (Nodding head up and down.)
19	CHAIRMAN BARTH: Okay. So I'll entertain a
20	motion.
21	MS. NEWTON: I move to accept the report.
22	CHAIRMAN BARTH: Ms. Newton
23	DR. HILL: Second.
24	CHAIRMAN BARTH: Motion by Ms. Newton, second by
25	Dr. Hill.

	62
1	All those in favor say "aye."
2	(UNANIMOUS CHORUS OF AYES)
3	CHAIRMAN BARTH: Opposed, same sign.
4	All right. I heard some ayes on the phone.
5	So, Ms. Boyd, what is our where are we with
6	Haas Hall in reporting moving forward?
7	MS. BOYD: Unless you require an additional
8	report of them then that's the only this is the
9	last thing that you have requested of them.
10	CHAIRMAN BARTH: Okay. And when is Haas Hall
11	I guess they have no they have a very long
12	charter.
13	MS. BOYD: Uh-huh.
14	CHAIRMAN BARTH: So they would not plan to come
15	before the Charter Authorizing Panel for a good
16	period of time, unless they ask for any additional
17	changes; correct?
18	MS. BOYD: That is correct.
19	CHAIRMAN BARTH: Okay. So I'll leave it to the
20	Board in terms of what your request is for additional
21	ongoing information from Haas Hall, especially
22	related to attempts at ongoing diversification.
23	DR. HILL: I would like to request a monitoring
24	report on the diversity demographics of the
25	leadership team in correlation to the goals that they

	63
1	have for the student body population.
2	CHAIRMAN BARTH: Okay. And so your preference
3	is annual?
4	DR. HILL: Yeah, this time next year; yes,
5	annual.
6	CHAIRMAN BARTH: Okay.
7	DR. HILL: This time next year.
8	CHAIRMAN BARTH: And are you do you want it
9	in the form of a written report or would you want a
10	report along the lines of what we had today?
11	DR. HILL: I'm open. What works best for
12	MS. BOYD: Yeah. I think ideally we could
13	continue with the type of reporting we have, with
14	just the focus on your request.
15	CHAIRMAN BARTH: Okay. Ms. Newton?
16	MS. NEWTON: Could we also add the focus on the
17	poverty, free-and-reduced lunch, that sort of thing,
18	since they're you're going to try to make some
19	efforts in that maybe?
20	CHAIRMAN BARTH: Yeah. I would also like more
21	special ed. data and more English Language Learner
22	data. I think we know that diversity in and of
23	itself is but it's all-encompassing and I felt
24	like this report was short in terms of some of those
25	other aspects. So that would be the request.

	64
1	Do we need a motion on that, Ms. Boyd?
2	MS. BOYD: Yes, please.
3	CHAIRMAN BARTH: Okay. So I have a motion for a
4	report, an annual report again next year from Haas
5	Hall hitting not only the efforts, but also the
6	outcomes of diversification efforts. Is that a
7	motion from Dr. Hill?
8	DR. HILL: Yes.
9	CHAIRMAN BARTH: All right. Is there a second?
10	MS. NEWTON: Second.
11	CHAIRMAN BARTH: Okay. All those in favor say
12	"aye."
13	(UNANIMOUS CHORUS OF AYES)
14	CHAIRMAN BARTH: Opposed, same sign?
15	All right. We will see you in a year. All
16	right. Good luck.
17	A-6: DISTRICT REQUEST FOR WAIVERS GRANTED TO OPEN-ENROLLMENT
18	CHARTERS: ARCH FORD, ARKANSAS RIVER, CROWLEY'S RIDGE, DAWSON,
19	DeQUEEN-MENA, GREAT RIVERS, NORTH CENTRAL ARKANSAS, NORTHEAST
20	ARKANSAS, NORTHWEST ARKANSAS, OZARKS UNLIMITED RESOURCE, SOUTH
21	CENTRAL, SOUTHEAST ARKANSAS, SOUTHWEST ARKANSAS, WILBUR D.
22	MILLS EDUCATION SERVICE COOPERATIVES, and JACKSONVILLE NORTH
23	PULASKI AND NORTH LITTLE ROCK SCHOOL DISTRICTS
24	CHAIRMAN BARTH: All right. So we have one
25	more item before lunch, and I think this room will

	65
1	get a lot emptier once we deal with this item.
2	MR. WILLIAMSON: As well as the parking lot.
3	CHAIRMAN BARTH: Yes. Yes. And so I'm going to
4	turn it over to Ms. Boyd. This is an Act 1240 waiver
5	request from a variety of co-ops, and this is
6	somewhat complicated.
7	MS. BOYD: Thank you, Dr. Barth. As you stated,
8	there are a number of districts requesting the same
9	waiver, Act 1240 waiver. So because it is
10	complicated, I would like for Jennifer Davis to come
11	and talk to you about some suggestions for how we
12	should proceed.
13	While she's doing that, I'm going to pass out an
14	updated document to you about the types of documents
15	that I have on file from each district. I would like
16	to emphasize that the only required document that I
17	have to have is the first column that you'll see on
18	this page.
19	CHAIRMAN BARTH: Great. Thank you.
20	(WHEREUPON, A6 Exhibit One (1) was marked for
21	identification and entered into evidence.)
22	CHAIRMAN BARTH: Ms. Davis.
23	MS. DAVIS: Hi, good afternoon. Jennifer Davis,
24	Staff Attorney for the Department. Because there is
25	a number of districts that are involved here I don't

think that in the essence of, you know, time -- both their time, your time -- that it's necessary to hear them all individually, you know, I think because all of them are requesting this one specific waiver for the same reason and I think a lot of their applications are very similar, even amongst co-ops. But you could agree amongst yourselves to hear it as one and even vote on it as one, if you feel inclined. If you feel a reason to pull it out, you can. But I would suggest it would be best served to be heard as one and voted as one.

MS. ZOOK: I have a question before we start.

Have we checked to be sure -- because 1240 waivers are dependent upon being linked to having a student in a charter school, and when a whole co-op comes -- those in southeast Arkansas realize this because they came in on behalf of like 14 and the 15th couldn't come in. So have we checked to be sure all of these districts have students, or at least one student, in a charter school?

MS. BOYD: I can assure you that has been done, Ms. Zook.

MS. ZOOK: Thanks. And the answer was?

MS. BOYD: All the districts that are here before you today do have students attending open-

	67
1	enrollment charter schools.
2	MS. ZOOK: Thank you.
3	MS. BOYD: Yes, ma'am.
4	MS. DAVIS: And I just would along those lines
5	the waiver is not granted to the co-op; the waiver
6	is granted to the district. So it would be each of
7	those districts that are included; it's just the co-
8	op presenting for the same, for efficiency.
9	CHAIRMAN BARTH: So how many total districts do
10	we have before us today, besides "a lot?"
11	MS. BOYD: Yeah. I would say at least 270. I
12	can give you a count.
13	CHAIRMAN BARTH: That's fine.
14	MS. BOYD: Okay. Sorry. About 200.
15	CHAIRMAN BARTH: About 200. Okay.
16	MS. BOYD: Yeah.
17	CHAIRMAN BARTH: Ms. Newton.
18	MS. NEWTON: I just have a quick question. Do
19	we know how many districts in the state don't have a
20	student in a charter, and because they don't have one
21	student are not eligible for this waiver?
22	MS. BOYD: Yes, ma'am. There are about 10
23	districts in the state that are ineligible to get a
24	waiver through the Act 1240 process because they do
25	not have a student attending an open-enrollment

1	charter school.
2	MS. NEWTON: So every district in the state,
3	charter or public, have this except for 10?
4	MS. BOYD: At this time, that is correct.
5	MS. NEWTON: I think there's
6	CHAIRMAN BARTH: I'm sorry; did you want to
7	finish your comment, Ms. Newton?
8	MS. NEWTON: You can read my face though.
9	CHAIRMAN BARTH: Yeah.
10	COMMISSIONER KEY: Okay. So we recognize and
11	have been notified those who would not be eligible.
12	And I asked Legal to research that, and Ms. Davis has
13	a good answer, but what we do there is dependent on
14	what happens with your decision on these waivers.
15	But there is an option that we have determined is
16	available for those districts. And there are also
17	some charter schools out there I think maybe three
18	or four charter schools that don't have this
19	particular waiver from the school calendar. But we
20	have a provision that we believe will take care of
21	them so we don't have a handful of folks out there on
22	their own.
23	MS. BOYD: I'm sorry; there are 191 districts in
24	the documentation that you have today. Sorry about
25	that; I was off by about a hundred.

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

COMMISSIONER KEY: And if it's okay for Ms.

Davis to go ahead and report, so it's on the record,

where in the statute we are making our determination

on what to do with those others that are kind of

outside looking in right now.

MS. DAVIS: So what we have advised is under 6-10-106(a)(2) the law does allow the Department to grant a waiver of the beginning school or end date if there exists a material and substantial reason for them to begin on an earlier or later date due to very exceptional or an emergency circumstances -- and there are some emergency circumstances listed. Clearly, this is not considered an emergency circumstance, but it would be considered a very exceptional circumstance under a material and substantial reason, which would be that it's, you know, only 10 districts -- a very, very small handful of the districts in the state -- that are surrounded by other districts, the complications for families, if you have kids in different districts, you know, football is scheduled, even things like that. And so we had advised a few of those districts that had asked about this that they ask, depending upon your vote today; when pretty much every school district in the state except for them have it that at that point

there is a potential for a material circumstance to exist with that.

COMMISSIONER KEY: And just as a follow-up that would not require any action on your part, by the Board. Under the statute, that's something the Department Commissioner can approve under that separate section of the statute.

CHAIRMAN BARTH: Okay. So procedurally we're -- what's our -- what are our steps?

MS. DAVIS: Okay. So, the procedures that you -- you don't have any official ones but what you have adopted by practice are that all persons, with the exception of the attorneys, do need to be sworn in. The applicants have 20 minutes to present their request to you, followed by 20 minutes collectively for any opposition that there may be, followed by an additional 5 minutes by the applicant to make any last responses. You can ask any questions of the applicant or the Department and you can either vote today or take the matter under advisement, but you do have to vote or make a decision within 90 days of receiving the petition.

So I don't know if the co-op directors and the two districts independently, if they want to share the 20 minutes, if they have elected somebody to

	71
1	speak on behalf of all of them. But I would suggest
2	that it would be easiest to hear them all at once and
3	vote on them at once.
4	CHAIRMAN BARTH: And Ms. Boyd.
5	MS. BOYD: So the co-ops have elected the chair
6	of the co-op and co-op directors to present this
7	waiver request.
8	CHAIRMAN BARTH: Okay. So that would be the
9	only person who needs to be sworn; correct?
10	MS. BOYD: Yes, unless you plan to ask all of
11	them questions.
12	CHAIRMAN BARTH: Okay. I think we'll swear
13	anyone individually
14	MS. BOYD: Right.
15	CHAIRMAN BARTH: if there's a need later on.
16	MS. BOYD: There are two other Ms. Davis just
17	informed me there are two other people that should be
18	sworn in, representatives from North Little Rock and
19	representatives from Jacksonville North Pulaski,
20	because they are not in a co-op; and so their request
21	is in addition to the co-op request.
22	CHAIRMAN BARTH: Perfect. Great.
23	So those three individuals, if they are all
24	three I see so we have North Little Rock,
25	Jacksonville North Pulaski, and then the co-op

association. If y'all would raise your right hand?

Do you swear or affirm that the testimony you're

about to give shall be the truth, the whole truth,

and nothing but the truth?

(ALL SPEAKERS ANSWERED AFFIRMATIVELY)

CHAIRMAN BARTH: All right. And if you'll first state your name for the record.

DR. CUDNEY: Yes, I'm Charles Cudney; I am the director of the Northwest Education Service

Cooperative, as well as has already been mentioned

I'm the chair of the co-op directors group. And I

appreciate your patience; as you can tell, I have a

failing voice today and I appreciate you being

willing to listen to this presentation. And thank

you very much for allowing us to present this as a

group.

We have, as been mentioned, 14 co-ops here representing large numbers of school districts who are interested in an Act 1240 waiver in order to start school next August, as early as possibly the 13th, which is very similar to the date that it was started this year; and in addition to that, have that waiver serve for five years so that that calendar adjustment can be made in the future.

I'm not going to go into tremendous detail

because that was covered by Mr. Hester, who is the director of the Guy Fenter Co-op, last month, and he did a very good job of going over all the different reasons why schools are interested in an Act 1240 waiver. I would, however, like to talk a little bit about Act 1240 and how this request is indeed in line with the purpose and intention of Act 1240. As we all know, it's been very important to this board to give local flexibility to school districts. And from my observation, that has paid off dividends in innovation and improvement in education in our state. This waiver is no different.

You might think intentionally -- you know, initially this is just about starting school early. I don't consider it just about starting school early. It's about the creation of an academic calendar, which is a bigger thing. As a 29-year superintendent, we consider the academic calendar as an instrument to drive instruction. So this year, as a case in point, if a school district chose to start August 13th, that's five days earlier. As a school administrator I see that as five days that we can have more engaged instruction before assessment; I see that as five days we can provide additional professional development and teacher training; I see

1 that as five days where we can engage parents in the school and parent-teacher conferences. And important 2 in this process as well is providing flexibility --3 as is your philosophy, is providing local school 4 districts, teachers and parents the flexibility to 5 make these decisions at the local level; and by doing 6 7 that they can consider local community needs in creating a calendar. There are a lot of traditions 8 9 in a community, days that are taken to celebrate the community. Those additional days allow the option to 10 have control, while at the same time you retain the 11 authority to judge if those decisions were effective. 12 13 Your current plan, the new ESSA consolidated plan that has been approved by you and sent to the U.S. 14 15 Department of Education, identifies that creating Arkansas as the leader in student-focused education 16 will be our priority. An underpinning of that is 17 18 creating flexibility for local educators and communities and teachers to make decisions to help be 19 successful, while at the same time you as a state 20 21 board and the Department will remain -- retain the responsibility under the new ESSA School Index to 22 23 determine if we need that -- and if not, the 24 Department will provide additional support and help 25 so that those things can be achieved.

1	So, in essence, what we're here today to ask
2	or ask is: if we're going to ask all schools to meet
3	the same standard, then all schools should have the
4	same flexibility to meet those same standards. Right
5	now that's not the same across the board. But if you
6	approve this waiver then all of the applying school
7	districts will have the same flexibility to create an
8	academic calendar to help provide the best
9	educational opportunities they can for children.
10	I will look forward to any questions.
11	CHAIRMAN BARTH: All right. Thank you, sir.
12	Ms. Boyd.
13	MS. BOYD: I'd just like to let you know that
14	Dr. Shumate from North Little Rock and Dr. Duffie
15	from Jacksonville North Pulaski have elected to let
16	Dr. Cudney represent them as well.
17	CHAIRMAN BARTH: You read my mind. That was my
18	next question.
19	All right. Other questions?
20	Ms. Zook, we'll start with you.
21	MS. ZOOK: Yes. I noticed that, at least when
22	this report was printed, there are some districts who
23	have not, at least at that point, gotten
24	documentation of board support. So if I am the one
25	who moves, I would say pending board support for all

1	of the districts. As we know, the more our board is
2	involved the more they do. And I know the
3	superintendents don't want to act without their
4	board, and it probably was just a timing thing. So
5	that's the way it's been in the past. But I would
6	like to see that. Particularly in Wilbur Mills there
7	are several in that co-op that had not; the others
8	was just one or two here and there. But if you could
9	speak to that or is that not a question?
10	DR. CUDNEY: Yeah, I was
11	MS. BOYD: Dr. Barth, I'm sorry; if we could
12	pause just for a second and see if there's anyone in
13	opposition. I just want to check.
14	CHAIRMAN BARTH: Okay. Great.
15	MS. BOYD: I don't think anybody signed up, but
16	we would want to check before we go farther.
17	CHAIRMAN BARTH: Is there any opposition?
18	(BRIEF MOMENT OF SILENCE)
19	CHAIRMAN BARTH: There was nobody signed up.
20	All right.
21	MS. BOYD: There was no sign-up sheet.
22	CHAIRMAN BARTH: Okay. Then
23	DR. CUDNEY: Yes, Ms. Zook. I think it has been
24	a timing issue and certainly the boards of education
25	would have to approve the calendar prior to that

1	calendar being implemented. So I don't think there
2	would be any case in which the board would not have
3	to make a decision or a resolution or action in order
4	to approve the start-date for next year.
5	CHAIRMAN BARTH: And just for clarification, the
6	granting of the waiver does not require the use of
7	the waiver; correct?
8	MS. BOYD: Now you're reading my mind. I was
9	going to say just that. If you do approve the waiver
10	and the school board decides not to do that and not
11	to approve the calendar as such, then that's
12	perfectly fine as well.
13	CHAIRMAN BARTH: All right.
14	MS. ZOOK: Then I move that we
15	CHAIRMAN BARTH: Let me see if anyone else has
16	any questions before we move there.
17	(BRIEF MOMENT OF SILENCE)
18	CHAIRMAN BARTH: All right. Anyone on the phone
19	have any questions or comments?
20	(BRIEF MOMENT OF SILENCE)
21	CHAIRMAN BARTH: Okay. Ms. Zook, feel free.
22	MS. ZOOK: Then I move that we grant the waivers
23	to the districts who have applied for the coming
24	school year for the next five school years. Is
25	that correct?

MS. BOYD: Yes.

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

MS. ZOOK: All right. For five school years.

MR. WILLIAMSON: Second.

CHAIRMAN BARTH: All right. Motion by Ms. Zook, second by Mr. Williamson.

I'll just say I remain queasy about the waiver, doing things in this way. I just don't think it's the best way to do public policy. I think it does intrude into separation of powers, and the legislature has spoken. I know the legislature gave this board a lot of waiver authority in this regard, but I do think that as a state it's best if the processes that are put in place work themselves out in a traditional way. So obviously I don't have a vote and y'all are going to support it -- and I don't even know that I would vote against it, but I do just have tremendous wariness about how we're doing public And I thought the parent that wrote us that policy. said that she had already made her plans for summer vacation based on the law, I thought that was credible; that's why we do laws in a way that it gives people fair notice of exactly what the policies of the state are going to be for a period of time. So I do have some real concern about this in general, but I think y'all have heard me grouch about this for two years now.

MS. ZOOK: Yeah. And also I know Ms. Davis was in touch with that parent and the parent was not aware of all the things that might come into play. And I guess my pushback a little bit is because 1240 waiver opportunities were passed by the legislature, so I think we're not jumping in front of the legislature or the Governor.

CHAIRMAN BARTH: No, no, and I was not saying that at all. But I do think that, you know, there are times the legislature has thoughtfully considered something, whether I like it or not. There are a lot of things the legislature does that I don't like, but when they've done it in that way I think that it should be given a lot of respect.

DR. HILL: I'm sorry, and I would just like to bring up -- I think the flexibility goes back to the institution and that they would allow that specific one family or two families came up and had made their plans that the leadership of the school would understand that and be flexible with that family and then let you know the next year that this is what will be taking place because this happened for the best interest of everybody. But we will work with this one family as we move forward. So I think that

	80
1	flexibility falls on the shoulders of the leadership
2	of that specific institution.
3	CHAIRMAN BARTH: All right. We have a motion
4	and a second.
5	All those in favor, including those on the
6	phone, say "aye."
7	(UNANIMOUS CHORUS OF AYES)
8	CHAIRMAN BARTH: Any opposed?
9	All right. Congratulations to everyone and
10	thank y'all for being here. And you can come back
11	any time; we would love to see you.
12	MS. ZOOK: I think before they leave I would
13	like to say this: the superintendent is such a key
14	role in our state. You have to work with your board
15	and your community and then you get in between the
16	legislature and the State Board in that way. So I
17	just want you to know that I for one, having been a
18	teacher and an administrator, certainly appreciate
19	you and those of you who work in the co-ops for all
20	the hard work that you do every day.
21	CHAIRMAN BARTH: Ms. Boyd.
22	MS. BOYD: Dr. Barth, I know you guys are ready
23	for lunch; if I could just take one point of
24	privilege, I would just like to thank my team for all
25	of their hard work in getting this done. This was a

	81
1	tremendous undertaking to get it done within the due
2	dates and the time period, and I just really
3	appreciate everything that they've done to support
4	the Charter Office in this process. So, thank you.
5	CHAIRMAN BARTH: Great. Thank you for saying
6	that.
7	All right. We will pick up right after lunch
8	with Item 7 from the morning. And let's return at
9	1:10. 1:10, is that enough? All right, 1:10.
10	(LUNCH BREAK: 12:35 - 1:15 P.M.)
11	A-7: EMBEDDED COURSE APPROVAL: FORT SMITH PUBLIC SCHOOL
12	DISTRICT
13	CHAIRMAN BARTH: All right. I want to call us
14	back to order. We still have Ms. Dean and Ms.
15	Chambers on the phone. We have one item left from
16	this morning. This is an Embedded Course Approval.
17	I'll turn it over to Ms. Smith and Mr. Coy or Mr.
18	Coy.
19	MR. COY: Good afternoon, Dr. Barth,
20	Commissioner Key, and Members of the Board. Before
21	we again, as we've done in the past, if you remember
22	Act 421 of 2013 allows schools to submit a course
23	approval to embed the content from two different
24	areas into a single course. I apologize a little
25	bit; I did not I usually send you an attachment.

With this one there was no attachment this year, this time, because it was just a single course. And also a little confusion around this: there was legislation previously that allowed the ROTC course to count as PE or health. However, Fort Smith didn't want that to be a single unit of credit; they wanted to embed the physical education course into the ROTC course, teach both sets of standards in their entirety, and receive one-and-a-half units for the students instead of just a single unit as was allowed under the previous rule, which was actually I think way before my time, when they eliminated health and PE and ROTC.

So we're asking today for approval on behalf of

So we're asking today for approval on behalf of the Fort Smith School District to embed the physical education standards into the ROTC class and earn oneand-a-half credits -- one credit of career focus and a half-unit of physical education -- as is required for graduation.

CHAIRMAN BARTH: Are there any questions about this?

Okay. All right. I'll entertain a motion to approve this embedded course.

MR. BLACK: I move that we approve these embedded courses.

CHAIRMAN BARTH: Thanks. Motion by Mr. Black,

	83
1	second by
2	MR. WILLIAMSON: Second.
3	CHAIRMAN BARTH: Mr. Williamson.
4	All those in favor say "aye."
5	(UNANIMOUS CHORUS OF AYES)
6	CHAIRMAN BARTH: Opposed, same sign.
7	All right. Great. Thank you.
8	B-1: CONSIDERATION OF ARKANSAS BETTER CHANCE ONE-TIME COST OF
9	LIVING INCREASE
10	CHAIRMAN BARTH: Okay. We now move to our
11	afternoon action agenda, but I think Ms. McKinney
12	okay, we're waiting on Ms. McKinney. All right. So
13	whenever Ms. McKinney okay, thanks. Great.
14	Hi, Ms. McKinney. How are you?
15	MS. McKINNEY: I'm doing well. Thank you.
16	CHAIRMAN BARTH: Great. You are up.
17	MS. McKINNEY: Okay.
18	CHAIRMAN BARTH: So the first item for Ms.
19	McKinney is Consideration of Arkansas Better Chance
20	One-Time Cost of Living Increase.
21	MS. McKINNEY: This is 1.5 million that was
22	earmarked I guess over a year ago or about a year
23	ago for COLA and this is the second part of that
24	biennium funding and so they released it. And so
25	this what I have presented before you is the one-

1	time COLA, and what it ends up being is about \$63.05
2	per child. And we treated all the ABC programs the
3	same, regardless of whether or not they were center-
4	based or home visiting.
5	CHAIRMAN BARTH: All right. Any questions?
6	Ms. Zook.
7	MS. ZOOK: I guess I wonder for those pre-Ks
8	that are being run by the school districts and the
9	funding is different, so it is allowable for a school
10	district to do a COLA, or Cost of Living raise, for
11	their pre-K teacher even if the board does not
12	because
13	MS. McKINNEY: (Nodding head up and down)
14	MS. ZOOK: And how does it work with an elected
15	school board in a local district when there's pre-K
16	that's not really run by the local is that right?
17	MS. McKINNEY: (Nodding head up and down)
18	MS. ZOOK: Okay. So it's all right. Okay.
19	Thanks.
20	MS. McKINNEY: I will make a stab at it. Even
21	though it's you know, it falls under the Cost of
22	Living increase it can be used to assist with the
23	program and providing materials, supplies and things
24	of that nature. And we ran into this the last time
25	we had the one-time funding for COLA because, as you

	65
1	already know and have already indicated, there are
2	districts who state whose local board is not going
3	to approve a Cost of Living increase for some of
4	their employees if they can't do it for all their
5	employees. So therefore this can be used to enhance
6	the ABC services in their classrooms.
7	MS. ZOOK: So the local board does govern the
8	pre-K if it's connected to a school district?
9	MS. McKINNEY: Yes, ma'am, they do.
10	MS. ZOOK: Okay. Thank you.
11	CHAIRMAN BARTH: And, Ms. McKinney, COLAs are
12	equal across the state, no matter local cost of
13	living; correct?
14	MS. McKINNEY: That's correct.
15	CHAIRMAN BARTH: Okay. Commissioner?
16	COMMISSIONER KEY: Ms. McKinney, it's framed as
17	a one-time cost of living but these funds were in
18	RSA. So I mean it's part of that three million
19	dollars increase that Governor put into the line
20	item. So, it should go into the base?
21	MS. McKINNEY: That was not my
22	COMMISSIONER KEY: Or was that a different
23	MS. McKINNEY: understanding.
24	MS. ZOOK: No.
25	MS. McKINNEY: But we can maybe get

	00
1	clarification on that. But what I think the re
2	I think the information we had received, I understood
3	it as being only one-time funding.
4	MS. ZOOK: It was my understanding that the
5	three million was to study and to inform what it
6	takes to make a quality pre-K, not on the COLA. But
7	now I could be mistaken.
8	COMMISSIONER KEY: Okay. We just we'll
9	MS. ZOOK: Maybe Sarah knows.
10	COMMISSIONER KEY: We'll get Greg to follow-up.
11	MS. McKINNEY: I apologize for the confusion.
12	COMMISSIONER KEY: That's okay. No, no, it's
13	not it's we just
14	MS. McKINNEY: This relates back to when
15	COMMISSIONER KEY: This may be a different pot
16	of money.
17	MS. McKINNEY: Yes.
18	COMMISSIONER KEY: Okay. All right. That
19	helps. Thank you.
20	MS. McKINNEY: It's my understanding because of
21	the revenue shortfall that we've had that that three
22	million has not been released or has not been
23	allocated or provided to the Department at this
24	point. But I may be wrong on that also.
25	MS. ZOOK: It may have been a B or C.

	87
1	CHAIRMAN BARTH: Okay. All right. Everybody
2	clear on this one?
3	Okay. This is a one-time COLA.
4	I would entertain a motion to approve this
5	expenditure this allocation of funds.
6	MR. BLACK: I move we approve this allocation of
7	funds.
8	CHAIRMAN BARTH: All right. Motion by Mr.
9	Black.
10	MS. NEWTON: Second.
11	CHAIRMAN BARTH: Second by Ms. Newton.
12	All those in favor say "aye."
13	(UNANIMOUS CHORUS OF AYES)
14	CHAIRMAN BARTH: Opposed, same sign.
15	Okay. All right.
16	B-2: CONSIDERATION OF ARKANSAS BETTER CHANCE 2017-2018
17	REALLOCATION GRANT AWARD
18	CHAIRMAN BARTH: Next up, Ms. McKinney, this is
19	the 2017-2018 Reallocation Grant Award for ABC.
20	MS. McKINNEY: Yes. Thank you. Programs in the
21	ABC network has for whatever reason has
22	relinquished slots. What we have tried to do is
23	reallocate those slots back out. And we've had both
24	a reduction in the numbers or a relinquishing of
25	some numbers from the Dollarway School District, as

well as Augusta. And so the next program in line to receive funding is Melbourne School District. So I am requesting for an increase for Melbourne to have up to 20 children, for \$97,200 added to their current grant allotment.

CHAIRMAN BARTH: It's not \$9,000? So is that -- or is it ninety --

MS. McKINNEY: Yes. Yes, my apologies.

CHAIRMAN BARTH: Yeah, \$9,720.

MS. McKINNEY: I'm sure they'd like the \$97,000.

CHAIRMAN BARTH: Per month, yeah. Yeah. So I have a question on the Dollarway -- obviously, a district in -- that was historically in academic distress, in state takeover. Was that a school-based -- were those school-based slots?

MS. McKINNEY: Those were school-based slots. There were a couple of issues that have been shared with us by the superintendent there. One, they have assessed all their buildings and some of the buildings, rather than putting an investment in updating or refurbishing them they've had to consolidate them together. And so they really had more kindergarten children than expected and so therefore, the preschool classrooms are the ones that sometimes disappear.

CHAIRMAN BARTH: That's obviously troubling,
especially in a district like that. And so, but it's
not a lack of interest; it is purely about physical
plans, it sounds like.

MS. McKINNEY: That's my understanding.

CHAIRMAN BARTH: Commissioner.

COMMISSIONER KEY: Just to add to that, because it -- while this decision was also being made the local -- well, there are a number of seats that are Head Start seats that have moved from outside the buildings of the district and now are leasing space in district property. So while they're not ABC slots, there are a considerable number of Head Start slots in the -- serving the district, serving there at the -- on the school property.

MS. ZOOK: The three-year olds.

COMMISSIONER KEY: So I'm not sure of the age, if they were Head Start threes and fours, but I think there's a mix. I know Dr. Hernandez has been in close contact with Ms. Warren about that and may be able to fill in some of the gaps.

MS. McKINNEY: They also struggled with being able to fulfill their enrollment last year. And I don't know if it's because of the difficulty of transportation or available proximity of the parents

to the schools or what. But there were some
difficulties in them fulfilling their allotted or
funded slots.

25

DR. HERNANDEZ: Mike Hernandez, State Superintendent, Office of Coordinated Support and There has been -- as you can probably tell, Service. there's been lots of seats that have gone out of Jefferson County. I've been visiting with the Watson Chapel, the Pine Bluff and the Dollarway superintendents about that. I know in Dollarway's specific case there were -- a lot of the seats there were unutilized; so when the kindergarten classes were bigger the Head Start was kind of fulfilling those seats by coming back onto campus. But one of their major issues in all three cases relate to transportation. The county has a lot of HIPPY slots and so, you know, we're having conversations in Jefferson County about how can we increase the amount of capacity there with seats. We've been talking to Ms. Williams over at DHS some to get some of that But have a larger discussion about how they can partner together, much like possibly in the fashion that Garland County did, to have a structured pre-K where we share -- where they share buildings and try to have an answer to the question about

transportation. That one is kind of a tricky one.

There are waivers that are available to allow younger kids to transport, but that comes with its own set; so getting all those parties onboard to support that effort -- I know they've also formulated a group called Go Forward Pine Bluff for Education Excellence Council and that's one of their agenda items, is to look at pre-K and kind of push the conversations forward and making it a community decision and project, as opposed to, you know, separate entities trying to work and solve their own issue.

CHAIRMAN BARTH: Okay. Ms. Zook.

MS. ZOOK: So if a district runs the pre-K the children can't ride the district's buses?

MS. McKINNEY: There, you know, we really have to look at the safety and what age child we're talking about and the size of the student and whether or not they're -- I mean I realize that there are some districts who transport children, but some districts make the choice not to, partially because of the liability risk, the caretaking of the transport from bus stop to the school district. I mean its numerous issues that have to be explored in communities; it's up to the individual community to decide that information. But they also have to

adhere to the safety standards of the Department of 1 Human Services because of trans -- because of the age 2 of the child, as well as, I'm sure, the Department of 3 Education. 4 COMMISSIONER KEY: Well, Ms. Zook, I think ABC 5 programs have to abide by the minimum standards for 6 7 childcare centers and part of that -- on 8 transportation I think it's six years or 60 pounds 9 have to be -- anything below that, any child below that has to be in a car seat or in a booster seat. 10 Well, but kindergarten kids aren't in pre-K, so they 11 don't have the minimum standards for child care 12 13 centers; they move to a different standard for school So it's because of that requirement that 14 buses. 15 limits some of the transportation options that districts can afford. 16 It's hard to do a booster seat on a bus; if they're transporting in 15-passenger 17 18 vans or something like that then it's a lot easier, but not very many districts have that option. 19 20 MS. ZOOK: No, but I think --21 MS. McKINNEY: And there are harnesses that are available --22 23 MS. ZOOK: Right. 24 MS. McKINNEY: -- but it is a cost factor to

outfit a bus for that purpose.

25

MS. ZOOK: Right. But I think it is important, even though pre-K is under DHS -- and I know there's a push by many legislators on the pre-K end that we as a state board of K-12 education understand each of these little hurdles that the districts have to deal with in order to provide the service that many people think is important for a four-year old. So that -- I'm not challenging the answer, but I do -- it is helpful to me to know the answer.

CHAIRMAN BARTH: Ms. Newton.

MS. NEWTON: I just had a quick question on -you said that Melbourne was the next one in line. Do
you have multiple districts in line?

MS. McKINNEY: During the renewal grant application we requested them to identify if they had a need, a waitlist, data to support the emphasis on free-and-reduced-lunch, or that they had tremendous requests. And in the case -- so if you will recall back to when I presented before -- and I'm sorry I did not bring the comprehensive list, but as programs have relinquished their numbers we have presented back to you to add numbers to like the OUR Co-op to help with the Green Forest area. So we've been going down the list trying to -- if they're in good-standing, they have shown full enrollment from one

1	year to the next, and they have met all the necessary
2	requirements of ABC, child care licensing, then
3	that's sort of the order that we come to. Melbourne
4	had presented to us that although we only give them
5	funding for 20 slots currently that they were on
6	their own working to serve they're serving about
7	30 infants and toddlers, and then they're also
8	serving a total of 62 preschool children of which
9	they're not receiving funding but for 20. And they
10	do have children who are part of that 62 that would
11	qualify for ABC under the criteria.
12	MS. NEWTON: Do you know about how many in the
13	state as far as slots we have the funds to fill
14	how many slots we would need to meet the need?
15	MS. McKINNEY: I do not.
16	Ms. NEWTON: Okay.
17	MS. McKINNEY: I would not want to make a guess
18	without coming back to you with that information.
19	And I'll be more than happy to provide that
20	information to Commissioner Key so that he can share
21	that with you.
22	MS. NEWTON: Do you know if we have a real-time
23	demand for more slots or is it
24	MS. McKINNEY: It's cumulative. We have a
25	demand for slots, but then we also have a demand for

the increase in the cost per child because that 1 forty-eight-sixty per child is for the entire year 2 it's not a lot of money. So it's really cumulative. 3 So it's not only a need for an increase in cost, but 4 5 there's also a need for also accommodating the number of children that could benefit from the program. 6 7 MS. NEWTON: Thank you. 8 CHAIRMAN BARTH: Any other questions? 9 MS. ZOOK: No. One superintendent in my area 10 has pre-K and three-year olds and two-year olds. And his experience has said that it's costly beyond the 11 12 forty-eight-sixty for the first two years, but once 13 you got the program started and you have the rooms furnished and you have a lot of the materials 14 15 purchased that it more or less supports itself from that point forward. So, you know, that was another 16 piece of information that was helpful for me to know 17 18 from someone who had actually been there and done that. 19 20 CHAIRMAN BARTH: A suggestion might be that 21 there might be some value in --22 MS. ZOOK: If they could figure out the first 23 three years. 24 CHAIRMAN BARTH: -- additional funding for --25 MS. ZOOK: Yeah.

	96
1	CHAIRMAN BARTH: the first
2	MS. ZOOK: Yeah. Or even if the school district
3	could, if they value it.
4	CHAIRMAN BARTH: Right.
5	MS. ZOOK: I don't know if it's appropriate or
6	not, but because that's Melbourne is in my
7	district and I'm from Melbourne. But if it's not
8	inappropriate as far as the other board members are
9	concerned, I move that we approve these 20 slots for
10	the Melbourne School District.
11	CHAIRMAN BARTH: Okay. Is there a second?
12	MR. WILLIAMSON: Second.
13	CHAIRMAN BARTH: All right. Motion by Ms. Zook,
14	second by Mr. Williamson.
15	All those in favor say "aye."
16	(UNANIMOUS CHORUS OF AYES)
17	CHAIRMAN BARTH: Opposed, same sign.
18	All right. Happy Holidays, Ms. McKinney.
19	MS. McKINNEY: Happy Holidays to you.
20	CHAIRMAN BARTH: Good to see you. Great.
21	MS. McKINNEY: Thank you very much.
22	B-3: APPROVAL OF STANDARDS: PERSONAL FINANCE
23	CHAIRMAN BARTH: Okay. Back to Ms. Smith and
24	Mr. Coy to talk about some new standards for personal
25	finance.

MS. SMITH: All right. Good afternoon. Stacy Smith. We submitted to you personal finance standards that were to fulfill the requirements set forth in Act 480. This was a collaborative process between our friends at Arkansas Career Education and the Arkansas Department of Ed. In fact, we've got a little fan section back here in the back corner here of Arkansas Career Ed. and some of our math specialists and associated specialists who actually worked on putting these standards together with teachers throughout the state. So we're submitting to you today for approval the personal finance standards.

CHAIRMAN BARTH: Any comments or questions?

Ms. Newton.

MS. NEWTON: Just a couple of questions. First of all, are you intending this as a standalone course or are you embedding it? How are you intending this to be for the high schools?

MS. SMITH: Okay. So districts will have a variety of ways to implement this within their districts. Our plan is to release a Commissioner's Memo tomorrow that actually outlines five different courses that these standards have been embedded into. That includes the financial literacy course that's

currently an Arkansas Career Education course; it includes the economics course that a lot of districts are -- their students are required to have for graduation; we have a quantitative literacy math course -- that's a fourth math course that they've also been embedded in; we have some other options as far as some of our AP courses that also -- that these standards have met the requirements with as well.

Districts can also submit to have their own embedded course in which they take these personal finance standards and embed them into.

MS. NEWTON: And --

MS. SMITH: But -- go ahead.

MS. NEWTON: -- standalone courses --

MS. SMITH: Absolutely. Uh-huh. The financial literacy course that comes out of Arkansas Career Ed. that is a half-credit course aligns with these standards, and that would be the standalone course for half a credit.

MS. NEWTON: I just want to compliment your team. I would've loved to have taught this at some time or another, because these are excellent and I think it's going to be great for our students in the state. So thank you for doing this.

MS. SMITH: You're welcome. And I'll tell you,

1 we have not heard -- it's going to be a challenge for schools to figure out, okay, where do we place this 2 for our students who are graduating in 2021. 3 I've not heard a single person say "our students 4 don't need personal finance." 5 MR. WILLIAMSON: It impacts everybody, like it 6 7 or not. 8 Yeah. Great job. MS. NEWTON: 9 MS. SMITH: Thank you. 10 CHAIRMAN BARTH: Great. I had some business people and 11 MS. ZOOK: 12 parents and then, of course, responding to the 13 student voice that we had heard, and they all loved these. But I did have one suggestion, and the ones 14 15 who worked on that team may want to do that. 16 Apparently the Federal Reserve, of all people, have several courses not only in personal finance but 17 18 other things and have some standards there; so seeing how we're doing compared to them -- or we might could 19 20 share with them what we've done. But I'm like you; I

MS. SMITH: And the team, who again is that group back there, who worked with teachers, they have pulled together resources from various sites, like

haven't heard anybody say that this is a waste of

21

22

23

24

25

time.

required by four acts passed during this legislative

25

1 session, and I'm available for any questions that you 2 might have. 3 CHAIRMAN BARTH: The request from the Department is to release these for public comment. And, of 4 5 course, if they are released entertain -- they always entertain comments from us as part of the public 6 7 comment period. 8 MS. NEWTON: I hate to keep asking, but I have a 9 question on just clarity for my part, just to make 10 sure I understood. 11 CHAIRMAN BARTH: Sure. 12 MS. NEWTON: On 8.04, everything that follows 13 after 8.04 in the point 1 -- point 1 and all the way into point 3, those things that follow would have to 14 15 be -- the mutual agreement would have to happen 16 first, right, if I read that right? MS. SALAS-FORD: Correct. Yes. 17 18 MS. NEWTON: Okay. All right. 19 CHAIRMAN BARTH: Can you -- I got lost for a So 8 -- could you just repeat that? 20 second. 21 MS. NEWTON: Okay. Under 8.04 it says that a 22 home school student can participate in interscholastic activities if there's a mutual 23 24 agreement between the resident and nonresident. 25 Then it lists some other things that can happen

	102
1	underneath it, but the mutual agreement has to happen
2	first. And so if there's not a mutual agreement then
3	the other things can't happen?
4	MS. SALAS-FORD: Right. Point 1 and point 2
5	verify, you know, different timing for depending
6	on the grade of the student and the type of activity.
7	But, yes, mutual agreement is required for each of
8	those.
9	MS. NEWTON: Okay.
10	CHAIRMAN BARTH: Any other questions or
11	comments?
12	All right. I would entertain a motion for
13	release for public comment.
14	MS. NEWTON: I move to release for public
15	comment.
16	MR. WILLIAMSON: Second.
17	CHAIRMAN BARTH: All right. Motion by Ms.
18	Newton, second by Mr. Williamson.
19	All those in favor say "aye."
20	(UNANIMOUS CHORUS OF AYES)
21	CHAIRMAN BARTH: Opposed, same sign.
22	Okay.
23	B-5: CONSIDERATION FOR PUBLIC COMMENT RELEASE: PROPOSED RULES
24	GOVERNING ELIGIBILITY AND FINANCIAL INCENTIVES FOR NATIONAL
25	BOARD PROFESSIONAL TEACHING STANDARDS CANDIDACY AND

CERTIFICATION

CHAIRMAN BARTH: And then our -- is Ms. Reinhart
-- oh, Ms. Freno is going to handle it. This is a
release for public comment on National Board
Professional Teaching Standards.

MS. FRENO: Yes, Dr. Barth. As you said, this is a second set of rules we're asking the Board to release for public comment, the rules governing the eligibility of financial incentives for National Board Professional Teaching Standards Candidacy and Certification. If anyone has any questions, we do have staff here from Licensure who can answer those for you.

CHAIRMAN BARTH: Okay. Ms. Zook.

MS. ZOOK: Yes. I'm a data person, not a narrative person. Do we have any quantifiable evidence that a board certified teacher who teaches kindergarten through 4th grade, that their students are achieving at a higher level on the ACT Aspire and the Iowa test and the test for the little ones than students in the classes of those who aren't National Board certified?

MS. FRENO: I do not know that, Ms. Zook. But I can see out of the back of eye Dr. Owoh is on his way up.

1 MS. ZOOK: And I quess to springboard off that, not only in K4 but then do the students who are in 2 the classes that are tested on the ACT, do we have 3 any quantifiable evidence that those students score 4 5 higher than those who are not in the classes of a National Board certified teacher? 6 7 DR. OWOH: Yes, ma'am. Good afternoon. Jeremy Owoh, Department of Education. As my staff stated, 8 9 we do not have Arkansas data but we do have national data that has contained those results on how a 10 National Board certified teacher impacts the 11 classroom and the instruction. And so we can --12 13 would you -- we can provide that information. MS. ZOOK: Well, I think if we're going to 14 15 continue to reward these teachers, you know, year after year with the taxpayer money that we need to be 16 sure that there is reason to do that, because we're 17 18 getting better results from those students. DR. OWOH: Yes, ma'am. 19 Duly noted. Who were the stakeholders on 20 CHAIRMAN BARTH: 21 this, involved in the development of these rules? DR. OWOH: Well, we did have an advisor group. 22 23 I'm going to ask Mr. -- Mrs. Culpepper to come. But 24 we had an advisor group made up of educators, 25 National Board certified teachers, to provide input

on the rules, so --

CHAIRMAN BARTH: Thank you.

MS. CULPEPPER: Barbara Culpepper; I work with the National Board program at the Department. And we had an advisory committee that came that did consist of Dr. Clara Carroll from Higher Ed., who works on the national level with National Board, and then National Board certified teachers who consisted of principals, teachers and other administrators who had moved into different positions.

MS. ZOOK: Thank you.

CHAIRMAN BARTH: Ms. Newton.

MS. NEWTON: I just wanted to applaud the efforts of trying to get high quality teachers into those areas that we need the most; you know, to reward those teachers for going into areas that may not always be the easiest places to teach. You know, and I think this is a step in the right direction. I know we can probably do more. But just to get those teachers in high poverty schools, high poverty districts and reward them for staying there I hope—hopefully we'll see some good data and good results from those efforts.

CHAIRMAN BARTH: Great. Any additional questions?

	106
1	Okay. Then I would entertain a motion to
2	release for public comment these rules.
3	MR. WILLIAMSON: I move to release the rules for
4	public comment.
5	CHAIRMAN BARTH: All right.
6	MR. BLACK: I second that.
7	CHAIRMAN BARTH: Motion by Mr. Williamson,
8	second by Mr. Black.
9	All those in favor say "aye."
10	(UNANIMOUS CHORUS OF AYES)
11	CHAIRMAN BARTH: Opposed, same
12	Okay. Opposed, same sign.
13	All right. Thank y'all and I would encourage,
14	of course, comments from board members.
15	B-6: CONSIDERATION OF TRANSITIONAL SUPPORT PLANS
16	CHAIRMAN BARTH: All right. Last up is
17	Consideration of Transitional Support Plans, and I
18	will turn it over to Ms. Frazier and Dr. Hernandez.
19	MS. FRAZIER: Good afternoon.
20	CHAIRMAN BARTH: Good afternoon, and thank you.
21	MS. FRAZIER: I'm Tiah Frazier with the
22	Department of Education; I'm the Public School
23	Program Coordinator.
24	DR. HERNANDEZ: Mike Hernandez, Office of
25	Coordinated Support and Service.

MS. FRAZIER: You have before you consideration of 28 district transitional plans of support. And we want to give you a little bit of background information on what Act 930, or the Arkansas Educational Support and Accountability Act, says are requirements for those transitional plans of support.

So the original intent of these is to describe the relationship between the ESEA and the LEA during the transition period. So it's a way for us to determine how we will continue to support LEA's prior to implementation of an approved federal accountability plan, because there was going to be a period of time where we had an ESEA waiver expire and prior to implementation of our ESSA plan.

So I'll just talk through this, even though it's kind of not moving on the screen -- but that's okay;
I think she's trying.

So we're required to develop these transition plans in collaboration with public school districts so that we can develop a support plan for public school districts that have been identified previously as academic distress and districts receiving intensive support, priority, or focus status. So any district that was previously identified for focus, priority, or academic distress, which are now Level 5

intensive support, must have a transitional plan of support. And there are only two things that needed to be included in those plans, according to Act 930, and that is the support that the public school district will provide to the public schools and the support that the Department will provide to the district. But we included additional items --

Thank you. There it goes. Thanks.

1

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

We did include some additional items in those And so what we did is we included the school level goals that were -- those goals were created using data from prior state and federal reports, as well as previous school improvement plans, interim and summative student assessment results, and any other local data that they deemed necessary at the school level. Those school level goal-setting processes were not necessarily directed by the School Improvement Unit; those were directed by the district liaisons and district leaders and should've been approved by district leaders prior to the district creating the district plan of support. And we showed you an example of that last month where North Little Rock had gone through their goal-setting process and then created their district plan of support in accordance with their 10.03 application. Every

district has gone through that same process if they are applying for 10.03 funds. So even those that have not applied for 10.03 funding they just didn't do the funding component; they did all of the other parts in order to arrive at this transitional support plan.

So the other thing that we listed in there is that we thought it would be important for us to find out what requests districts might have of the Department in this process, because we sometimes think that we know what those gaps are. But we thought we're already there and in those conversations it would be a great way to ask "what are you having difficulty in," maybe "what is your --what do you not see available at your local co-op," or "what are possible needs that are in the field that we are not addressing."

And so this is that continuous cycle of inquiry or continuous improvement cycle that has been a school improvement process for a long time. And we've shared with you multiple times since August that that's -- this has been part of this mind-shift that we've been dealing with in school improvement, because for a long time we've taught this process to school level teams. There's great turnover in many

of the schools that we serve and many of the leaders that are in charge of those teams. And so now we're looking at it from a different approach, because we're kind of looking at it from a systems approach where we've been used to dealing with instructional coaches at the building level and now we're looking at coaching district leaders. District leaders oftentimes are looking at that as a systems approach, so we're trying to see how systems overlap and get that information all the way down to the building level and back up to open up that line of communication.

This has been a difficult process, and we know that, and we appreciate everyone being really patient with us during this time. And part of that is that because we didn't identify -- under ESSA we didn't have an approved plan and we didn't identify under ESSA -- we ended up having a lot more time on these transition plans than we originally thought when we wrote the Arkansas Educational Support and Accountability Act back last winter.

So just -- we just wanted you guys to know what we're going to do from here and how we're going to continue to move forward.

So we have already started categorizing the

supports that are being requested by the LEA and we're identifying some gaps in our supports. And so one of our next steps is that we're going to be coordinating our site visits, especially when it involves multiple units throughout the agency. We will be communicating requests across the agency and then things that maybe we don't have in place we'll be communicating with cooperatives and ERZs across the state as they write their plans for next year. So the Division of Public School Accountability will need to partner very closely with the Division of Learning Services as we move forward into the next year; this also helps us to create our workflow and build district capacity.

And so some of our next steps are: we need to finalize the second group of transitional support plans. Today, you have 28; we have about 29 more district plans that will come to you in January, and then that should cover all of the ones that were required to have a transitional support plan. And then we will be communicating with other units, as well as those cooperatives, in order to determine those supports that are available out there or possibly create supports that need to be happening throughout the state. And then we'll need to create

an ADE plan to move forward.

1

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

So when you look at those district plans of support there are two -- or those transitional plans of support there are two that are different, and that's Little Rock and Dollarway. And so I'm going to let Dr. Hernandez pop up here and tell you a little bit about why those two look different.

DR. HERNANDEZ: So in Dollarway and Little Rock's transitional plans, the beginning of those components also includes some of the other systems. When we did the systems analysis and looked at things like facilities, finance, human capital management, and some of those, you know, we outlined to the districts "here are some of our recommendations, let's work together to prioritize some of the areas; and then within those areas tell us where you feel like as a district you're not able to move the needle on some of those things and what supports you would like from us." We've seen a different array for the most part. You know, in Dollarway's case our focus is obviously -- because they're also in fiscal distress we want to continue providing support in the financial areas, but also we're getting ready to submit a master facilities plan. So we're working with them to kind of develop a process where they can

25

bring in multiple stakeholders in their district, look at their facilities, make long-term plans for making sure they're upgrading all of their HVAC systems, have roof systems ready to be replaced at certain times, and any other new structures that they might build in the future -- and at the same time, tying back to the funding, do they have money or are they saving money in the long-term to do that. And a couple -- in both cases, both Little Rock and Dollarway, we're really looking at the human capital management piece. Part of it is, you know, looking at their staffing allocations, do they have the right amount of staffing allocations for the number of Both school districts are seeing a drop in students. enrollment and so we want to start planning for next year on how we're going to address that and make sure we don't run into funding issues. The other major part is the recruitment, the retention -- the recruitment, the development of the teachers while they're there, and the retention. We're talking through a lot of those things, about how specifically we provide those supports. And we're also looking at other outside vendors, whether they be cooperatives, whether they be ERZs, or even third-party vendors, that may specialize in looking at the human capital

management process. And so we're having some of those conversations now to figure out exactly -- Tiah referenced the gaps in support. That may be one of those areas where we're going to need some help, especially with a big district like Little Rock, looking at all of their HR processes and how -- if you took the education part out of it, how can we streamline a lot of their HR processes; and then, aside from that, all of the different academic supports that they've looked at.

1

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

And I just want to comment a little bit on something Ms. Frazier said, is that this has been a You know, what you've seen -- or what we've process. seen a lot in these school plans and the 45-day progress reports -- and some of this has been kind of falling back to the old way -- we know that they're really just trying to get their 10.03 funds. they focus their goals on trying to get that small amount of funding but not thinking larger term, like, "hey, we should be doing this with all of our schools; we should be looking at all of our funding strands and setting goals and doing resource allocation based on that." We had a good meeting with one of our districts yesterday where we had those conversations and said, "Guys, it's your

responsibility as district leaders to be looking at these plans, making adjustments, and then telling us where you need those supports. And if you need help to coach those schools on how to do it, we'll do those things." But that's how we're going to move towards this idea of continuous support, regardless of which school; otherwise, we're just going to continue to churn the bottom instead of trying to move everybody out. So we're excited about that work.

1

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

And then the only additional piece MS. FRAZIER: that we wanted to add is just that we -- during this transition time, you know, right now we're working without rules for the Arkansas Educational Support and Accountability Act and we don't have feedback yet on our ESSA plans. So this really is just about insuring that we're continuing to support these schools. We haven't had any of them reach out and say, "We don't need you here" or "we don't want you here." As a matter of fact, there have been a few districts that have asked for very specific supports as far as what they need from ADE. And like Dr. Hernandez mentioned, we think some of them probably thought of it in the narrow way. And once we move towards our ESSA implementation there will be some

teeth, for lack of better words, for us to say "we're talking about coordinating all of your state and federal categorical funding, as well as the supplemental funding for 10.03 and how you're supporting the entire district within these plans."

We just -- we don't have those rules at this time in order to say that that's what must go on here.

CHAIRMAN BARTH: Okay. Any questions or comments? Ms. Cochran, anything?

MS. COCHRAN: No.

CHAIRMAN BARTH: Ms. Newton?

MS. NEWTON: No.

CHAIRMAN BARTH: Okay. I'll just note, you know, in going -- in looking through these just the variance of -- there are some of these transitional plans that have great specificity and you really do get a sense of a game plan. Others of them are pretty vague and pretty -- there's not much specificity. And is that right to kind of -- am I reading that correctly, that there is variance in that regard? And I guess -- in terms of the request that is being made to us today I guess I feel some apprehension approving plans that don't seem to have that kind of clarity.

MS. FRAZIER: Yes. So I will address the first

23

24

25

Some of those districts are districts concern first. that have only previously identified focus schools, and the way that they receive this information was in a one- to two-hour training at a cooperative in a group with possibly three to four other districts in the room with them. It is highly likely that the district did not send the correct personnel to that meeting, so that meeting maybe only had one locally hired school improvement specialist that doesn't actually have any authority over the building principal; that person does not evaluate anyone inside that building. So they were supposed to go back and train and talk to district leaders and liaisons, as well as the federal program coordinator, in order to determine how to coordinate funding and set goals that were purposeful. So it's highly likely that the right people were not at the table. And it was not until we really started looking at what was coming to us and evaluating those timelines to see when we needed to get information to the State Board, as we promised, that we realized that there were definite gaps in the district's capacity to support what we were asking them to do.

So we understand your apprehension and we will move forward however the Board determines we need to.

20

21

22

23

24

25

CHAIRMAN BARTH: Yeah. It does give me some -it gives me some worry in terms of the amount of power that's being transitioned back to the districts, local districts, to take the lead on this, if that kind of human capacity is not present in a lot of those districts; is that the students who happen to live in those districts who -- especially in many of these cases are from vulnerable populations. You know, under the ESSA -- the plan of action under ESSA we're obviously giving a lot of decision-making authority back to local districts to take care of providing the support to those local And it's just worrisome in terms of whether schools. they're going to be able to get it right and whether we as a state are going to be able to, you know, really, truly track whether they are making the progress we need.

MS. FRAZIER: Yes, sir. And there's one other -- I was just going to say there's one other section when you think about Act 930 and the way this is written. So the way these transitional plans of support -- this is in the part of the law that will not be codified, so there will not be rules that go with this section regarding transitional support plans. And these transitional support plans are in

order to help us determine the level of support that
a district will be receiving, and that timeline
inside the current law says that we have until July

1, 2019 to finalize.

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

DR. HERNANDEZ: Dr. Barth, I completely agree with what you said about having the apprehension about so much control going back to the districts. Ι know that's something that we struggle with in trying to -- you know, how are we going to monitor these things better than what we have before when we said "you have to do it, you have to do it this way." think that where that got us is a lot of compliance; it was not looking at it as good planning. So the good news is that I feel like we are moving in the right direction in some of the things we're doing. We kind of touched on it a little bit when we started down the road of developing the systems analysis tool. I told you we're going to go back and revise some of that. And so some of the activities that are getting ready to happen towards the end of next week, we've engaged a national group called the State Support Network. We've also identified a framework that we want to work through in kind of developing these expectations about what a school district should be doing, what a school should be doing. And

that way, once we have that framework then that's what we'll kind of put out, not just to our lower performing schools but also to our higher performing schools. A lot of other states have started going this direction and -- but we want to take something and make it Arkansas' own and say, "Okay, when we look at all these systems what are these expectations? What's kind of the low level, what's kind of the middle that we'll accept, and then what are the high levels, what do they look like?" And so in the future when you guys are faced with deciding on a Level 5 district, whether to classify them or not, we'll be doing these kinds of activities where you'll be able to clearly see here are all the shortfalls, where these districts are. And until they get up to a middle level that's acceptable that's when -- when those checkmarks are made, they started improving in all these different areas -then that'll make it a lot easier for us to be monitoring against those things. You know, we'll still have -- and I think a lot of it is going to come with training.

1

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

Some other good things that have kind of happened is that, you know, we have had some districts that have reached out to say, "Hey, you

know, we're really doing well academically, but we want to be better." And so they're starting to take some of these ideas of continuous improvement and think about how they can implement it. Because, you know, not all school districts -- even some of the highest performing school districts, they don't have leadership teams; you know, they're not doing analysis; they're not setting goals; they're not thinking about how they're spending their money for equity and all these things. And so I think the more of those conversations that we have that's going to kind of spread throughout the state and get to where -- you know, we're talking about moving to lead the nation; well, we only lead it if we're all going up, and so I think that's stuff that's coming. But we've got to start with this backbone to say, you know -because even if we tell a school, "Hey, improve," well, improve to what? You know, what are the standards? We have standards of accreditation, but that's the minimum. And so we've got to start setting things out there that say "here's the high level expectations that we have, and then here's the supports when you fall short. You don't have to use these; you can create on your own, but here's some of the things that are fallbacks that -- you know,

here's a curriculum you can use; here's this you can use; here's that you can use," to try to help our people grow from there. So I think that's where we're going. But I do -- when we get there we'll have a lot better monitoring capabilities to make sure that we're giving everything back to the district. But we also want to train them and show them what the right things are to do so they do make good decisions.

1

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

CHAIRMAN BARTH: Yeah. I mean I totally understand we are in a transition phase here and I totally get that. But I think we just have to keep our -- you know, keep our eye on -- make sure that we are truly promoting equity. And especially I think I'm more worried about -- in some ways about some of these districts that formerly got attention because of the achievement gaps, right; otherwise are achieving districts, but -- or achieving schools. But it's in those districts that some subgroups of kids really can get left behind. I think that's where we really need to be sure that we're stepping in and doing our part.

Ms. Zook, anything?

MS. ZOOK: Well, I'll have to compliment Ms. Coffman because she talked me down off the ledge

25

after I read these. Ouite frankly, I was very I expected the districts to do a disappointed. complete task analysis, not "the kids are making Ds and Fs and we want them to make Bs and Cs, and send us some subs, and we'll do a little PD; you know, maybe they're not reading. I expected like maybe the four districts in Pulaski County saying, "If you will train in the science of reading, some administrators from all four of those districts, then we will train all of the other districts and teachers in those districts; that you would task analyze; that maybe if -- whether the elementary school was in a focus or previous Needs Improvement or priority or lowest 10% or whatever the old terms were that they would say like, "We are getting students who are that far behind in our middle school; what can we do at the elementary level? Let's look at all the first grade teachers, the second grade teachers, the third grade Let's find out how the kids are coming out teachers. of those rooms and either specific PD that teacher or replace that teacher; " or look at the principals that have real dynamic observation, leadership, mentoring skills and then put those principals in the buildings where you have the most teachers who need that kind of leadership.

There are three, I think -- maybe four -- of these districts, and I think all three of them were those who had academic distress, so they were used to coming before our committee. They were used to the kind of questions we had, and get it, so they were writing their reports in very measurable terms. used to say, "It should be written with such clarity and such ability to measure that you could take some guy off the street and bring him in and he could do that plan." But with these, with teaching degrees and administrative degrees and experience, you know, I'm going, "So the central office is going to provide Oh, well, great." You know, that's not a sub. support; you know, that's helping finance.

1

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

But I'm not fussing at you all because I know you're right there with them, you are patient with them, and realize, gosh, we've got a lot of work to do to get this to where we need it to be. But, you know, I hate it that these are on the action agenda because, quite frankly, I don't feel comfortable voting to accept the majority of these the way they're written at this point. If -- you know, I don't know what more needs to be done. I don't know. I know you can't make people, you know, do it a way. But I think in those districts that are under state

25

intervention, Dollarway and Little Rock, we probably have a little bit more umph to what we're expecting and wanting than we do in those that have their own local school boards. But I even think if we as board members or ADE or whatever went out and talked to those local boards, invite the community and everything, and say, you know, "Here's the kind of thing that we want you to do, here's the -- you know, let's task analyze this. Why are the kids at given high school, why is the gap there between the special ed. and the over-achievers -- or the low socioeconomic and over-achievers? What is causing the gap? You know, is it something beyond our control?" Like, you know, I met a little girl the other day who's 16, who has a toddler who's two and a baby who's five months old. And her district works with her to get them to a toddler and pre-K program and then get her on and excuse her for being late to high school and all that. But -- and another thing, there was nothing about summer school in here; so tutoring after school is almost blaming the gap on I for one believe that the gap is from the child. the teacher and principal and central office staff. Summer school could take care of the amount of time the kids regress. And I know I'm preaching to the

choir, but nonetheless I'm preaching and trying to help you all understand what it will take for me as an individual board member to say, "Wow, yes, I want to make the motion and vote for this because that's right where we need it to be. "But I'm sure y'all are frustrated and you're very patient sitting there listening to me express my frustration. But I just want the taxpayers and the general public and the patrons to know that some of these reports are just not what it's going to take to get their school, their child -- you know, mom and dad only care about their one or two or three kids -- what it's going to take for us to say, "We take it very seriously that your -- that only 37% of the kids in this state are reading on level." You know, even if we could get them up to fifth and sixth grade level, because most books for enjoyment and a lot of jobs can function on that level. But right now we're not even there.

1

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

So I don't know what the action of the board will be but I probably today will abstain because I just can't in good conscience okay this, even though I know y'all have done everything you can. And I do appreciate Ms. Coffman for -- you know, you should've heard what I was thinking before she talked to me.

But I just -- you know, to realize the amount and

1	level of work that is needed in these districts to
2	get to where we need to be when you don't even have
3	central office staff or principals who seem to get it
4	or maybe this first round they thought, "Well,
5	we'll just write something down and it'll go on
6	through." I don't know what their thinking was. But
7	I do know there's a lot of if this is the best
8	that they have to offer, there's a whole lot of work
9	that's got to be done. Sorry, Mr. Chairman.
10	CHAIRMAN BARTH: No, feel free.
11	Okay. Ms. Cochran?
12	MS. COCHRAN: No.
13	CHAIRMAN BARTH: Okay. Ms. Newton.
14	MS. NEWTON: I guess my question will be what
15	are our options besides saying okay? Do we have any
16	other options? Can we send them back? I mean what
17	can we do?
18	CHAIRMAN BARTH: Well, that was actually my
19	related what is our time sensitivity on moving
20	forward on these?
21	MS. FRAZIER: So our next step is to start
22	working on a more streamlined process. Like Dr.
23	Hernandez says, we are going to partner with the
24	State Support Network. The State Support Network
25	will be directly helping us to build out a needs

assessment process that is tied to our ESSA plan and looking at the four domains of turnaround. And we want to look at it a little bit broader than the four domains of turnaround because we really fear that the term "turnaround" will turn folks off. We don't want that to happen. We actually want whatever we create to become a general support throughout the agency so that any district and school that chooses to use our process to determine needs at the local level can use it and that it isn't just about turnaround. There are about seven units that are partnering on this work and that will lead us through the fall. That will be the tool that starts us in our implementation of our ESSA plan next fall. We would like to pilot it this summer.

Like I said, the section of the Arkansas

Educational Support and Accountability Act that has
the timeline regarding transitional support plans
says that we actually have until July 1st of 2019.

DR. HERNANDEZ: I think --

MS. ZOOK: I think the problem I have here is --

DR. HERNANDEZ: I think --

MS. ZOOK: -- if my child is in first grade and we have until 2019 that means he could get to fourth grade without knowing how to read.

COMMISSIONER KEY: Okay. So if it's okay -CHAIRMAN BARTH: Sure.

1

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

COMMISSIONER KEY: -- to come back to me now? So what you're describing is what we had under No Child Left Behind, School Improvement Year 8, School Improvement Year 9 -- I mean, those are the things -- and then it didn't get much better in flexibility. Why? Because the districts were out of the loop; districts were just absolved of any responsibility a great deal unless it was academic distress -- and we know, you know, the story behind But so maybe I didn't do a good enough job of explaining what these transitional support plans over the last several months were supposed to be. weren't supposed to be the end-all be-all, this is what -- you know, we identified this, this is what's going to move the needle; it's moving from that old accountability system to the new accountability That's what we're doing here. And they are system. not -- you know, I'll come back to the question you asked, Ms. Newton, about, you know, what can we do. But it wasn't intended that this is the end of what you will see with these. This is to get us something documented so that that transition can begin and the conversation can start to be different in these

25

districts where we're moving -- putting the district level back into their role of true responsibility. This isn't advocating anything from the Department; it's putting them back where they have to be able to make the decisions on how to spend their NSL dollars, how to spend their Title 1 dollars, how to spend their Title 2 dollars. And right now the system is, for lack of a better word, in my opinion it's broken because really in a lot of cases decisions are we'll just do the same thing year after year. And so the things that you're talking about, nothing you said was wrong; everything you said was right. I think we have a disconnect on timing of when we should expect Because we're trying to coach districts that that. have not had these conversations at all, so they don't know what to identify yet in the list of things, whether it's RISE training, whether it's, you know, boosting PD options for their teachers or So what the timeline really does is this principals. gets us into that transition mode where our teams are having different conversations with their teams, and that's been difficult. I mean Tiah is right, that has been hard. But the other thing is in timing some of those more detailed things will come out after the needs assessments when we restructure the planning so

25

that, you know, budgeting is done -- or planning is done in May and budgeting can be done then for the next school year, not submitting plans in October for the school year they're in. So there are a lot of those things that you will see that will change, that I think are more in line with what you described. But that's not these plans. I mean, as I said, you know, we probably could've been clearer in that what you would expect to see when these plans -- because, you know, I had the same conversations. time I saw one I said, "What is this? I mean this isn't what" -- and then we had to have a conversation that, well, we're moving folks to a place where they've never been before. So it is hard. know, if you see one that's just egregious and you say, "I can't support that one," that's okay. know, we're not going to be upset. Our team is not going to be upset that if you say, "Look, I" -- maybe you say "I can't approve any of them;" that's okay We'll take that feedback to those district teams and we'll say, "Look, we have to do better." But I think there are some that are good. I mean there are some that are better than others. probably aren't any that need to be -- that are as good as they need to be, but there are certainly some that are better than others. I think Tiah mentioned the timeline being, you know, statutory, what it is. But approving these today does not mean that you'll never see them again.

So what are your options? I mean I think there are your options: you could selectively approve the ones that you feel like are adequate at this point, reject ones you don't; or if you say, "Hey, y'all go back and try again," we'll go back and try again.

But just know that it's a constant -- I mean when we talk about continuous improvement that means this process too. And so we're trying to model what that looks like for districts because it is such a shift in mindset of where we have been as an agency and where we need districts to be as LEAs.

CHAIRMAN BARTH: I think one question I have is, you know, based on what we're seeing here it's pretty clear that at certain districts there's simply not the mindset in the folks who are now responsible for doing this work at this stage. And so my question is: how are we going to get them to the point where they really are able to take on this responsibility at the district level that they've not historically had? And what's our plan of action for being sure that folks really -- do really transform themselves

so that they can transform their districts?

25

1

COMMISSIONER KEY: I think -- and that's a good question. And so part of that are the tools that we're going to be issuing with respect to our ESSA implementation. You know, our videos that explain different components, how ESSA is different, how things need to be reviewed and discussed differently, what does it mean to have a meaningful stakeholder engagement, what does it mean to think differently about Title 2 funds, whether it's class size reduction or leadership development. I mean those are the things, the conversations that we'll be having with not just the folks on the list and the 29 or 28 we're bringing back, but all districts. Because, Dr. Barth, you said something earlier that you're concerned that, you know, some of the what we would've called the TAGG groups before or the subgroups that they may get lost. I think when we start looking at our ESSA School Index I think you're going to see even more emphasis on those areas. mean it's going to be clearer where those groups of students are having their needs met and where they And, you know, so I think the ESSA School aren't. Index is going to give us a better tool -- and y'all haven't seen that yet. I mean we -- y'all have seen

the concept but you haven't seen the numbers. But

when you start seeing that and seeing how that

compares across the state I think it's going to give

5 that maybe aren't getting served to the best of the

us a better tool to focus on those groups of students

6 district's ability.

4

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

So, you know, that -- those are conversations we have to have. We're going to get our partners -we'll be pulling them in over the next few months --AAEA, the teachers groups, School Boards folks, the other support groups that are out there. Those are conversations -- I know Ms. Coffman is going to be leading groups and as we're putting that information out there, that's all going to seep into the work that they're doing -- and not just the school improvement team, because it's going to be across the agency. You know, school improvement is not the task of this group; it is the task of all of our units and where do they fit in. And I think we'll have a -the other thing that we have to do a good job of that we're making plans is what's expected at the federal level. Now as far as implementing research-based interventions and how those dollars are being used are going to require more thoughtful -- a more thoughtful approach.

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

So hopefully that answers that. It's just not something that can be -- right now can't be put in that -- in this transitional plan because of what you've identified as gaps in thinking. This helps us identify where those gaps are and who maybe we need to concentrate on.

MS. ZOOK: Do you all think that based on the reports in front of you that you can ascertain which districts need to just go back and say, "Here's how you do a Needs Assessment, here" -- you know -- to find out what -- where your gaps are. Or maybe they know how to do that but then the next group says, well, they've pretty well established their need but they haven't done a very good task analysis of what it takes to get where they want to. Do you all believe that the reports that you have in front of you and the feedback that you're getting from your people in the field, that you can take these and zero-in on -- and then if you have like seven who need to know how to do a Needs Assessment, you know, pull them in; and then six more need to know how to do a task analysis, then others just need to know how to write a goal in measurable terms. And I mean do you all believe that you can look at these and determine what those individuals need from you all to

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

do what it is that's next in line to what they -because if -- you know, you can only do what's next in line to what you already know how to do. So if you're expecting them to do this and they only know how to do this, they're going to have to rely on you all to do that. I don't know if you have the staff, don't know if you have the -- you know, what all. know you have the wherewithal and I know you have the intellect and I know you have the training and the experience. But is this something that you can take these reports and then say these three districts need us to key in here and these four districts need us to key in here? Is that the approach you're going to take about getting to where you want them to be, even if it's just by the time we get the next report?

DR. HERNANDEZ: So when I think of, you know, you guys asking what are the options about it I think the way I interpret you guys approving these is you're approving them for use. And what I mean by that is we're getting ready to -- you know, obviously we know these aren't the best work, and so a lot of that stems from a couple of things: one, this is the first time a district has really taken on this diagnostic analysis in setting goals. It may have been part of -- our issue is that we've only

communicated some of this stuff in terms of goal-1 setting; in the district's mind it was goals that 2 they needed to access 10.03 funds for school 3 improvement. And so now that we've started to 4 5 broaden that conversation, yeah, they are spending money on afterschool and some of the -- and summer 6 7 school and all these things; but because they're not doing that particularly with 10.03 funds a lot of 8 9 those other initiatives that they're doing probably didn't make it into this type of thing. And so when 10 11 they get ready to set new goals in May we're going to 12 take what they have in their support plan, they're 13 going to set new goals and basically revise each step to make it more comprehensive, and we're going to 14 15 keep moving down that road. I think, you know, when 16 -- the reports that you used to get that were very well-done, that was because of people like Tiah and 17 18 Dr. Wilde because that interaction used to be our school improvement person with their school 19 20 improvement person, and sometimes not even the whole 21 They made a nice plan but we all know what effect did that have. And so what we're seeing --22 23 even though these look bad, they look more -- they're 24 valuable to us in a sense is because now we really 25 know where the deficits are. And so who we really --

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

and that started yesterday; you know, we sat down with a district leadership team and we went through a lot of things and talked through a lot of things.

And, you know, Tiah can tell you I was blunt with them. So this is the way it's going to be and we want to plug in and start to be more directive now that we know what we're dealing with. And so I think that part of it is -- these are always going to be changing.

Now as far as, you know, the timeline on approving them or adopting them, my understanding is the reason why we have to have that is, one, because it's in law, and there's really not any -- because we're kind of in this transition there's not really a contract between us and the school as far as how we're working together. So in the past, when they were priority or focus, we did this, this and this, very prescriptive. And so now that we're -- we don't have that, without a transitional support plan we're kind of in limbo of how we're engaging with the district, you know, because we're moving away from that one-size-fit-all. We told them what their indicators were; we told them what they should be doing. But every school district is different; they And so as we all have a different set of needs.

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

start to filter through that, you know, it's going to feel weird and uncomfortable until we get to the point where, what Commissioner Key said, it's evidence-based practices. A lot of people don't even know what that means; they don't even know where to And so, you know, we're communicating go find them. those resources and starting to do more coaching and training and those kind of things. I think it's going to get better, but I think that's why we're seeing -- this is obviously why you're seeing things like that is it validates that, you know, when we were trying to do school improvement before at the school level it didn't work, and that's why we're moving it to this level because it can potentially be more sustainable.

MS. ZOOK: I don't guess I knew that when I was looking at 930 and ESSA that it was going to be tied to 10.03. Because it seems to me like that the old learning is getting in the way of the new practice.

DR. HERNANDEZ: When ESSA is fully adopted and implemented that's when we start going to comprehensive schools and some of those that -- those labels go away and we start going to the new process when the ESSA School Index comes out and all that.

So that's why right now it's really tied to 10.03, because we don't really have any other means of telling them -- that's the only teeth, I guess, that we -- the term that's used -- that we've got right now; otherwise -- because they're really not --

MS. ZOOK: Other than they --

1

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

DR. HERNANDEZ: -- priority; they're really not focus.

MS. ZOOK: -- desire to have their kids learn, I mean which could be an incentive for some people.

DR. HERNANDEZ: I agree.

COMMISSIONER KEY: Yeah. Just to follow-up in how this -- an example of how this systems approach is going to be so different and I think helpful in the long-run is if you look at the Little Rock transitional plan of support. In our conversations with them, asking them what do you need, you know, they didn't identify anything in the fiscal area; they said that, you know, they feel like they're fine -- and in many respects, they are. And then we started thinking about in terms of -- you know, they just moved to APSCN, eSchool, eFinance. That's a huge undertaking. And with knowing that there are tools in that system that help, you know, board reports, things like that so that budgets are

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

reported and are transparent to board members and the public -- you know, what we observed is in that transition there are some things that coming from their old system to them a new system they are going to need help. And so, you know, although they didn't identify it, we identified it. And for the purposes of making sure that when that district is returned to a local board that they are able to run those reports, understand what those reports are saying, and be able to communicate that to board members. That's very important. But before, when we were only looking at academics, we probably never would've even thought about that. But because we're looking at it in a systems perspective it's different. That's not identified in this report because it was posted before we had those conversations. Now that we know that, you know, we're going to go back and amend that. So that's just an example of how this is going to be an ongoing iterative process of reviewing, constantly improving, and having those conversations at the district level so that there's better understanding as we move to this new system.

CHAIRMAN BARTH: I think one thing I'm grappling with -- I see Ms. Newton -- is I understand that this is an iterative process; it's going to keep moving.

1	But I also part of me is saying we should send a
2	very strong signal early on about high expectations.
3	And so that's where I'm kind of you know, what I'm
4	divided by is do we get things moving or do we at
5	least early on say, "We do really have some
6	expectations that you guys who now have new
7	responsibilities are have, you know,
8	thoughtfulness and capacity to take it on."
9	So, Ms. Newton.
10	MS. ZOOK: Were you all planning on
11	CHAIRMAN BARTH: Miss
12	MS. ZOOK: Okay.
13	CHAIRMAN BARTH: Ms. Newton is trying to get in.
14	MS. ZOOK: All right. Sorry.
15	CHAIRMAN BARTH: Yeah.
16	MS. NEWTON: That's okay. The way I look at it,
17	even though some of these are really bad they still
18	give us some information. Because I think of it like
19	this: when I used to give pre-tests to
20	Did I not have it on? I'm sorry.
21	Okay. Even though some of these were really
22	bad, they still give us some information. I look at
23	it like I used to give a pre-test to my kids:
24	sometimes I would get kids that knew a lot and I knew
25	I didn't have to do very much work. And then I'd get

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

that one child that all they did was put their name on the paper -- you know, and that's what we've got. We've got some that just put their name on their paper. We didn't -- they don't know a lot. But what that told me is that child needed a lot of support through the process. And we have some school districts that are going to need a lot of support through this process. And you could pick out which ones they are from this transition. And this is a starting point. Some of them are starting farther along the line than others are; some of them are way back here, but we've got to catch them up. And, you know, if you know that from the start, then you've got something to work with. But this is our starting place and we've got work to do in some districts, and some districts we don't have as much, but it gives us an idea of where to begin.

MS. ZOOK: But --

CHAIRMAN BARTH: Ms. Coffman, and then Ms. Zook.

MS. COFFMAN: Deborah Coffman, Assistant

Commissioner of Public School Accountability. Tiah

said something that I want you to come back and pay

real close attention to, is we are moving from a one
size-fits-all at the school level, you-don't-have-to
think-I'm-going-to-tell-you-what-you-have-to-do, to a

district data-driven approach for long-term 1 achievement. We're looking for long-term 2 achievement, long-term improvement. And the way to 3 do that -- you can either give them one-size-fits-4 5 all, which we're not fond of and hasn't worked well for us, or do what we've written into our plan which 6 7 is to begin to support these districts exactly where 8 they are toward where we want them to be; and part of 9 good coaching tells you to get the person you're 10 coaching or the team you're coaching to articulate what it is they want to work on. And that's what I 11 12 think they have done in these plans -- not perfect, 13 but it's the same -- Ms. Zook, you'll appreciate that in raising children -- many of you have raised 14 15 children; you know what it's like. A child says, "I 16 don't feel good today, I don't want to go to school." So you can leave that at face value and miss a day of 17 18 school, or you can unpack that through some really good questioning techniques to find out do they 19 20 really not feel well or are they avoiding some 21 situation at school that they don't want to be 22 involved in; maybe someone is not treating them well, 23 they're not prepared for the test, whatever those 24 situations may be. But it's only through that 25 questioning and that relationship can you unpack what 1

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

people really need. And that's what -- we have training already set up so that our staff is more prepared for that. But that's a part of the work that we have to do with these districts now is take the document that you have in front of you as our initial report, give us the okay to move forward and start unpacking those things. Just yesterday in the questioning alone with that one district we're already unpacking; we already need to add things onto that document. So there are future steps, many future steps, but that's how you have to go about doing that. The exciting thing about that is the example that Dr. Hernandez gave. Because we're doing it this way other districts that normally would not be included or would certainly not be contacting our office for assistance is saying, "Hey, we want to learn how to do that better." Because how do you move good schools to great? That's exactly how you do it.

So I hope that kind of puts it into perspective of this is a start, this is getting that first initial piece on paper, and then we can coach and question and work through and unpack and build the expertise. If they all came back this first round perfect, we wouldn't need any school improvement;

they'd all be fabulous.

1

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

CHAIRMAN BARTH: Ms. Zook.

MS. ZOOK: So since these reports were given for transition and connected to 10.03 funds, are these districts -- are we saying your report is good enough to qualify you for whatever it is we're applying for? I don't know. I don't fully understand 10.03 funds. I can say all the words, but I certainly couldn't teach the class.

I don't -- I can speak in general MS. FRAZIER: terms because I do not work in Federal Programs. know just enough about it to possibly get me in 10.03 funds are directly tied to innovative trouble. and improvement funds that are outside of Title 1 funding, but they still go by Title 1 funding rules. The difference is they must be evidence-based practices. So the School Improvement Unit was responsible for checking the interventions, initiatives and strategies with inside of these transitional support plans to see if they were evidence-based practices. And if there was for some reason that we could not find those interventions, initiatives or strategies on an evidence-based practices website, like What Works clearinghouse or Evidence for ESSA, then the districts that we were

working with had to work with their school buildings in order to create a logic model. So there is more sophisticated thinking there than what you guys actually have in front of you for some of these districts, because many of them have created logic models, so they've actually collected what would be their inputs, outputs and expected outcomes and how they'll measure the progress of that over time.

MS. ZOOK: Thank you.

MS. FRAZIER: Yes, ma'am.

CHAIRMAN BARTH: All right. So the decision before us I guess are -- is to delay, to be more careful in looking one-by-one through these, or to accept them as a bulk package.

MS. ZOOK: Okay. I'm a big believer in when people work together that if there is trust then you can go out on that trust, even though you can't clearly see what they see. And because I trust the ADE and Ms. Coffman and her group and Dr. Hernandez and Tiah I will move that we accept these initial reports as presented.

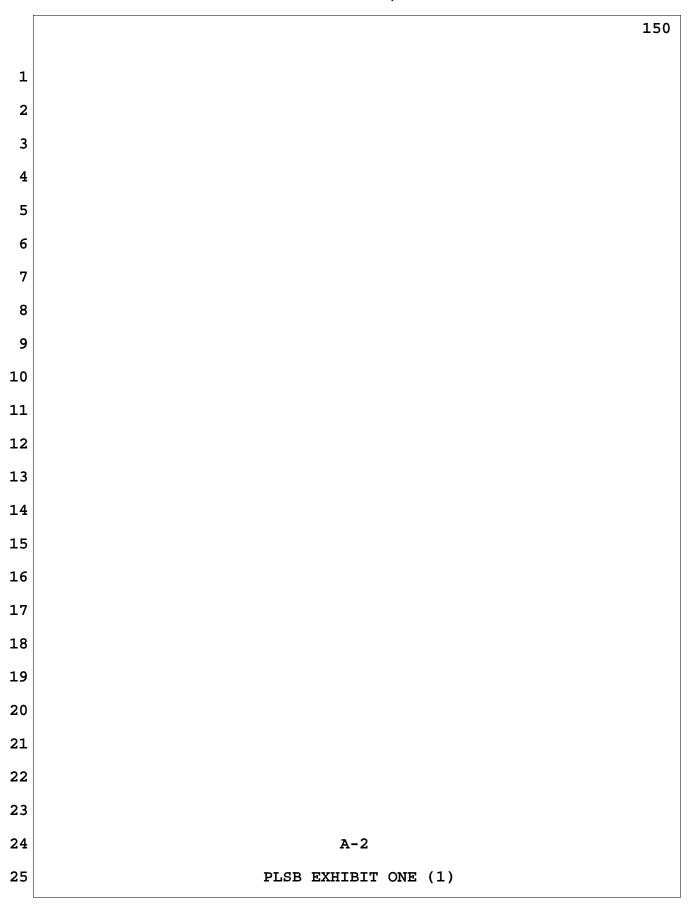
MR. BLACK: I second that.

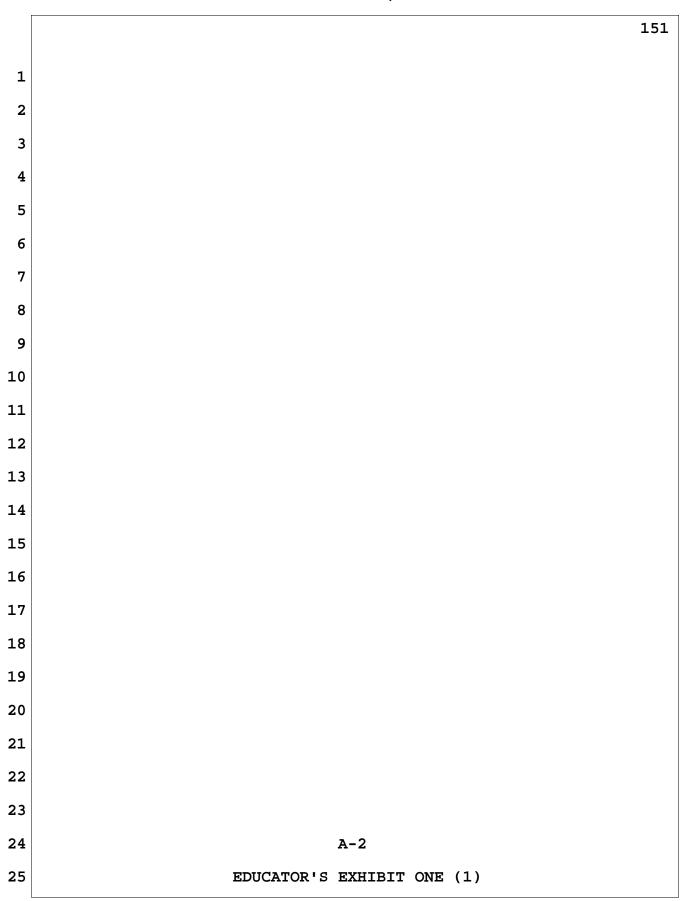
CHAIRMAN BARTH: Okay. Motion by Ms. Zook, second by Mr. Black.

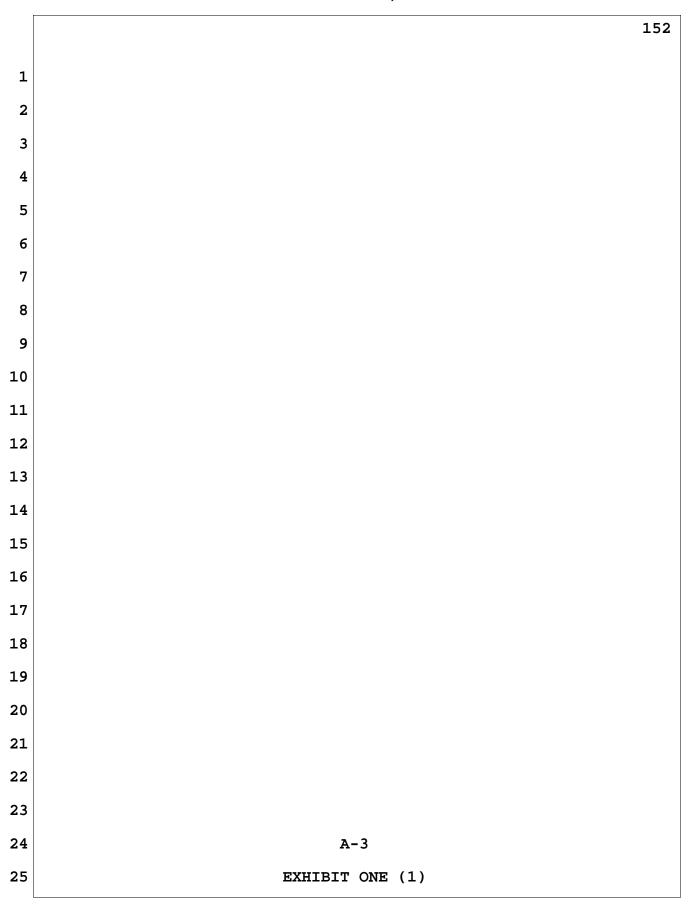
Will the -- Dr. Hernandez, or either of y'all,

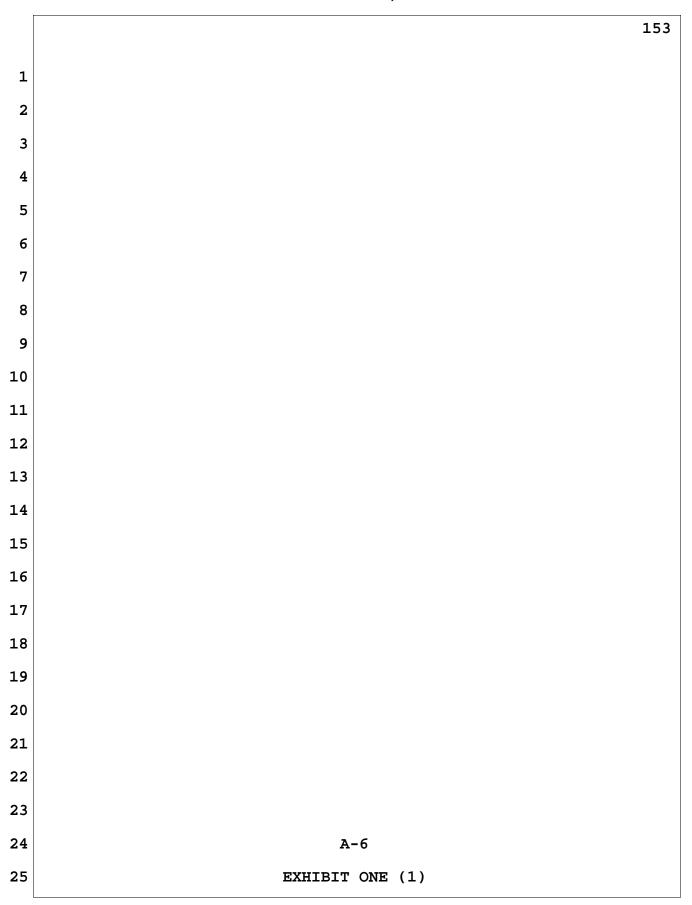
	140
1	will we be getting the other 29 in January? Is that
2	the plan?
3	MS. FRAZIER: Yes.
4	CHAIRMAN BARTH: Okay. All right.
5	Okay. Are y'all ready to vote?
6	Okay. All those in favor say "aye."
7	(UNANIMOUS CHORUS OF AYES)
8	CHAIRMAN BARTH: Opposed?
9	Okay. So good conversation and thanks for
10	educating us, but hopefully you heard I think I
11	hope everyone heard how seriously we're taking this
12	business of districts really getting a new stake in
13	this game.
14	MS. ZOOK: And I would encourage you, if you
15	have superintendents or boards who are being
16	reluctant to listen, then you encourage them to
17	attend our meeting so they can understand it's not
18	just you, it's us pushing you.
19	MS. FRAZIER: Thank you.
20	CHAIRMAN BARTH: All right. Thank y'all.
21	We have no more action for today, so I would
22	entertain a motion to adjourn our business portion.
23	DR. HILL: So moved.
24	MR. BLACK: Second.
25	CHAIRMAN BARTH: Motion by Dr. Hill, second by

	149
1	Mr. Black.
2	All those in favor say "aye."
3	(UNANIMOUS CHORUS OF AYES)
4	CHAIRMAN BARTH: Opposed, same sign.
5	We will be back here tomorrow at 9 a.m. for our
6	report session. Thank y'all for a good day.
7	
8	
9	(The meeting was adjourned at 2:42 p.m.)
10	
11	
12	
13	
14	
15	
16	
17	
18	
19	
20	
21	
22	
23	
24	
25	









\sim	777	ъ	т.	 777	 \sim	7	Т	177
L	D.	ĸ		 r	 L	А		æ

STATE OF ARKANSAS)
) ss
COUNTY OF SALINE)

I, SHARON K. HILL, CCR, a Certified Stenomask Reporter before whom the foregoing testimony was taken, do hereby certify that the same is a true and correct transcription of proceedings before the Arkansas State Board of Education, in Little Rock, Arkansas, on December 14, 2017, that the said testimony was reduced to typewritten form by me or under my direction and supervision; and that the foregoing pages constitute a true and correct transcription of all evidence heard and proceedings had in said matter.

I FURTHER CERTIFY that I am neither counsel for, related to, nor employed by any of the parties to the action in which this hearing was taken.

I FURTHER CERTIFY that I have no contract with any parties within this action that affects or has a substantial tendency to affect impartiality, that requires me to relinquish control of an original transcript or copies of the transcript before it is certified and delivered to the custodial agency, or that requires me to provide any service not made available to all parties to the action.

WITNESS, MY HAND AND SEAL, THIS DATE: December 31, 2017.

SHARON K. HILL, CCR Certified Court Reporter Certificate No. 670

STITE BOILED OF EL	00111011	1		
	147.14.20	5.10.10.1.21.24.	21.21.79.17	(2.10.67.4.142.11
	147:14,20	5:18;19:1;31:24;	21:21;78:16	63:10;67:4;143:11
\$	accepted (2)	32:10,20;62:7,16,20;	age (5)	although (2)
	36:19;40:24	70:17;73:24;74:10,	16:3;20:23;89:17;	94:4;141:5
\$63.05 (1)	access (2)	24;95:24	91:16;92:2	always (6)
	6:5;137:3	address (1)	agenda (6)	18:12;28:11;48:3;
84:1		21:3	4:3;30:20;32:7,8;	55:15;101:5;138:8
\$9,000 (1)	accessibility (1)			
88:6	39:10	addressed (2)	83:11;91:7	amazed (1)
\$9,720 (1)	accommodating (1)	19:5;25:25	ago (5)	41:19
88:9	95:5	addresses (1)	8:2;12:14;22:9;	ambassadors (4)
	according (2)	8:25	83:22,23	39:22,23;55:23;
\$97,000 (1)	39:10,10	ADE (16)	agree (4)	56:6
88:10				
\$97,200 (1)	account (1)	5:11;6:9,19;8:22;	50:3,10;66:7;	amend (1)
88:4	11:7	9:8,13;25:18;26:1,6,	140:11	141:17
	Accountability (1)	16;27:4,5,9;31:9;	agreement (6)	amendments (2)
A	143:21	32:5;147:19	22:16;101:15,24;	100:23,24
\mathbf{A}	achieve (1)	adhere (1)	102:1,2,7	amongst (2)
A-2 (3)	58:6	92:1	agrees (1)	66:6,7
4:5;150:24;151:24	achieved (1)	adjourn (1)	26:21	amount (4)
A-3 (2)	74:25	148:22	ahead (9)	14:9;41:15,25;
	achievement (4)	adjourned (1)	14:14;24:21;29:21;	90:18
25:1;152:24	40:19,22;144:2,3	149:9	34:3,4;35:13;36:10;	analysis (3)
A-4 (1)				
30:10	acknowledge (2)	adjustment (1)	69:2;98:13	135:14,22;136:24
A-4a (1)	20:22,23	72:24	aid (1)	and-a-half (1)
30:17	acknowledgment (1)	Administrative (1)	10:12	82:16
A-5 (1)	22:4	15:17	Alagood (19)	annual (3)
	across (3)	administrator (2)	6:17,23,25;7:1,5,8,	63:3,5;64:4
32:14	36:8;75:5;85:12	73:22;80:18	10,14,17;10:5,7;	ANSWERED (2)
A6 (1)				
65:20	Act (10)	admitted (2)	17:18,24;18:7;20:15,	5:7;72:5
A-6 (2)	65:4,9;67:24;	36:10;37:25	18;22:2,3;24:14	AP (2)
64:17;153:24	72:19;73:4,6,7;76:3;	adopted (2)	alignment (1)	41:17;98:7
	81:22;97:4	70:12;139:21	55:6	apologies (1)
A-7 (1)	action (11)	adopting (1)	aligns (1)	88:8
81:11	4:2,10;9:5,9,17;	138:11	98:17	apologize (3)
ABC (8)				
84:2;85:6;87:19,	31:7,17;70:4;77:3;	ads (2)	allegation (1)	14:17;81:24;86:11
21;89:12;92:5;94:2,	83:11;148:21	39:12,12	23:4	Apparently (1)
11	actions (1)	adults (2)	alleged (1)	99:16
abide (1)	57:10	18:22,23	22:20	appeal (1)
	active (1)	Advancement (1)	all-encompassing (1)	15:14
92:6	37:14	56:6	63:23	appealed (1)
ability (2)				
36:1;39:16	actively (1)	advertisements (2)	allocated (1)	13:10
able (20)	36:6	38:14;40:11	86:23	Appeals (3)
34:14;36:13,16;	activities (1)	advised (2)	allocation (2)	13:11;14:23;15:6
	101:23	69:6,22	87:5,6	appear (2)
37:8,24;38:3;39:14;	activity (1)	advisement (1)	allotment (1)	13:18;15:19
40:10;41:13,23,24,	102:6	70:20	88:5	appearing (1)
24;43:20;52:19;				
55:19;56:23;89:21,	acts (2)	advising (1)	allotted (1)	14:16
23;141:8,10	12:12;100:25	7:24	90:2	applaud (1)
absolutely (4)	actually (23)	affirm (3)	allow (5)	20:25
7:2,17;16:22;98:15	10:10;13:20;30:12;	5:4;19:18;72:2	5:18;69:7;74:10;	applicant (3)
	34:10;36:20;40:5,15,	AFFIRMATIVELY (2)	79:18;91:2	16:18:70:17.19
abuse (4)	18;41:11;42:13;43:8;	5:7;72:5	allowable (1)	applicants (2)
12:8,12,25;23:5		,		
academic (4)	44:14;46:24;52:4;	afford (1)	84:9	36:6;70:14
73:16,18;75:8;	56:3,20;60:6;82:11;	92:16	allowed (2)	application (2)
88:13	95:18;97:9,23;147:4,	afternoon (5)	82:4,10	13:7;93:15
	6	65:23;81:19;83:11;	allowing (1)	applications (1)
academics (1)	add (5)	97:1;100:21	72:15	66:6
141:12	32:19;63:16;89:7;	afterschool (1)	allows (1)	applied (2)
ACADEMY (6)				
30:19,23;32:14,16,	93:22;145:9	137:6	81:22	36:13;77:23
18;33:15	added (1)	again (10)	almost (1)	applies (1)
Academy's (1)	88:4	14:4;25:8,13;33:5;	39:23	26:24
	addition (2)	43:12;45:4;50:14;	alone (3)	apply (2)
31:7	71:21;72:22	64:4;81:21;99:23	18:17,19;145:8	12:23;60:20
accept (5)				
14:8;61:16,21;	additional (13)	against (2)	along (3)	applying (2)
	1	I	I	1

75:6;146:6	aside (1)	12:20	38:4	51:10
appreciate (10)	44:3	available (9)	BARTH (225)	began (1)
22:3;29:21;44:11;	aspects (1)	8:5;38:8;47:3;	4:2,7,18,22,25;5:8,	30:10
55:9;72:12,13;80:18;	63:25	59:25;68:16;89:25;	23;6:5,24;7:1,8,11,	begin (3)
81:3;100:15;144:13	assessed (1)	91:2;92:22;101:1	14;8:13,16,18;9:20,	69:10;143:17;
approach (6)	88:19	avoiding (1)	25;10:3,5,7;17:7,11,	144:7
45:15;54:5;57:20;	assessment (3)	144:20	15,20;18:3,6;19:1,8,	beginning (3)
136:13;140:13;144:1	73:23;135:10,20	AWARD (2)	15,17,22;20:13,17,	5:14;13:20;69:8
approached (1)	assist (2)	87:17,19	19;21:10,13,20,24;	behalf (5)
48:19	25:13;84:22	aware (1)	22:10;24:1,7,12,18,	19:13;27:16;66:17;
appropriate (1)	assistance (1)	79:4	23;25:3,7,15;26:10;	71:1;82:13
96:5	145:16	away (4)	27:15,19,23;28:1,3,7,	behemoth (1)
approval (7)	Assistant (1)	7:5;33:18;138:21;	16,19,20,23;29:3,5,	15:1
34:5;81:11,16,23;	143:20	139:24	13,17,18,19,23,24;	behold (2)
82:13;96:22;97:12	associate (1)	awhile (1)	30:2,3,4,8,11,20;	12:2;13:15
approve (14)	56:1	48:2	31:3,5,17,22;32:2,9,	believer (1)
70:6;75:6;76:25;	associated (1)	aye (13)	15,17,22;33:3,5,10,	147:15
77:4,9,11;82:22,23;	97:9	24:10;28:5;31:25;	13,19;37:3;45:2,5,7,	below (2)
85:3;87:4,6;96:9;	association (1)	62:1;64:12;80:6;	11,18,20;46:1,4,11,	92:9.9
100:6,7	72:1	83:4;87:12;96:15;	14;49:2,6,14,18;50:1,	benefit (2)
approved (2)	assure (2)	100:11;102:19;	4,7;51:4;53:24;54:1;	22:14:95:6
32:19;74:14	7:2;66:21	148:6;149:2	58:16,20,22,24;	Bentonville (10)
approving (3)	assured (1)	AYES (14)	61:15,19,22,24;62:3,	34:17;35:20;47:6,
136:18,19;138:11	49:11	24:11;28:6;32:1;	10,14,19;63:2,6,8,15,	15;48:6,8;50:19,19;
APSCN (1)	attached (1)	62:2,4;64:13;80:7;	20;64:3,9,11,14,24;	56:14;60:22
140:22	23:20	83:5;87:13;96:16;	65:3,7,19,22;67:9,13,	besides (2)
ARCH (1)	attachment (2)	100:12;102:20;	15,17;68:6,9;70:8;	18:12;67:10
64:18	81:25;82:1	148:7;149:3	71:4,8,12,15,22;72:6;	best (11)
area (16)	Attempted (3)	11017,11510	75:11,17;76:11,14,	39:15;43:21;44:16;
34:17;35:3,5,23;	25:24;26:13,21	В	17,19,22;77:5,13,15,	50:22;63:11;66:10;
36:3,3;42:6,9,16;	attempts (3)	2	18,21;78:4;79:9;	75:8;78:8,12;79:24;
43:15;53:10;60:18;	8:7,8;62:22	B-1 (1)	80:3,8,21,22;81:5,13,	136:21
61:9;93:23;95:9;	attend (3)	83:8	19;82:19,25;83:3,6,	bet (1)
140:18	60:16,16;148:17	B-2 (1)	10,16,18;84:5;85:11,	15:11
areas (5)	attended (1)	87:16	15;87:1,8,11,14,18;	better (11)
34:23;37:7;40:7;	56:12	B-3 (1)	88:6,9,11;89:1,6;	24:25;34:15;39:11;
52:22;81:24	attending (2)	96:22	91:12;93:10;95:8,20,	44:14;52:10;83:8,19;
argument (1)	66:25;67:25	B-4 (1)	24;96:1,4,11,13,17,	87:16;139:9;141:21;
19:2	attention (6)	100:16	20,23;97:14;99:10;	145:17
arguments (2)	9:7,13;11:10,19;	B-5 (1)	100:5,9,13,18;101:3,	beyond (1)
17:9;20:21	13:2;143:23	102:23	11,19;102:10,17,21;	95:11
Arkansas (32)	attitude (1)	back (33)	141:23;142:11,13,15;	biennium (1)
6:10;11:16;25:20,	49:23	7:9;8:1;12:3;	143:19;146:2;	83:24
23;26:5,14,23;30:18,	attorney (8)	13:25;23:17;24:16,	147:11,23;148:4,8,	big (7)
22;31:7;34:24;42:12;	4:12;6:17,17,23;	20,23;28:17;30:13,	20,25;149:4	38:7;40:20;46:18;
43:9,24;44:6;45:16;	18:8;19:12;25:8;	16,20;44:24;52:9;	base (1)	47:13;51:1;60:10;
57:13;64:18,20,20,	65:24	79:17;80:10;81:14;	85:20	147:15
21,21;66:16;74:16;	attorneys (2)	86:14;87:23;90:14;	based (4)	bigger (2)
83:8,19;87:16;97:5,6,	5:1;70:13	93:19,22;94:18;	4:15;78:20;84:4;	73:17;90:13
8;98:1,16	attorney's (1)	96:23;97:7,7;99:24;	135:7	biggest (2)
ARKANSASNORTHEAST (1)	21:2	135:9;141:17;	basically (4)	16:15;36:23
64:19	attracting (1)	143:12,22;145:24;	8:4;12:7;56:6;	bit (7)
around (5)	35:15	149:5	137:13	24:25;34:15;44:24;
42:24;49:8,23;	August (2)	background (6)	basis (6)	48:15;73:5;79:5;
53:13;82:3	72:20;73:21	4:16;5:11;19:24;	9:4,17;13:12;	81:25
array (2)	Augusta (1)	20:2,10;33:25	51:25;52:1;56:2	BLACK (11)
37:6;40:6	88:1	backgrounds (1)	beautifully (1)	18:2;82:23,25;
articulate (1)	authority (3)	35:2	37:17	87:6,9;100:8,10;
144:10	9:9;74:12;78:11	bad (3)	became (1)	147:22,24;148:24;
articulated (1)	AUTHORIZING (5)	137:23;142:17,22	11:14	149:1
26:24	30:17,21;31:18;	ball (1)	become (2)	Bluff (2)
ascertain (1)	32:6;62:15	57:22	42:13;49:20	90:9;91:6
135:8	automatically (1)	barriers (1)	becomes (1)	blunt (1)
	(-)	\-\ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \	(-)	(-)

1384 7.208.3.49.3.10.92 caupts (2) 3.20.247.8.21; caupts (1) 4.21.25.14.26.16.16.16.16.16.16.16.16.16.16.16.16.16					
Board (44)	138.4	7.20.8.3 4.9.3.10.9.	campuses (23)	caught (1)	147.11 23.148.4 8
4-315-12_16.6-10; 7-1133-412-5; 15-10.2115-22-4.10, 11-24-22-50-23-11; 33:19-50-55-83; 6-15-9-21;14:19 33:19-50-55-83; 6-20-70-57-38; 7-21-175-5,24.25; 7-61.4,77-2.10; 7-81.18.01-4.16; 812-03-41.15.85; 7-93-49-68.102-25; 14-18.01-4.16; 812-03-41.18.10; boards (3) 40-13-76-24; 14-18.15;					
7:113:43:1425; Brooks' (3) 12,133:818,395; 5:17 challenge (1) 1124:225:20.3111; 1124:225:20.3111; 1125:23 141:17 140:25 133:51.75:64 39:2 234:86.16.50:14,16; 141:7 140:25 145:23					
113:102:115:22:41.0 1124:22:52:20:31:11: 33:195:05:58:3; 64:127:55:24:25; 64:1275:52:42:5; 140:25:1115:68:10 140:25:1115:68:20:1115:88:21 140:25:1115:68:21:20:34:115:88:22 140:25:28:1115:68:20:24:20:20:20:20:20:20:20:20:20:20:20:20:20:					
11124:225:20:311-11 brought (2)	7:1;13:4;14:25;	Brooks' (3)	12,13;38:18;39:5;	5:17	5:16,22;22:11
11124:2.25:20:311-11 brought (2)	15:10:21:15:22:4.10.	6:15:9:21:14:19	40:23:46:10:47:12.	celebrate (1)	challenge (1)
33:19;50:55:83; 62:2070:573:8; 74:2175:524.25; 76:14.772.10; 76:14.772.10; 78:11:80:14.16; 81:20:841.15.85; 79:34:96:81:02-25; 140:22:11:15.85; 140:22:11:18.85; 140:22:11:18.85; 140:22:11:18.85; 140:22:11:18.85; 140:23:11:18.85; 141:17 140:23:11:18.85; 140:23:11:18.85; 141:17 140:23:11:18.85; 141:18.85; 121:19 140:18.18.18.85; 121:19 140:18.18.18.85; 121:19 140:18.18.18.85; 121:19 140:18.18.18.85; 121:19 140:18.18.18.85; 121:19 140:18.18.18.85; 121:19 140:18.18.18.85; 121:19 140:18.18.18.85; 121:19 140:18.18.18.85; 141:17 141:18.18.18.18.18.18.18.18.18.18.18.18.18.1					
6220/705/738; 7421/75/24/25; 761/4/772-10; 7811/801/4/16 8120384-11,15.852, 140:251 bidid (1) 7-93:496:8102.25; 140:241411.8,10 boards (3) 401376-24; 148.15 8819/2,089.11; 88819/2,089.11; 9body (2) 53:8 boulk (1) 137:21 2119 builds (1) 147:14 builds (1) 147:14 builds (1) 147:14 bus (1) 147:14 second (2) 92:1499.66:1; 92:1499.66:1; 92:1499.66:1; 92:1499.66:1; 92:1499.66:1; 92:1499.66:1; 91:1492.14 bus (7) 1418.26:20 Boyd (1) 301-1231.45.322.3, 5.173.318.61-16.8; busing (1) 1418.26:20 Boyd (1) 301-1231.45.322.3, 5.173.318.61-16.8; busing (1) 1418.26:20 Boyd (2) 424.43.12 busing (3) 421.14.16.75; 121.19 builds (4) 147.17 148.17 241.19 149.26.22 Boyd (1) 301-1231.45.322.3, 5.173.318.61-16.8; busing (1) 1418.26:20 Boyd (2) 424.43.12 briand (2) 461.12.654.37.66.21, 477.77 261 Boyd (2) 422.443.12 briand (2) 477.77 478.12.15.17.18.81; 802.12.22 businesses (1) 601.8 busing (1) 42.20 businesses (1) 901.149.21.8 busing (1) 1418.26.20 Boyd (1) 301.22.24.82.3, 5.173.318.61-16.8; busing (1) 1418.26.20 Boyd (1) 301.22.24.83.12 busing (1) 42.23.23.35.12 calendar (9) 82.11.14.14.17.15.20; 42.24.33.12 briand (1) 42.24.13.12 briand (2) 42.24.33.12 briand (2) 42.24.33.12 briand (3) 42.23.13.14.15.22 briand (3) 42.23.13.16 briand (3) 42.23.13.13.14 briand (4) 42.23.13.13.14 briand (4) 42.23.13.13.14 briand (5) 42.23.13.13.14 briand (6) 42.23.13.13.14 briand (7) 42.24.14.13.13.14 briand (8) 42.23.13.13.14 briand (8) 42.23.13.14.14 briand (8) 42.23.13.14.14 briand (8) 42.23.13.14.14 briand (8) 42.24.14.12.22 briand (8) 42.24.14.17.14 briand (8) 42.24.14.17.14 briand (8) 42.24.14.14.17.18 briand (8) 42.24.1					
7-76.14.77.2.10; 76.14.77.2.2.2.2.2.2.2.2.2.2.2.2.2.2.2.2.2.2					
76:14,477:2,10;					
78:11.80:14.16; 140:25 140:25 140:25 140:24:11.15.85:2, 7.93.4.96.8;102.25; 145:23 145:23 14.15.23.24.24.30:3, building (1) 137:21 38:24.43:18.19.49:4; 137:21 5buildings (1) 147:14 147:14 190:24;141.7.257.579; 147:14 147:14 190:24;141.7.257.579; 147:14 147:1	74:21;75:5,24,25;	41:17	4:23;7:8;12:25;		challenging (1)
Table Tabl	76:1,4;77:2,10;	budgets (1)	15:6;16:25;18:19;	50:24	93:8
88120,88411,15852,3 14024;141:18,10 boards (3) 401376;24; 148.15 88819,20,89:11; 21:19 body (2) 53:8 body (3) 35:15:63:1 bomoning (1) 47:14 bounds (2) 91:21,237:11,12; 92:10,16 both (5) both (5) both (2) 92:12,499:96:11; 82:887:23 bottom (2) 1418;26:20 1481;2,22 bottom (2) 1418;26:20 147:7 20:10 1481;2,22 bottom (2) 1418;26:20 1481;2,22 bottom (2) 1418;26:20 147:7 20:10 1481;2,22 bottom (2) 1418;26:20 1481;2,22 bottom (2) 1418;26:20 1481;2,22 bottom (2) 1418;26:20 1481;2,22 bottom (2) 1418;26:20 1418;2			19:6.14.23:21:10:	center- (1)	Chamber (4)
7.93.4;96.8;102-25; 149.23;1141.18,10 137:21 137:21 137:21 137:21 137:21 137:21 138:24:43:18,19-49-4; 149.13:76:24; 148:15 148:15 148:15 148:15 148:15 148:15 148:15 148:15 148:19 148:15 148:19 12:18:504 148:19 12:18:504 148:19 12:18:504 148:19 12:18:504 148:19 12:18:504 148:19 12:18:504 148:19 12:18:504 148:19 12:18:504 148:19 12:18:504 148:11 15:18:23:30:38:1:5 14:11.12 12:18:504 14:18:12 147:11 12:18:504 14:18:12-24:16 14:18:12-24:16 14:18:12-24:17,23:7:19 14:18:12-24:18 12:18 12:					
140-24;141:1,8,10					
board's (1) Board's (2) Board's (3) Board's (3) Board's (4) Board's (5) Board's (1) Board'					
40:13-76:24; 148:15 88:19.20/89:11; 67:12-88:87:05.18, 67:12-88:87:05.18, 67:12-88:87:05.18, 67:12-88:87:05.18, 67:12-88:87:05.18, 67:12-88:87:05.18, 67:12-88:87:05.18, 67:12-88:87:05.18, 67:12-88:87:05.18, 67:12-88:87:25.55, 67:12-88:87:25.55, 67:12-88:87:25.55, 67:12-88:87:25.55, 67:12-88:87:25.55, 67:12-88:87:25.55, 67:12-88:87:25.55, 67:12-88:87:25, 67:12-88:87:25.55, 67:12-88:87:25, 67:12-88:87:25, 67:12-88:87:25, 67:12-88:87:25, 67:12-88:87:25, 67:12-88:87:25, 67:12-88:87:25, 67:12-88:87:25, 67:12-88:88:87:26, 67:12-88:88:87:26, 67:12-88:88:87:26, 67:12-88:88:87:26, 67:12-88:88:87:26, 67:12-88:88:87:26, 67:12-88:88:87:26, 67:12-88:88:87:26, 67:12-88:88:87:26, 67:12-88:88:87:26, 67:12-88:88:87:26, 67:12-88:88:87:26, 67:12-88:88:90.18, 67:12-98:90.18, 67:12-88:88:90.18, 67:12-88:88:90.18, 67:12-88:88:90.18, 67:12-98:90.18, 67:1					
Board's (1)	boards (3)				
Board's (1)	40:13;76:24;	buildings (5)	51:13;54:6,10;57:8,	6:13;9:1;11:16;	CHANCE (3)
Doard's (1)					
21:19					
53:8 53:8 53:8 53:8 53:15;63:1 54:14 50:84-22;85:5.25; 53:15;63:1 54:14 50:84-22;85:5.25; 54:147:62:48:018; 50:84-22;85:5.25; 54:147:62:48:018; 50:84-22;85:5.25; 50:84:92:21:6; 50:84-22;85:5.25; 50:84:92:21:6; 50:84-22;85:5.25; 50:84:92:21:6; 50:84-22;85:5.25; 50:84:92:21:6; 50:84-22;85:5.25; 50:84:92:14; 50:13:84:41.44; 57:84; 50:44:44; 57:84; 50:44:44; 57:84; 50:44:44; 57:84; 50:44:44; 57:84; 50:44:44; 57:84; 50:44:44; 57:84; 50:44:44; 57:84; 50:44:44; 57:84; 50:44:44; 57:84;					
35:15:63:1 bouming (1)					
Dooming (1) 34:20 bus (7) 22:12;13;37:11,12; 92:10,16 50:14,92:14 52:14,171.8; 92:10,16 50:14,92:14 52:14,171.8; 92:14,					
Dooming (1) 34:20 bus (7) 92:10,16 94:20;98:9;101:19, 92:10,16 94:20;98:9;101:19, 92:10,16 94:20;98:9;101:19, 92:10,16 94:20;98:9;101:19, 92:10;138:4; 136:2,10;138:4; 136:10;138:4; 136:10;138:4; 136:10;138:4; 136:10;138:4; 136:10;138:4; 136:10;138:4; 136:10;138:4; 136:10;138:4; 136:10;	35:15;63:1	bulk (1)	80:10;84:22;85:5,25;	45:14;76:24;80:18;	changed (1)
34-20 booster (2) 22:12,137:11,12; 22:25:135:2,8,18,24; 71:5,72:11 62:17	booming (1)	147:14	90:6.18.22:92:16:	145:15:146:8	
Dootster (2) 22:12,13:37:11,12; 22.25:135:2,818,24; 71:57:2:11 62:17 changing (1) 36:2,10;138:4; 139:14;144:4,17,18, 23:6,124:78:11,14; 22:2,146:8,10; 42:7,18,22,25;5.8, 138:9 Chapel (1) 43:16 13:7,114,16,22; 66:18 50:18 50:18 50:10,20,24;18:20; 50:20,21 50:20,2					
92:10.16 both (5) buses (2)					
both (5) buses (2) 139;14;144;417,18,8 4:27,18,22,25;5.8 138;9 29:21;49;9;66:1; 91:14;92:14 25;145:22;146:8,10; 23;65;24;78,11,14; 23;65;24;78,11,14; 26;90;9 bottom (2) 14:18;26:20 148:12,22 102:25 18:3,616;18,18; 103;517;7,11,15,20; character (2) 30:12;31:4,532:3, 51;73;18;66:16,18; 50:18 90:19;142:8 21:10,13,20,24;24:1; 13:24;16:12 40:20 22:20:13,71,19; 26:10;27:15,19,23; 26:3 26:6 26:33,7,16,19,20,23; 26:6 26:6 29:3,51,31,71,9,24; 26:6 26:6 26:6 Charging (1) 26:6 26:6 Charging (1) 22:29;4:2 22:29;3,7,14,19,20;2 26:6 26:6 26:6 Charles (1) 72:8 22:29;4:2 22:29;4:2 22:29;13,7,16;19,20;23; 26:6 26:6 Charles (1) 72:29;29;4:2 22:29;34:7,14,20;31;3,7 22:29;35:3,7,16;22;37,16					
29:21;49:96:61; 82:887:23 business (4) 147:17;148:17 81:3,16,189:20,25; business (1) 59:1499:11; 148:12,22 148:12,22 148:12,22 150:25 183:6,191,8,151,17, 115,20; capacity (2) 22:01:3,17,19; capacity (2) 22:01:3,17,19; capacity (2) 22:01:3,17,19; capacity (2) 22:01:3,17,19; capacity (2) 64:1,2,65:4,7,66:21, 24:67:3,11,14,16,22; 64:1,2,65:4,7,66:21, 24:67:3,11,14,16,22; case (5) care (5) 29:10 28:1,3,7,16,19,20,23; care (7) care (7) care (8) 20:12,94:2 care (7) care (7) care (8) 20:12,94:2 care (7) care (10) ca					
82:8;87:23 business (4) 147:17;148:17 8:13,16,18:9:20.25; 90:9 bottom (2) 14:18;26:20 59:14;99:11; CANDIDACY (1) 10:3;5:17;7:11,15,20; character (2) Boyd (41) 30:12;3:14;5:32:3, 60:18 90:19;142:8 21:10,13;20;24;24:1, charge (2) 50:20,21 51:7;33:18;6:1:16,18; 60:18 90:19;142:8 21:10,13;20;24;24:1, charge (2) charge (1) 26:3,7:13,17,19;24; charge (1) 26:3 charge (1) 26:3 charge (2) charge (1) 26:3 charge (1) 26:3 charge (1) 26:3 charge (1) 26:3 charge (1) 26:6 Charles (1) 26:6 27:11,18,20;46:14,18; 26:6 27:11,18,21;318,81:4 27:28,98:1,16 27:11,18,20;46:14,18; 29:12 20:14,75:14;53:24; 20:14,75:14;53:24; 20:14,75:14;53:24; 20:14,75:14;53:24; 20:14,75:14;5	both (5)	buses (2)	139:14;144:4,17,18,	4:2,7,18,22,25;5:8,	138:9
82:8;87:23 business (4) 147:17;148:17 8:13,16,18:9:20.25; 90:9 bottom (2) 14:18;26:20 59:14;99:11; CANDIDACY (1) 10:3;5:17;7:11,15,20; character (2) Boyd (41) 30:12;3:14;5:32:3, 60:18 90:19;142:8 21:10,13;20;24;24:1, charge (2) 50:20,21 51:7;33:18;6:1:16,18; 60:18 90:19;142:8 21:10,13;20;24;24:1, charge (2) charge (1) 26:3,7:13,17,19;24; charge (1) 26:3 charge (1) 26:3 charge (2) charge (1) 26:3 charge (1) 26:3 charge (1) 26:3 charge (1) 26:3 charge (1) 26:6 Charles (1) 26:6 27:11,18,20;46:14,18; 26:6 27:11,18,21;318,81:4 27:28,98:1,16 27:11,18,20;46:14,18; 29:12 20:14,75:14;53:24; 20:14,75:14;53:24; 20:14,75:14;53:24; 20:14,75:14;53:24; 20:14,75:14;5	29:21;49:9;66:1;	91:14;92:14	25;145:22;146:8,10;	23;6:5,24;7:8,11,14;	Chapel (1)
bottom (2) 14:18:26:20 18904 (41) 30:12;31:4,5;32:3, 5,17;33:18;61:16,18; 62:5,7,13,18;63:12; 64:1,2;65:4,7;66:21, 24;67:3,11,14,16,22; buzzword (1) 10:2.5 10:2.5 60:18 90:19;142:8 90:19;142:8 11:10,13,20,24;24:1, 7:12,18,23;25:3,7,15; 26:41,2;65:4,7;66:21, 24;67:3,11,14,16,22; buzzword (1) 10:5;11:17;68:20; 29:12;94:2 carec (5) 10:15;11:17;68:20; 29:12;94:2 carec (7) 10:15;11:17;68:20; 29:12;94:2 carec (7) 10:15;11:17;68:20; 29:12;94:2 carec (7) 10:15;11:17;68:20; 20:13,7,16,19,20,23; 28:1,3,7,16,19,20,23; 29:35;5,13,17,19,24; 30:24,12,03;13,17, 10:20,24;18:20; 29:12;94:2 carec (7) 10:15;11:17;68:20; 29:12;94:2 carec (7) 10:15;11:17;68:20; 29:12;94:2 carec (7) 10:15;11:17;68:20; 20:14;1,120;31:3,17, 20:14;14;14;13 20:14;14;14;13 20:14;14;14;14;15;14;14;15;15; 20:14;14;14;14;15;14;14;15;15; 20:14;14;14;14;15;14;14;15;15; 20:14;14;14;14;15;14;14;15;15; 20:14;14;14;14;15;14;14;15;15; 20:14;14;14;14;15;15;14;14;14;15;15; 20:14;14;14;14;15;15;14;14;14;15;15;14;14;14;15;15;14;14;14;15;15;14;14;14;15;15;14;14;14;15;15;14;14;13;14;14;15;15;14;14;14;15;15;14;14;13;14;14;15;15;14;14;14;15;15;14;14;14;15;15;14;14;14;15;15;14;14;14;15;15;14;14;14;15;15;14;14;15;15;14;14;15;15;14;14;15;15;14;15;14;14;15;15;14;15;14;15;14;14;15;14;14;15;15;14;15;14;15;14;14;15;14;14;15;14;14;15;15;14;15;14;15;14;14;14;15;14;14;15;14;14;15;14;14;14;14;14;15;14;14;14;15;					
14:18:26:20					
Boyd (41) businesses (1) capacity (2) 22;20:13,17,19; charge (2) 50:2,21 50:2,21 50:0,21 60:1,27:1,51,9,23; 60:1,20 60:1,20 60:1,21 60:0,21 70:1 10:15;11:17;68:20; 20:3,5,13,17,19,24; 20:0 20:3,5,13,17,19,24; 20:0					
\$\frac{3}{0:12;31:4,5;32:3,}{5,17;33:18;61:16,18;}{6:25;7,13,18;63:12;}{64:1,2;65:4,7;66:21,}{24;67:3,11,14,16,22;}{68:4,23;71:4,5,10,14,}{16:75:12,13,76:11,}{15,21;77:8,78:1;}{80:21,22}\$ \$\frac{\text{brag}(2)}{42:4;43:12}\$ \$\text{brag}(2)\$ \$\text{42:19,21,22;81:10}\$ \$\text{break}(4)\$ \$\text{24:19,21,22;81:10}\$ \$\text{break}(4)\$ \$\text{24:19,21,22;81:10}\$ \$\text{break}(4)\$ \$\text{24:19,21,22;81:10}\$ \$\text{breif}(7)\$ \$\text{82:11,10:21;30:1;}{8:11,10:21;30:1;}{20:21,10:21;30:1;}{20:21,22}\$ \$\text{brief}(7)\$ \$\text{81:13}\$ \$\text{caleda}(1)\$ \$\text{23:13}\$ \$\text{brief}(7)\$ \$\text{81:13}\$ \$\text{caled}(1)\$ \$\text{24:24:23:12}\$ \$\text{brief}(7)\$ \$\text{81:13}\$ \$\text{caled}(1)\$ \$\text{23:18:10}\$ \$\text{brief}(7)\$ \$\text{81:13}\$ \$\text{caled}(1)\$ \$\text{24:24:23:12}\$ \$\text{brief}(7)\$ \$\text{81:13}\$ \$\text{caled}(1)\$ \$\text{25:12;26:17;}{33:18}\$ \$\text{33:18}\$ \$\text{bring}(3)\$ \$\text{56:10:79:17;93:20}\$ \$\text{bring}(1)\$ \$\text{23:110:13,20;24;24:1,}{26:14;16;20;22;24;23;37;16,}{20:22,24;16:20;22,24;}{20:23;22,9,15;22;33:3,}{20:23;22,9,15;22;33:3,}{20:21;13:18,}{20:14;49:2,6,14,18;}{20:44:14,18;}{20:24;24:2,15;31:18;14}\$ \$\text{caretaking}(1)\$ \$\text{61:15;99:13:10}\$ \$\text{brief}(7)\$ \$\text{82:1;10:21;30:1;}{20:14;10:14;12;23:42;27:8,8;}\$ \$\text{brief}(7)\$ \$\text{81:13}\$ \$\text{caled}(1)\$ \$\text{24:24:23:1}\$ \$\text{25:12;26:17;}{33:18}\$ \$20:14:14:14:14:14:14:15:15:14:15:15:14:15:15:14:15:15:14:15:15:14:15:15:14:15:15:14:15:15:14:15:15:14:15:15:15:15:15:15:15:15:15:15:15:15:15:					
car (4)		, ,			
62:5,7,13,18,63:12; 64:1,2;65:4,7;66:21, 24:77	30:12;31:4,5;32:3,		90:19;142:8	21:10,13,20,24;24:1,	
62:5,7,13,18,63:12; 64:1,2;65:4,7;66:21, 24:77	5,17;33:18;61:16,18;	busing (1)	car (4)	7,12,18,23;25:3,7,15;	charged (1)
64:1,2;65:4,7;66:21, 24;67:3,11,14,16,22; 68:4,23;71:4,5,10,14, 16;75:12,13;76:11, 140:20 92:12;94:2 23;32:13,17,19,24; 68:4,23;71:4,5,10,14, 40:20 92:12;94:2 23;32:2,9,15,22;33:3, 72:8					
24;67;3,11,14,16,22; 68;4,23;71:4,5,10,14, 16;75:12,13;76:11, 175:12,13;76:11, 175:12,13;76:11, 175:12,13;76:11, 175:12,13;76:11, 175:12,13;76:11, 175:12,13;76:11, 175:12,13;76:11, 175:12,13;76:11, 175:12,13;76:11, 175:12,13;76:11, 175:12,13;76:11, 175:12,13;76:11, 175:12,13;76:11, 175:12,13;76:11, 175:12,13;76:11, 175:11,13;76:12,13;76:11, 175:11,13;76:14,13; 175					
68:4,23;71:4,5,10,14, 16:75:12,13;76:11, 16:75:12,13;76:11, 40:20 40:20 C C 16:10;59:15;82:16; 57,11,18,20;46:1.4, 57,11,18,20;46:1.4, 97:58,98:1,16 cafeteria (3) 46:10;47:8,14 46:10;47:8,14 24:19,21,22;81:10 break (4) 24:19,21,22;81:10 breakfast (1) 68:19;72:23;73:16, 18;74:8;75:8;76:25; brief (7) 8:21;10:21;30:1; 58:19;76:18;77:17, 20 briefly (4) briefly (4) bring (3) bring (3) bring (3) bring (1) broaden (1) campus (8) broaden (1) campus (8) save (a) 20:12;94:2 C 16:10;59:15;82:16; 57,11,18,20;46:1.4, 57,11,18,20;46:1.4, 48:16;10:18;21;31:8, 18;32:6;62:12,15; 66:15,20,22;24; 66:15,20,22;24; 66:15,20,20;24; 66:15,20,20;24; 66:15,20,20;24; 66:15,20,20;24; 66:15,20,20;24; 66:15,19,22,24;62:3, 49:9;64:18 carpool (1) 20:64:39:11,14;49:2,6,14,18; 18;32:6;62:12,15; 66:15,19,22,24;62:3, 68:13,17,18;81:4 61:55,19,22,24;62:3, 68:13,17,18;81:4 61:55,19,22,24;62:3, 68:13,17,18;81:4 65:3,19,22,67:9,13, 41:6;10:18,22; 49:9;64:18 carpool (1) 20:64:39:11,14;24; 24; 24; 25; 25; 25; 25; 25; 25; 25; 25; 25; 25					
16;75:12,13;76:11, 15,21;77:8;78:1; 80:21,22					
15,21;77:8;78:1;					
80:21,22	16;75:12,13;76:11,	40:20	92:12;94:2	22;32:2,9,15,22;33:3,	
80:21,22 brag (2) 42:4;43:12 cafeteria (3) 46:10;47:8,14 careful (1) 50:14,7;51:4;53:24; 66:15,20;67:1,20; 68:10;47:8,14 careful (1) 50:14,17;51:4;53:24; 66:15,20;67:1,20; 68:13,17,18;21;31:8, 18;32:6;62:12,15; 66:15,20;67:1,20; 68:13,17,18;81:4 68:13,17,18;21;32:4 68:13,17,18;21;32:4 68:13,17,18;21;32:4 68:13,17,18;21;32:4 68:13,17,18;21;32:4 68:13,17,18;21;31:8, 10,14,19;63:2,6,8,15, 69:125,19,22,4;62:3, 10,14,19;63:2,6,8,15, 69:26,63,15, 10,14,19;63:2,6,8,15, 69:26,8,15, 10,14,19;63:2,6,8,15, 69:26,8,15, 10,14,19;63:2,6,8,15, 69:26,8,15, 10,14,19;63:2,6,8,15, 69:13,17,18;21;31:8, 18;32:6;62:12,15: 66:13,20;67:1,20; 68:13,17,18;21;32:4 68:13,17,18;21;32:4 68:13,17,18;21;32:4 68:13,17,18;21;32:4 68:13,17,18;21;32:4 68:13,17,18;21;31:8, 1147:13 57:14 68:19;72:23;73:16, 18;74:8,75:4;53:24; 68:13,17,18;21;31:8, 11;19;63:2,6,21;11:5 11;11;13;22;37:31:6, 11;11;13;23;37:31:6 11;11;13;23;37:31:6 11;11;13;23;37:31:6 11;11;13;23;37:31:6 11;11;13;23;37:16 11;11;13;23;37:16 11;11;13;23;37:16 11;11;13;23;13;56:14; 11;11;13;23;13;56:14; 11;11;13;23;13;56:14; 11;11;13;23;13;56:14; 11;11;13;23;13;56:14; 11;11;13;23;13;56:14; 11;11;13;23;13;56:14; 11;11;13;23;13;56:14; 11;11;13;23;13;56:14; 11;11;13;23;13;56:14; 11;11;13;23;13;56:14; 11;11;13;13;13;13;13;13;13;13;13;13;13;1	15,21;77:8;78:1;		career (7)	5,10,13,19;37:3;45:2,	CHARTER (17)
brag (2) 42:4;43:12 cafeteria (3) 97:5,8;98:1,16 11,14;49:2,6,14,18; 50:1,4,7;51:4;53:24; 66:15,20;67:1,20; 66:15,20;67:1,20; 66:15,20;67:1,20; 66:15,20;67:1,20; 66:15,20;67:1,20; 66:15,20;57:1,20; 66:15,20;57:1,20; 66:15,20;57:1,20; 66:15,20;57:1,20; 66:15,20;57:1,20; 66:15,20;57:1,20; 66:15,20;57:1,20; 66:15,10;47:8,14 break (4) 47:23 91:21 61:15,19,22,24;62:3, 61.5, 19:22,67:9,13, 10,14,19;63:2,6,8,15, 20;64:18 carpool (1) 20;64:3,9,11,14,24; 65:3,19,22;67:9,13, 15,17;68:6,9;70:8; 77:1,11 case (12) 4:37;6:20;85; 71:4,8,12,15;22;72:6; 77:1,11 75:11,17;76:14,17, 20;64:18 check (9) 4:16;10:18,22; 19:24;20:2,6,10; 76:13,16 checked (2) 4:13,18 checked (2) 4:13,18 checked (2) 66:13,18 checking (1) 66:13,18 checking (1) 14,18;88:6,9,11;89:1, 66:13,18 66:13,18 checking (1) 14,18;88:6,9,11;89:1, 69:12;93:10;95:8, 51:1 5:14,19;14:7;15:9; 90:15 66:13,18 checking (1) 14,6:18 66:13,18 checking (1) 14,6:18 66:13,18 66:13,18 66:13,18 66:13,18 66:13,18 66:13,18 66:13,18 66:13,18 66:13,18 66:13,18 66:13,18 66:13,18 66:13,18 66:13,18 66:13,18 66:13,18 66:13,18 66:13,18 66:13,18		C	16:10:59:15:82:16:		30:17.18.21:31:8.
42:4;43:12 cafeteria (3) careful (1) 50:1,4,7;51:4;53:24; 66:15,20;67:1,20; brand (2) 46:10;47:8,14 147:13 54:1;58:16,20,22;24; 68:13,17,18;81:4 39:23;55:22 break (4) 47:23 91:21 61:15,19,22;24;62:3, charters (2) 24:19,21,22;81:10 47:23 91:21 20;64:3,9,11,14,24; 66:3,9,22;67:9,13, 49:9;64:18 breakfast (1) 68:19;72:23;73:16, 37:14 65:3,19,22;67:9,13, 416;10:18,22; brief (7) 77:1,11 case (12) 15,17;68:6,9;70:8; 71:4,8,12,15,22;72:6; 76:13,16 8:21;10:21;30:1; call (4) 11:24;23:4;27:8,8; 75:11,17;76:14,17, 6ecked (2) 8:219;76:18;77:17, 81:13 93:18 21;78:4;79:9;80:3,8, 66:13,18 66:13,18 briefly (4) called (1) case-by-case (2) 21;81:5,13;82:19,25; 66:13,18 33:18 came (6) 51:24;52:1 85:3,6,10,16,18;84:5; 56:10;79:19;145:24 56:11,19;14:7;15:9; 66:17;79:19;145:24 66:17;79:19;145:24 66:17;79:19;145:24 66:17;79:19;145:24 66:17;79:19;145:24					
brand (2)		anfataria (2)			
39:23;55:22 cafeterias (1) caretaking (1) 61:15,19,22,24;62:3, charters (2) break (4) 47:23 91:21 10,14,19;63:2,68,15, 24:9;64:18 24:19,21,22;81:10 68:19;72:23;73:16, carpool (1) 20;64:3,9,11,14,24; check (9) brief (7) 77:1,11 case (12) 4:3,7;6:20;8:5; 71:4,8,12,15,22;72:6; 76:13,16 8:21;10:21;30:1; call (4) 11:24;23:4;27:8,8; 75:11,17;76:14,17, 76:13,16 checked (2) 58:19;76:18;77:17, 15:16;19:9;24:23; 73:20;77:2;90:11; 19,22;77:5,13,15,18, 66:13,18 checked (2) briefly (4) called (1) case-by-case (2) 21;81:5,13;82:19,25; 46:18 15:24;25:12;26:17; 91:6 51:24;52:1 83:3,6,10,16,18;84:5; 66:13,18 checking (1) bringing (3) 66:17;79:19;145:24 51:14,19;14:7;15:9; 90:15 69:11;293:10;95:8, 56:8 Cheryl (2) bringing (1) 38:13 47:13 20,24;96:1,4,11,13, 17;20,23;97:14; 66:12;7:25;9:1; broaden (1) 34:3;35:16;37:24; 48:16;143:12	· · · · · · · · · · · · · · · · · · ·				
break (4) 47:23 91:21 10,14,19;63:2,6,8,15, 20;64:18 49:9;64:18 check (9) breakfast (1) 68:19;72:23;73:16, 18;74:8;75:8;76:25; prief (7) 18;74:8;75:8;76:25; 77:1,11 37:14 case (12) 65:3,19,22;67:9,13, 15,17;68:6,9;70:8; 19:24;20:2,6,10; 76:13,16 19:24;20:2,6,10; 76:13,16 4:16;10:18,22; 19:24;20:2,6,10; 77:1,11 5:11,74,812;13,175;6:14,17 5:11,75,81,17 6:13,71					
24:19,21,22;81:10 calendar (9) carpool (1) 20,64:3,9,11,14,24; check (9) breakfast (1) 68:19;72:23;73:16, 37:14 65:3,19,22;67:9,13, 4:16;10:18,22; brief (7) 77:1,11 43;76:20;8:5; 71:48,12,15,22;72:6; 76:13,16 8:21;10:21;30:1; call (4) 11:24;23:4;27:8,8; 75:11,17;76:14,17, 76:13,16 58:19;76:18;77:17, 15:16;19:9;24:23; 73:20;77:2;90:11; 19,22;77:5,13,15,18, 66:13,18 20 81:13 93:18 21;78:4;79:9;80:3,8, checking (1) briefly (4) called (1) case-by-case (2) 51:24;52:1 83:3,6,10,16,18;84:5; 66:13,18 56:10;79:17;93:20 56:10;79:17;93:20 56:17;79:19;145:24 55:14,19;14:7;15:9; 90:15 69;1:12;93:10;95:8, 56:8 bringing (1) 38:13 campaigns (1) 20,24;96:1,4,11,13, 17;20,23;97:14; 19:9,11 broaden (1) campus (8) 41:21;53:13;56:7; 48:16;143:12 99:10;100:5,9,13,18; Child (31) BROOKS (18) 41:21;53:13;56:7; catered (3) 17,21;141:23;142:11,					` /
breakfast (1) 68:19;72:23;73:16, 18;74:8;75:8;76:25; 37:14 65:3,19,22;67:9,13, 15,17;68:6,9;70:8; 4:16;10:18,22; 19:24;20:2,6,10; brief (7) 77:1,11 4:3,7;6:20;8:5; 71:4,8,12,15,22;72:6; 76:13,16 checked (2) 8:21;10:21;30:1; call (4) 11:24;23:4;27:8,8; 75:11,17;76:14,17, checked (2) 58:19;76:18;77:17, 20 81:13 93:18 21;78:4;79:9;80:3,8, 21;78:4;79:980:3,8, 21;78:4;79:9;80:3,8, 21;7	break (4)	47:23	91:21	10,14,19;63:2,6,8,15,	49:9;64:18
breakfast (1) 68:19;72:23;73:16, 18;74:8;75:8;76:25; 37:14 65:3,19,22;67:9,13, 15,17;68:6,9;70:8; 4:16;10:18,22; 19:24;20:2,6,10; brief (7) 77:1,11 4:3,7;6:20;8:5; 71:4,8,12,15,22;72:6; 76:13,16 checked (2) 8:21;10:21;30:1; call (4) 11:24;23:4;27:8,8; 75:11,17;76:14,17, checked (2) 58:19;76:18;77:17, 20 81:13 93:18 21;78:4;79:9;80:3,8, 21;78:4;79:980:3,8, 21;78:4;79:9;80:3,8, 21;7	24:19,21,22;81:10	calendar (9)	carpool (1)	20;64:3,9,11,14,24;	check (9)
43:16 18;74:8;75:8;76:25; case (12) 15,17;68:6,9;70:8; 19:24;20:2,6,10; brief (7) 77:1,11 4:3,7;6:20;8:5; 71:4,8,12,15,22;72:6; 76:13,16 8:21;10:21;30:1; call (4) 11:24;23:4;27:8,8; 75:11,17;76:14,17, checked (2) 58:19;76:18;77:17, 15:16;19:9;24:23; 73:20;77:2;90:11; 19,22;77:5,13,15,18, 66:13,18 20 81:13 93:18 21;78:4;79:9;80:3,8, checking (1) briefly (4) called (1) case-by-case (2) 21;81:5,13;82:19,25; 146:18 33:18 came (6) 51:24;52:1 83:3,6,10,16,18;84:5; checks (1) 56:10;79:17;93:20 66:17;79:19;145:24 90:15 6;91:12;93:10;95:8, 56:8 bringing (1) campaigns (1) 47:13 20,24;96:1,4,11,13, 79:91,11 broaden (1) campus (8) 48:16;143:12 99:10;100:5,9,13,18; Child (31) 137:5 34:3;35:16;37:24; 48:16;143:12 101:3,11,19;102:10, 6:12;7:25;9:1; BROOKS (18) 41:21;53:13;56:7; catered (3) 17,21;141:23;142:11, 10:20,24;11:6;12:4,					
brief (7) 77:1,11 4:3,7;6:20;8:5; 71:4,8,12,15,22;72:6; 76:13,16 8:21;10:21;30:1; call (4) 11:24;23:4;27:8,8; 75:11,17;76:14,17, 6ecked (2) 58:19;76:18;77:17, 15:16;19:9;24:23; 73:20;77:2;90:11; 19,22;77:5,13,15,18, 66:13,18 20 81:13 93:18 21;78:4;79:9;80:3,8, checking (1) briefly (4) called (1) case-by-case (2) 21;81:5,13;82:19,25; 146:18 33:18 came (6) 51:24;52:1 83:3,6,10,16,18;84:5; checks (1) 55:10;79:17;93:20 66:17;79:19;145:24 90:15 65:11,15;87:18,811, cheerlead (1) 55:11 38:13 47:13 20,24;96:1,4,11,13, 56:8 Cheryl (2) 55:11 47:13 17,20,23;97:14; 19:9,11 broaden (1) campus (8) 48:16;143:12 99:10;100:5,9,13,18; Child (31) 137:5 34:3;35:16;37:24; 48:16;143:12 10:3,11,19;102:10, 6:12;7:25;9:1; BROOKS (18) 41:21;53:13;56:7; catered (3) 17,21;141:23;142:11, 10:20,24;11:6;12:4, <td></td> <td></td> <td></td> <td></td> <td></td>					
8:21;10:21;30:1; call (4) 11:24;23:4;27:8,8; 75:11,17;76:14,17, checked (2) 58:19;76:18;77:17, 15:16;19:9;24:23; 73:20;77:2;90:11; 19,22;77:5,13,15,18, 66:13,18 20 81:13 93:18 21;78:4;79:9;80:3,8, checking (1) briefly (4) called (1) case-by-case (2) 21;81:5,13;82:19,25; 146:18 15:24;25:12;26:17; 91:6 51:24;52:1 83:3,610,16,18;84:5; checks (1) 33:18 came (6) cases (5) 85:11,15;87:1,8,11, 5:11 bring (3) 11:19;13:2;56:14; 5:14,19;14:7;15:9; 6;91:12;93:10;95:8, cheerlead (1) 56:10;79:17;93:20 66:17;79:19;145:24 90:15 6;91:12;93:10;95:8, Cheerlead (1) 55:11 38:13 47:13 17,20,23;97:14; 19:9,11 broaden (1) 38:13 47:13 17,20,23;97:14; 19:9,11 broaden (1) 34:3;35:16;37:24; 48:16;143:12 101:3,11,19;102:10, 6:12;7:25;9:1; 137:5 34:3;55:16;37:24; 48:16;143:12 101:3,11,19;102:10, 6:12;7:25;9:1; 10:20,24;11:6;12:4,					
58:19;76:18;77:17, 15:16;19:9;24:23; 73:20;77:2;90:11; 19,22;77:5,13,15,18, 66:13,18 briefly (4) called (1) case-by-case (2) 21;81:5,13;82:19,25; 146:18 15:24;25:12;26:17; 91:6 51:24;52:1 83:3,6,10,16,18;84:5; checks (1) 33:18 came (6) cases (5) 85:11,15;87:1,8,11, 5:11 bring (3) 11:19;13:2;56:14; 5:14,19;14:7;15:9; 66:17;79:19;145:24 66:17;79:19;145:24 90:15 6;91:12;93:10;95:8, cheerlead (1) bringing (1) 38:13 47:13 20,24;96:1,4,11,13, 19:9,11 broaden (1) campus (8) catch (2) 99:10;100:5,9,13,18; Child (31) 137:5 34:3;35:16;37:24; 48:16;143:12 101:3,11,19;102:10, 6:12;7:25;9:1; BROOKS (18) 41:21;53:13;56:7; catered (3) 17,21;141:23;142:11, 10:20,24;11:6;12:4,					
20 81:13 93:18 21;78:4;79:9;80:3,8, called (1) case-by-case (2) 21;81:5,13;82:19,25; 146:18 15:24;25:12;26:17; 33:18 came (6) case (5) 85:11,15;87:1,8,11, 56:10;79:17;93:20 bringing (1) 55:11 38:13 47:13 17,20,23;97:14; broaden (1) 137:5 BROOKS (18) 81:13 93:18 21;78:4;79:9;80:3,8, 21;81:5,13;82:19,25; 146:18 21;83:3,6,10,16,18;84:5; 6hecks (1) 51:24;52:1 83:3,6,10,16,18;84:5; 6hecks (1) 5:11,15;87:1,8,11, 56:11,15;87:1,18,11, 56:11,15;87:1,18,11, 56:11,15;87:1,18,11, 56:11,15;11,15;11,15;11,15;11,15;11,15;11,15;11,15;11,15;11,15;11,15;11,1					
briefly (4) called (1) case-by-case (2) 21;81:5,13;82:19,25; 146:18 15:24;25:12;26:17; 91:6 51:24;52:1 83:3,6,10,16,18;84:5; checks (1) 33:18 came (6) cases (5) 85:11,15;87:1,8,11, 5:11 bring (3) 11:19;13:2;56:14; 5:14,19;14:7;15:9; 66:17;79:19;145:24 66:17;79:19;145:24 90:15 6;91:12;93:10;95:8, 66:12;93:10;95:8, 56:8 bringing (1) 38:13 47:13 20,24;96:1,4,11,13, Cheryl (2) 19:9,11 broaden (1) campus (8) catch (2) 99:10;100:5,9,13,18; Child (31) 137:5 34:3;35:16;37:24; 48:16;143:12 101:3,11,19;102:10, 6:12;7:25;9:1; BROOKS (18) 41:21;53:13;56:7; catered (3) 17,21;141:23;142:11, 10:20,24;11:6;12:4,	58:19;76:18;77:17,	15:16;19:9;24:23;	73:20;77:2;90:11;	19,22;77:5,13,15,18,	66:13,18
briefly (4) called (1) case-by-case (2) 21;81:5,13;82:19,25; 146:18 15:24;25:12;26:17; 91:6 51:24;52:1 83:3,6,10,16,18;84:5; checks (1) 33:18 came (6) cases (5) 85:11,15;87:1,8,11, 5:11 bring (3) 11:19;13:2;56:14; 5:14,19;14:7;15:9; 66:17;79:19;145:24 66:17;79:19;145:24 90:15 6;91:12;93:10;95:8, 56:8 bringing (1) campaigns (1) 38:13 47:13 20,24;96:1,4,11,13, Cheryl (2) 55:11 38:13 47:13 17,20,23;97:14; 19:9,11 broaden (1) campus (8) catch (2) 99:10;100:5,9,13,18; Child (31) 137:5 34:3;35:16;37:24; 48:16;143:12 101:3,11,19;102:10, 6:12;7:25;9:1; BROOKS (18) 41:21;53:13;56:7; catered (3) 17,21;141:23;142:11, 10:20,24;11:6;12:4,	20	81:13	93:18	21;78:4;79:9;80:3,8,	checking (1)
15:24;25:12;26:17; 91:6 51:24;52:1 83:3,6,10,16,18;84:5; checks (1) 33:18 came (6) cases (5) 85:11,15;87:1,8,11, 5:11 bring (3) 11:19;13:2;56:14; 5:14,19;14:7;15:9; 14,18;88:6,9,11;89:1, cheerlead (1) 56:10;79:17;93:20 66:17;79:19;145:24 90:15 6;91:12;93:10;95:8, 56:8 bringing (1) campaigns (1) 20,24;96:1,4,11,13, Cheryl (2) 38:13 47:13 17,20,23;97:14; 19:9,11 broaden (1) campus (8) catch (2) 99:10;100:5,9,13,18; Child (31) 137:5 34:3;35:16;37:24; 48:16;143:12 101:3,11,19;102:10, 6:12;7:25;9:1; BROOKS (18) 41:21;53:13;56:7; catered (3) 17,21;141:23;142:11, 10:20,24;11:6;12:4,	briefly (4)	called (1)	case-by-case (2)	21:81:5.13:82:19.25:	
33:18 came (6) cases (5) 85:11,15;87:1,8,11, 5:11 bring (3) 11:19;13:2;56:14; 5:14,19;14:7;15:9; 41,18;88:6,9,11;89:1, cheerlead (1) 56:10;79:17;93:20 66:17;79:19;145:24 90:15 6;91:12;93:10;95:8, 56:8 bringing (1) campaigns (1) catalyst (1) 20,24;96:1,4,11,13, Cheryl (2) 55:11 38:13 47:13 17,20,23;97:14; 19:9,11 broaden (1) campus (8) catch (2) 99:10;100:5,9,13,18; Child (31) 137:5 34:3;35:16;37:24; 48:16;143:12 101:3,11,19;102:10, 6:12;7:25;9:1; BROOKS (18) 41:21;53:13;56:7; catered (3) 17,21;141:23;142:11, 10:20,24;11:6;12:4,		` '			
bring (3) 11:19;13:2;56:14; 5:14,19;14:7;15:9; 14,18;88:6,9,11;89:1, cheerlead (1) 56:10;79:17;93:20 66:17;79:19;145:24 90:15 6;91:12;93:10;95:8, 56:8 bringing (1) campaigns (1) 20,24;96:1,4,11,13, Cheryl (2) 55:11 38:13 47:13 17,20,23;97:14; 19:9,11 broaden (1) campus (8) catch (2) 99:10;100:5,9,13,18; Child (31) 137:5 34:3;35:16;37:24; 48:16;143:12 101:3,11,19;102:10, 6:12;7:25;9:1; BROOKS (18) 41:21;53:13;56:7; catered (3) 17,21;141:23;142:11, 10:20,24;11:6;12:4,			*		, ,
56:10;79:17;93:20 66:17;79:19;145:24 90:15 6;91:12;93:10;95:8, 56:8 bringing (1) campaigns (1) 20,24;96:1,4,11,13, Cheryl (2) 55:11 38:13 47:13 17,20,23;97:14; 19:9,11 broaden (1) campus (8) catch (2) 99:10;100:5,9,13,18; Child (31) 137:5 34:3;35:16;37:24; 48:16;143:12 101:3,11,19;102:10, 6:12;7:25;9:1; BROOKS (18) 41:21;53:13;56:7; catered (3) 17,21;141:23;142:11, 10:20,24;11:6;12:4,					
bringing (1) campaigns (1) catalyst (1) 20,24;96:1,4,11,13, Cheryl (2) 55:11 38:13 47:13 17,20,23;97:14; 19:9,11 broaden (1) campus (8) catch (2) 99:10;100:5,9,13,18; Child (31) 137:5 34:3;35:16;37:24; 48:16;143:12 101:3,11,19;102:10, 6:12;7:25;9:1; BROOKS (18) 41:21;53:13;56:7; catered (3) 17,21;141:23;142:11, 10:20,24;11:6;12:4,					3 7
55:11 38:13 47:13 17,20,23;97:14; 19:9,11 broaden (1) campus (8) catch (2) 99:10;100:5,9,13,18; Child (31) 137:5 34:3;35:16;37:24; 48:16;143:12 101:3,11,19;102:10, 6:12;7:25;9:1; BROOKS (18) 41:21;53:13;56:7; catered (3) 17,21;141:23;142:11, 10:20,24;11:6;12:4,					
55:11 38:13 47:13 17,20,23;97:14; 19:9,11 broaden (1) campus (8) catch (2) 99:10;100:5,9,13,18; Child (31) 137:5 34:3;35:16;37:24; 48:16;143:12 101:3,11,19;102:10, 6:12;7:25;9:1; BROOKS (18) 41:21;53:13;56:7; catered (3) 17,21;141:23;142:11, 10:20,24;11:6;12:4,	bringing (1)	campaigns (1)	catalyst (1)	20,24;96:1,4,11,13,	Cheryl (2)
broaden (1) campus (8) catch (2) 99:10;100:5,9,13,18; Child (31) 137:5 34:3;35:16;37:24; 48:16;143:12 101:3,11,19;102:10, 6:12;7:25;9:1; BROOKS (18) 41:21;53:13;56:7; catered (3) 17,21;141:23;142:11, 10:20,24;11:6;12:4,					
137:5 34:3;35:16;37:24; 48:16;143:12 101:3,11,19;102:10, 6:12;7:25;9:1; BROOKS (18) 41:21;53:13;56:7; catered (3) 17,21;141:23;142:11, 10:20,24;11:6;12:4,					
BROOKS (18) 41:21;53:13;56:7; catered (3) 17,21;141:23;142:11, 10:20,24;11:6;12:4,	, ,				
4:6,8,14;5:25;6:16; 60:11;90:14 47:6,17;48:12 13,15;143:19;146:2; 9;18:13,13,17,20;					
	4:6,8,14;5:25;6:16;	60:11;90:14	47:6,17;48:12	13,15;143:19;146:2;	9;18:13,13,17,20;

	1	T	T	
19:24;20:10;22:13,	Clearly (2)	30:8;68:10;69:1;	condition (3)	Continuing (3)
22;25:24;26:4,13,21;	69:13;147:18	70:3,6;81:20;85:15,	21:5;22:6;23:6	9:7;13:6;34:25
84:2;91:16;92:3,9,	clock (1)	16,22;86:8,10,12,15,	conditions (1)	contract (1)
12;94:2;95:1,2;	7:15	18;89:6,7,17;92:5;	22:24	138:15
143:1,5;144:15	clocks (1)	94:20;139:3;140:12;	condone (1)	contracting (1)
childcare (1)	21:21	143:21	12:13	52:18
92:7	close (3)	Commissioner's (1)	conduct (1)	control (1)
children (15) 16:19,23;18:9,22;	38:25;89:20; 143:23	97:22 commitment (1)	31:13	74:11
49:15;75:9;88:4,23;	closer (3)	57:14	conducting (1) 31:8	conversation (4) 24:9;31:24;137:5;
91:14,19;94:8,10;	4:19,21;11:16	committed (3)	conferences (1)	148:9
95:6;144:14,15	closing (6)	35:14;38:1;50:12	74:2	conversations (5)
child's (1)	5:20;17:9;19:2,3;	Committee (5)	confusion (2)	90:17;91:8;140:16;
12:11	20:20,22	13:7,22;14:14;	82:3;86:11	141:16,20
child-seat (1)	co- (1)	16:14;23:17	Congratulations (2)	co-op (12)
10:20	67:7	common (1)	24:13;80:9	66:15;67:5;70:23;
chips (1)	coach (1)	42:11	connect (1)	71:6,6,20,21,25;
48:23	145:22	communicate (5)	56:16	72:11;73:2;76:7;
Choice (4)	coaching (4)	36:19;38:15;51:22;	connected (3)	93:22
42:13;43:8;45:8;	139:7;144:9,10,10	52:2;141:10	55:13;85:8;146:4	Cooperative (1)
91:20	Cochran (9)	communicated (1)	connection (2)	72:10
choose (1)	17:13,13,14;51:4,5,	137:1	13:19;15:20	COOPERATIVES (1)
31:14	9,16;53:15,23	Communicating (3)	CONNECTIONS (3)	64:22
CHORUS (13)	Code (4)	36:15;52:5;139:6	30:19,22;31:7	co-ops (5)
24:11;28:6;32:1;	25:23;26:5,14,23	communities (10)	Consent (3)	65:5;66:6;71:5;
62:2;64:13;80:7;	Coffman (4)	34:14,15,16,22;	30:13,15;32:8	72:17;80:19
83:5;87:13;96:16;	143:19,20,20;	35:8;39:21;55:13;	consider (7)	Coordinated (1)
100:12;102:20;	147:19	60:4;74:19;91:24	4:4;14:24;35:4;	90:5
148:7;149:3	COLA (6)	community (20)	36:25;73:15,18;74:7	copy (4)
chose (1) 73:20	83:23;84:1,10,25; 86:6;87:3	34:23;35:6;38:11, 16;39:17,20,24;	considerable (2) 13:20;89:13	6:8;16:8;27:6;33:9 corner (1)
Christmas (1)	COLAs (1)	40:13;53:7;55:12,24;	CONSIDERATION (16)	97:7
17:1	85:11	56:9,10;59:14;74:7,9,	4:5,8;8:11;16:1,16;	corporations (1)
chronically (1)	collaboration (1)	10;80:15;91:9,24	22:5;25:1,4,9;30:17;	35:5
11:17	59:3	company (1)	83:8,19;87:16;	correlation (1)
church (1)	collaborative (1)	48:13	100:16,23;102:23	62:25
39:24	97:4	compared (1)	considered (3)	COST (10)
circumstance (3)	collected (1)	99:19	69:13,14;79:11	83:8,20;84:10,21;
69:14,15;70:1	147:6	complete (1)	considering (1)	85:3,12,17;92:24;
circumstances (4)	collectively (1)	16:7	16:2	95:1,4
15:23;16:5;69:11,	70:15	completely (2)	considers (1)	costly (1)
12	college (11)	50:3,10	13:8	95:11
City (2)	35:16,18,25;40:10,	complicated (2)	consistently (1)	Council (2)
11:14;59:8	24;42:1;43:19;44:20;	65:6,10	21:1	59:8;91:7
clarification (2)	53:16;59:15,17	complications (1) 69:19	consolidate (1) 88:22	counsel (1) 22:15
77:5;86:1	column (1) 65:17		consolidated (1)	counseling (2)
clarity (1) 101:9	coming (12)	compliment (2) 28:10;98:20	74:13	14:2,5
Clark (1)	15:4;35:3,7,22,23;	comprehensive (3)	constantly (1)	count (2)
60:9	37:7;51:20;60:7;	93:20;137:14;	141:20	67:12;82:4
Class (4)	77:23;90:14;94:18;	139:23	contact (1)	County (6)
26:4,22;82:15;	141:3	Computer (3)	89:20	11:12,15;90:8,16,
146:9	commend (1)	25:24;26:3,13	contacting (1)	18,23
classes (3)	58:25	concentrate (1)	145:15	couple (6)
41:18,25;90:12	COMMENT (9)	135:6	content (1)	18:4;45:20;88:17;
classrooms (3)	29:12;68:7;100:16,	concern (3)	81:23	97:16;100:19;136:22
60:13;85:6;88:24	19;101:4,7;102:13,	18:19;23:23;78:24	contest (1)	course (23)
clear (2)	15,23	concerned (1)	22:18	6:20;47:5;81:11,
27:20;87:2	comments (7)	96:9	continue (7)	16,22,24;82:2,4,7,7,
cleared (1)	7:9;58:17,23;	conclude (1)	19:6;44:10,15,15;	22;97:17,25;98:1,2,5,
21:6	77:19;97:14;101:6;	6:22	52:14;55:6;63:13	5,10,16,17,18;99:12;
clearinghouse (1)	102:11	concludes (1)	continued (2)	101:5
146:24	COMMISSIONER (22)	9:18	11:3;32:13	courses (5)
	1	I .	I .	İ

STATE BOARD OF EI	DUCATION			December 14, 2017
82 24 07 24 08 7	02.16	11 (2)	120 24 25 140 14	02 5 12 07 20 22
82:24;97:24;98:7,	93:16	delay (2)	138:24,25;140:14;	93:5,13;97:20,22;
14;99:17	data-driven (1)	21:15;147:12	141:14	98:2,9;135:9;136:11,
COURT (3)	144:1	demand (3)	differently (1)	12;143:7,15,16;
4:18;7:5;33:17	date (3)	94:23,25,25	55:16	144:7;145:4,14;
Courtney (1)	69:8,10;72:21	demographic (1)	difficult (2)	146:5,25;147:5;
100:21	dated (1)	45:21	29:2;50:18	148:12
covered (1)	27:3	demographics (7)	difficulties (2)	district's (2)
73:1	dates (1)	38:24,25;39:3,5;	24:25;90:2	91:14;137:2
Coy (4)	81:2	51:17;54:7;62:24	difficulty (1)	diverse (5)
81:17,18,19;96:24	daughter (2)	demonstrating (1)	89:24	34:23;35:6,15;
create (2)	11:18;41:11	16:17	DILL (9)	51:10;56:5
75:7;147:2	Davis (11)	deny (1)	25:2,5,11,11,16;	diversification (2)
	65:10,22,23,23;	4:15		62:22;64:6
created (2)			26:3,20;27:2,15	
60:23;147:5	67:4;68:12;69:2,6;	denying (1)	direct (4)	diversity (7)
creating (3)	70:10;71:16;79:2	14:19	8:22;9:7;38:13;	35:1;54:7,8;57:12,
74:8,15,18	DAWSON (1)	Department (27)	39:13	18;62:24;63:22
creation (1)	64:18	5:15;6:14;7:24;	Directing (1)	divided (1)
73:16	day (10)	8:24;10:11;11:3,20;	9:13	142:4
credible (1)	41:21;42:20;48:2,	12:17;13:10,17;	directive (1)	dividends (1)
78:21	14;56:8,16,18;80:20;	19:12;27:13,25;	138:6	73:10
credit (3)	144:17;149:6	61:16;65:24;69:7;	directly (2)	Division (2)
82:6,16;98:19	days (7)	70:6,19;74:15,21,24;	38:16;146:13	8:25;43:3
credits (1)	70:21;73:21,22,24;	86:23;92:1,3;97:6;	director (3)	doctors (1)
82:16	74:1,9,10	100:22;101:3	56:2;72:9;73:2	11:17
criminal (2)	day-to-day (1)	dependent (2)	directors (3)	document (9)
22:19;26:8	56:1	66:14;68:13	70:23;71:6;72:11	7:4;8:24;27:3,7,10;
criteria (1)	deal (3)	depending (2)	disappear (1)	65:14,16;145:5,10
94:11	22:14;65:1;93:5	69:23;102:5	88:25	documentation (2)
CROWLEY'S (1)	dealing (1)	DeQUEEN-MENA (1)	discretion (1)	68:24;75:24
64:18	138:7	64:19	21:19	documents (3)
crucial (1)	Dean (5)	desire (1)	discuss (2)	6:21;7:19;65:14
49:14	28:24;29:2,4,11;	140:9	6:21;8:8	dollars (1)
	81:14			85:19
Cudney (5)		despite (3)	discussion (2)	
72:8,8;75:16;	Deborah (1) 143:20	21:7;25:19;50:8	24:3;90:21	Dollarway (3)
76:10,23		detail (2) 6:22;72:25	display (1)	87:25;88:12;90:9
cultural (1)	December (3)	,	33:21	Dollarway's (1) 90:10
48:4	6:2;25:17;60:8	determination (1)	disqualification (2)	
culture (3)	decide (1)	69:3	6:16;27:2	done (29)
47:25;53:1,7	91:25	determine (2)	disqualifier (1)	10:21;14:6;36:17;
cumulative (2)	decided (1)	74:23;135:25	9:16	41:14;42:7,15;43:24,
94:24;95:3	34:2	determined (1)	disqualifying (3)	25;44:23;46:15;47:6,
current (2)	decides (1)	68:15	9:15;13:5;16:25	18;48:3,19;50:23;
74:13;88:4	77:10	developing (2)	distress (1)	51:24;52:11;56:19;
currently (3)	decision (15)	38:12;43:14	88:14	57:25;66:21;79:14;
53:2;94:5;98:1	21:15,16;25:13;	development (4)	District (34)	80:25;81:1,3,21;
curriculum (1)	26:6;30:17,22;31:11,	14:8,12;56:3;73:25	11:13,14,15;64:17;	95:18;99:20;135:14;
100:3	15,16;68:14;70:21;	DHS (18)	65:15;67:6;68:2;	144:12
customers (1)	77:3;89:8;91:9;	8:8;10:18;11:1;	69:24;73:20;81:12;	Down (8)
59:20	147:11	13:7,22;14:10,25;	82:14;84:10,15;85:8;	26:20;57:23;61:18;
customize (1)	decisions (4)	15:11,21;16:8;18:11,	87:25;88:2,13;89:2,	84:13,17;93:24;
39:9	30:21;74:6,12,19	15,18;21:14;23:8,9;	11,12,14;91:13,22;	137:15;138:1
cycle (2)	decline (1)	90:20;93:2	96:2,7,10;136:23;	downtown (1)
36:7,11	27:10	diagnosed (1)	138:2,21,24;141:7,	34:21
· · · · · · · · · · · · · · · · · · ·	defend (3)	41:12	21;144:1;145:8	Dr (62)
D	15:12,16;23:10	diagnostic (1)	districts (51)	7:1;10:7;18:1;
-	deficits (1)	136:24	34:21;43:18;64:23;	22:9;24:6,8;27:21,22,
Darla (1)	137:25	difference (1)	65:8,25;66:19,24;	24;28:3;29:18,23;
30:24	definitely (3)	146:16	67:7,9,19,23;68:16,	30:3,8;31:5;32:17;
		different (17)	23;69:17,18,19,20,	42:4;43:13,16;54:1,2,
Darvi (2)	34.25.57.2.60.6			
Daryl (2) 4:11:25:8	34:25;57:2;60:6 definition (1)			
4:11;25:8	definition (1)	36:14;47:18;48:7;	22;70:24;72:18;73:9;	13,17,20,22,25;55:4;
4:11;25:8 data (8)	definition (1) 12:15	36:14;47:18;48:7; 69:20;73:3,12;81:23;	22;70:24;72:18;73:9; 74:5;75:7,22;76:1;	13,17,20,22,25;55:4; 57:5,20;58:2,8;61:23,
4:11;25:8	definition (1)	36:14;47:18;48:7;	22;70:24;72:18;73:9;	13,17,20,22,25;55:4;

75:14,14,16;76:10,	42:19;75:9	10:11;11:14;21:1	26:15	40:5
11,23;79:16;80:22;	educator (5)	employees (2)	enumerated (1)	example (5)
81:19;89:19;90:4;	4:14;5:11;6:1;	85:4,5	25:23	51:7,11;140:13;
136:16;137:18;	9:14;19:6	employment (2)	equal (1)	141:18;145:13
139:21;140:7,11;	educators (5)	10:18;17:1	85:12	Excellence (1)
145:13;147:19,25;	42:6,9,25;44:2;	emptier (1)	eSchool (1)	91:6
148:23,25	74:18	65:1	140:22	excellent (3)
drinking (1)	Educator's (3)	encourage (2)	especially (9)	35:15;60:2;98:22
48:23	7:6,12;151:25	148:14,16	35:3;36:25;41:22;	except (3)
drive (3) 37:18;41:2;73:19	effect (1) 137:22	end (4) 5:21;56:18;69:8;	48:9;50:11,19;53:16; 62:21;89:2	53:11;68:3;69:25 exception (3)
driven (1)	effective (2)	93:3	ESSA (6)	22:5;24:5;70:13
41:2	56:12;74:12	endangerment (1)	74:13,22;139:17,	exceptional (2)
driver (1)	efficiency (1)	22:16	21,25;146:25	69:11,15
22:12	67:8	ends (1)	essay (1)	excited (4)
dropped (1)	effort (3)	84:1	60:20	34:10;41:11;42:3;
10:17	41:19;59:4;91:5	enforced (1)	essence (2)	43:11
due (4)	efforts (9)	18:16	66:1;75:1	exciting (3)
14:5;17:3;69:10;	7:20;20:24;21:2,7;	engage (1)	essentially (1)	43:1;44:7;145:12
81:1	39:20;44:10;63:19; 64:5,6	74:1	9:11	excuse (1) 38:10
Duffie (1) 75:14	eFinance (1)	engaged (1) 73:23	established (3) 35:21;48:5;135:13	exemplifies (1)
during (4)	140:22	engaging (1)	ethnic (1)	45:14
17:8;42:25;93:14;	ego (1)	138:20	35:2	exercise (1)
100:25	44:3	England (1)	ethnicity (1)	31:13
dyslexia (1)	either (8)	22:13	49:21	Exhibit (19)
41:12	5:18,18;29:1;	English (2)	evaluate (1)	6:9,19;7:6,12;8:22;
	40:12;47:24;70:19;	51:17;63:21	57:10	9:8,13;25:19;26:1,6,
${f E}$	144:4;147:25	enhance (1)	evaluation (1)	16;27:4,5,9;65:20;
11 (2)	elected (4)	85:5	57:9	150:25;151:25;
earlier (2) 69:10;73:21	70:25;71:5;75:15; 84:14	enjoy (2) 34:11;39:16	even (24) 12:10;22:18;39:22;	152:25;153:25 exist (1)
early (6)	elementary (1)	enjoyed (1)	42:17;46:8;54:13;	70:2
36:24;72:20;73:14,	61:6	34:14	59:14;66:6,8;69:21;	existing (1)
15;142:2,5	elements (1)	enlightening (1)	78:16;84:11,20;93:2;	6:11
earmarked (1)	22:20	39:15	96:2;136:14;137:20,	exists (1)
83:22	ELIGIBILITY (1)	enormous (1)	23;139:4,5;141:12;	69:9
earn (1)	102:24	50:13	142:17,21;147:17	expanded (1)
82:15	eligible (3)	enough (3)	event (5)	34:9
easier (1)	11:21;67:21;68:11	81:9;146:5,12	13:13,24;42:23;	expansion (2)
92:18	eliminated (1)	enrolling (1)	43:9,11	32:19;34:13
easiest (1) 71:2	82:12 else (2)	36:20 enrollment (3)	events (3) 39:25;56:9,12	expectations (3) 51:7;142:2,6
easy (2)	27:16;77:15	67:1;89:23;93:25	Everybody (5)	expected (3)
33:21;57:16	email (2)	enter (1)	27:19;29:7;79:24;	42:7;88:23;147:7
eating (2)	38:13;52:7	15:18	87:1;99:6	expecting (3)
48:21,23	embed (4)	entered (2)	everyone (10)	40:1;43:10;136:4
economics (1)	81:23;82:6,14;	7:13;65:21	6:4,5;25:14;26:18;	expenditure (1)
98:2	98:11	entertain (9)	36:10,13;40:6;43:1;	87:5
ed (4)	EMBEDDED (7)	17:5;61:19;82:21;	80:9;148:11	expensive (1)
63:21;97:6,8;98:16 educating (1)	81:11,16;82:22,24; 97:24;98:6,9	87:4;100:5;101:5,6; 102:12;148:22	evidence (9) 6:3;7:13;16:17;	59:17 experience (3)
148:10	embedding (1)	entertainment (1)	20:24;25:12;26:5;	60:14;95:11;
Education (25)	97:18	42:22	27:12;65:21;146:25	136:10
5:16;6:11,14;	emergency (3)	entire (1)	evidence-based (4)	experienced (1)
11:20;19:12;25:21;	69:11,12,13	95:2	139:4;146:16,21,	60:7
27:13;36:2;43:3;	emphasis (1)	entirety (1)	23	expertise (1)
44:1;57:21;64:22;	93:16	82:8	evidenced (1)	145:24
72:9;73:11;74:15,16;	emphasize (1)	entities (1)	6:18	expire (1)
76:24;82:7,15,17;	65:16	91:10	exactly (4)	25:17
91:6;92:4;93:4;97:5; 98:1	employ (1) 11:2	entitled (1) 23:25	47:10;78:22;144:7; 145:18	expires (1) 6:2
educational (2)	employed (3)	entry (1)	exaggeration (1)	explain (2)
Canculonal (2)	ompiojeu (o)	child (1)	omageration (1)	onpluii (2)

STATE BOARD OF EL	DUCATION			December 14, 2017
10.10.54.6	140.6.140.0	4.2.7.21.9.22	11.12	00.2
19:10;54:6	148:6;149:2	4:3;7:21;8:22;	11:13	90:3
explained (1)	Fayetteville (8)	11:24;19:24;20:2,4,	FORT (3)	funding (10)
16:6	34:17;35:20;43:17;	8;30:22;34:8;38:5;	81:11;82:5,14	83:24;84:9,25;
explanation (2)	47:5;48:6;59:10;	46:9;51:5;59:15;	forth (1)	86:3;88:2;94:5,9;
13:23;16:7	60:7;61:2	65:17;72:6;83:18;	97:4	95:24;146:15,15
explored (1)	featured (1)	95:12,22;96:1;97:16;	forty-eight-sixty (2)	funds (10)
91:23	43:9	100:19,20;101:16;	95:2,12	85:17;87:5,7;
expressed (1)	February (4)	102:2;136:23;	forum (1)	94:13;137:3,8;146:4,
55:5	23:1;31:10;32:4,7	145:21,24	37:14	7,13,14
expunged (2)	Federal (3)	first-downs (1)	forward (9)	furnished (7)
22:17,19	99:16;100:1;	57:23	15:14;55:7;62:6;	13:23,24;14:1,11;
extra (3)	146:11	fiscal (1)	75:10;79:25;91:6,9;	16:7,12;95:14
41:20,23,25	feedback (1)	140:18	95:16;145:6	further (4)
-	135:17	five (16)	found (7)	6:21;9:19;24:9;
${f F}$	feel (14)	5:12,19,24;6:9;	6:8;25:22;26:6;	51:14
	43:23,25;44:21,22,	7:15;20:7,21;27:9;	39:11,12;42:25;49:7	future (7)
fabulous (1)	24;48:17;60:1;66:8,	72:23;73:21,22,24;	Foundation (1)	47:19;50:25;52:15;
146:1	9;77:21;139:2;	74:1;77:24;78:2;	43:8	57:1;72:24;145:10,
face (2)	140:19;144:16,20	97:23	Four (8)	11
68:8;144:17	felony (2)	flabbergasted (1)	27:6;34:7,8;39:5;	
Facebook (1)	26:4,22	15:3	60:4;68:18;100:25;	G
				G
39:12	felt (2)	flexibility (8)	136:12	(4)
fact (7)	56:19;63:23	73:9;74:3,5,18;	fours (1)	game (1)
8:2;12:17;17:3;	Fenter (1)	75:4,7;79:17;80:1	89:18	148:13
21:6;25:19;43:5;97:6	73:2	flexible (1)	fourth (1)	game-plan (1)
factor (1)	Festival (4)	79:21	98:5	57:22
92:24	42:13;43:1;45:8;	floor (1)	four-year (1)	gap (2)
factors (3)	56:13	6:23	93:7	40:19,22
8:9;15:25;22:4	few (1)	focus (12)	framed (1)	gaps (4)
facts (1)	69:22	50:13;51:1;52:14,	85:16	89:21;135:4,5,11
8:19	field (2)	15;55:11;57:1,3;	FRAZIER (4)	Gardner (4)
faculty (2)	57:23;135:18	63:14,16;82:16;	146:10;147:10;	30:24;31:1,2;32:12
39:22;55:10	figure (6)	138:17;140:8	148:3,19	Garland (1)
failing (1)	40:21;47:21;50:15;	focused (4)	free (4)	90:23
	52:10;95:22;99:2			
72:13		35:14;40:21;41:1;	42:21,21;57:17;	gave (3)
fair (1)	file (2)	46:20	77:21	42:4;78:10;145:13
78:22	16:8;65:15	focusing (2)	free-and- (2)	general (2)
falls (2)	fill (2)	42:12;43:22	46:5;48:20	78:24;146:10
80:1;84:21	89:21;94:13	folks (2)	free-and-reduced (1)	gets (1)
families (6)	filter (1)	29:8;68:21	63:17	24:17
46:25;47:3;51:21;	139:1	follow (2)	Free-and-reduced-lunch (5)	gifts (1)
52:12;69:19;79:19	FINANCE (7)	54:20;101:14	47:4,10,11;49:10;	50:8
family (4)	96:22,25;97:2,12;	followed (2)	93:17	given (4)
10:13;79:19,21,25	98:10;99:5,17	70:15,16	frequently (1)	5:14;14:22;79:15;
fan (1)	FINANCIAL (6)	follows (1)	38:17	146:3
97:7	30:19,23;31:8;	101:12	friends (4)	gives (2)
far (10)	97:25;98:15;102:24	follow-up (3)	55:25;56:20,21;	78:22;143:16
37:21;38:8;41:9;	find (9)	70:3;86:10;140:12	97:5	glad (2)
		, , , , , , , , , , , , , , , , , , ,		
54:8;55:10;94:13;	10:23;12:2;37:23;	fond (1)	front (8)	32:22;49:18
96:8;98:7;138:10,15	50:22;55:20;135:11;	144:5	6:21;23:1;40:15;	goal (4)
farther (2)	139:6;144:19;146:22	food (3)	79:7;135:8,16;145:5;	43:6;44:5;59:14;
76:16;143:10	finding (13)	42:22;46:15;47:1	147:4	135:23
fashion (1)	6:15;8:23;9:21;	football (1)	frustration (1)	goal- (1)
90:23	11:7;13:12;14:21;	69:21	50:2	137:1
fast- (1)	15:12,15;18:16;	FORD (1)	fulfill (2)	goals (9)
34:19	23:11;42:10,10;	64:18	89:23;97:3	57:7,12,21,24;
fastest (1)	59:19	Forest (1)	fulfilling (2)	62:25;136:24;137:2,
34:16	fine (4)	93:23	90:2,13	11,13
favor (13)	44:2;67:13;77:12;	form (3)	full (1)	goes (4)
24:10;28:5;31:25;	140:19	33:20;42:5;63:9	93:25	37:12;41:9;55:10;
62:1;64:11;80:5;	finish (1)	formulated (1)	fully (2)	79:17
83:4;87:12;96:15;	68:7	91:5	139:21;146:7	Good (28)
		Forrest (1)		
100:11;102:19;	first (28)	Fullest (1)	funded (1)	4:11;5:17;28:9;
=				<u> </u>

	I		T	
32:13;33:5,6;35:25;	56:4;72:11,16;	25;102:1,3	Hey (3)	145:20;148:11
44:23;48:19;52:11;	91:5;99:24;135:12;	happened (3)	43:18;58:3;145:16	hopeful (1)
56:19;62:15;64:16;	147:19	15:15;43:4;79:23	Hi (2)	14:13
65:23;68:13;73:3;	groups (1)	happens (1)	65:23;83:14	hopefully (4)
81:19;96:20;97:1;	42:17	68:14	high (3)	29:11;61:9;135:1;
100:21;135:14;	grow (2)	happy (7)	51:7;97:19;142:2	148:10
144:9,16,19;145:18;	34:25;35:10	17:5;24:16;49:4;	HILL (30)	hoping (1)
146:5;148:9;149:6	growing (1)	56:15;94:19;96:18,	18:1;24:6,8;27:21,	60:21
good- (1)	34:16	19	22,24;28:3;54:1,2,13,	hot (1)
93:24	growth (3) 34:20;35:19;55:8	hard (10)	17,20,22,25;55:4;	48:13
goodness (2) 10:25;12:3	guarantee (2)	29:4;39:8;52:2; 53:9;57:12,15;80:20,	57:5,20;58:2,8;61:23, 25;62:23;63:4,7,11;	hour (1) 41:21
govern (1)	15:20;23:14	25;92:16;100:14	64:7,8;79:16;148:23,	house (1)
85:7	guess (9)	harnesses (1)	25	18:21
governing (4)	57:5;62:11;79:5;	92:21	HIPPY (1)	housing (1)
5:10;100:17,24;	83:22;84:7;94:17;	hate (1)	90:16	39:25
102:24	139:16;140:3;147:12	101:8	hire (2)	huge (1)
government (1)	guilty (6)	head (7)	57:3;59:20	140:23
15:1	22:15,18;25:22,22;	61:18;84:13,17;	hired (1)	Human (7)
Governor (2)	26:12,21	89:10,13,18;90:13	46:19	7:24;8:24;10:11;
79:8;85:19	Guy (1)	health (4)	hiring (2)	11:3;12:18;13:10;
grabbed (1)	73:2	16:18,22;82:5,12	38:10;55:14	92:2
39:2	guys (20)	healthy (2)	Hispanic (1)	hundred (1)
grade (1)	33:7,9,16;34:6;	49:1,16	56:13	68:25
102:6 graduate (2)	35:11,16;36:25;37:1,	hear (14)	historically (5) 34:24;46:5;47:6;	hurdles (1) 93:5
40:24;44:19	4;43:18,19,21,25; 44:11;45:3;80:22;	29:2,9,14,15,23,24, 25;30:3,4,5;32:3;	51:24;88:13	95:5
graduating (2)	136:17,18;142:6;	66:2,7;71:2	history (1)	I
35:25;99:3	147:3	heard (10)	16:11	
graduation (2)	11710	29:20;62:4;66:10;	hitting (1)	ice-skating (1)
82:18;98:4	H	78:25;99:1,4,13,21;	64:5	42:21
		1.40.10.11	/	
grandsons (1)		148:10,11	Holaway (57)	idea (2)
61:1	HAAS (19)	hearing (8)	32:21;33:2,4,4,6,	45:9;143:17
61:1 grant (13)	32:14,16,18,21,25;	hearing (8) 4:13;6:18;15:7,15;	32:21;33:2,4,4,6, 11,14,14,17,25;37:4;	45:9;143:17 ideally (1)
61:1 grant (13) 8:11;11:22;13:4;	32:14,16,18,21,25; 33:15;37:24;39:4;	hearing (8) 4:13;6:18;15:7,15; 23:9,12;25:11;27:11	32:21;33:2,4,4,6, 11,14,14,17,25;37:4; 45:3,6,10,17,19,25;	45:9;143:17 ideally (1) 63:12
61:1 grant (13) 8:11;11:22;13:4; 15:10;16:17,24;24:4;	32:14,16,18,21,25; 33:15;37:24;39:4; 44:19;49:19;50:7;	hearing (8) 4:13;6:18;15:7,15; 23:9,12;25:11;27:11 Hearings (3)	32:21;33:2,4,4,6, 11,14,14,17,25;37:4; 45:3,6,10,17,19,25; 46:3,8,13,16;49:4,13,	45:9;143:17 ideally (1) 63:12 identical (2)
61:1 grant (13) 8:11;11:22;13:4; 15:10;16:17,24;24:4; 69:8;77:22;87:17,19;	32:14,16,18,21,25; 33:15;37:24;39:4; 44:19;49:19;50:7; 51:6;53:2,3;61:6;	hearing (8) 4:13;6:18;15:7,15; 23:9,12;25:11;27:11 Hearings (3) 13:11;14:23;15:6	32:21;33:2,4,4,6, 11,14,14,17,25;37:4; 45:3,6,10,17,19,25; 46:3,8,13,16;49:4,13, 17,25;50:3,6,10;51:8,	45:9;143:17 ideally (1) 63:12 identical (2) 8:1;23:3
61:1 grant (13) 8:11;11:22;13:4; 15:10;16:17,24;24:4; 69:8;77:22;87:17,19; 88:5;93:14	32:14,16,18,21,25; 33:15;37:24;39:4; 44:19;49:19;50:7; 51:6;53:2,3;61:6; 62:6,10,21;64:4	hearing (8) 4:13;6:18;15:7,15; 23:9,12;25:11;27:11 Hearings (3) 13:11;14:23;15:6 Heather (3)	32:21;33:2,4,4,6, 11,14,14,17,25;37:4; 45:3,6,10,17,19,25; 46:3,8,13,16;49:4,13, 17,25;50:3,6,10;51:8, 15,19;53:18;54:12,	45:9;143:17 ideally (1) 63:12 identical (2) 8:1;23:3 identifiable (1)
61:1 grant (13) 8:11;11:22;13:4; 15:10;16:17,24;24:4; 69:8;77:22;87:17,19; 88:5;93:14 granted (4)	32:14,16,18,21,25; 33:15;37:24;39:4; 44:19;49:19;50:7; 51:6;53:2,3;61:6; 62:6,10,21;64:4 haircut (2)	hearing (8) 4:13;6:18;15:7,15; 23:9,12;25:11;27:11 Hearings (3) 13:11;14:23;15:6 Heather (3) 32:21;33:4,14	32:21;33:2,4,4,6, 11,14,14,17,25;37:4; 45:3,6,10,17,19,25; 46:3,8,13,16;49:4,13, 17,25;50:3,6,10;51:8, 15,19;53:18;54:12, 16,19,21,24;55:3,9;	45:9;143:17 ideally (1) 63:12 identical (2) 8:1;23:3 identifiable (1) 54:9
61:1 grant (13) 8:11;11:22;13:4; 15:10;16:17,24;24:4; 69:8;77:22;87:17,19; 88:5;93:14 granted (4) 23:5;64:17;67:5,6	32:14,16,18,21,25; 33:15;37:24;39:4; 44:19;49:19;50:7; 51:6;53:2,3;61:6; 62:6,10,21;64:4 haircut (2) 10:17,19	hearing (8) 4:13;6:18;15:7,15; 23:9,12;25:11;27:11 Hearings (3) 13:11;14:23;15:6 Heather (3) 32:21;33:4,14 held (1)	32:21;33:2,4,4,6, 11,14,14,17,25;37:4; 45:3,6,10,17,19,25; 46:3,8,13,16;49:4,13, 17,25;50:3,6,10;51:8, 15,19;53:18;54:12, 16,19,21,24;55:3,9; 57:19;58:1,7,15;59:2,	45:9;143:17 ideally (1) 63:12 identical (2) 8:1;23:3 identifiable (1) 54:9 identification (2)
61:1 grant (13) 8:11;11:22;13:4; 15:10;16:17,24;24:4; 69:8;77:22;87:17,19; 88:5;93:14 granted (4)	32:14,16,18,21,25; 33:15;37:24;39:4; 44:19;49:19;50:7; 51:6;53:2,3;61:6; 62:6,10,21;64:4 haircut (2) 10:17,19 half (1)	hearing (8) 4:13;6:18;15:7,15; 23:9,12;25:11;27:11 Hearings (3) 13:11;14:23;15:6 Heather (3) 32:21;33:4,14 held (1) 36:12	32:21;33:2,4,4,6, 11,14,14,17,25;37:4; 45:3,6,10,17,19,25; 46:3,8,13,16;49:4,13, 17,25;50:3,6,10;51:8, 15,19;53:18;54:12, 16,19,21,24;55:3,9; 57:19;58:1,7,15;59:2, 5,9,11,18,22;60:2,6,	45:9;143:17 ideally (1) 63:12 identical (2) 8:1;23:3 identifiable (1) 54:9 identification (2) 7:13;65:21
61:1 grant (13) 8:11;11:22;13:4; 15:10;16:17,24;24:4; 69:8;77:22;87:17,19; 88:5;93:14 granted (4) 23:5;64:17;67:5,6 granting (1) 77:6	32:14,16,18,21,25; 33:15;37:24;39:4; 44:19;49:19;50:7; 51:6;53:2,3;61:6; 62:6,10,21;64:4 haircut (2) 10:17,19 half (1) 98:19	hearing (8) 4:13;6:18;15:7,15; 23:9,12;25:11;27:11 Hearings (3) 13:11;14:23;15:6 Heather (3) 32:21;33:4,14 held (1) 36:12 help (7)	32:21;33:2,4,4,6, 11,14,14,17,25;37:4; 45:3,6,10,17,19,25; 46:3,8,13,16;49:4,13, 17,25;50:3,6,10;51:8, 15,19;53:18;54:12, 16,19,21,24;55:3,9; 57:19;58:1,7,15;59:2,	45:9;143:17 ideally (1) 63:12 identical (2) 8:1;23:3 identifiable (1) 54:9 identification (2) 7:13;65:21 identified (7)
61:1 grant (13) 8:11;11:22;13:4; 15:10;16:17,24;24:4; 69:8;77:22;87:17,19; 88:5;93:14 granted (4) 23:5;64:17;67:5,6 granting (1)	32:14,16,18,21,25; 33:15;37:24;39:4; 44:19;49:19;50:7; 51:6;53:2,3;61:6; 62:6,10,21;64:4 haircut (2) 10:17,19 half (1)	hearing (8) 4:13;6:18;15:7,15; 23:9,12;25:11;27:11 Hearings (3) 13:11;14:23;15:6 Heather (3) 32:21;33:4,14 held (1) 36:12	32:21;33:2,4,4,6, 11,14,14,17,25;37:4; 45:3,6,10,17,19,25; 46:3,8,13,16;49:4,13, 17,25;50:3,6,10;51:8, 15,19;53:18;54:12, 16,19,21,24;55:3,9; 57:19;58:1,7,15;59:2, 5,9,11,18,22;60:2,6, 10,25;61:3,7,11,14	45:9;143:17 ideally (1) 63:12 identical (2) 8:1;23:3 identifiable (1) 54:9 identification (2) 7:13;65:21
61:1 grant (13) 8:11;11:22;13:4; 15:10;16:17,24;24:4; 69:8;77:22;87:17,19; 88:5;93:14 granted (4) 23:5;64:17;67:5,6 granting (1) 77:6 grappling (1) 141:23 Great (33)	32:14,16,18,21,25; 33:15;37:24;39:4; 44:19;49:19;50:7; 51:6;53:2,3;61:6; 62:6,10,21;64:4 haircut (2) 10:17,19 half (1) 98:19 half-credit (1)	hearing (8) 4:13;6:18;15:7,15; 23:9,12;25:11;27:11 Hearings (3) 13:11;14:23;15:6 Heather (3) 32:21;33:4,14 held (1) 36:12 help (7) 49:16;74:19,24;	32:21;33:2,4,4,6, 11,14,14,17,25;37:4; 45:3,6,10,17,19,25; 46:3,8,13,16;49:4,13, 17,25;50:3,6,10;51:8, 15,19;53:18;54:12, 16,19,21,24;55:3,9; 57:19;58:1,7,15;59:2, 5,9,11,18,22;60:2,6, 10,25;61:3,7,11,14 hold (3)	45:9;143:17 ideally (1) 63:12 identical (2) 8:1;23:3 identifiable (1) 54:9 identification (2) 7:13;65:21 identified (7) 36:24;37:8;47:1; 56:3;135:4;141:6,15 identifies (1)
61:1 grant (13) 8:11;11:22;13:4; 15:10;16:17,24;24:4; 69:8;77:22;87:17,19; 88:5;93:14 granted (4) 23:5;64:17;67:5,6 granting (1) 77:6 grappling (1) 141:23 Great (33) 6:7,24;28:1;29:17,	32:14,16,18,21,25; 33:15;37:24;39:4; 44:19;49:19;50:7; 51:6;53:2,3;61:6; 62:6,10,21;64:4 haircut (2) 10:17,19 half (1) 98:19 half-credit (1) 98:17 half-unit (1) 82:17	hearing (8) 4:13;6:18;15:7,15; 23:9,12;25:11;27:11 Hearings (3) 13:11;14:23;15:6 Heather (3) 32:21;33:4,14 held (1) 36:12 help (7) 49:16;74:19,24; 75:8;93:23;140:24; 141:5 helpful (4)	32:21;33:2,4,4,6, 11,14,14,17,25;37:4; 45:3,6,10,17,19,25; 46:3,8,13,16;49:4,13, 17,25;50:3,6,10;51:8, 15,19;53:18;54:12, 16,19,21,24;55:3,9; 57:19;58:1,7,15;59:2, 5,9,11,18,22;60:2,6, 10,25;61:3,7,11,14 hold (3) 7:8;9:11;13:6 holds (2) 6:1;25:16	45:9;143:17 ideally (1) 63:12 identical (2) 8:1;23:3 identifiable (1) 54:9 identification (2) 7:13;65:21 identified (7) 36:24;37:8;47:1; 56:3;135:4;141:6,15 identifies (1) 74:15
61:1 grant (13) 8:11;11:22;13:4; 15:10;16:17,24;24:4; 69:8;77:22;87:17,19; 88:5;93:14 granted (4) 23:5;64:17;67:5,6 granting (1) 77:6 grappling (1) 141:23 Great (33) 6:7,24;28:1;29:17, 19;31:3;32:9;33:5;	32:14,16,18,21,25; 33:15;37:24;39:4; 44:19;49:19;50:7; 51:6;53:2,3;61:6; 62:6,10,21;64:4 haircut (2) 10:17,19 half (1) 98:19 half-credit (1) 98:17 half-unit (1) 82:17 HALL (19)	hearing (8) 4:13;6:18;15:7,15; 23:9,12;25:11;27:11 Hearings (3) 13:11;14:23;15:6 Heather (3) 32:21;33:4,14 held (1) 36:12 help (7) 49:16;74:19,24; 75:8;93:23;140:24; 141:5 helpful (4) 61:13;93:9;95:17;	32:21;33:2,4,4,6, 11,14,14,17,25;37:4; 45:3,6,10,17,19,25; 46:3,8,13,16;49:4,13, 17,25;50:3,6,10;51:8, 15,19;53:18;54:12, 16,19,21,24;55:3,9; 57:19;58:1,7,15;59:2, 5,9,11,18,22;60:2,6, 10,25;61:3,7,11,14 hold (3) 7:8;9:11;13:6 holds (2) 6:1;25:16 Holidays (2)	45:9;143:17 ideally (1) 63:12 identical (2) 8:1;23:3 identifiable (1) 54:9 identification (2) 7:13;65:21 identified (7) 36:24;37:8;47:1; 56:3;135:4;141:6,15 identifies (1) 74:15 identify (4)
61:1 grant (13) 8:11;11:22;13:4; 15:10;16:17,24;24:4; 69:8;77:22;87:17,19; 88:5;93:14 granted (4) 23:5;64:17;67:5,6 granting (1) 77:6 grappling (1) 141:23 Great (33) 6:7,24;28:1;29:17, 19;31:3;32:9;33:5; 37:20;45:1,2,9,13,23;	32:14,16,18,21,25; 33:15;37:24;39:4; 44:19;49:19;50:7; 51:6;53:2,3;61:6; 62:6,10,21;64:4 haircut (2) 10:17,19 half (1) 98:19 half-credit (1) 98:17 half-unit (1) 82:17 HALL (19) 32:14,16,18,21;	hearing (8) 4:13;6:18;15:7,15; 23:9,12;25:11;27:11 Hearings (3) 13:11;14:23;15:6 Heather (3) 32:21;33:4,14 held (1) 36:12 help (7) 49:16;74:19,24; 75:8;93:23;140:24; 141:5 helpful (4) 61:13;93:9;95:17; 140:14	32:21;33:2,4,4,6, 11,14,14,17,25;37:4; 45:3,6,10,17,19,25; 46:3,8,13,16;49:4,13, 17,25;50:3,6,10;51:8, 15,19;53:18;54:12, 16,19,21,24;55:3,9; 57:19;58:1,7,15;59:2, 5,9,11,18,22;60:2,6, 10,25;61:3,7,11,14 hold (3) 7:8;9:11;13:6 holds (2) 6:1;25:16 Holidays (2) 96:18,19	45:9;143:17 ideally (1) 63:12 identical (2) 8:1;23:3 identifiable (1) 54:9 identification (2) 7:13;65:21 identified (7) 36:24;37:8;47:1; 56:3;135:4;141:6,15 identifies (1) 74:15 identify (4) 93:15;135:5;
61:1 grant (13) 8:11;11:22;13:4; 15:10;16:17,24;24:4; 69:8;77:22;87:17,19; 88:5;93:14 granted (4) 23:5;64:17;67:5,6 granting (1) 77:6 grappling (1) 141:23 Great (33) 6:7,24;28:1;29:17, 19;31:3;32:9;33:5; 37:20;45:1,2,9,13,23; 57:6;58:24;61:3,4,	32:14,16,18,21,25; 33:15;37:24;39:4; 44:19;49:19;50:7; 51:6;53:2,3;61:6; 62:6,10,21;64:4 haircut (2) 10:17,19 half (1) 98:19 half-credit (1) 98:17 half-unit (1) 82:17 HALL (19) 32:14,16,18,21; 33:1,15;37:24;39:4;	hearing (8) 4:13;6:18;15:7,15; 23:9,12;25:11;27:11 Hearings (3) 13:11;14:23;15:6 Heather (3) 32:21;33:4,14 held (1) 36:12 help (7) 49:16;74:19,24; 75:8;93:23;140:24; 141:5 helpful (4) 61:13;93:9;95:17; 140:14 helping (2)	32:21;33:2,4,4,6, 11,14,14,17,25;37:4; 45:3,6,10,17,19,25; 46:3,8,13,16;49:4,13, 17,25;50:3,6,10;51:8, 15,19;53:18;54:12, 16,19,21,24;55:3,9; 57:19;58:1,7,15;59:2, 5,9,11,18,22;60:2,6, 10,25;61:3,7,11,14 hold (3) 7:8;9:11;13:6 holds (2) 6:1;25:16 Holidays (2) 96:18,19 holistic (1)	45:9;143:17 ideally (1) 63:12 identical (2) 8:1;23:3 identifiable (1) 54:9 identification (2) 7:13;65:21 identified (7) 36:24;37:8;47:1; 56:3;135:4;141:6,15 identifies (1) 74:15 identify (4) 93:15;135:5; 140:18;141:6
61:1 grant (13) 8:11;11:22;13:4; 15:10;16:17,24;24:4; 69:8;77:22;87:17,19; 88:5;93:14 granted (4) 23:5;64:17;67:5,6 granting (1) 77:6 grappling (1) 141:23 Great (33) 6:7,24;28:1;29:17, 19;31:3;32:9;33:5; 37:20;45:1,2,9,13,23; 57:6;58:24;61:3,4, 15;64:19;65:19;	32:14,16,18,21,25; 33:15;37:24;39:4; 44:19;49:19;50:7; 51:6;53:2,3;61:6; 62:6,10,21;64:4 haircut (2) 10:17,19 half (1) 98:19 half-credit (1) 98:17 half-unit (1) 82:17 HALL (19) 32:14,16,18,21; 33:1,15;37:24;39:4; 44:19;49:20;50:8;	hearing (8) 4:13;6:18;15:7,15; 23:9,12;25:11;27:11 Hearings (3) 13:11;14:23;15:6 Heather (3) 32:21;33:4,14 held (1) 36:12 help (7) 49:16;74:19,24; 75:8;93:23;140:24; 141:5 helpful (4) 61:13;93:9;95:17; 140:14 helping (2) 46:25;56:2	32:21;33:2,4,4,6, 11,14,14,17,25;37:4; 45:3,6,10,17,19,25; 46:3,8,13,16;49:4,13, 17,25;50:3,6,10;51:8, 15,19;53:18;54:12, 16,19,21,24;55:3,9; 57:19;58:1,7,15;59:2, 5,9,11,18,22;60:2,6, 10,25;61:3,7,11,14 hold (3) 7:8;9:11;13:6 holds (2) 6:1;25:16 Holidays (2) 96:18,19 holistic (1) 57:20	45:9;143:17 ideally (1) 63:12 identical (2) 8:1;23:3 identifiable (1) 54:9 identification (2) 7:13;65:21 identified (7) 36:24;37:8;47:1; 56:3;135:4;141:6,15 identifies (1) 74:15 identify (4) 93:15;135:5; 140:18;141:6 ill (1)
61:1 grant (13) 8:11;11:22;13:4; 15:10;16:17,24;24:4; 69:8;77:22;87:17,19; 88:5;93:14 granted (4) 23:5;64:17;67:5,6 granting (1) 77:6 grappling (1) 141:23 Great (33) 6:7,24;28:1;29:17, 19;31:3;32:9;33:5; 37:20;45:1,2,9,13,23; 57:6;58:24;61:3,4, 15;64:19;65:19; 71:22;76:14;81:5;	32:14,16,18,21,25; 33:15;37:24;39:4; 44:19;49:19;50:7; 51:6;53:2,3;61:6; 62:6,10,21;64:4 haircut (2) 10:17,19 half (1) 98:19 half-credit (1) 98:17 half-unit (1) 82:17 HALL (19) 32:14,16,18,21; 33:1,15;37:24;39:4; 44:19;49:20;50:8; 51:6;53:2,3;61:6;	hearing (8) 4:13;6:18;15:7,15; 23:9,12;25:11;27:11 Hearings (3) 13:11;14:23;15:6 Heather (3) 32:21;33:4,14 held (1) 36:12 help (7) 49:16;74:19,24; 75:8;93:23;140:24; 141:5 helpful (4) 61:13;93:9;95:17; 140:14 helping (2) 46:25;56:2 helps (3)	32:21;33:2,4,4,6, 11,14,14,17,25;37:4; 45:3,6,10,17,19,25; 46:3,8,13,16;49:4,13, 17,25;50:3,6,10;51:8, 15,19;53:18;54:12, 16,19,21,24;55:3,9; 57:19;58:1,7,15;59:2, 5,9,11,18,22;60:2,6, 10,25;61:3,7,11,14 hold (3) 7:8;9:11;13:6 holds (2) 6:1;25:16 Holidays (2) 96:18,19 holistic (1) 57:20 HOLLIS (3)	45:9;143:17 ideally (1) 63:12 identical (2) 8:1;23:3 identifiable (1) 54:9 identification (2) 7:13;65:21 identified (7) 36:24;37:8;47:1; 56:3;135:4;141:6,15 identifies (1) 74:15 identify (4) 93:15;135:5; 140:18;141:6 ill (1) 11:17
61:1 grant (13) 8:11;11:22;13:4; 15:10;16:17,24;24:4; 69:8;77:22;87:17,19; 88:5;93:14 granted (4) 23:5;64:17;67:5,6 granting (1) 77:6 grappling (1) 141:23 Great (33) 6:7,24;28:1;29:17, 19;31:3;32:9;33:5; 37:20;45:1,2,9,13,23; 57:6;58:24;61:3,4, 15;64:19;65:19; 71:22;76:14;81:5; 83:7,13,16;96:20;	32:14,16,18,21,25; 33:15;37:24;39:4; 44:19;49:19;50:7; 51:6;53:2,3;61:6; 62:6,10,21;64:4 haircut (2) 10:17,19 half (1) 98:19 half-credit (1) 98:17 half-unit (1) 82:17 HALL (19) 32:14,16,18,21; 33:1,15;37:24;39:4; 44:19;49:20;50:8; 51:6;53:2,3;61:6; 62:6,10,21;64:5	hearing (8) 4:13;6:18;15:7,15; 23:9,12;25:11;27:11 Hearings (3) 13:11;14:23;15:6 Heather (3) 32:21;33:4,14 held (1) 36:12 help (7) 49:16;74:19,24; 75:8;93:23;140:24; 141:5 helpful (4) 61:13;93:9;95:17; 140:14 helping (2) 46:25;56:2 helps (3) 28:12;86:19;135:4	32:21;33:2,4,4,6, 11,14,14,17,25;37:4; 45:3,6,10,17,19,25; 46:3,8,13,16;49:4,13, 17,25;50:3,6,10;51:8, 15,19;53:18;54:12, 16,19,21,24;55:3,9; 57:19;58:1,7,15;59:2, 5,9,11,18,22;60:2,6, 10,25;61:3,7,11,14 hold (3) 7:8;9:11;13:6 holds (2) 6:1;25:16 Holidays (2) 96:18,19 holistic (1) 57:20 HOLLIS (3) 29:14,16;30:5	45:9;143:17 ideally (1) 63:12 identical (2) 8:1;23:3 identifiable (1) 54:9 identification (2) 7:13;65:21 identified (7) 36:24;37:8;47:1; 56:3;135:4;141:6,15 identifies (1) 74:15 identify (4) 93:15;135:5; 140:18;141:6 ill (1) 11:17 illegible (1)
61:1 grant (13) 8:11;11:22;13:4; 15:10;16:17,24;24:4; 69:8;77:22;87:17,19; 88:5;93:14 granted (4) 23:5;64:17;67:5,6 granting (1) 77:6 grappling (1) 141:23 Great (33) 6:7,24;28:1;29:17, 19;31:3;32:9;33:5; 37:20;45:1,2,9,13,23; 57:6;58:24;61:3,4, 15;64:19;65:19; 71:22;76:14;81:5; 83:7,13,16;96:20; 98:23;99:8,10;100:4;	32:14,16,18,21,25; 33:15;37:24;39:4; 44:19;49:19;50:7; 51:6;53:2,3;61:6; 62:6,10,21;64:4 haircut (2) 10:17,19 half (1) 98:19 half-credit (1) 98:17 half-unit (1) 82:17 HALL (19) 32:14,16,18,21; 33:1,15;37:24;39:4; 44:19;49:20;50:8; 51:6;53:2,3;61:6; 62:6,10,21;64:5 hallmark (1)	hearing (8) 4:13;6:18;15:7,15; 23:9,12;25:11;27:11 Hearings (3) 13:11;14:23;15:6 Heather (3) 32:21;33:4,14 held (1) 36:12 help (7) 49:16;74:19,24; 75:8;93:23;140:24; 141:5 helpful (4) 61:13;93:9;95:17; 140:14 helping (2) 46:25;56:2 helps (3) 28:12;86:19;135:4 Here's (1)	32:21;33:2,4,4,6, 11,14,14,17,25;37:4; 45:3,6,10,17,19,25; 46:3,8,13,16;49:4,13, 17,25;50:3,6,10;51:8, 15,19;53:18;54:12, 16,19,21,24;55:3,9; 57:19;58:1,7,15;59:2, 5,9,11,18,22;60:2,6, 10,25;61:3,7,11,14 hold (3) 7:8;9:11;13:6 holds (2) 6:1;25:16 Holidays (2) 96:18,19 holistic (1) 57:20 HOLLIS (3) 29:14,16;30:5 home (5)	45:9;143:17 ideally (1) 63:12 identical (2) 8:1;23:3 identifiable (1) 54:9 identification (2) 7:13;65:21 identified (7) 36:24;37:8;47:1; 56:3;135:4;141:6,15 identifies (1) 74:15 identify (4) 93:15;135:5; 140:18;141:6 ill (1) 11:17 illegible (1) 14:17
61:1 grant (13) 8:11;11:22;13:4; 15:10;16:17,24;24:4; 69:8;77:22;87:17,19; 88:5;93:14 granted (4) 23:5;64:17;67:5,6 granting (1) 77:6 grappling (1) 141:23 Great (33) 6:7,24;28:1;29:17, 19;31:3;32:9;33:5; 37:20;45:1,2,9,13,23; 57:6;58:24;61:3,4, 15;64:19;65:19; 71:22;76:14;81:5; 83:7,13,16;96:20;	32:14,16,18,21,25; 33:15;37:24;39:4; 44:19;49:19;50:7; 51:6;53:2,3;61:6; 62:6,10,21;64:4 haircut (2) 10:17,19 half (1) 98:19 half-credit (1) 98:17 half-unit (1) 82:17 HALL (19) 32:14,16,18,21; 33:1,15;37:24;39:4; 44:19;49:20;50:8; 51:6;53:2,3;61:6; 62:6,10,21;64:5	hearing (8) 4:13;6:18;15:7,15; 23:9,12;25:11;27:11 Hearings (3) 13:11;14:23;15:6 Heather (3) 32:21;33:4,14 held (1) 36:12 help (7) 49:16;74:19,24; 75:8;93:23;140:24; 141:5 helpful (4) 61:13;93:9;95:17; 140:14 helping (2) 46:25;56:2 helps (3) 28:12;86:19;135:4	32:21;33:2,4,4,6, 11,14,14,17,25;37:4; 45:3,6,10,17,19,25; 46:3,8,13,16;49:4,13, 17,25;50:3,6,10;51:8, 15,19;53:18;54:12, 16,19,21,24;55:3,9; 57:19;58:1,7,15;59:2, 5,9,11,18,22;60:2,6, 10,25;61:3,7,11,14 hold (3) 7:8;9:11;13:6 holds (2) 6:1;25:16 Holidays (2) 96:18,19 holistic (1) 57:20 HOLLIS (3) 29:14,16;30:5	45:9;143:17 ideally (1) 63:12 identical (2) 8:1;23:3 identifiable (1) 54:9 identification (2) 7:13;65:21 identified (7) 36:24;37:8;47:1; 56:3;135:4;141:6,15 identifies (1) 74:15 identify (4) 93:15;135:5; 140:18;141:6 ill (1) 11:17 illegible (1)
61:1 grant (13) 8:11;11:22;13:4; 15:10;16:17,24;24:4; 69:8;77:22;87:17,19; 88:5;93:14 granted (4) 23:5;64:17;67:5,6 granting (1) 77:6 grappling (1) 141:23 Great (33) 6:7,24;28:1;29:17, 19;31:3;32:9;33:5; 37:20;45:1,2,9,13,23; 57:6;58:24;61:3,4, 15;64:19;65:19; 71:22;76:14;81:5; 83:7,13,16;96:20; 98:23;99:8,10;100:4; 145:18	32:14,16,18,21,25; 33:15;37:24;39:4; 44:19;49:19;50:7; 51:6;53:2,3;61:6; 62:6,10,21;64:4 haircut (2) 10:17,19 half (1) 98:19 half-credit (1) 98:17 half-unit (1) 82:17 HALL (19) 32:14,16,18,21; 33:1,15;37:24;39:4; 44:19;49:20;50:8; 51:6;53:2,3;61:6; 62:6,10,21;64:5 hallmark (1) 45:15	hearing (8) 4:13;6:18;15:7,15; 23:9,12;25:11;27:11 Hearings (3) 13:11;14:23;15:6 Heather (3) 32:21;33:4,14 held (1) 36:12 help (7) 49:16;74:19,24; 75:8;93:23;140:24; 141:5 helpful (4) 61:13;93:9;95:17; 140:14 helping (2) 46:25;56:2 helps (3) 28:12;86:19;135:4 Here's (1) 135:9	32:21;33:2,4,4,6, 11,14,14,17,25;37:4; 45:3,6,10,17,19,25; 46:3,8,13,16;49:4,13, 17,25;50:3,6,10;51:8, 15,19;53:18;54:12, 16,19,21,24;55:3,9; 57:19;58:1,7,15;59:2, 5,9,11,18,22;60:2,6, 10,25;61:3,7,11,14 hold (3) 7:8;9:11;13:6 holds (2) 6:1;25:16 Holidays (2) 96:18,19 holistic (1) 57:20 HOLLIS (3) 29:14,16;30:5 home (5) 84:4;100:17,20,24;	45:9;143:17 ideally (1) 63:12 identical (2) 8:1;23:3 identifiable (1) 54:9 identification (2) 7:13;65:21 identified (7) 36:24;37:8;47:1; 56:3;135:4;141:6,15 identifies (1) 74:15 identify (4) 93:15;135:5; 140:18;141:6 ill (1) 11:17 illegible (1) 14:17 imagine (1)
61:1 grant (13) 8:11;11:22;13:4; 15:10;16:17,24;24:4; 69:8;77:22;87:17,19; 88:5;93:14 granted (4) 23:5;64:17;67:5,6 granting (1) 77:6 grappling (1) 141:23 Great (33) 6:7,24;28:1;29:17, 19;31:3;32:9;33:5; 37:20;45:1,2,9,13,23; 57:6;58:24;61:3,4, 15;64:19;65:19; 71:22;76:14;81:5; 83:7,13,16;96:20; 98:23;99:8,10;100:4; 145:18 Green (1) 93:23 Greg (2)	32:14,16,18,21,25; 33:15;37:24;39:4; 44:19;49:19;50:7; 51:6;53:2,3;61:6; 62:6,10,21;64:4 haircut (2) 10:17,19 half (1) 98:19 half-credit (1) 98:17 half-unit (1) 82:17 HALL (19) 32:14,16,18,21; 33:1,15;37:24;39:4; 44:19;49:20;50:8; 51:6;53:2,3;61:6; 62:6,10,21;64:5 hallmark (1) 45:15 hand (3)	hearing (8) 4:13;6:18;15:7,15; 23:9,12;25:11;27:11 Hearings (3) 13:11;14:23;15:6 Heather (3) 32:21;33:4,14 held (1) 36:12 help (7) 49:16;74:19,24; 75:8;93:23;140:24; 141:5 helpful (4) 61:13;93:9;95:17; 140:14 helping (2) 46:25;56:2 helps (3) 28:12;86:19;135:4 Here's (1) 135:9 Heritage (1)	32:21;33:2,4,4,6, 11,14,14,17,25;37:4; 45:3,6,10,17,19,25; 46:3,8,13,16;49:4,13, 17,25;50:3,6,10;51:8, 15,19;53:18;54:12, 16,19,21,24;55:3,9; 57:19;58:1,7,15;59:2, 5,9,11,18,22;60:2,6, 10,25;61:3,7,11,14 hold (3) 7:8;9:11;13:6 holds (2) 6:1;25:16 Holidays (2) 96:18,19 holistic (1) 57:20 HOLLIS (3) 29:14,16;30:5 home (5) 84:4;100:17,20,24; 101:22	45:9;143:17 ideally (1) 63:12 identical (2) 8:1;23:3 identifiable (1) 54:9 identification (2) 7:13;65:21 identified (7) 36:24;37:8;47:1; 56:3;135:4;141:6,15 identifies (1) 74:15 identify (4) 93:15;135:5; 140:18;141:6 ill (1) 11:17 illegible (1) 14:17 imagine (1) 60:4
61:1 grant (13) 8:11;11:22;13:4; 15:10;16:17,24;24:4; 69:8;77:22;87:17,19; 88:5;93:14 granted (4) 23:5;64:17;67:5,6 granting (1) 77:6 grappling (1) 141:23 Great (33) 6:7,24;28:1;29:17, 19;31:3;32:9;33:5; 37:20;45:1,2,9,13,23; 57:6;58:24;61:3,4, 15;64:19;65:19; 71:22;76:14;81:5; 83:7,13,16;96:20; 98:23;99:8,10;100:4; 145:18 Green (1) 93:23 Greg (2) 6:17;86:10	32:14,16,18,21,25; 33:15;37:24;39:4; 44:19;49:19;50:7; 51:6;53:2,3;61:6; 62:6,10,21;64:4 haircut (2) 10:17,19 half (1) 98:19 half-credit (1) 98:17 half-unit (1) 82:17 HALL (19) 32:14,16,18,21; 33:1,15;37:24;39:4; 44:19;49:20;50:8; 51:6;53:2,3;61:6; 62:6,10,21;64:5 hallmark (1) 45:15 hand (3) 5:3;19:18;72:1 handful (2) 68:21;69:17	hearing (8) 4:13;6:18;15:7,15; 23:9,12;25:11;27:11 Hearings (3) 13:11;14:23;15:6 Heather (3) 32:21;33:4,14 held (1) 36:12 help (7) 49:16;74:19,24; 75:8;93:23;140:24; 141:5 helpful (4) 61:13;93:9;95:17; 140:14 helping (2) 46:25;56:2 helps (3) 28:12;86:19;135:4 Here's (1) 135:9 Heritage (1) 56:13 Hernandez (10) 89:19;90:4,4;	32:21;33:2,4,4,6, 11,14,14,17,25;37:4; 45:3,6,10,17,19,25; 46:3,8,13,16;49:4,13, 17,25;50:3,6,10;51:8, 15,19;53:18;54:12, 16,19,21,24;55:3,9; 57:19;58:1,7,15;59:2, 5,9,11,18,22;60:2,6, 10,25;61:3,7,11,14 hold (3) 7:8;9:11;13:6 holds (2) 6:1;25:16 Holidays (2) 96:18,19 holistic (1) 57:20 HOLLIS (3) 29:14,16;30:5 home (5) 84:4;100:17,20,24; 101:22 home- (1) 42:16 homemaker (1)	45:9;143:17 ideally (1) 63:12 identical (2) 8:1;23:3 identifiable (1) 54:9 identification (2) 7:13;65:21 identified (7) 36:24;37:8;47:1; 56:3;135:4;141:6,15 identifies (1) 74:15 identify (4) 93:15;135:5; 140:18;141:6 ill (1) 11:17 illegible (1) 14:17 imagine (1) 60:4 impacts (1) 99:6 implement (1)
61:1 grant (13) 8:11;11:22;13:4; 15:10;16:17,24;24:4; 69:8;77:22;87:17,19; 88:5;93:14 granted (4) 23:5;64:17;67:5,6 granting (1) 77:6 grappling (1) 141:23 Great (33) 6:7,24;28:1;29:17, 19;31:3;32:9;33:5; 37:20;45:1,2,9,13,23; 57:6;58:24;61:3,4, 15;64:19;65:19; 71:22;76:14;81:5; 83:7,13,16;96:20; 98:23;99:8,10;100:4; 145:18 Green (1) 93:23 Greg (2) 6:17;86:10 grocery (1)	32:14,16,18,21,25; 33:15;37:24;39:4; 44:19;49:19;50:7; 51:6;53:2,3;61:6; 62:6,10,21;64:4 haircut (2) 10:17,19 half (1) 98:19 half-credit (1) 98:17 half-unit (1) 82:17 HALL (19) 32:14,16,18,21; 33:1,15;37:24;39:4; 44:19;49:20;50:8; 51:6;53:2,3;61:6; 62:6,10,21;64:5 hallmark (1) 45:15 hand (3) 5:3;19:18;72:1 handful (2) 68:21;69:17 handout (1)	hearing (8) 4:13;6:18;15:7,15; 23:9,12;25:11;27:11 Hearings (3) 13:11;14:23;15:6 Heather (3) 32:21;33:4,14 held (1) 36:12 help (7) 49:16;74:19,24; 75:8;93:23;140:24; 141:5 helpful (4) 61:13;93:9;95:17; 140:14 helping (2) 46:25;56:2 helps (3) 28:12;86:19;135:4 Here's (1) 135:9 Heritage (1) 56:13 Hernandez (10) 89:19;90:4,4; 136:16;139:21;	32:21;33:2,4,4,6, 11,14,14,17,25;37:4; 45:3,6,10,17,19,25; 46:3,8,13,16;49:4,13, 17,25;50:3,6,10;51:8, 15,19;53:18;54:12, 16,19,21,24;55:3,9; 57:19;58:1,7,15;59:2, 5,9,11,18,22;60:2,6, 10,25;61:3,7,11,14 hold (3) 7:8;9:11;13:6 holds (2) 6:1;25:16 Holidays (2) 96:18,19 holistic (1) 57:20 HOLLIS (3) 29:14,16;30:5 home (5) 84:4;100:17,20,24; 101:22 home- (1) 42:16 homemaker (1) 10:12	45:9;143:17 ideally (1) 63:12 identical (2) 8:1;23:3 identifiable (1) 54:9 identification (2) 7:13;65:21 identified (7) 36:24;37:8;47:1; 56:3;135:4;141:6,15 identifies (1) 74:15 identify (4) 93:15;135:5; 140:18;141:6 ill (1) 11:17 illegible (1) 14:17 imagine (1) 60:4 impacts (1) 99:6 implement (1) 97:21
61:1 grant (13) 8:11;11:22;13:4; 15:10;16:17,24;24:4; 69:8;77:22;87:17,19; 88:5;93:14 granted (4) 23:5;64:17;67:5,6 granting (1) 77:6 grappling (1) 141:23 Great (33) 6:7,24;28:1;29:17, 19;31:3;32:9;33:5; 37:20;45:1,2,9,13,23; 57:6;58:24;61:3,4, 15;64:19;65:19; 71:22;76:14;81:5; 83:7,13,16;96:20; 98:23;99:8,10;100:4; 145:18 Green (1) 93:23 Greg (2) 6:17;86:10 grocery (1) 40:14	32:14,16,18,21,25; 33:15;37:24;39:4; 44:19;49:19;50:7; 51:6;53:2,3;61:6; 62:6,10,21;64:4 haircut (2) 10:17,19 half (1) 98:19 half-credit (1) 98:17 half-unit (1) 82:17 HALL (19) 32:14,16,18,21; 33:1,15;37:24;39:4; 44:19;49:20;50:8; 51:6;53:2,3;61:6; 62:6,10,21;64:5 hallmark (1) 45:15 hand (3) 5:3;19:18;72:1 handful (2) 68:21;69:17 handout (1) 52:8	hearing (8) 4:13;6:18;15:7,15; 23:9,12;25:11;27:11 Hearings (3) 13:11;14:23;15:6 Heather (3) 32:21;33:4,14 held (1) 36:12 help (7) 49:16;74:19,24; 75:8;93:23;140:24; 141:5 helpful (4) 61:13;93:9;95:17; 140:14 helping (2) 46:25;56:2 helps (3) 28:12;86:19;135:4 Here's (1) 135:9 Heritage (1) 56:13 Hernandez (10) 89:19;90:4,4; 136:16;139:21; 140:7,11;145:13;	32:21;33:2,4,4,6, 11,14,14,17,25;37:4; 45:3,6,10,17,19,25; 46:3,8,13,16;49:4,13, 17,25;50:3,6,10;51:8, 15,19;53:18;54:12, 16,19,21,24;55:3,9; 57:19;58:1,7,15;59:2, 5,9,11,18,22;60:2,6, 10,25;61:3,7,11,14 hold (3) 7:8;9:11;13:6 holds (2) 6:1;25:16 Holidays (2) 96:18,19 holistic (1) 57:20 HOLLIS (3) 29:14,16;30:5 home (5) 84:4;100:17,20,24; 101:22 home- (1) 42:16 homemaker (1) 10:12 honest (3)	45:9;143:17 ideally (1) 63:12 identical (2) 8:1;23:3 identifiable (1) 54:9 identification (2) 7:13;65:21 identified (7) 36:24;37:8;47:1; 56:3;135:4;141:6,15 identifies (1) 74:15 identify (4) 93:15;135:5; 140:18;141:6 ill (1) 11:17 illegible (1) 14:17 imagine (1) 60:4 impacts (1) 99:6 implement (1) 97:21 implemented (2)
61:1 grant (13) 8:11;11:22;13:4; 15:10;16:17,24;24:4; 69:8;77:22;87:17,19; 88:5;93:14 granted (4) 23:5;64:17;67:5,6 granting (1) 77:6 grappling (1) 141:23 Great (33) 6:7,24;28:1;29:17, 19;31:3;32:9;33:5; 37:20;45:1,2,9,13,23; 57:6;58:24;61:3,4, 15;64:19;65:19; 71:22;76:14;81:5; 83:7,13,16;96:20; 98:23;99:8,10;100:4; 145:18 Green (1) 93:23 Greg (2) 6:17;86:10 grocery (1) 40:14 grouch (1)	32:14,16,18,21,25; 33:15;37:24;39:4; 44:19;49:19;50:7; 51:6;53:2,3;61:6; 62:6,10,21;64:4 haircut (2) 10:17,19 half (1) 98:19 half-credit (1) 98:17 HALL (19) 32:14,16,18,21; 33:1,15;37:24;39:4; 44:19;49:20;50:8; 51:6;53:2,3;61:6; 62:6,10,21;64:5 hallmark (1) 45:15 hand (3) 5:3;19:18;72:1 handful (2) 68:21;69:17 handout (1) 52:8 happen (9)	hearing (8) 4:13;6:18;15:7,15; 23:9,12;25:11;27:11 Hearings (3) 13:11;14:23;15:6 Heather (3) 32:21;33:4,14 held (1) 36:12 help (7) 49:16;74:19,24; 75:8;93:23;140:24; 141:5 helpful (4) 61:13;93:9;95:17; 140:14 helping (2) 46:25;56:2 helps (3) 28:12;86:19;135:4 Here's (1) 135:9 Heritage (1) 56:13 Hernandez (10) 89:19;90:4,4; 136:16;139:21; 140:7,11;145:13; 147:19,25	32:21;33:2,4,4,6, 11,14,14,17,25;37:4; 45:3,6,10,17,19,25; 46:3,8,13,16;49:4,13, 17,25;50:3,6,10;51:8, 15,19;53:18;54:12, 16,19,21,24;55:3,9; 57:19;58:1,7,15;59:2, 5,9,11,18,22;60:2,6, 10,25;61:3,7,11,14 hold (3) 7:8;9:11;13:6 holds (2) 6:1;25:16 Holidays (2) 96:18,19 holistic (1) 57:20 HOLLIS (3) 29:14,16;30:5 home (5) 84:4;100:17,20,24; 101:22 home- (1) 42:16 homemaker (1) 10:12 honest (3) 39:1;43:25;46:17	45:9;143:17 ideally (1) 63:12 identical (2) 8:1;23:3 identifiable (1) 54:9 identification (2) 7:13;65:21 identified (7) 36:24;37:8;47:1; 56:3;135:4;141:6,15 identifies (1) 74:15 identify (4) 93:15;135:5; 140:18;141:6 ill (1) 11:17 illegible (1) 14:17 imagine (1) 60:4 impacts (1) 99:6 implement (1) 97:21 implemented (2) 77:1;139:22
61:1 grant (13) 8:11;11:22;13:4; 15:10;16:17,24;24:4; 69:8;77:22;87:17,19; 88:5;93:14 granted (4) 23:5;64:17;67:5,6 granting (1) 77:6 grappling (1) 141:23 Great (33) 6:7,24;28:1;29:17, 19;31:3;32:9;33:5; 37:20;45:1,2,9,13,23; 57:6;58:24;61:3,4, 15;64:19;65:19; 71:22;76:14;81:5; 83:7,13,16;96:20; 98:23;99:8,10;100:4; 145:18 Green (1) 93:23 Greg (2) 6:17;86:10 grocery (1) 40:14 grouch (1) 78:25	32:14,16,18,21,25; 33:15;37:24;39:4; 44:19;49:19;50:7; 51:6;53:2,3;61:6; 62:6,10,21;64:4 haircut (2) 10:17,19 half (1) 98:19 half-credit (1) 98:17 HALL (19) 32:14,16,18,21; 33:1,15;37:24;39:4; 44:19;49:20;50:8; 51:6;53:2,3;61:6; 62:6,10,21;64:5 hallmark (1) 45:15 hand (3) 5:3;19:18;72:1 handful (2) 68:21;69:17 handout (1) 52:8 happen (9) 14:4;19:23;44:6;	hearing (8) 4:13;6:18;15:7,15; 23:9,12;25:11;27:11 Hearings (3) 13:11;14:23;15:6 Heather (3) 32:21;33:4,14 held (1) 36:12 help (7) 49:16;74:19,24; 75:8;93:23;140:24; 141:5 helpful (4) 61:13;93:9;95:17; 140:14 helping (2) 46:25;56:2 helps (3) 28:12;86:19;135:4 Here's (1) 135:9 Heritage (1) 56:13 Hernandez (10) 89:19;90:4,4; 136:16;139:21; 140:7,11;145:13; 147:19,25 Hester (1)	32:21;33:2,4,4,6, 11,14,14,17,25;37:4; 45:3,6,10,17,19,25; 46:3,8,13,16;49:4,13, 17,25;50:3,6,10;51:8, 15,19;53:18;54:12, 16,19,21,24;55:3,9; 57:19;58:1,7,15;59:2, 5,9,11,18,22;60:2,6, 10,25;61:3,7,11,14 hold (3) 7:8;9:11;13:6 holds (2) 6:1;25:16 Holidays (2) 96:18,19 holistic (1) 57:20 HOLLIS (3) 29:14,16;30:5 home (5) 84:4;100:17,20,24; 101:22 home- (1) 42:16 homemaker (1) 10:12 honest (3) 39:1;43:25;46:17 hope (6)	45:9;143:17 ideally (1) 63:12 identical (2) 8:1;23:3 identifiable (1) 54:9 identification (2) 7:13;65:21 identified (7) 36:24;37:8;47:1; 56:3;135:4;141:6,15 identifies (1) 74:15 identify (4) 93:15;135:5; 140:18;141:6 ill (1) 11:17 illegible (1) 14:17 imagine (1) 60:4 impacts (1) 99:6 implement (1) 97:21 implemented (2) 77:1;139:22 important (14)
61:1 grant (13) 8:11;11:22;13:4; 15:10;16:17,24;24:4; 69:8;77:22;87:17,19; 88:5;93:14 granted (4) 23:5;64:17;67:5,6 granting (1) 77:6 grappling (1) 141:23 Great (33) 6:7,24;28:1;29:17, 19;31:3;32:9;33:5; 37:20;45:1,2,9,13,23; 57:6;58:24;61:3,4, 15;64:19;65:19; 71:22;76:14;81:5; 83:7,13,16;96:20; 98:23;99:8,10;100:4; 145:18 Green (1) 93:23 Greg (2) 6:17;86:10 grocery (1) 40:14 grouch (1)	32:14,16,18,21,25; 33:15;37:24;39:4; 44:19;49:19;50:7; 51:6;53:2,3;61:6; 62:6,10,21;64:4 haircut (2) 10:17,19 half (1) 98:19 half-credit (1) 98:17 HALL (19) 32:14,16,18,21; 33:1,15;37:24;39:4; 44:19;49:20;50:8; 51:6;53:2,3;61:6; 62:6,10,21;64:5 hallmark (1) 45:15 hand (3) 5:3;19:18;72:1 handful (2) 68:21;69:17 handout (1) 52:8 happen (9)	hearing (8) 4:13;6:18;15:7,15; 23:9,12;25:11;27:11 Hearings (3) 13:11;14:23;15:6 Heather (3) 32:21;33:4,14 held (1) 36:12 help (7) 49:16;74:19,24; 75:8;93:23;140:24; 141:5 helpful (4) 61:13;93:9;95:17; 140:14 helping (2) 46:25;56:2 helps (3) 28:12;86:19;135:4 Here's (1) 135:9 Heritage (1) 56:13 Hernandez (10) 89:19;90:4,4; 136:16;139:21; 140:7,11;145:13; 147:19,25	32:21;33:2,4,4,6, 11,14,14,17,25;37:4; 45:3,6,10,17,19,25; 46:3,8,13,16;49:4,13, 17,25;50:3,6,10;51:8, 15,19;53:18;54:12, 16,19,21,24;55:3,9; 57:19;58:1,7,15;59:2, 5,9,11,18,22;60:2,6, 10,25;61:3,7,11,14 hold (3) 7:8;9:11;13:6 holds (2) 6:1;25:16 Holidays (2) 96:18,19 holistic (1) 57:20 HOLLIS (3) 29:14,16;30:5 home (5) 84:4;100:17,20,24; 101:22 home- (1) 42:16 homemaker (1) 10:12 honest (3) 39:1;43:25;46:17	45:9;143:17 ideally (1) 63:12 identical (2) 8:1;23:3 identifiable (1) 54:9 identification (2) 7:13;65:21 identified (7) 36:24;37:8;47:1; 56:3;135:4;141:6,15 identifies (1) 74:15 identify (4) 93:15;135:5; 140:18;141:6 ill (1) 11:17 illegible (1) 14:17 imagine (1) 60:4 impacts (1) 99:6 implement (1) 97:21 implemented (2) 77:1;139:22

	-	ı	ı		T.
16.24,73:8,74:2; 16.24,73:8,74:2; 16.24,73:8,74:2; 16.25,73:3	54.10.22.55.5.57.11	26:19	97.17.18	9.12	Key (23)
93.17;14111					
improved (1)					
11/25					
improvement (10) 32-1373-111374, 19.20(139-12.1445) inform (1) interact					
32:13;73:11;1374, 19-20;139;1244:3; 145:25;146:14,17 improving (1) 141:20 imadequate (1) 12:9 imappropriate (1) 96:8 incentive (1) 140:10 INCENTIVES (1) 102:24 in-home (1) 102:24 in-home (2) 11:29;125:54:18,20; incledent (5) 102:24 incident (6) 15:20:163,5.9; 20:23 inclined (1) 147:20 incident (2) 17:19,23 inclined (1) 14:11:10,59:6 inclined (3) 16:13;67:7;145:15 inclined (3) 16:13;67:7;145:15 inclined (3) 16:13;67:7;145:15 inclined (3) 12:21 12:21:25;63:3; 13:15;64:25;65:1; interact (1) intera					
149.01 391.21 441.31					
143:25;146:14,17 86.5 information (13) 132:11:14:126:9 132:12:14:126:9 137:18 interaction (1) 12:9 137:18 interaction (1) 140:10 140:10 131:127:1:17 indicated (3) 132:14:14:126:9 informed (2) 13:127:1:17 indicated (3) 13:127:127:19 indicated (3) 13:127:127 indicates (3) independent (1) 42:16 independent (1) 42:18 independent (1) 42:19 institution (3) 39:18 institution (3) instrument (1) institution (3) institution (3) institution (3) institution (3) institution (3) institution					
information (13) 141:20 132:1141:26:9; 141:19.25 141:19.					
141:20					
Madequate (1) 12-9 12-9 12-9 12-9 12-11-11-11-11-11-11-11-11-11-11-11-11-1					
12-9					
Interventive (1) 140:10				141:19,25	
		91:25;94:18,20;	137:18		37:11,17,18;40:10,
Intentive (1) Informed (2) Informed (2) Informed (3) Informed (4) Informed (3) Informed (4) Informed (5) Informed (5) Informed (6) Inf	inappropriate (1)	95:17;142:18,22	interest (3)	J	24;42:23;47:7,11,25;
MCENTIVES (1)	96:8	informational (1)	40:17;79:24;89:3		48:21,22,25;50:21;
Informed (2) Informed (3) Informed (2) Incident (5) Incident (5) Incident (5) Incident (5) Incident (6) Incident (7) Incident (8) Incident (9) Incident (9) Incident (1) Inci	incentive (1)	20:16	interested (14)	JACKSONVILLE (4)	51:9,12;52:15,16,23;
INCENTIVES (1) 13:12.71:17 10:42:23:52:25;33:4, 75:15 92:11;140:9;142:23 10:12 initial (4) internationally (1) 13:12.71:17 10:42:23:52:25;35:34, 75:15 22:11;140:9;142:23 13:12.71:17 10:42:23:52:25;55:34, 75:15 22:11;140:9;142:23 13:12.71:17 10:42:23:52:25;55:4, 75:15 22:11;140:9;142:23 13:12.71:17 10:123 initial (4) internationally (1) 13:12.71:17 13:11 13:18 13:18:21:13.14: 41:19.21:15:12.15: 13:18:18 13:18:21:13.14: 41:19.23:15:14:14: 41:19.23:15:15:14:15: 50:19:52:15:14:12: 50:19:52:15:14: 50:19:52:15:14:12: 50:19:52:15:14: 50:19:52:15:14:12: 50:19:52:15:14: 50:19:52:15:14: 50:19:52:15:14: 50:19:52:15:14: 50:19:52:15:14: 50:19:52:15:14: 50:19:52:15:14: 50:19:52:15:14: 50:19:52:15:14: 50:19:52:15:14: 50:19:52:15:14: 50:19:52:15:14: 50:19:52:15:14: 50:19:52:15:14: 50:19:52:15:14: 50:19:52:15:14: 50:19:52:15:14: 50:19:52:15:14: 50:19:52:15:14:15:16:15:19:52: 50:10:10:14:13:13:16: 10:123:14:13:13:15:14:13:16: 10:123:14:13:13:15:14:13:16: 10:123:14:13:13:15:14:13:16: 10:123:14:13:13:15:14:13:16: 10:123:14:13:13:15:14:14:15:10:14:13:13:16: 10:123:14:13:14:13:10: 10:123:14:13:14:13:10: 10:123:14:13:14:13:10: 10:123:14:13:14:13:10: 10:123:14:13:14:13:10: 10:123:14:13:14:13:10: 10:123:14:13:14:13:10: 10:123:14:13:14:13:10: 10:123:14:13:14:13:10: 10:123:14:13:14:13:10: 10:123:14:13:14:13:10: 10:123:14:13:14:13:10:	140:10	informed (2)	36:18;37:16;40:9,	64:22;71:19,25;	53:1,5;69:20;91:3;
10:124	INCENTIVES (1)				
10:12					
15:20;16:35,9; initial (4) 14:4145:6,22; 147:20 147:20 147:20 136:18 136:18 15:8; 2:11:3,14; 14:19;23; 15:38:20,2] 147:20 136:18 15:8; 2:11:3,14; 14:19;23; 15:38:20,2] 14:10;59:6 16:13;67:7;145:15 16:10;68; (4) 12:7;2:197:25;98:2 137:9;14; 19:10;23 14:314; 19:21;47:25; 116:19;138:10; 16:13;67:7;145:15 16:10;68; (4) 12:7;2:197:25;98:2 137:9;146:19,23 16:13;67:7;145:15 16:10;68; (4) 12:7;2:197:25;98:2 137:9;146:19,23 16:13;67:7;145:15 16:10;68; (4) 16:13;67:7;145:15 16:10;68; (4) 16:13;67:7;145:15 16:10;68; (4) 16:13;67:7;145:15 16:10;68; (4) 16:13;67:7;145:15 16:10;68; (4) 16:13;67:7;145:15 16:10;68; (4) 16:13;67:7;145:15 16:10;68; (4) 16:13;67:7;145:15 16:10;68; (4) 16:13;67:7;145:15 16:10;68; (4) 16:13;67:7;145:15 16:10;68; (5) 16:13;67:7;145:15 16:10;68; (4) 16:13;67:7;145:15 16:10;68; (5) 16:13;67:7;145:15 16:10;68; (5) 16:13;67:7;145:15 16:10;68; (5) 16:13;67:7;145:15 16:10;68; (5) 16:13;67:7;145:15 16:10;68; (5) 16:13;67:7;145:15 16:10;68; (5) 16:13;67:7;138:10; 16:13;67:7;138					
20:23					
Incidents (2)					
17:19.23					
inclined (1) 9:12;11:25;26:3; intersection (1) 23:15;148:1 50:19;52:1;546; 55:16;56:7,10,21; 55:16;56:7,10,21; 55:7 intervention (1) 41:10;59:6 90:8,188 69:4;90:13;91:1,88 138:14;20:139:18 138:14;20:139:18 138:14;20:139:18 138:14;20:139:18 142:3;145:20 138:14;19:10 12:12 150:16;56:7,102:1; 138:14;20:139:18 142:3;145:20 138:14;20:139:18 142:3;145:20 142:3;145:20 142:3;145:20 12:12 150:10;145:23;148:19 150:11;147:10;20:20:20 150:12;155:12;255:33;23;235:21; 35:25 150:14;137:10; 32:13 150:14;137:10; 32:13 150:14;137:10; 32:13 150:14;137:10; 32:13 150:14;137:10; 32:13 150:14;137:10; 32:13 150:14;137:10; 32:13					
101:23					
include (2) initiation (1) intervention (1) 90:8,18 69:4,99:13:91:18; 138:142:20; included (3) 69:4,99:13:91:18; interventions (2) 138:14,20;139:88; 142:3;145:20 138:14,20;139:18; 142:20; including (1) 41:14 65:10,23 42:19:11,222 42:19:7:13:8:10; into (32) 83:3,19:22 (popard) (1) 88:23:30:12:12 (popard) (1) 88:23:32:12:22:12 56:17:61:51:13:9:16; 140:22 88:23:11:12:22:12 56:17:61:51:13:18:18 73:19:16; 140:23 48:23:14:43:19; 22:15:53:22:15:15:15:12 48:23:14:43:13:13:13 10:14:44:23;48:19; 22:15:15:15:15:12:15:15:15:12:15:15:15:15:15:15:15:15:12:15:15:15:15:15:15:15:15:15:13:13:16 41:22:24:15:13:18 41:22:24:14 41:22:24:14 41:22:24:14 41:22:24:14 41:22:24:14 41:22:24:14 41:22:24:14 41:22:24:15:13:12 41:10:11:11 41:22:24 41:22:24 41:12:15:17:74:12 41:12:15:17:74:12 41:22:24 41					
14:10:59:6					
included (3) 16:13;67:7;145:15 137:9;146:19,23 1137:9;146:19,23 1127:21;97:25;98:2 12:16 12:7,21;97:25;98:2 12:16 12:12 16:1,16;17:20;20:20; 10:19;149:12;5; 14:18;33:10; 12:12 10:14;44:23;48:19; 52:11;55:12;56:6,19; 78:9;79:48;124; 78:9;79:48;124; 78:9;79:48;124; 78:9;79:48;124; 78:9;79:48;124; 78:9;79:48;124; 78:9;79:48;124; 78:9;79:48;124; 10:19;146:19 10:19;146:19 10:19;146:19 10:19;146:19 10:19;146:19 10:19;146:19 10:19;146:19 10:19;146:19 10:19;146:19 10:19;146:19 10:19;146:19 10:19;146:19 10:19;146:19 10:19;146:19 10:19;146:19 10:19;146:19 10:19;146:19 10:19;146:19 10:19;146:19 10:19;146:1	, ,				
16:13;67:7;145:15 includes (4) innocuous (1) into (32) into (33) i					
includes (4) innocuous (1) into (32) 42.1.97.13;8:10; 9:3;14:19,22 88:23:90:12;90:11 88:23:90:12;92:11 including (1) 12:16 42.1.97.13;8:10; 15:1.16;17:20;20:20; 12:12 56:17;61:5;139:16; 56:17;61:5;139:16; 56:17;61:5;139:16; 56:17;61:5;139:16; 56:17;61:5;139:16; 142:24,24 knowing (2) 22:5;35:3,22;36:21; 10:14;44:23;48:19; 10:14;24;24,24 knowing (2) 22:17;40:23 knows (1) 22:12;53:21:2 10:19;46:19 introduced (2) 22:27;47:14 10:10 7:18 139:24 14:22 139:24 14:22 139:24 14:22 139:24 14:22 139:24 14:22 15:17;74:12 89:3 14:11:11 1					
12:7,21;97:25;98:2 including (1)					
imnovation (1)					
NCREASE (9)					
INCREASE (9)					
83:9,20;84:22; 146:13 inputs (1) inputs (1) 147:7 147:7 147:7 153:979:4;81:24; 73:3;99:8 shows (1) 147:7 147:7 147:7 154:9 147:1 101:14;137:10; 101:14;137:10; 101:14;137:10; 101:14;137:10; 101:14;137:10; 101:14;137:10; 101:14;137:10; 101:14;137:10; 101:14;137:10; 101:14;137:10; 101:14;137:10; 101:14;137:10; 101:14;137:10; 101:14;137:10; 101:14;137:10; 101:14;137:10; 101:14;137:10; 101:10;101;101; 101:10 139:24 139:24 144:6;145:20 139:24 139:24 139:24 139:24 139:24 139:24 139:24 101:10 101:10 139:24 139:24 139:24 139:24 139:24 101:10 101:10 139:24					
85:3,19;88:3;90:18; inputs (1) 78:9;79:4;81:24; 73:3;99:8 knows (1) 95:1,4 147:7 82:7,15;84:24;85:19, joined (1) 86:9 incredibly (1) insecure (1) 20;97:24;98:11; joining (2) L indeed (1) inside (2) 10:19;146:19 introduced (2) Jones (1) 139:24 42:16 43:12;48:18 intrude (1) Jonesboro (1) 139:24 40:1;49:1;82:9 invest (1) Judge (2) lack (1) 70:24 40:1;49:1;82:9 invest (1) Judge (2) lack (1) Index (2) 39:18 investigate (1) jumping (1) lady (2) indicated (3) instituting (1) 11:1 79:7 10:10;16:21 8:10;15:25;85:1 50:17 investigative (1) junior (1) land (1) 8:10;14:20;26:20 50:8;79:18;80:2 investment (1) 88:20 K 138:23 73:19 invite (1) 38:4,9:39:10; 58:8 landividual (3) insure (2) 42:20 Keenan (1) language					
147:7 147:7 147:8 147:7 160:1 147:7 160:1 160:					*
incredibly (1) insecure (1) 20;97:24;98:11; joining (2) L indeed (1) inside (2) 144:6;145:20 28:25;32:12 joining (2) L 73:6 10:19;146:19 introduced (2) Jones (1) labels (1) independent (1) inspired (2) 20:2;47:14 50:24 139:24 42:16 43:12;48:18 intrude (1) Jonesboro (1) laboriously (1) 70:24 40:1;49:1;82:9 invest (1) Judge (2) lack (1) Index (2) instituted (1) 51:12 15:17;74:12 89:3 74:22;139:25 39:18 investigate (1) jumping (1) lady (2) indicated (3) institution (3) 16:8 41:22 10:10;16:21 8:10;15:25;85:1 50:17 investigative (1) junior (1) land (1) indicators (1) instruction (3) 88:20 K 58:8 27:17 73:19,23;100:3 invite (1) sep. 51:17;63:21 individual (3) insure (2) 42:20 Keenan (1)					
Table					86:9
indeed (1) inside (2) 144:6;145:20 28:25;32:12 labels (1) 73:6 10:19;146:19 introduced (2) Jones (1) 139:24 42:16 43:12;48:18 intrude (1) Jonesboro (1) laboriously (1) independently (1) instead (3) 78:9 10:10 7:18 70:24 40:1;49:1;82:9 invest (1) Judge (2) lack (1) Index (2) 39:18 investigate (1) jumping (1) lady (2) 74:22;139:25 39:18 investigative (1) junior (1) land (1) indicated (3) instituting (1) 11:1 79:7 10:10;16:21 indicates (3) institution (3) 16:8 41:22 21:25 4:19;14:20;26:20 50:8;79:18;80:2 investment (1) 88:20 K 58:8 27:17 73:19,23;100:3 invite (1) 38:4,9;39:10; 38:4,9;39:10; 138:23 73:19 invited (1) 93:4 51:17;63:21 individual (3) insure (2) 42:20 Keenan (1) languages					T
T3:6 independent (1) inspired (2) 20:2;47:14 50:24 139				joining (2)	L
independent (1) inspired (2) 20:2;47:14 50:24 139:24 42:16 43:12;48:18 intrude (1) Jonesboro (1) laboriously (1) 70:24 40:1;49:1;82:9 invest (1) Judge (2) lack (1) Index (2) 39:18 investigate (1) jumping (1) lady (2) 74:22;139:25 39:18 investigate (1) jumping (1) lady (2) indicated (3) instituting (1) 11:1 79:7 10:10;16:21 indicates (3) institution (3) 16:8 41:22 12:25 4:19;14:20;26:20 instruction (3) 88:20 K 58:8 27:17 73:19,23;100:3 invite (1) 88:20 K 58:8 138:23 73:19,23;100:3 invited (1) 93:4 51:17;63:21 individual (3) insure (2) 42:20 Keenan (1) languages (2) 9:2,10;91:24 6:4;25:14 invited (1) 65:25;76:2;144:22 keep (4) large (1) 66:3;71:13 individuals (3) intend (3) 14:15;16:					(4)
42:16 independently (1) instead (3) 78:9 10:10 7:18 lack (1) 1:17 7:18 lack (1) 1:17 7:18 lack (1) lack (1) 1:17 7:18 lack (1) lack (1) lack (1) 1:17 7:18 lack (1) lac					
independently (1) instead (3) 78:9 10:10 7:18 70:24 40:1;49:1;82:9 invest (1) Judge (2) lack (1) Index (2) instituted (1) 51:12 15:17;74:12 89:3 74:22;139:25 39:18 investigate (1) jumping (1) lady (2) indicated (3) instituting (1) 11:1 79:7 10:10;16:21 8:10;15:25;85:1 50:17 investigative (1) junior (1) land (1) indicates (3) institution (3) 16:8 41:22 21:25 4:19;14:20;26:20 50:8;79:18;80:2 investment (1) K 58:8 27:17 73:19,23;100:3 invite (1) s8:20 K 58:8 27:17 73:19,23;100:3 invited (1) 93:4 51:17;63:21 individual (3) insure (2) 42:20 Keenan (1) languages (2) 9:2,10;91:24 6:4;25:14 involved (3) 56:3 51:23;52:13 individuals (3) intellect (1) 65:25;76:2;144:22 keep (4) large (1) <td>- , ,</td> <td></td> <td></td> <td></td> <td></td>	- , ,				
To:24					
Index (2) instituted (1) 51:12 15:17;74:12 89:3 74:22;139:25 39:18 investigate (1) jumping (1) lady (2) indicated (3) instituting (1) 11:1 79:7 10:10;16:21 8:10;15:25;85:1 50:17 investigative (1) junior (1) land (1) indicates (3) institution (3) 16:8 41:22 21:25 4:19;14:20;26:20 50:8;79:18;80:2 investment (1) 41:22 landmarks (1) indication (1) instruction (3) 88:20 K 58:8 27:17 73:19,23;100:3 invite (1) 38:4,9;39:10; indicators (1) instrument (1) 29:7 K-12 (1) 38:4,9;39:10; 138:23 73:19 invited (1) 93:4 51:17;63:21 individual (3) insure (2) 42:20 Keenan (1) languages (2) 9:2,10;91:24 6:4;25:14 involved (3) 56:3 51:23;52:13 individually (2) intellect (1) 65:25;76:2;144:22 keep (4) large (1)					
74:22;139:25 39:18 investigate (1) jumping (1) lady (2) 8:10;15:25;85:1 50:17 investigative (1) junior (1) land (1) indicates (3) institution (3) 16:8 41:22 21:25 4:19;14:20;26:20 50:8;79:18;80:2 investment (1) landmarks (1) indication (1) instruction (3) 88:20 K 18:8 27:17 73:19,23;100:3 invite (1) language (5) indicators (1) instrument (1) 29:7 K-12 (1) 38:4,9;39:10; 138:23 73:19 invited (1) 93:4 51:17;63:21 individual (3) insure (2) 42:20 Keenan (1) languages (2) 9:2,10;91:24 6:4;25:14 involved (3) 56:3 51:23;52:13 individually (2) intellect (1) 65:25;76:2;144:22 keep (4) large (1) 66:3;71:13 136:9 issue (6) 24:15;101:8; 72:18 individuals (3) intend (3) 14:15;16:15;19:5; 137:15;141:25 larger (1) 27:7;71:23;135:25 44:10,14,15 76:24;91:11;136:25 kept (1) <					
indicated (3) instituting (1) 11:1 79:7 10:10;16:21 8:10;15:25;85:1 50:17 investigative (1) junior (1) land (1) indicates (3) institution (3) 16:8 41:22 21:25 4:19;14:20;26:20 50:8;79:18;80:2 investment (1) 88:20 K indication (1) instruction (3) 88:20 K landmarks (1) 58:8 1anguage (5) 1anguage (5) 1anguage (5) indicators (1) instrument (1) 29:7 K-12 (1) 38:4,9;39:10; 138:23 73:19 invited (1) 93:4 51:17;63:21 individual (3) insure (2) 42:20 Keenan (1) languages (2) 9:2,10;91:24 6:4;25:14 involved (3) 56:3 51:23;52:13 individually (2) 6:4;25:14 65:25;76:2;144:22 keep (4) large (1) 66:3;71:13 136:9 issue (6) 24:15;101:8; 72:18 individuals (3) intend (3) 14:15;16:15;19:5; 137:15;141:25 larger (1) <tr< td=""><td></td><td></td><td></td><td></td><td></td></tr<>					
8:10;15:25;85:1 50:17 investigative (1) junior (1) land (1) indicates (3) institution (3) 16:8 41:22 21:25 4:19;14:20;26:20 50:8;79:18;80:2 investment (1) landmarks (1) indication (1) instruction (3) 88:20 K 58:8 27:17 73:19,23;100:3 invite (1) language (5) indicators (1) instrument (1) 29:7 K-12 (1) 38:4,9;39:10; 138:23 73:19 invited (1) 93:4 51:17;63:21 individual (3) insure (2) 42:20 Keenan (1) languages (2) 9:2,10;91:24 6:4;25:14 involved (3) 56:3 51:23;52:13 individually (2) intellect (1) 65:25;76:2;144:22 keep (4) large (1) 66:3;71:13 136:9 issue (6) 24:15;101:8; 72:18 individuals (3) intend (3) 14:15;16:15;19:5; 137:15;141:25 larger (1) 27:7;71:23;135:25 44:10,14,15 76:24;91:11;136:25 kept (1) 90:21	,			• •	
indicates (3) institution (3) 16:8 41:22 21:25 4:19;14:20;26:20 50:8;79:18;80:2 investment (1) landmarks (1) indication (1) instruction (3) 88:20 K 58:8 27:17 73:19,23;100:3 invite (1) language (5) indicators (1) instrument (1) 29:7 K-12 (1) 38:4,9;39:10; 138:23 73:19 invited (1) 93:4 51:17;63:21 individual (3) insure (2) 42:20 Keenan (1) languages (2) 9:2,10;91:24 6:4;25:14 involved (3) 56:3 51:23;52:13 individually (2) intellect (1) 65:25;76:2;144:22 keep (4) large (1) 66:3;71:13 136:9 issue (6) 24:15;101:8; 72:18 individuals (3) intend (3) 14:15;16:15;19:5; 137:15;141:25 larger (1) 27:7;71:23;135:25 44:10,14,15 76:24;91:11;136:25 kept (1) 90:21					/
4:19;14:20;26:20 50:8;79:18;80:2 investment (1) 88:20 K 58:8 27:17 73:19,23;100:3 invite (1) language (5) indicators (1) instrument (1) 29:7 K-12 (1) 38:4,9;39:10; 138:23 73:19 invited (1) 93:4 51:17;63:21 individual (3) insure (2) 42:20 Keenan (1) languages (2) 9:2,10;91:24 6:4;25:14 involved (3) 56:3 51:23;52:13 individually (2) intellect (1) 65:25;76:2;144:22 keep (4) large (1) 66:3;71:13 136:9 issue (6) 24:15;101:8; 72:18 individuals (3) intend (3) 14:15;16:15;19:5; 137:15;141:25 larger (1) 27:7;71:23;135:25 44:10,14,15 76:24;91:11;136:25 kept (1) 90:21					` ,
indication (1) instruction (3) 88:20 K 58:8 27:17 73:19,23;100:3 invite (1) language (5) indicators (1) instrument (1) 29:7 K-12 (1) 38:4,9;39:10; 138:23 73:19 invited (1) 93:4 51:17;63:21 individual (3) insure (2) 42:20 Keenan (1) languages (2) 9:2,10;91:24 6:4;25:14 involved (3) 56:3 51:23;52:13 individually (2) intellect (1) 65:25;76:2;144:22 keep (4) large (1) 66:3;71:13 136:9 issue (6) 24:15;101:8; 72:18 individuals (3) intend (3) 14:15;16:15;19:5; 137:15;141:25 larger (1) 27:7;71:23;135:25 44:10,14,15 76:24;91:11;136:25 kept (1) 90:21				41:22	21:25
27:17 73:19,23;100:3 invite (1) language (5) indicators (1) instrument (1) 29:7 K-12 (1) 38:4,9;39:10; 138:23 73:19 invited (1) 93:4 51:17;63:21 individual (3) insure (2) 42:20 Keenan (1) languages (2) 9:2,10;91:24 6:4;25:14 involved (3) 56:3 51:23;52:13 individually (2) intellect (1) 65:25;76:2;144:22 keep (4) large (1) 66:3;71:13 136:9 issue (6) 24:15;101:8; 72:18 individuals (3) intend (3) 14:15;16:15;19:5; 137:15;141:25 larger (1) 27:7;71:23;135:25 44:10,14,15 76:24;91:11;136:25 kept (1) 90:21	4:19;14:20;26:20	50:8;79:18;80:2	investment (1)		
indicators (1) instrument (1) 29:7 K-12 (1) 38:4,9;39:10; 138:23 73:19 invited (1) 93:4 51:17;63:21 individual (3) insure (2) 42:20 Keenan (1) languages (2) 9:2,10;91:24 6:4;25:14 involved (3) 56:3 51:23;52:13 individually (2) intellect (1) 65:25;76:2;144:22 keep (4) large (1) 66:3;71:13 136:9 issue (6) 24:15;101:8; 72:18 individuals (3) intend (3) 14:15;16:15;19:5; 137:15;141:25 larger (1) 27:7;71:23;135:25 44:10,14,15 76:24;91:11;136:25 kept (1) 90:21		instruction (3)		K	58:8
138:23 73:19 invited (1) 93:4 51:17;63:21 individual (3) insure (2) 42:20 Keenan (1) languages (2) 9:2,10;91:24 6:4;25:14 involved (3) 56:3 51:23;52:13 individually (2) intellect (1) 65:25;76:2;144:22 keep (4) large (1) 66:3;71:13 136:9 issue (6) 24:15;101:8; 72:18 individuals (3) intend (3) 14:15;16:15;19:5; 137:15;141:25 larger (1) 27:7;71:23;135:25 44:10,14,15 76:24;91:11;136:25 kept (1) 90:21	27:17	73:19,23;100:3	invite (1)		language (5)
individual (3) insure (2) 42:20 Keenan (1) languages (2) 9:2,10;91:24 6:4;25:14 involved (3) 56:3 51:23;52:13 individually (2) intellect (1) 65:25;76:2;144:22 keep (4) large (1) 66:3;71:13 136:9 issue (6) 24:15;101:8; 72:18 individuals (3) intend (3) 14:15;16:15;19:5; 137:15;141:25 larger (1) 27:7;71:23;135:25 44:10,14,15 76:24;91:11;136:25 kept (1) 90:21				K-12 (1)	38:4,9;39:10;
9:2,10;91:24		73:19	invited (1)	93:4	51:17;63:21
individually (2) intellect (1) 65:25;76:2;144:22 keep (4) large (1) 66:3;71:13 136:9 issue (6) 24:15;101:8; 72:18 individuals (3) intend (3) 14:15;16:15;19:5; 137:15;141:25 larger (1) 27:7;71:23;135:25 44:10,14,15 76:24;91:11;136:25 kept (1) 90:21	individual (3)	insure (2)	42:20	Keenan (1)	languages (2)
66:3;71:13 136:9 issue (6) 24:15;101:8; 72:18 individuals (3) intend (3) 14:15;16:15;19:5; 137:15;141:25 larger (1) 27:7;71:23;135:25 44:10,14,15 76:24;91:11;136:25 kept (1) 90:21	9:2,10;91:24	6:4;25:14	involved (3)	56:3	51:23;52:13
66:3;71:13 136:9 issue (6) 24:15;101:8; 72:18 individuals (3) intend (3) 14:15;16:15;19:5; 137:15;141:25 larger (1) 27:7;71:23;135:25 44:10,14,15 76:24;91:11;136:25 kept (1) 90:21	individually (2)	intellect (1)	65:25;76:2;144:22	keep (4)	
individuals (3) intend (3) 14:15;16:15;19:5; 137:15;141:25 larger (1) 27:7;71:23;135:25 44:10,14,15 76:24;91:11;136:25 kept (1) 90:21	• , ,	, ,			
27:7;71:23;135:25 44:10,14,15 76:24;91:11;136:25 kept (1) 90:21	individuals (3)	intend (3)			
				T	
muvidual s (1) muchang (2) issued (1) 11.2 last (10)	individual's (1)	intending (2)	issued (1)	11:2	last (16)

			1	, , , , , , , , , , , , , , , , , , , ,
23:1;33:16;35:12;	10;79:6,8,11,13;	4:21;24:19;34:15;	lumbering (1)	15;41:3,4,5;70:20;
36:5;38:5;39:3,19;	80:16	44:9,24;46:17;47:4;	14:25	85:12
42:5,25;43:7;54:3;	length (1)	48:15;50:18;64:23;	lunch (14)	may (19)
62:9;70:18;73:2;	16:9	71:18,24;73:5;75:14;	43:16;47:17;48:2,	5:13,16;19:7;22:9;
84:24;89:23	less (3)	79:5;81:24;82:3;	4,10,14,22;49:1;	25:6,7;28:23;31:12;
later (2)	42:7;52:12;95:15	93:5;97:7;140:15	57:17;63:17;64:25;	34:6;58:4;70:16;
69:10;71:15	letter (2)	lived (1)	80:23;81:7,10	86:15,24,25;89:20;
launched (1)	9:23;13:17	57:12	lunches (3)	99:15;136:24;
100:2	letting (1)	lives (1)	47:6,7,16	137:11;144:24
laundry- (1)	45:3	40:8	3.5	maybe (10)
40:13	level (7)	living (8)	M	33:12;48:20;61:5;
law (7)	18:19;19:4;74:6;	10:10;83:9,20;		63:19;68:17;85:25;
6:10;15:17;22:17;	139:13,14;141:21;	84:10,22;85:3,13,17	ma'am (7)	86:9;135:5,11;
25:20;69:7;78:20;	143:24	lo' (3)	17:24;18:10,14;	144:22
138:13	levels (5)	12:2,13;13:15	67:3,22;85:9;147:10	McKinney (39)
laws (1)	12:16,22,25;36:16;	local (14)	machine (1)	83:11,12,13,14,15,
78:21	49:22	10:18;46:20;73:9;	14:24	17,19,21;84:13,17,
lay (2)	liability (1)	74:4,6,7,18;84:15,16;	mail (2)	20;85:9,11,14,16,21,
21:17,25	91:21	85:2,7,12;89:9;141:8	38:13;39:13	23,25;86:11,14,17,
leader (2)	liaison (1)	logic (2)	mailbox (1)	20;87:18,20;88:8,10,
59:7;74:16	38:16	147:2,5	40:12	16;89:5,22;91:15;
leaders (3)	LICENSE (24)	logistically (2)	major (1)	92:21,24;93:14;
55:13;59:13;60:3	4:5;6:1,8,11;9:11,	47:21;50:14	90:15	94:15,17,24;96:18,
leadership (8)	21;11:9;12:1;13:6;	long (4)	makes (1)	19,21
54:8,25;57:1;	19:6,25;20:3,9,12;	12:7;20:4;34:13;	28:12	meal (1)
60:14;62:25;79:20;	21:5;25:1,5,10,17,18,	62:11	making (8)	49:11
80:1;138:2	20,21;27:14,24	long-run (1)	25:13;41:7;47:2;	mean (8)
learn (3) 61:8;140:9;145:17	licensed (3) 5:25;7:23;12:1	140:15 long-term (3)	50:12;59:4;69:3; 91:9;141:7	49:8,10;85:18;
Learner (1)	licenses (1)	144:1,2,3	Maltreatment (25)	91:18,23;135:23; 136:19;140:10
63:21	20:7	look (16)	6:12;7:25;9:1;11:6,	means (3)
learners (2)	licensing (1)	14:16;26:1;27:5;	7,11,21;12:4,6,15,16,	15:17;139:5;140:2
49:16;51:18	94:2	35:12;37:1;39:8;	19,20,22,24;13:1,16;	measurable (1)
learning (1)	Licensure (2)	55:16;75:10;91:8,16;	14:21;15:19;18:18;	135:23
139:19	4:12,15	135:24;137:23,23;	19:24;20:10;22:21,	measure (4)
leasing (1)	likely (1)	140:15;142:16,22	22;23:12	53:10,11;57:7;
89:11	14:10	looking (7)	man (1)	147:8
least (7)	limbo (1)	58:3;69:5;139:17;	22:12	measured (1)
59:7,25;66:19;	138:20	141:12,13;144:2;	many (12)	57:8
67:11;75:21,23;	limits (1)	147:13	47:10;67:9,19;	meet (5)
142:5	92:15	looks (2)	92:19;93:3,6;94:12,	57:23;61:5;75:2,4;
leave (3)	line (9)	54:7;55:2	14;140:20;144:14;	94:14
62:19;80:12;	30:25;73:6;85:19;	lost (1)	145:10;147:5	meeting (4)
144:17	88:1;93:12,13;136:1,	101:19	map (2)	31:10;32:4;148:17;
leaving (1)	3;143:11	lot (29)	37:1,4	149:9
12:9	lines (2)	35:19;36:17;43:4;	March (2)	meetings (2)
Ledbetter (1)	63:10;67:4	51:2;55:21;57:15;	23:9;32:8	43:16;60:16
22:10	linguistics (2)	65:1,2;66:5;67:10;	marked (2)	meets (1)
Lee (1)	41:15,25	74:8;78:11;79:12,15;	7:13;65:20	13:8
11:12	linked (1)	90:11,16;92:18;95:3,	marketing (1)	Melbourne (7)
left (4)	66:14	14;98:2;136:21;	36:17	88:2,3;93:12;94:3;
10:19,24;22:13;	list (2)	137:8;138:3,3;139:4;	Marshallese (4)	96:6,7,10
81:15	93:20,24	142:24;143:4,5,7	38:6,8,11;52:25	member (1)
Legal (1)	listed (1)	lots (1)	material (3)	58:3
68:12	69:12	90:7	69:9,15;70:1	Members (9)
legislation (1)	listen (3)	lottery (3)	materials (3)	4:11;5:12;7:1;
82:3	28:13;72:14;	36:7,11,12	16:13;84:23;95:14	33:19;50:4;81:20;
legislative (1)	148:16	love (3)	math (3)	96:8;141:1,10
100:25	lists (2)	43:20;54:4;80:11	97:8;98:4,5	Memo (1)
legislators (1)	9:1;101:25	loved (2)	mats (1)	97:23
93:3	literacy (3)	98:21;99:13	40:14	mentioned (4)
legislature (9)	97:25;98:4,16	luck (3)	matter (9)	54:3;55:23;72:10,
8:10;15:25;78:10,	little (20)	32:13;55:21;64:16	7:21;12:17;21:3,	17
	1	1	.1	1

-				<u> </u>
menu (1)	months (1)	7:25;9:3;11:6,20;	newspaper (2)	47:4,9;72:18;
48:10	8:2	12:3,19,23,25;13:7,9,	38:14;39:12	87:24,25;93:21,22
message (1)	more (30)	22;14:14;15:18;	Newton (48)	numerous (3)
40:13	11:4;48:9;51:10,	16:14;19:7;21:6,7;	17:12,15,16,19,22,	15:9,22;91:23
				15:9,22,91:25
met (2)	11,14;52:21,22,23;	22:21;23:3,12,17,18,	25;21:22;53:24,25;	0
94:1;98:8	53:15;57:3;63:20,21;	22;26:19;32:24;72:7;	61:21,22,24;63:15,	0
mic (1)	64:25;73:23;76:1,2;	143:1,3	16;64:10;67:17,18;	
33:18	88:23;94:19,23;	named (1)	68:2,5,7,8;87:10,11;	objectives (1)
microphone (3)	95:15;135:21;	23:2	93:10,11;94:12,16,	57:24
4:20;7:9;17:21	137:14,23;138:6;	narrative (1)	22;95:7;97:15,16;	observation (1)
mid-90s (1)	139:7,15;145:2;	13:23	98:12,14,20;99:8;	73:10
11:8	147:2,12;148:21	National (2)	100:7,10;101:8,12,	observed (1)
middle (1)	morning (4)	43:7;102:24	18,21;102:9,14,18;	141:2
36:7	4:11;37:19;81:8,16	nature (2)	141:24;142:9,13,16	obviate (1)
might (6)	most (2)	14:17;84:24	next (20)	14:15
73:13;79:4;95:20,	12:16;34:22	neat (11)	51:1;53:4;57:3;	obviously (11)
21;99:19;101:2	motion (24)	35:9,25;36:14;	63:4,7;64:4;72:20;	11:9;32:9;45:21,
Mike (1)	24:3,7;27:23;28:3;	38:21,22;43:23;44:5;	75:18;77:4,24;79:22;	22;49:8;51:6;78:14;
90:4	31:22;61:20,24;64:1,	46:16;56:16,23;	87:18;88:1;93:12;	88:12;89:1;136:20;
million (4)	3,7;78:4;80:3;82:21,	60:18	94:1;100:18;135:12;	139:10
83:21;85:18;86:5,	25;87:4,8;96:13;	necessary (3)	136:1,2,15	occur (1)
22	100:6,9;102:12,17;	14:1;66:2;94:1	nice (4)	10:1
MILLS (2)	147:23;148:22,25	necessity (1)	16:21;41:22;48:13;	occurred (1)
64:22;76:6	move (23)	14:15	137:21	16:3
mind (3)	4:2;24:4;27:24;	need (37)	ninety (1)	October (1)
75:17;77:8;137:2	31:20;55:7;57:22;	10:25;15:4,4;	88:7	6:16
minimum (2)	58:17;61:21;77:14,	16:15;28:16;44:20;	nobody (1)	off (7)
92:6,12	16,22;79:25;82:23;	47:3;49:23;52:10,17;	76:19	13:9;22:22;23:18;
minority (1)	83:10;87:6;92:13;	55:18;56:25;64:1;	Nodding (3)	30:15;32:10;68:25;
53:17	96:9;100:7;102:14;	70:13;71:15;74:23;	61:18;84:13,17	73:10
minutes (14)	141:22;145:6,18;	93:16;94:14,14;95:4,	nonresident (1)	offense (7)
5:12,14,20,24;	147:20	5;99:5;135:5,9,13,20,	101:24	9:15,16;10:1;13:5;
7:16;8:16,18;10:6,8;	moved (3)	21,22,25;136:11,12;	normally (1)	16:25;22:19;26:13
20:21;70:14,15,17,25	89:10;140:22;	140:17;141:5;143:7;	145:14	offenses (2)
Miss (2)	148:23	145:1,9,25	NORTH (9)	17:17;25:23
142:11;144:17	moves (2)	needed (3)	64:19,22,23;71:18,	offer (2)
mistaken (1)	7:5;75:25	37:8;137:3;143:5	19,24,25;75:14,15	43:19,20
86:7	moving (7)	needing (2)	northwest (8)	office (8)
mix (1)	62:6;137:15;	51:20;59:23	34:23;42:12;43:24;	10:18;13:11;14:23;
89:19	138:21;139:14;	needs (7)	44:6;45:15;57:13;	15:5,6;81:4;90:5;
model (2)	141:25;142:4;143:23	4:19;22:6;71:9;	64:20;72:9	145:16
45:12;147:2	much (18)	74:7;135:10,20;	NOTE (4)	official (1)
modeling (1)	5:8;29:8;34:9;	138:25	4:18;7:5;30:9;	70:11
47:15	41:5;42:14;43:3,13;	neglect (3)	33:17	often (3)
models (2)	45:5,19;51:15;55:10;	12:8;18:16;23:5	notice (4)	47:20;49:11;59:16
54:9;147:6	61:14;69:24;72:15;	negligent (1)	8:23;9:14;14:20;	old (6)
moment (7)	90:22;96:21;142:25;	22:15	78:22	10:9,15;16:4;93:7;
11:22;28:22;30:1;	143:16	neighborhood (2)	noticed (2)	139:18;141:4
58:19;76:18;77:17,	multilingual (1)	40:3,4	10:23;75:21	older (1)
20	40:11	neighborhoods (1)	notification (1)	37:18
momentary (1)	multiple (1)	40:7	13:14	olds (3)
12:10	93:13	nerd (1)	notified (8)	89:16;95:10,10
money (4)	must (1)	56:22	4:15;6:14,15;9:23,	onboard (1)
48:4;86:16;95:3;	146:16	nervous (2)	23;10:2;27:2;68:11	91:4
137:6	mutual (5)	46:18,22	November (1)	once (11)
monitor (1)	101:15,23;102:1,2,	network (1)	31:6	11:19;13:2,8;25:8,
52:4	7	87:21		
	· .		Number (22)	13;47:14;53:6;65:1;
monitoring (1)	myself (1)	new (14)	6:9,19;8:22;9:8,13;	71:2,3;95:12
62:23	44:23	35:22;36:8;50:17;	12:2;14:9,13;25:19;	One (66)
month (3)	•	74:13,22;96:24;	26:1,6,16;27:4,5,9;	7:6,12;8:22;12:16,
13:8;73:2;88:11	N	137:11,13;139:19,24;	30:10;36:16;65:8,25;	21;23:5;25:22;27:4,
monthly (1)		141:4,22;142:6;	89:9,13;95:5	16;34:13;36:23;
43:15	name (28)	148:12	numbers (7)	37:22;38:4,16;42:11;

44:7;46:4;50:16;	30:18;64:17;67:25	outfit (1)	parking (1)	139:4;140:10;145:1;
51:25;52:3,24;53:3,	opening (6)	92:25	65:2	147:16
15;54:14,17;55:14;	5:12,21;6:22;7:15;	outlines (1)	part (15)	per (4)
56:12;61:1;64:24;	50:16;52:7	97:23	21:2;55:7;57:17;	84:2;88:11;95:1,2
65:20;66:4,8,8,11,11,	opportunities (3)	outputs (1)	70:4;83:23;85:18;	percent (1)
	42:19;75:9;79:6	147:7		40:23
19;67:20;75:24;76:8;			92:7;94:10;101:6,9;	
79:19,25;80:17,23;	opportunity (10)	outreach (4)	136:25;138:8;142:1;	percentage (1)
81:15;82:1,16;87:2;	12:5;13:18;19:4;	39:20;54:5,8;55:21	144:8;145:3	51:18
88:18;90:14;91:1,1,	20:9;27:8;44:21;	outside (3)	partially (1)	Perfect (4)
7;93:12,25;95:9;	46:25;59:12,16;61:4	69:5;89:10;146:14	91:20	30:11;71:22;
99:14;100:19;	opposed (15)	outstanding (1)	participate (1)	144:12;145:25
136:22;138:12;	21:4;24:12;28:7;	41:18	101:22	perfectly (1)
141:23;143:1;145:8;	32:2;62:3;64:14;	over (13)	participating (1)	77:12
150:25;151:25;	80:8;83:6;87:14;	4:9;7:23;15:15;	29:22	period (6)
152:25;153:25	91:10;96:17;100:13;	17:12;31:4;33:8;	participation (1)	10:21;22:8;62:16;
one- (3)	102:21;148:8;149:4	35:6;65:4;73:3;	30:10	78:23;81:2;101:7
82:15;83:25;	opposition (3)	81:17;83:22;90:20;	particular (2)	permission (1)
143:23	70:16;76:13,17	147:8	45:7:68:19	5:22
			,	
one-and-a-half (1)	option (4)	own (7)	Particularly (2)	person (7)
82:9	38:15;68:15;74:10;	12:18;18:17;68:22;	76:6;137:8	6:12;25:21;71:9;
one-by-one (1)	92:19	91:3,11;94:6;98:9	parties (1)	99:4;137:19,20;
147:13	options (6)	Ozark (1)	91:4	144:9
one-on-one (3)	21:17;24:2;45:14;	37:9	partner (1)	PERSONAL (7)
39:17;40:2;55:19	92:15;98:6;136:17	OZARKS (1)	90:22	96:22,24;97:2,12;
ones (4)	order (12)	64:20	partnership (1)	98:10;99:5,17
70:11;88:24;99:14;	7:20;10:14;15:18;	_	43:4	personnel (2)
143:9	24:23;57:23;58:8;	P	party (5)	16:19,23
one-size-fit-all (1)	72:19;77:3;81:14;		5:13,18,18,19;	persons (1)
138:22	93:6;94:3;147:2	pack (1)	19:13	70:12
one-size-fits- (1)	ordering (1)	48:2	pass (2)	perspective (2)
144:4	48:11		7:6;65:13	
		package (1)		141:14;145:20
ONE-TIME (6)	organic (1)	147:14	passed (2)	petition (1)
83:8,20;84:25;	42:8	packaging (1)	79:6;100:25	70:22
85:17;86:3;87:3	organizations (1)	47:2	past (7)	phenomenal (1)
one-year (1)	39:24	packet (3)	20:4;36:15;47:18;	34:17
10:15	organized (1)	6:3;14:20;24:15	51:23;76:5;81:21;	philosophy (1)
	28:11		138:16	74:4
ongoing (5)		page (8)		
8:7;50:9;62:21,22;	others (6)	13:14,16,21;14:16;	patience (1)	phone (7)
141:19	54:17,20;69:4;	43:2;65:18;100:2,3	72:12	29:8;32:25;58:17;
only (30)	76:7;135:22;143:11	page-per-page (1)	patting (1)	62:4;77:18;80:6;
5:17;11:4;20:3;	otherwise (2)	36:22	44:23	81:15
23:4;28:12;34:21;	13:5;140:5	pages (4)	PAUL (4)	PHYLLIS (13)
35:20;36:17;46:24;	ought (3)	7:3,19;12:7;13:19	25:2,5,10;26:19	4:6,14;5:25;8:4;
49:11;52:1,6;53:10;	8:11;13:9;23:19	paid (1)		
	1 (4)		pause (2)	9:2,2;10:9,16;11:8;
55:11;56:7;62:8;	ourselves (2)	73:10	6:4;76:12	12:13;14:19,22;18:7
64:5;65:16;69:17;	17:3;38:1	73:10 PANEL (8)	6:4;76:12 pay (3)	12:13;14:19,22;18:7 Phyllis' (1)
	` /	73:10	6:4;76:12	12:13;14:19,22;18:7
64:5;65:16;69:17; 71:9;86:3;94:4;95:4;	17:3;38:1 out (38)	73:10 PANEL (8) 30:17,21;31:6,9,12,	6:4;76:12 pay (3) 10:19;11:2;143:22	12:13;14:19,22;18:7 Phyllis' (1) 14:12
64:5;65:16;69:17; 71:9;86:3;94:4;95:4; 99:17;136:2,4,25;	17:3;38:1 out (38) 7:6;12:3;15:24;	73:10 PANEL (8) 30:17,21;31:6,9,12, 16,18;62:15	6:4;76:12 pay (3) 10:19;11:2;143:22 pdf (1)	12:13;14:19,22;18:7 Phyllis' (1) 14:12 physical (4)
64:5;65:16;69:17; 71:9;86:3;94:4;95:4; 99:17;136:2,4,25; 140:3;141:11;144:24	17:3;38:1 out (38) 7:6;12:3;15:24; 21:17;37:6,16;39:16,	73:10 PANEL (8) 30:17,21;31:6,9,12, 16,18;62:15 Panel's (2)	6:4;76:12 pay (3) 10:19;11:2;143:22 pdf (1) 33:20	12:13;14:19,22;18:7 Phyllis' (1) 14:12 physical (4) 82:7,14,17;89:3
64:5;65:16;69:17; 71:9;86:3;94:4;95:4; 99:17;136:2,4,25; 140:3;141:11;144:24 on-site (1)	17:3;38:1 out (38) 7:6;12:3;15:24; 21:17;37:6,16;39:16, 23;40:21;42:15;	73:10 PANEL (8) 30:17,21;31:6,9,12, 16,18;62:15 Panel's (2) 31:10;32:6	6:4;76:12 pay (3) 10:19;11:2;143:22 pdf (1) 33:20 PE (2)	12:13;14:19,22;18:7 Phyllis' (1) 14:12 physical (4) 82:7,14,17;89:3 pick (3)
64:5;65:16;69:17; 71:9;86:3;94:4;95:4; 99:17;136:2,4,25; 140:3;141:11;144:24 on-site (1) 47:24	17:3;38:1 out (38) 7:6;12:3;15:24; 21:17;37:6,16;39:16, 23;40:21;42:15; 43:17;47:21;48:11,	73:10 PANEL (8) 30:17,21;31:6,9,12, 16,18;62:15 Panel's (2) 31:10;32:6 paper (4)	6:4;76:12 pay (3) 10:19;11:2;143:22 pdf (1) 33:20 PE (2) 82:5,12	12:13;14:19,22;18:7 Phyllis' (1) 14:12 physical (4) 82:7,14,17;89:3 pick (3) 10:18;81:7;143:8
64:5;65:16;69:17; 71:9;86:3;94:4;95:4; 99:17;136:2,4,25; 140:3;141:11;144:24 on-site (1) 47:24 onto (4)	17:3;38:1 out (38) 7:6;12:3;15:24; 21:17;37:6,16;39:16, 23;40:21;42:15; 43:17;47:21;48:11, 25;50:15;52:10;	73:10 PANEL (8) 30:17,21;31:6,9,12, 16,18;62:15 Panel's (2) 31:10;32:6 paper (4) 40:11;143:2,4;	6:4;76:12 pay (3) 10:19;11:2;143:22 pdf (1) 33:20 PE (2) 82:5,12 peers (1)	12:13;14:19,22;18:7 Phyllis' (1) 14:12 physical (4) 82:7,14,17;89:3 pick (3) 10:18;81:7;143:8 piece (2)
64:5;65:16;69:17; 71:9;86:3;94:4;95:4; 99:17;136:2,4,25; 140:3;141:11;144:24 on-site (1) 47:24	17:3;38:1 out (38) 7:6;12:3;15:24; 21:17;37:6,16;39:16, 23;40:21;42:15; 43:17;47:21;48:11,	73:10 PANEL (8) 30:17,21;31:6,9,12, 16,18;62:15 Panel's (2) 31:10;32:6 paper (4)	6:4;76:12 pay (3) 10:19;11:2;143:22 pdf (1) 33:20 PE (2) 82:5,12	12:13;14:19,22;18:7 Phyllis' (1) 14:12 physical (4) 82:7,14,17;89:3 pick (3) 10:18;81:7;143:8
64:5;65:16;69:17; 71:9;86:3;94:4;95:4; 99:17;136:2,4,25; 140:3;141:11;144:24 on-site (1) 47:24 onto (4)	17:3;38:1 out (38) 7:6;12:3;15:24; 21:17;37:6,16;39:16, 23;40:21;42:15; 43:17;47:21;48:11, 25;50:15;52:10;	73:10 PANEL (8) 30:17,21;31:6,9,12, 16,18;62:15 Panel's (2) 31:10;32:6 paper (4) 40:11;143:2,4;	6:4;76:12 pay (3) 10:19;11:2;143:22 pdf (1) 33:20 PE (2) 82:5,12 peers (1)	12:13;14:19,22;18:7 Phyllis' (1) 14:12 physical (4) 82:7,14,17;89:3 pick (3) 10:18;81:7;143:8 piece (2)
64:5;65:16;69:17; 71:9;86:3;94:4;95:4; 99:17;136:2,4,25; 140:3;141:11;144:24 on-site (1) 47:24 onto (4) 7:8;90:14;100:1; 145:9	17:3;38:1 out (38) 7:6;12:3;15:24; 21:17;37:6,16;39:16, 23;40:21;42:15; 43:17;47:21;48:11, 25;50:15;52:10; 54:13;55:24,25;56:8, 9;58:4;59:19;65:13;	73:10 PANEL (8) 30:17,21;31:6,9,12, 16,18;62:15 Panel's (2) 31:10;32:6 paper (4) 40:11;143:2,4; 145:22 parent (6)	6:4;76:12 pay (3) 10:19;11:2;143:22 pdf (1) 33:20 PE (2) 82:5,12 peers (1) 41:3 pending (1)	12:13;14:19,22;18:7 Phyllis' (1) 14:12 physical (4) 82:7,14,17;89:3 pick (3) 10:18;81:7;143:8 piece (2) 95:17;145:22 Pine (2)
64:5;65:16;69:17; 71:9;86:3;94:4;95:4; 99:17;136:2,4,25; 140:3;141:11;144:24 on-site (1) 47:24 onto (4) 7:8;90:14;100:1; 145:9 op (1)	17:3;38:1 out (38) 7:6;12:3;15:24; 21:17;37:6,16;39:16, 23;40:21;42:15; 43:17;47:21;48:11, 25;50:15;52:10; 54:13;55:24,25;56:8, 9;58:4;59:19;65:13; 66:9;68:17,21;78:13;	73:10 PANEL (8) 30:17,21;31:6,9,12, 16,18;62:15 Panel's (2) 31:10;32:6 paper (4) 40:11;143:2,4; 145:22 parent (6) 38:18;52:5;55:22;	6:4;76:12 pay (3) 10:19;11:2;143:22 pdf (1) 33:20 PE (2) 82:5,12 peers (1) 41:3 pending (1) 75:25	12:13;14:19,22;18:7 Phyllis' (1) 14:12 physical (4) 82:7,14,17;89:3 pick (3) 10:18;81:7;143:8 piece (2) 95:17;145:22 Pine (2) 90:9;91:6
64:5;65:16;69:17; 71:9;86:3;94:4;95:4; 99:17;136:2,4,25; 140:3;141:11;144:24 on-site (1) 47:24 onto (4) 7:8;90:14;100:1; 145:9 op (1) 67:8	17:3;38:1 out (38) 7:6;12:3;15:24; 21:17;37:6,16;39:16, 23;40:21;42:15; 43:17;47:21;48:11, 25;50:15;52:10; 54:13;55:24,25;56:8, 9;58:4;59:19;65:13; 66:9;68:17,21;78:13; 87:23;90:7;95:22;	73:10 PANEL (8) 30:17,21;31:6,9,12, 16,18;62:15 Panel's (2) 31:10;32:6 paper (4) 40:11;143:2,4; 145:22 parent (6) 38:18;52:5;55:22; 78:18;79:3,3	6:4;76:12 pay (3) 10:19;11:2;143:22 pdf (1) 33:20 PE (2) 82:5,12 peers (1) 41:3 pending (1) 75:25 people (26)	12:13;14:19,22;18:7 Phyllis' (1) 14:12 physical (4) 82:7,14,17;89:3 pick (3) 10:18;81:7;143:8 piece (2) 95:17;145:22 Pine (2) 90:9;91:6 place (8)
64:5;65:16;69:17; 71:9;86:3;94:4;95:4; 99:17;136:2,4,25; 140:3;141:11;144:24 on-site (1) 47:24 onto (4) 7:8;90:14;100:1; 145:9 op (1) 67:8 open (2)	17:3;38:1 out (38) 7:6;12:3;15:24; 21:17;37:6,16;39:16, 23;40:21;42:15; 43:17;47:21;48:11, 25;50:15;52:10; 54:13;55:24,25;56:8, 9;58:4;59:19;65:13; 66:9;68:17,21;78:13; 87:23;90:7;95:22; 98:16;99:2;135:11;	73:10 PANEL (8) 30:17,21;31:6,9,12, 16,18;62:15 Panel's (2) 31:10;32:6 paper (4) 40:11;143:2,4; 145:22 parent (6) 38:18;52:5;55:22; 78:18;79:3,3 parents (12)	6:4;76:12 pay (3) 10:19;11:2;143:22 pdf (1) 33:20 PE (2) 82:5,12 peers (1) 41:3 pending (1) 75:25 people (26) 35:3,6;39:13;40:8,	12:13;14:19,22;18:7 Phyllis' (1) 14:12 physical (4) 82:7,14,17;89:3 pick (3) 10:18;81:7;143:8 piece (2) 95:17;145:22 Pine (2) 90:9;91:6 place (8) 10:17;23:20;52:18;
64:5;65:16;69:17; 71:9;86:3;94:4;95:4; 99:17;136:2,4,25; 140:3;141:11;144:24 on-site (1) 47:24 onto (4) 7:8;90:14;100:1; 145:9 op (1) 67:8 open (2) 34:2;63:11	17:3;38:1 out (38) 7:6;12:3;15:24; 21:17;37:6,16;39:16, 23;40:21;42:15; 43:17;47:21;48:11, 25;50:15;52:10; 54:13;55:24,25;56:8, 9;58:4;59:19;65:13; 66:9;68:17,21;78:13; 87:23;90:7;95:22; 98:16;99:2;135:11; 139:25;143:8;	73:10 PANEL (8) 30:17,21;31:6,9,12, 16,18;62:15 Panel's (2) 31:10;32:6 paper (4) 40:11;143:2,4; 145:22 parent (6) 38:18;52:5;55:22; 78:18;79:3,3 parents (12) 37:16,19;39:21;	6:4;76:12 pay (3) 10:19;11:2;143:22 pdf (1) 33:20 PE (2) 82:5,12 peers (1) 41:3 pending (1) 75:25 people (26) 35:3,6;39:13;40:8, 15;43:10;46:19;	12:13;14:19,22;18:7 Phyllis' (1) 14:12 physical (4) 82:7,14,17;89:3 pick (3) 10:18;81:7;143:8 piece (2) 95:17;145:22 Pine (2) 90:9;91:6 place (8) 10:17;23:20;52:18; 55:7;78:13;79:23;
64:5;65:16;69:17; 71:9;86:3;94:4;95:4; 99:17;136:2,4,25; 140:3;141:11;144:24 on-site (1) 47:24 onto (4) 7:8;90:14;100:1; 145:9 op (1) 67:8 open (2) 34:2;63:11 open- (1)	17:3;38:1 out (38) 7:6;12:3;15:24; 21:17;37:6,16;39:16, 23;40:21;42:15; 43:17;47:21;48:11, 25;50:15;52:10; 54:13;55:24,25;56:8, 9;58:4;59:19;65:13; 66:9;68:17,21;78:13; 87:23;90:7;95:22; 98:16;99:2;135:11; 139:25;143:8; 144:19;147:17	73:10 PANEL (8) 30:17,21;31:6,9,12, 16,18;62:15 Panel's (2) 31:10;32:6 paper (4) 40:11;143:2,4; 145:22 parent (6) 38:18;52:5;55:22; 78:18;79:3,3 parents (12) 37:16,19;39:21; 42:24;48:5;50:20;	6:4;76:12 pay (3) 10:19;11:2;143:22 pdf (1) 33:20 PE (2) 82:5,12 peers (1) 41:3 pending (1) 75:25 people (26) 35:3,6;39:13;40:8, 15;43:10;46:19; 52:19;54:10;55:11,	12:13;14:19,22;18:7 Phyllis' (1) 14:12 physical (4) 82:7,14,17;89:3 pick (3) 10:18;81:7;143:8 piece (2) 95:17;145:22 Pine (2) 90:9;91:6 place (8) 10:17;23:20;52:18; 55:7;78:13;79:23; 99:2;143:15
64:5;65:16;69:17; 71:9;86:3;94:4;95:4; 99:17;136:2,4,25; 140:3;141:11;144:24 on-site (1) 47:24 onto (4) 7:8;90:14;100:1; 145:9 op (1) 67:8 open (2) 34:2;63:11	17:3;38:1 out (38) 7:6;12:3;15:24; 21:17;37:6,16;39:16, 23;40:21;42:15; 43:17;47:21;48:11, 25;50:15;52:10; 54:13;55:24,25;56:8, 9;58:4;59:19;65:13; 66:9;68:17,21;78:13; 87:23;90:7;95:22; 98:16;99:2;135:11; 139:25;143:8;	73:10 PANEL (8) 30:17,21;31:6,9,12, 16,18;62:15 Panel's (2) 31:10;32:6 paper (4) 40:11;143:2,4; 145:22 parent (6) 38:18;52:5;55:22; 78:18;79:3,3 parents (12) 37:16,19;39:21;	6:4;76:12 pay (3) 10:19;11:2;143:22 pdf (1) 33:20 PE (2) 82:5,12 peers (1) 41:3 pending (1) 75:25 people (26) 35:3,6;39:13;40:8, 15;43:10;46:19;	12:13;14:19,22;18:7 Phyllis' (1) 14:12 physical (4) 82:7,14,17;89:3 pick (3) 10:18;81:7;143:8 piece (2) 95:17;145:22 Pine (2) 90:9;91:6 place (8) 10:17;23:20;52:18; 55:7;78:13;79:23;
64:5;65:16;69:17; 71:9;86:3;94:4;95:4; 99:17;136:2,4,25; 140:3;141:11;144:24 on-site (1) 47:24 onto (4) 7:8;90:14;100:1; 145:9 op (1) 67:8 open (2) 34:2;63:11 open- (1) 66:25	17:3;38:1 out (38) 7:6;12:3;15:24; 21:17;37:6,16;39:16, 23;40:21;42:15; 43:17;47:21;48:11, 25;50:15;52:10; 54:13;55:24,25;56:8, 9;58:4;59:19;65:13; 66:9;68:17,21;78:13; 87:23;90:7;95:22; 98:16;99:2;135:11; 139:25;143:8; 144:19;147:17	73:10 PANEL (8) 30:17,21;31:6,9,12, 16,18;62:15 Panel's (2) 31:10;32:6 paper (4) 40:11;143:2,4; 145:22 parent (6) 38:18;52:5;55:22; 78:18;79:3,3 parents (12) 37:16,19;39:21; 42:24;48:5;50:20; 51:21;52:4;74:1,5;	6:4;76:12 pay (3) 10:19;11:2;143:22 pdf (1) 33:20 PE (2) 82:5,12 peers (1) 41:3 pending (1) 75:25 people (26) 35:3,6;39:13;40:8, 15;43:10;46:19; 52:19;54:10;55:11, 25;56:1,17;57:3;	12:13;14:19,22;18:7 Phyllis' (1) 14:12 physical (4) 82:7,14,17;89:3 pick (3) 10:18;81:7;143:8 piece (2) 95:17;145:22 Pine (2) 90:9;91:6 place (8) 10:17;23:20;52:18; 55:7;78:13;79:23; 99:2;143:15 placed (7)
64:5;65:16;69:17; 71:9;86:3;94:4;95:4; 99:17;136:2,4,25; 140:3;141:11;144:24 on-site (1) 47:24 onto (4) 7:8;90:14;100:1; 145:9 op (1) 67:8 open (2) 34:2;63:11 open- (1) 66:25 opened (1)	17:3;38:1 out (38) 7:6;12:3;15:24; 21:17;37:6,16;39:16, 23;40:21;42:15; 43:17;47:21;48:11, 25;50:15;52:10; 54:13;55:24,25;56:8, 9;58:4;59:19;65:13; 66:9;68:17,21;78:13; 87:23;90:7;95:22; 98:16;99:2;135:11; 139:25;143:8; 144:19;147:17 outcome (1) 34:11	73:10 PANEL (8) 30:17,21;31:6,9,12, 16,18;62:15 Panel's (2) 31:10;32:6 paper (4) 40:11;143:2,4; 145:22 parent (6) 38:18;52:5;55:22; 78:18;79:3,3 parents (12) 37:16,19;39:21; 42:24;48:5;50:20; 51:21;52:4;74:1,5; 89:25;99:12	6:4;76:12 pay (3) 10:19;11:2;143:22 pdf (1) 33:20 PE (2) 82:5,12 peers (1) 41:3 pending (1) 75:25 people (26) 35:3,6;39:13;40:8, 15;43:10;46:19; 52:19;54:10;55:11, 25;56:1,17;57:3; 59:24;71:17;78:22;	12:13;14:19,22;18:7 Phyllis' (1) 14:12 physical (4) 82:7,14,17;89:3 pick (3) 10:18;81:7;143:8 piece (2) 95:17;145:22 Pine (2) 90:9;91:6 place (8) 10:17;23:20;52:18; 55:7;78:13;79:23; 99:2;143:15 placed (7) 7:25;10:13;11:11;
64:5;65:16;69:17; 71:9;86:3;94:4;95:4; 99:17;136:2,4,25; 140:3;141:11;144:24 on-site (1) 47:24 onto (4) 7:8;90:14;100:1; 145:9 op (1) 67:8 open (2) 34:2;63:11 open- (1) 66:25 opened (1) 36:7	17:3;38:1 out (38) 7:6;12:3;15:24; 21:17;37:6,16;39:16, 23;40:21;42:15; 43:17;47:21;48:11, 25;50:15;52:10; 54:13;55:24,25;56:8, 9;58:4;59:19;65:13; 66:9;68:17,21;78:13; 87:23;90:7;95:22; 98:16;99:2;135:11; 139:25;143:8; 144:19;147:17 outcome (1) 34:11 outcomes (2)	73:10 PANEL (8) 30:17,21;31:6,9,12, 16,18;62:15 Panel's (2) 31:10;32:6 paper (4) 40:11;143:2,4; 145:22 parent (6) 38:18;52:5;55:22; 78:18;79:3,3 parents (12) 37:16,19;39:21; 42:24;48:5;50:20; 51:21;52:4;74:1,5; 89:25;99:12 parent-teacher (1)	6:4;76:12 pay (3) 10:19;11:2;143:22 pdf (1) 33:20 PE (2) 82:5,12 peers (1) 41:3 pending (1) 75:25 people (26) 35:3,6;39:13;40:8, 15;43:10;46:19; 52:19;54:10;55:11, 25;56:1,17;57:3; 59:24;71:17;78:22; 93:6;99:11,16;	12:13;14:19,22;18:7 Phyllis' (1) 14:12 physical (4) 82:7,14,17;89:3 pick (3) 10:18;81:7;143:8 piece (2) 95:17;145:22 Pine (2) 90:9;91:6 place (8) 10:17;23:20;52:18; 55:7;78:13;79:23; 99:2;143:15 placed (7) 7:25;10:13;11:11; 12:4;22:7,24;32:7
64:5;65:16;69:17; 71:9;86:3;94:4;95:4; 99:17;136:2,4,25; 140:3;141:11;144:24 on-site (1) 47:24 onto (4) 7:8;90:14;100:1; 145:9 op (1) 67:8 open (2) 34:2;63:11 open- (1) 66:25 opened (1)	17:3;38:1 out (38) 7:6;12:3;15:24; 21:17;37:6,16;39:16, 23;40:21;42:15; 43:17;47:21;48:11, 25;50:15;52:10; 54:13;55:24,25;56:8, 9;58:4;59:19;65:13; 66:9;68:17,21;78:13; 87:23;90:7;95:22; 98:16;99:2;135:11; 139:25;143:8; 144:19;147:17 outcome (1) 34:11	73:10 PANEL (8) 30:17,21;31:6,9,12, 16,18;62:15 Panel's (2) 31:10;32:6 paper (4) 40:11;143:2,4; 145:22 parent (6) 38:18;52:5;55:22; 78:18;79:3,3 parents (12) 37:16,19;39:21; 42:24;48:5;50:20; 51:21;52:4;74:1,5; 89:25;99:12	6:4;76:12 pay (3) 10:19;11:2;143:22 pdf (1) 33:20 PE (2) 82:5,12 peers (1) 41:3 pending (1) 75:25 people (26) 35:3,6;39:13;40:8, 15;43:10;46:19; 52:19;54:10;55:11, 25;56:1,17;57:3; 59:24;71:17;78:22;	12:13;14:19,22;18:7 Phyllis' (1) 14:12 physical (4) 82:7,14,17;89:3 pick (3) 10:18;81:7;143:8 piece (2) 95:17;145:22 Pine (2) 90:9;91:6 place (8) 10:17;23:20;52:18; 55:7;78:13;79:23; 99:2;143:15 placed (7) 7:25;10:13;11:11;

	36:5;83:25;93:19,21;	4:12;14:8,12;	89:3	12:8
pose (1) 16:18	13:22;31:10;33:15;	Professional (5)	purely (1)	ranges (1)
148:22	presented (9)	46:21	95:15	10:19;84:24
portion (1)	31:4;72:14	products (1)	purchased (1)	ran (2)
25:24;26:4,13,22	6:20;8:20;9:18;	78:13	57:20	144:14
Pornography (4)	presentation (5)	processes (1)	pulling (1)	raising (1)
23;55:1;56:5;63:1	71:6;72:15	25;143:6,8	4:3,4;39:1;99:25	raised (1) 144:14
34:20;35:10;38:6; 46:6;51:10;54:5,14,	5:14,19;8:5;17:2,3; 32:20;45:4,12;70:14;	67:24;74:3;81:4; 97:4;139:24;141:19,	32:10;66:9;135:21 pulled (4)	84:10
population (11)	present (11)	53:6;57:9;60:15;	pull (3)	5:3;19:17;72:1;
17:4	138:18	41:13;42:8;52:25;	25;75:15	raise (4)
popped (1)	prescriptive (1)	36:14,14,20;38:23;	11:15;64:23;71:19,	35:2
78:8,18	88:24;94:8	19:10;34:5,10,12;	Pulaski (5)	racial (1)
policy (2)	preschool (2)	process (23)	23;141:2;143:21	45:22
78:22	144:23;145:3	65:12	101:4,6;102:13,14,	race/ethnicity (1)
policies (1)	prepared (2)	5:21,23;25:6,7;	17;81:11;100:16,18;	49:21
143:10	35:16	proceed (5)	49:9,15;68:3;78:8,	race (1)
13,14;102:4,4;139:3;	prep (1)	5:9;70:10	30:18;40:1;42:16;	40
86:24;95:16;101:13,	84:7	procedures (2)	PUBLIC (18)	R
73:20;75:23;80:23;	pre-Ks (1)	70:8	89:25	-
44:1;58:10;69:25;	92:11;93:2,3;95:10	procedurally (1)	proximity (1)	47:20
32:11;37:21;41:6,13;	86:6;90:24;91:8,13;	33:20	68:20	quite (1)
15:24;16:10;21:16;	84:11,15;85:8;	problem (1)	provision (1)	21:10;67:18;93:11
4:17,23;11:10;	pre-K (11)	21:5;22:8	74:3,4;84:23	quick (3)
point (25)	63:2	probation (2)	36:4;46:15;50:24;	78:6
7:6	preference (1)	137:9;141:12	providing (6)	queasy (1)
podium (1)	45:18	40:5;76:4;90:6;	49:1	59:24
81:10;149:9	praise (1)	probably (5)	6:10;9:9;25:20;	quarter (1)
PM (2)	146:17,21,24	80:24	provides (4)	98:4
38:9	54:2;55:15;139:4;	privilege (1)	46:24;49:24;86:23	quantitative (1)
plug-ins (1)	practices (6)	140:7	27:4,13;35:11;45:21;	46:20;86:6
138:6	39:6;70:12;139:19	74:17;138:17;	16:13;25:12;26:15;	quality (2)
plug (1)	practice (3)	priority (3)	provided (10)	94:11;146:6
25:9;150:25	78:9	19:3;76:25	93:6;94:19	qualify (2)
PLSB (2)	powers (1)	Prior (2)	73:24;74:24;75:8;	55:12
22:15;25:22;26:12	33:21	75:22	37:8;40:11;49:15;	qualified (1)
pled (3)	PowerPoint (1)	printed (1)	10:14;11:17;19:4;	17:8
32:23;58:18;64:2	23:22;51:7	10:14	provide (11)	Q-and-A (1)
23:18;29:1,5,7,19;	power (2)	primarily (1)	39:7;41:8	
5:1,23;17:20;19:8;	49:22;63:17	46:22	proud (2)	Q
please (12)	poverty (2)	pricey (1)	10:13	0
22:18;26:21	92:8	50:22	protective (1)	88:20;97:10
plead (2)	pounds (1)	prices (1)	100:16,23;102:23	putting (2)
22:14;26:15	139:14	82:4	PROPOSED (3)	145:20
plea (2)	12:11;33:11;	previously (1)	89:12,15	puts (1)
79:4	potentially (3)	82:11	property (2)	143:1,3
play (1)	45:12;70:1	previous (1)	14:8,11	78:13;85:19;135:2;
48:13	potential (2)	38:2	proof (2)	41:20;43:13;44:3;
plate (1)	86:15	prevents (1)	23:21	11:6;18:15;32:6;
144:12;146:20	pot (1)	23:15	promise (1)	put (11)
78:19;79:20;89:4;	141:15	prevail (1)	91:10	148:18
plans (5)	posted (1)	135:13	42:14;46:18,20;	pushing (1)
5:2;142:10	146:12	38:17;69:24;	project (4)	79:5
planning (2)	72:20;90:22;	pretty (3)	58:9;147:8	pushback (1)
144:6;148:2	possibly (3)	142:19	progress (2)	91:8;93:3
138:19;140:16;	33:23	pre-tests (1)	92:6;93:20;146:11	push (2)
135:3;137:12,21;	possible (1)	142:23	50:17;84:2;87:20;	23:8
74:13,13;97:22;	44:18	pre-test (1)	programs (6)	pursuing (1)
55:8;62:14;71:10;	possibility (1)	28:14	84:23;88:1;95:6,13	141:6
21:14;47:19;52:18;	15:12;23:10,16	presents (1)	48:10;57:17;60:19;	purposes (1)
plan (16)	position (3)	67:8	46:10;47:15,17;	73:7;92:25
46:1	16:22	presenting (1)	program (10)	4:13;35:18,24;
/16:1				

4 (4)	70.4	1 (1 (1)	1.00	1 (4)
rates (1)	73:4	regulations (1)	report (36)	resolve (1)
53:16	rebuttal (1)	12:18	6:12;9:10;32:6,15,	14:15
rather (2)	19:4	rehabilitation (3)	18,20;33:8,16;34:1;	resolved (3)
14:17;88:20	recall (2) 22:9:93:18	14:2;20:24,25	35:11,13;36:5,23;	7:21;8:7,8
re (1) 86:1		reinforced (1) 41:2	39:4,19;42:5;44:12,	RESOURCE (1) 64:20
reach (2)	receive (3) 14:20;82:9;88:2	Reinhart (8)	25;54:4;61:12,17,21;	resources (3)
39:16,25	received (3)	19:10,11,11,16,21,	62:8,24;63:9,10,24; 64:4,4;69:2;75:22;	43:22;99:25;139:7
reached (1)	9:15;20:11;86:2	23;20:14,16	136:15;141:15;	respect (2)
42:15	receiving (2)	relate (2)	145:6;146:5;149:6	14:5;79:15
reaching (4)	70:22;94:9	55:19;90:15	reported (1)	respectfully (2)
43:17;48:25;54:13;	recognize (1)	related (1)	141:1	16:21;23:19
55:25	68:10	62:22	REPORTER'S (3)	respects (1)
read (7)	recognized (1)	relates (2)	4:18;7:5;33:17	140:20
12:6,15;28:13;	38:6	9:15;86:14	REPORTING (3)	responded (2)
52:4;68:8;75:17;	recognizing (1)	relating (1)	32:14;62:6;63:13	34:3,4
101:16	48:20	14:10	reports (9)	responding (1)
readily (1)	recommendation (1)	relationship (1)	135:8,16;136:11;	99:12
38:7	21:4	144:25	137:16;140:25;	response (4)
reading (1)	recommended (1)	relationships (2)	141:9,9;146:3;	14:4;20:15;39:14;
77:8	27:25	42:6;43:14	147:21	52:8
ready (5)	recommends (1)	release (5)	represent (1)	responses (1)
43:19;80:22;	27:13	97:22;101:4;	75:16	70:18
136:20;137:11;148:5	record (6)	102:13,14,23	representative (2)	responsibilities (1)
real (2)	30:9,15,16;32:24;	released (3)	5:15;52:25	142:7
78:24;143:23	69:2;72:7	83:24;86:22;101:5	representatives (2)	responsibility (1)
realize (2)	recruit (2)	relief (1)	71:18,19	74:22
66:16;91:18	36:18;44:16	14:23	representing (1)	responsible (1)
realized (1)	recruiting (4)	relinquished (2)	72:18	146:18
41:12	36:6;39:6;52:22;	87:22;93:21	REQUEST (25)	restaurants (1)
reallocate (1)	54:2	relinquishing (1)	4:5,8;5:17;6:18;	48:12
87:23	recycled (1)	87:24	8:12;14:22;16:2;	result (1)
REALLOCATION (2)	24:17	reluctant (1)	19:3;25:3,11;27:11;	4:16
87:17,19	reduced-lunch (2)	148:16	31:9,11;62:20,23;	results (2)
really (99)	46:6;48:21	rely (1)	63:14,25;64:17;65:5;	41:16;44:25
14:13;34:7,10,11,	reduction (1)	136:5	70:15;71:7,20,21;	resume (1)
13;35:5,7,9,19;36:1;	87:24	remain (3)	73:6;101:3	16:25
37:6,20;38:1,7,19,21,	reference (1)	46:2;74:21;78:6	requested (7)	retain (2)
22,25;39:7,9,11,13,	28:12	remaining (1)	6:18;15:7;18:11;	74:11,21
15,15,16;40:2,17,18,	references (2)	35:14	32:14,18;62:9;93:15	retention (1)
18,25;41:1,2,7,10,16,	13:24;16:12	remains (1)	requesting (4)	53:16
19,22;42:3,5,7,8,23;	reflect (1)	21:6	13:17;65:8;66:4;	retrieve (1)
43:11,12;44:5,6,7,10,	55:1	remember (2)	88:3	28:18
12,21,22,24;45:16;	reflective (2)	23:7;81:21	requests (1)	return (1)
46:16,18;47:22;48:8,	49:20;55:17	remiss (1)	93:18	81:8
17,19;49:11,20;	reflects (2)	15:24	require (3)	returned (1)
50:10,25;51:6,13,24;	26:15;30:9	Removal (6)	62:7;70:4;77:6	141:7
52:2,11,22;53:8,9;	refurbishing (1)	13:7,22;14:14,19;	required (8)	revenue (1)
55:10,15,16;56:18,	88:21	16:14;23:17	19:25;20:5,9;	86:21
19;60:15,18;81:2;	regard (1)	removed (4)	65:16;82:17;98:3;	REVIEW (10)
84:16;88:22;91:15;	78:11	12:20,23;13:1;	100:25;102:7	30:19,23;31:8,11,
95:3;136:23;137:24,	regardless (1)	23:22	requirement (1)	13,15,16,19,20,23
25;138:13,14;140:1,	84:3	renew (4)	92:14	reviewing (3)
2,5,7;142:5,17,21;	region (3)	6:11;19:6;20:6,9	requirements (3)	7:3,18;141:19
144:18,20;145:1;	38:25;39:3;49:20	renewal (2)	94:2;97:3;98:8	revise (1)
148:12	regional (3)	20:7;93:14	research (1)	137:13
real-time (1)	37:10,10;45:15	renewed (7)	68:12	revisions (1)
94:22	Registry (22)	9:12,21,24;12:1;	Reserve (2)	100:20
reason (9)	6:13;8:1;9:1,10;	20:1,6,12	99:16;100:1	REVOCATION (4)
21:3;27:12;66:5,9;	11:7,11,21;12:4,21,	renewing (1)	resident (1)	25:1,4,10;26:25
69:9,16;87:21;	24;13:1,3,9,16;15:19;	20:3	101:24	revoke (2)
138:12;146:22	19:7;21:8;22:22;	repeat (1)	resolution (1)	25:21;27:24
reasons (1)	23:4,13,18,23	101:20	77:3	revoked (1)
			•	

27:14	rules (6)	81:11;82:14;84:8,9,	9:23;13:15;14:21;	24:17
ride (1)	5:10;100:16,19,24;	15;85:8;87:25;88:2;	27:3	Shumate (1)
91:14	102:23;146:15	89:15;91:22;92:13;	seriously (1)	75:14
rideshare (1)	run (3)	96:2,10;100:20;	148:11	shuttle (1)
37:20	84:8,16;141:8	101:22;137:3,7,19,	serve (2)	37:12
RIDGE (1)	runs (1)	19;138:15,24;139:12,	72:23;94:6	sign (13)
64:18	91:13	13,25;143:6,21,24;	served (1)	10:23;27:8,10;
right (95)	Q	144:16,18,21;145:25;	66:10	28:7;32:2;62:3;
4:25;5:3,23;6:24;	S	146:17;147:1	service (5)	64:14;83:6;87:14;
7:14;8:4;11:18; 19:18;20:20;24:1,13;	safety (5)	school-based (3) 88:14,15,16	49:15;64:22;72:9; 90:6;93:6	96:17;100:13; 102:21;149:4
26:11;27:19,21;28:3,	12:11;16:19,22;	schools (21)	90.0,93.0 Services (12)	signal (1)
8,20;29:19;30:7,7,11;	91:16;92:1	35:23;36:3,21;	7:24;8:25;10:11,	142:2
31:13;32:12,22;33:3,	SALAS-FORD (4)	42:16;49:8,9,15;	14;11:4;13:11;49:24;	signed (3)
24;34:16;36:9;37:4;	100:21,22;101:17;	67:1;68:17,18;73:4;	51:20;52:17,18;85:6;	10:22;76:15,19
39:19;40:20;44:7;	102:4	75:2,3;81:22;90:1;	92:2	sign-up (1)
50:18;51:19;54:19,	Sam (1)	97:19;99:2;100:17,	Services' (1)	76:21
21;57:19;58:7,22;	22:10	24;139:23;145:18	12:18	SILENCE (6)
60:9;62:4;64:9,15,16,	same (30)	Schoppmeyer (2)	serving (4)	28:22;30:1;58:19;
24;69:5;71:14;72:1,	22:20;28:7;32:2;	42:4;43:13	89:14,14;94:6,8	76:18;77:17,20
6;75:4,11,19;76:20;	38:4;39:2,3;43:2,6;	screen (1)	session (2)	similar (4)
77:13,18;78:2,4;80:3,	44:5;55:15;62:3;	33:12	101:1;149:6	15:23;35:12;66:6; 72:21
9;81:7,7,9,13;82:21; 83:7,12;84:5,16,18;	64:14;65:8;66:5; 67:8;74:11,20;75:3,4,	seat (3) 92:10,10,16	set (8) 25:17;91:3;97:3;	simply (1)
86:18;87:1,8,15;	4,5,7;83:6;84:3;	seats (6)	100:20;137:11,13;	15:18
92:23;93:1;96:4,13,	87:14;96:17;100:13;	89:9,10;90:7,11,14,	138:25;145:2	simultaneously (1)
18;97:1;100:5,9,14;	102:21;144:13;149:4	19	sets (1)	15:5
101:16,16,18;102:4,	Sarah (1)	second (33)	82:8	single (8)
12,17;135:2;140:1,4;	86:9	4:7;24:6,8;25:3;	setting (2)	16:15;40:3,4;
142:14;147:11;	sat (1)	28:2,4;31:21,23;	136:24;137:2	81:24;82:2,6,10;99:4
148:4,20	138:1	61:23,24;64:9,10;	Seven (3)	sit (1)
rises (1)	satisfied (1)	76:12;78:3,5;80:4;	26:2;48:2;135:19	60:12
18:19	16:6	83:1,2,23;87:10,11;	several (2)	sites (1)
risk (1)	saw (1)	96:11,12,14;100:8,	76:7;99:17	99:25
91:21	37:16	10;101:20;102:16,	shall (6)	situation (6)
RIVER (1) 64:18	saying (11)	18;147:22,24;148:24, 25	5:5;6:11;9:11; 19:19;25:21;72:3	7:22;8:1;12:10; 23:3;37:22;144:21
RIVERS (1)	7:17;18:17;28:13; 50:21;60:5;79:9;	section (4)	share (5)	situations (2)
64:19	81:5;141:9;142:1;	17:9;26:20;70:7;	70:24;90:24,24;	15:22;144:24
road (1)	145:16;146:5	97:7	94:20;99:20	Six (4)
137:15	scared (1)	seeing (10)	shared (1)	9:8;25:19;92:8;
ROCK (5)	46:17	34:20;44:6;47:12,	88:17	135:21
64:23;71:18,24;	scheduled (3)	15;50:11;52:2;99:18;	sheet (1)	size (1)
75:14;140:15	15:7;23:9;69:21	137:22;139:10,10	76:21	91:17
Rogers (13)	scholar (6)	seemed (1)	shined (1)	size-fits-all (1)
34:12,19,24;36:11;	35:9,15;36:8;	56:11	44:12	143:24
40:4;47:8,13,24;	37:23;41:9;56:5	seems (1)	shining (1)	skewed (1)
48:17,18;50:12;	scholars (10)	139:18	51:6	47:5
52:12;60:22 role (2)	35:17;37:5,7,22; 39:21;50:20;55:23;	selective (1) 60:19	short (1) 63:24	skills (1) 59:20
54:9;80:14	56:4,14;60:11	send (2)	shortfall (1)	skipping (1)
room (1)	School (78)	81:25;142:1	86:21	48:22
64:25	11:12,14,15;16:19,	sending (1)	shoulders (1)	slots (14)
rooms (1)	19,23,23;30:18;	52:7	80:1	87:22,23;88:15,16;
95:13	36:18;37:18;38:3;	sense (1)	show (2)	89:13,14;90:3,16;
ROTC (4)	42:12,17;43:7,17;	137:24	7:19;53:12	94:5,13,14,23,25;
82:4,7,12,15	44:17;45:8,13;48:1;	sent (1)	showing (3)	96:9
round (1)	56:11,20,22;64:23;	74:14	40:12;53:12;56:19	slow (3)
145:24	66:15,20;68:1,19;	separate (2)	shown (2)	52:20,25;53:6
RSA (1)	69:8,24;72:18,20;	70:7;91:10	5:17;93:25	small (1)
85:18	73:9,14,15,20,21;	separation (1)	shows (1)	69:17
rule (1)	74:2,4,22;75:6;77:10,	78:9	37:5	SMITH (13)
82:11	24,24;78:2;79:20;	September (4)	shredded (1)	81:11,17;82:5,14;

-				
96:23;97:1,2,20; 98:13,15,25;99:9,23	specialists (2) 97:9,9	72:20;73:20;75:20; 89:10,13,18;90:13;	strengths (1) 42:10	super-familiar (1) 41:10
socioeconomic (1)	specific (8)	138:6;139:1,22,24;	strides (1)	superintendent (6)
35:1	57:7,14,21;58:2;	143:13;145:7,21	45:24	30:24;73:18;80:13;
sodas (1)	66:4;79:18;80:2;	start-date (1)	strings (1)	88:18;90:5;95:9
48:23	90:11	77:4	23:20	superintendents (4)
solid (1)	specifically (7)	started (13)	strong (2)	43:15;76:3;90:10;
41:17	8:25;9:9;19:5;	38:5,10,12;39:19;	22:5;142:2	148:15
solution (1)	21:2;23:7;52:3;57:6	42:12;46:17;47:15;	strongly (2)	supervision (1)
37:23	spend (3)	49:19;72:22;95:13;	38:1;44:25	12:9
solve (1)	42:20;43:22;48:3	137:4;138:1;140:21	structured (2)	supplied (1)
91:11	spending (3)	starting (7)	48:9;90:23	47:23
Somebody (5)	35:8;40:16;137:5	42:5;73:14,15;	struggled (1)	supplies (1)
10:23,23;23:2;	spends (1)	139:7;143:10,10,14	89:22	84:23
32:25;70:25	41:20	State (31)	student (17)	support (19)
somebody's (1)	spent (1)	5:16;6:10;14:25;	41:17;46:6;51:10;	41:9;51:20;52:17,
13:9	42:14	15:1;25:20;31:11;	54:5,14,23;55:1;	18;74:24;75:24,25;
someone (3)	spoke (1)	32:23;42:18;45:13;	63:1;66:14,19;67:20,	78:15;81:3;90:5;
18:12;95:18;	27:18	49:8;51:11;67:19,23;	21,25;91:17;99:13;	91:4;93:16;137:12;
144:22	spoken (1)	68:2;69:18,25;72:7;	101:22;102:6	138:19;140:16;
sometimes (3)	78:10	73:11;74:20;78:12,	student-focused (1)	143:5,7;144:7;
88:25;137:20;	sponsored (1)	23;80:14,16;85:2,12;	74:16	146:20
142:24	43:7	88:14;90:4;93:4;	students (20)	supports (1)
somewhat (1)	spotlight (2)	94:13;97:11;98:24	23:24;35:20;43:20;	95:15
65:6	43:9;44:12	stated (1)	44:16;49:10,12;	supposed (1)
sophisticated (1)	spread (2)	65:7	52:12;53:17;55:19;	12:19
147:3	37:6;56:2	statement (3)	56:24;59:15;60:15;	SUPT (1)
sorry (18)	Springdale (16)	5:12,20;26:15	61:5;66:19,25;82:9;	31:2
8:17;17:18,21,22;	34:3,12,19,24;		98:3,23;99:3,4	
		status (1)		sure (12)
37:1;44:9;46:8;47:9;	36:11;38:7;40:3;	31:9	study (1)	14:3;19:15;24:16;
49:5;67:14;68:6,23,	42:21;47:7,24;48:17,	statute (5)	86:5	41:7;66:13,18;88:10;
24;76:11;79:16;	18;50:12,23;52:11;	26:24,24;69:3;	stuff (2)	89:17;92:3;101:10,
93:19;142:14,20	60:22	70:5,7	42:22;137:1	11;141:7
sort (4)	sprung (1)	statutory (1)	Subiaco (1)	surrender (1)
14:2;50:14;63:17;	34:5	9:8	42:18	27:6
94:3	stab (1)	stay (1)	submit (5)	surrounded (1)
sorts (2)	84:20	61:9	15:16;16:21;23:19;	69:18
37:7;42:22	Stacy (2)	staying (1)	81:22;98:9	surrounding (1)
sounds (2)	56:3;97:1	43:5	submitted (4)	16:5
21:13;89:4	staff (6)	stems (1)	13:6;31:12;33:9;	Susan (1)
SOUTH (1)	23:24;31:9;32:5;	136:22	97:2	28:21
64:20	65:24;136:6;145:2	Step (2)	submitting (1)	suspended (1)
SOUTHEAST (2)	stake (1)	18:7;137:13	97:11	11:1
64:21;66:16	148:12	stepped (1)	subsections (2)	sustainable (3)
SOUTHWEST (1)	stand (1)	33:17	25:25;26:1	46:23,24;139:15
64:21	5:2	steps (3)	subsequent (1)	swear (6)
space (1)	standalone (3)	70:9;145:10,11	16:11	4:23;5:3;19:13,18;
89:11	97:17;98:14,18	still (7)	subsequently (1)	71:12;72:2
Spanish (1)	standard (4)	20:5;21:7;47:21;	22:19	swimming (1)
52:6	6:1;25:16;75:3;	81:14;142:17,22;	substantial (3)	42:21
speak (11)	92:13	146:15	15:11;69:9,16	sworn (4)
4:19;17:20;29:6,7,	Standards (18)	stinks (1)	success (1)	4:17;70:13;71:9,18
20;33:18;52:13;	4:12;75:4;82:8,15;	41:21	50:11	system (6)
58:18;71:1;76:9;	92:1,6,12;96:22,24;	stop (1)	successful (2)	37:11,11;140:24;
146:10	97:3,10,13,24;98:8,	91:22	42:2;74:20	141:4,4,22
	11 10.00.10.102.25	stores (1)	suggest (2)	systems (2)
SPEAKERPHONE (2)	11,18;99:18;102:25		CC 10 71 1	1.40.12.141.14
29:12;58:23	standing (1)	40:14	66:10;71:1	140:13;141:14
29:12;58:23		40:14 straightforward (1)	66:10;/1:1 suggestion (3)	
	standing (1) 93:25			T
29:12;58:23 SPEAKERS (1) 72:5	standing (1) 93:25 start (28)	straightforward (1) 8:20	suggestion (3) 22:6;95:20;99:14	
29:12;58:23 SPEAKERS (1) 72:5 speaks (1)	standing (1) 93:25 start (28) 7:15;17:12;38:12;	straightforward (1) 8:20 strategic (1)	suggestion (3) 22:6;95:20;99:14 suggestions (1)	T
29:12;58:23 SPEAKERS (1) 72:5 speaks (1) 36:2	standing (1) 93:25 start (28) 7:15;17:12;38:12; 40:16;41:5;44:8,14;	straightforward (1) 8:20 strategic (1) 55:6	suggestion (3) 22:6;95:20;99:14 suggestions (1) 65:11	T takeover (1)
29:12;58:23 SPEAKERS (1) 72:5 speaks (1)	standing (1) 93:25 start (28) 7:15;17:12;38:12;	straightforward (1) 8:20 strategic (1)	suggestion (3) 22:6;95:20;99:14 suggestions (1)	T

65:11;73:5;96:24	5:2;19:16	31:15;33:7;63:10;	89:25;90:16;91:1;	
talked (2)	testimony (3)	66:25;67:10;68:24;	92:8,15	TI
47:20;138:3	5:4;19:19;72:2	69:24;70:20;72:13;	transporting (1)	U
talking (3)	Thanks (7)	75:1;82:13;97:12;	92:17	III4*(1)
54:4;90:19;91:17	45:10;59:5;66:23;	144:16;148:21	treated (1)	Ultimately (1)
targeted (1)	82:25;83:13;84:19;	toddlers (1)	84:2	26:12 UNANIMOUS (13)
40:2	148:9	94:7	treating (1)	24:11;28:6;32:1;
task (2)	therefore (2)	together (10)	144:22	62:2;64:13;80:7;
135:14,22	85:5;88:24	43:6;44:4,22;61:8;	tremendous (5)	83:5;87:13;96:16;
taught (1)	think-I'm-going-to-tell-you-what-you-have-to-do (1)	88:22;90:22;97:10;	50:8;72:25;78:17;	100:12;102:20;
98:21	143:25	99:25;138:16;147:16	81:1;93:17	148:7;149:3
Taylor (37)	thinking (4)	told (6)	tricky (1)	unanimously (1)
4:9,11,12,19,21,23;	44:8;135:4;140:21;	16:11;23:8;52:24;	91:1	31:6
5:10,25;6:8;8:14,15,	147:3	138:22,23;143:5	tried (2)	unattended (1)
17,19;9:22;10:1,4;	though (11)	tomorrow (3)	58:12;87:22	10:20
17:8,10;19:2,3,9;	39:17;47:13;54:13;	97:23;100:2;149:5	trouble (1)	uncomfortable (1)
20:21,22;21:12,18;	59:14;68:8;84:21;	took (3)	146:13	139:2
25:6,8,8,16;26:12;	93:2;137:23;142:17,	23:10;50:20,21	troubling (1)	Under (16)
27:17;28:8,10,14,15,	21;147:17	tools (3)	89:1	5:10;8:9;10:13;
16,18	thought (5)	38:8,12;140:24	true (9)	12:17,25;69:6,15;
Taylor's (1)	38:20;56:21;78:18,	total (4)	6:12,15;8:23;9:10,	70:5,6,20;74:22;
22:3 teach (2)	20;141:13	36:8,9;67:9;94:8	21;13:11;15:12;	82:10;84:21;93:2;
` '	thoughtfully (1)	totally (1) 21:24	18:15;23:11	94:11;101:21
82:8;146:9 teacher (11)	79:11 thoughtfulness (1)	touch (2)	truly (1) 49:20	undergone (1)
7:23;11:25;16:10;	142:8	46:8;79:3	trust (3)	14:3
21:1,22;22:12;24:5;	threat (3)	tough (1)	147:16,17,18	underlying (1)
54:17;73:25;80:18;	16:18,22;23:24	58:13	truth (9)	9:4
84:11	Three (14)	tours (1)	5:5,5,6;19:19,20,	underneath (1)
teachers (8)	6:19;13:3;22:9;	38:18	20;72:3,3,4	102:1
14:7;41:20;55:16,	26:16;34:18;68:17;	toward (1)	try (3)	underpinning (1)
18;74:5,19;97:11;	71:23,24;85:18;86:5,	144:8	55:10;63:18;90:25	74:17
99:24	21;90:15;95:23;	towards (1)	trying (10)	understood (2) 86:2;101:10
TEACHING (11)	136:11	53:14	12:13;21:17,25;	undertaken (1)
4:5;6:1;11:8,22;	threes (1)	traditional (2)	40:21;47:21;58:9;	14:9
13:6;16:20;25:1,5,10,	89:18	49:9;78:14	91:11;93:24;139:12;	undertaking (2)
17;102:25	three-year (2)	traditions (1)	142:13	81:1;140:23
team (11)	89:16;95:10	74:8	turn (5)	unemployed (3)
54:8,25;57:1;	threw (1)	training (6)	4:9;6:15;31:3;	11:18;17:2;21:22
60:14;62:25;80:24;	37:15	14:12;41:15;73:25;	65:4;81:17	UNINTELLIGIBLE (2)
98:21;99:15,23;	thrilled (1)	136:9;139:8;145:2	tutoring (2)	29:12;58:23
138:2;144:10	56:18	trans (1)	41:24;42:17	unit (3)
technical (1)	throughout (7)	92:2	Two (20)	82:6,10;146:17
24:24	34:22,23;36:2;	transfer (1)	9:14;11:2,4;26:7;	units (1)
techniques (1)	42:18;56:16;57:3;	24:19	34:15,18;36:8;48:16;	82:9
144:19	97:11	Transit (1)	50:16;53:5;56:13;	unless (4)
teeth (1)	Tiah (4)	37:10	61:1;70:24;71:16,17;	11:22;62:7,16;
140:3	137:17;138:4;	transition (4)	76:8;79:1,19;81:23;	71:10
telling (3) 12:14;15:21;140:3	143:21;147:20	138:14;141:3; 143:9;146:4	95:12	unlike (1)
	tied (3) 139:17;140:1;	*	two-minute (1) 24:19	14:24
tells (1) 144:9	146:13	transitional (4) 135:3;138:19;	two-year (1)	UNLIMITED (1)
ten (1)	timeline (1)	140:16;146:20	95:10	64:20
53:4	138:10	translate (2)	type (5)	unmentionable (1)
term (1)	times (3)	38:8;56:15	27:8;35:2;63:13;	12:12
140:4	12:2;27:7;79:11	translators (2)	102:6;137:10	unpack (3)
terms (9)	timing (3)	38:11;56:14	types (2)	144:18,25;145:23
46:15;49:21,21;	76:4,24;102:5	transparent (1)	12:19;65:14	unpacking (2)
62:20;63:24;135:23;	Title (2)	141:1	typical (1)	145:7,9
137:1;140:21;146:11	146:14,15	transport (4)	18:18	untenable (1) 10:25
test (1)	today (20)	38:10;91:3,19,22	Tyson (1)	unutilized (1)
144:23	4:4;14:16;17:3;	transportation (9)	35:4	90:12
testifying (2)	21:17;28:9;29:22;	36:24;37:9,10,23;		up (32)
	,	, ,		~P (04)

13:21			
	38:9,14;100:2;	4:17,24;5:1,7	46:9,9;50:16;51:1,
voluntary (1)	146:24	wonder (1)	25;52:20;53:4;54:3;
27:6	Week (1)	84:7	55:16;56:13;57:4;
volunteer (1)	43:8	wonderful (3)	63:4,7;64:4,15;
			72:22;73:19;77:4,24;
			79:22;82:1;83:22,22;
			89:23;94:1;95:2
			years (21)
			7:23;11:4;12:14;
			14:13;16:4,10,20;
			20:7;22:9;34:18,19;
			36:15;47:18;48:2;
			72:23;77:24;78:2;
31:0;00:11			79:1;92:8;95:12,23
XX 7			
vv			year's (2)
(4)			35:13;39:4
			yesterday (2)
			138:1;145:7
			yield (1)
			6:23
			you-don't-have-to- (1)
			143:24
			young (3)
		146:11;147:1,16	10:10;16:21;22:12
			younger (1)
4:5,8;8:12;11:23;	wherewithal (1)	11:11,13;37:17;	91:2
13:4,18;15:10;16:17,	136:8	39:9;40:18;53:9;	youngster (2)
25;21:4;22:7,24;	whichever (1)	97:10;99:15,24;	10:15,16
23:6,21,25;24:4;	37:24	144:5	
25:3;65:4,9,9;66:4;	whole (8)	working (12)	${f Z}$
67:5,5,21,24;68:19;	5:5;19:20;41:3;	10:12;33:13;38:12;	
69:8;71:7;72:19,23;	43:3;55:21;66:15;	39:14;42:14;44:15;	zero-in (1)
	72:3;137:20	52:3;53:11,14;94:6;	135:19
	whose (1)	138:16;147:1	Zook (82)
WAIVERS (5)	85:2	works (5)	18:3,4,8,11,15,24;
	wide (2)	38:17;50:18;60:13;	23:7;24:4,7;28:10;
		63:11;146:24	31:20,22;58:24,25;
walk (4)			59:3,6,10,12,19,23;
			60:3,9,24;61:1,4,8,
			12;66:12,22,23;67:2;
~ - · ` ` ´			75:20,21;76:23;
			77:14,21,22;78:2,4;
	, ,		79:2;80:12;84:6,7,14,
			18;85:7,10,24;86:4,9,
			25;89:16;91:12,13;
		10.0,7 0.10	92:5,20,23;93:1;95:9,
` ,		Y	22,25;96:2,5,13;
		-	99:11;100:4;135:7;
		v'all (17)	139:16;140:6,9;
			142:10,12,14;143:18,
* /	,		19;144:13;146:2,3;
			147:9,15,23;148:14
			171.7,13,43,140.14
			1
	within (15)	149:6	1
76:5;78:7,8,14,21;			1 (15)
79:14;80:16;82:11;	34:9;35:1,19;36:1,	y'all's (1)	1 (15)
	9,11;38:25;51:1,2;	17:9	7:7,12;8:23;13:14;
101:13;136:18;	52.1.56.47.70.01		
138:5;139:19;	53:1;56:4,7;70:21;	year (46)	27:4;65:20;101:13,
138:5;139:19; 142:16;143:11;	81:1;97:21	11:14;12:21;23:16;	13;102:4;146:14,15;
138:5;139:19; 142:16;143:11; 144:3;145:14	81:1;97:21 without (6)	11:14;12:21;23:16; 33:16;34:8,9;35:14;	13;102:4;146:14,15; 150:25;151:25;
138:5;139:19; 142:16;143:11; 144:3;145:14 ways (2)	81:1;97:21 without (6) 11:2;22:14;24:5;	11:14;12:21;23:16; 33:16;34:8,9;35:14; 36:5;38:6;39:5,19;	13;102:4;146:14,15; 150:25;151:25; 152:25;153:25
138:5;139:19; 142:16;143:11; 144:3;145:14	81:1;97:21 without (6)	11:14;12:21;23:16; 33:16;34:8,9;35:14;	13;102:4;146:14,15; 150:25;151:25;
	volunteers (1) 55:22 vote (9) 16:24;66:8;69:24; 70:19,21;71:3;78:15, 16;148:5 voted (2) 31:6;66:11 W wager (1) 15:11 wait (1) 23:16 waiting (1) 83:12 waitlist (1) 93:16 WAIVER (39) 4:5,8;8:12;11:23; 13:4,18;15:10;16:17, 25;21:4;22:7,24; 23:6,21,25;24:4; 25:3;65:4,9,9;66:4; 67:5,5,21,24;68:19; 69:8;71:7;72:19,23; 73:5,12;75:6;77:6,7, 9;78:6,11;79:6 WAIVERS (5) 64:17;66:13;68:14; 77:22;91:2 walk (4) 4:9;5:9;8:6;36:19 Wal-Mart (1) 35:4 wander (1) 42:24 wariness (1) 78:17 Warren (1) 89:20 waste (1) 99:21 Watson (1) 90:8 way (23) 11:5;19:23;37:20; 47:1,16;48:18;52:10;	56:9 weeks (1) volunteers (1) 55:22 vote (9) 16:24;66:8;69:24; 70:19,21;71:3;78:15, 16;148:5 voted (2) 31:6;66:11 W well-oiled (1) wager (1) 137:17 15:11 well-oiled (1) wait (1) 44:13 waiting (1) waitisis (1) 83:12 wenever (1) waitisis (1) 83:13 WAIVER (39) 4:5,8;8:12;11:23; 13:4,18;15:10;16:17, 25;21;4;22:7,24; 23:6,21,25;24:4; 25:3;65:4,9,9;66:4; 67:5,5,21,24;68:19; 49:85;19;20;41:3; 69:8;71:7;72:19,23; 73:5,12;75:6;77:6,7, 9;78:6,11;79:6 whole (8) 5:5;19:20;41:3; 43:3;55:21;66:15; 72:3;137:20 whose (1) 85:2 wide (2) 37:6;40:6 WILBUR (2) 64:21;76:6 WILLAMSON (16) 85:2 24;31:21,23; 58:20,21;65:2;78:3, 78:17 89:20 15:10;72:14 wish (1) 90:2	Sointers (1) 11:2 word (1) 55:22 weird (1) 139:2 word-of-mouth (2) 55:2 word (2) 137:17 well-odne (1) 137:17 well-odne (1) 137:17 well-odne (1) 137:17 well-odne (1) 14:24 write (1) 43:16 weren't (1) 33:12 whenever (1) 33:18 wherewithal (1) 136:21;139:13; 142:25;143:14,15; 136:21;139:13; 142:25;14

STATE BOARD OF EI	DUCATION		December 14, 2017
1:10(3)	149:9		
		_	
81:9,9,9	20 (13)	5	
1:15 (1)	5:14;7:23;8:16,18;		
81:10	10:5,8;70:14,15,25;	5 (4)	
10 (4)	88:4;94:5,9;96:9	6:9,16;27:9;70:17	
8:2;67:22;68:3;	200 (2)	5-27-603 (3)	
69:17	67:14,15		
10.03 (7)	2000 (2)	26:5,14,23	
		54 (2)	
137:3,8;139:18;	11:12,13	13:19;14:17	
140:1;146:4,7,13	2009 (1)	56 (1)	
100 (1)	19:25	13:19	
40:23	2013 (2)	13.17	
10-106a2 (1)	20:8;81:22	6	
69:7	2017 (7)	U	
105 (2)	6:16;9:24;10:2;		
		6 (2)	
7:3,18	11:13;14:22;25:18;	9:8;25:19	
11 (1)	27:3	6- (2)	
27:3	2017-2018 (2)	25:23;69:6	
11:11 (1)	87:16,19	60 (1)	
24:22	2018 (1)	92:8	
11:15 (2)	6:2		
24:20,21	2019 (1)	6-17-410 (2)	
	58:12	8:9;25:23	
11:20 (1)		62 (2)	
24:22	2021 (1)	94:8,10	
12 (1)	99:3	,	
12:7	20-plus (2)	7	
12:35 (1)	16:10,20	,	
81:10	24 (2)	7 (2)	
1240 (9)	12:14;16:4	7 (3)	
65:4,9;66:13;	24-year (1)	9:24;26:2;81:8	
		_	
67:24;72:19;73:4,6,	10:9	8	
7;79:5	26 (1)		
13th (2)	25:25	8 (1)	
72:21;73:21	27 (1)	101:20	
14 (2)	25:25	8.04 (3)	
66:17;72:17	270 (1)		
15-passenger (1)	67:11	101:12,13,21	
92:17	29 (1)		
		9	
15th (2)	148:1		
31:6;66:17	29-year (1)	9 (2)	
16 (1)	73:17	13:21;149:5	
14:21	2nd (2)	90 (1)	
17-411 (1)	15:8;23:15		
25:24		70:21	
18 (1)	3	930 (1)	
		139:17	
30:13	2 (2)	975 (1)	
191 (1)	3 (3)	36:9	
68:23	6:19;26:16;101:14		
1993 (10)	30 (1)		
8:1;10:1,9;12:3;	94:7		
13:3;14:21;15:15;	31 (2)		
16:4;20:23;23:4	6:2;25:17		
· · · · · · · · · · · · · · · · · · ·	0.2,23.17	_	
1998 (1)	4		
11:12	4		
		1	
2	4 (1)		
-	27:6		
2 (4)	421 (1)		
9:14;13:16;26:7;	81:22		
102:4	480 (1)		
2,000 (1)	97:4		
43:10			
2:42 (1)			