In The Matter Of:

DIVISION OF ELEMENTARY AND SECONDARY EDUCATION
CHARTER AUTHORIZING PANEL

September 15, 2020

Sharon K. Hill, CCR (501) 680-0888

Original File CAP - 9-15-20.prn

Min-U-Script® with Word Index

ARKANSAS DIVISION OF ELEMENTARY AND SECONDARY EDUCATION

CHARTER AUTHORIZING PANEL

SEPTEMBER 15, 2020 9:00 a.m.

APPEARANCES

PANEL MEMBERS:

MS. DEBORAH COFFMAN Chairperson/DESE Asst. Commissioner -

Public School Accountability

MS. TOYCE NEWTON Former State Board of Ed. Member DR. NACCAMAN WILLIAMS Former State Board of Ed. Member

MR. PHIL BALDWIN CEO, Citizens Bank

MS. ANN CLEMMER Division of Higher Learning -

Senior Associate Director, Government

Relations/Special Projects

MS. SONJA WRIGHT-McMURRY Division of Career & Technical

Education - Associate Director for

Career Readiness

DESE LEGAL COUNSEL:

MS. MARY CLAIRE HYATT

Little Rock, Arkansas

ALSO APPEARING:

MS. TRACY WEBB DESE Coordinator of Monitoring

and Systems Support

LOCATION:

ARKANSAS DIVISION OF ELEMENTARY AND SECONDARY EDUCATION - Auditorium #4 Capitol Mall

Sharon K. Hill, CCR (501) 680-0888

INDEX

Pa	age
Preliminary Matters	3
Consent Agenda	4
A-1: Arkansas Virtual Academy	4
A-2: Arkansas AgSTE Academy	31
Adjournment	32
Court Reporter's Certificate	33

PROCEEDINGS 1 CHAIRMAN COFFMAN: Good morning. Welcome to the 2 September 15, 2020 meeting of the Charter Authorizing 3 Panel. I'll call the meeting to order and welcome 4 5 you to the Arkansas Department of Education auditorium, and ask that everyone please silence all 6 7 of their devices. 8 Today's a great day to introduce our Charter 9 Panel. I believe we're all here. I'm Deborah Coffman, Assistant Commissioner for Public School 10 Accountability. And on the Zoom is Phillip Baldwin. 11 12 Good morning, Mr. Baldwin. 13 MR. BALDWIN: Good morning. CHAIRMAN COFFMAN: With me in the room is Sonja 14 15 Wright-McMurry. Good morning. 16 17 MS. WRIGHT-McMURRY: Good morning. 18 CHAIRMAN COFFMAN: On the Zoom is Dr. Naccaman 19 Williams. 20 Good morning, Dr. Williams. 21 DR. WILLIAMS: Morning. CHAIRMAN COFFMAN: On the phone is Toyce Newton. 22 23 Good morning, Ms. Newton. 24 MS. NEWTON: Good morning. 25 CHAIRMAN COFFMAN: And also on Zoom today is Dr.

		4				
1	Ann Clemmer.					
2	Good morning, Dr. Clemmer.					
3	MS. CLEMMER: Well, take the Doctor off and					
4	we're good.					
5	CHAIRMAN COFFMAN: All right. We'll do that.					
6	Good morning, Ms. Clemmer.					
7	Thank you all for joining us.					
8	We have a very short meeting today, but we will					
9	have a fair and responsible hearing. I'll ask that					
10	everyone that's speaking speak clearly into your					
11	microphone on your computer and make sure that you					
12	state your full name for the record.					
13	CONSENT AGENDA					
14	CHAIRMAN COFFMAN: So with that, I'll ask our					
15	panel members to please look at the minutes from					
16	August. And if you have any corrections					
17	MR. BALDWIN: I move approval of the minutes.					
18	DR. WILLIAMS: Second.					
19	CHAIRMAN COFFMAN: Mr. Baldwin has made a motion	ı				
20	to approve, and a second by Dr. Williams.					
21	All those in favor?					
22	(UNANIMOUS CHORUS OF AYES)					
23	CHAIRMAN COFFMAN: Motion passes.					
24	A-1: CONSIDERATION OF AMENDMENT REQUEST - ARKANSAS VIRTUAL					
25	ACADEMY					

CHAIRMAN COFFMAN: All right. With our action 1 agenda, our first action -- Ms. Webb, you're 2 recognized. 3 MS. WEBB: Thank you. 4 The Arkansas Virtual Academy is an online open-5 enrollment charter school that serves students in 6 7 grades K-12 and has an enrollment cap of 4,000. 8 Today they are requesting an enrollment increase of 9 1500 students. And we have Ms. Amy Johnson, the Superintendent, and Kristin Allen, the Academic 10 Administrator for Arkansas Virtual Academy. 11 12 CHAIRMAN COFFMAN: Ms. Hyatt, I don't --13 Ms. Hyatt, I don't believe we have anyone speaking in opposition? 14 15 MS. HYATT: (shaking head from side to side) 16 CHAIRMAN COFFMAN: So do you want to come up and go over the procedures this morning for everyone? 17 18 MS. HYATT: Good morning. Mary Claire Hyatt. 19 The procedure for the amendment request is that Ms. Johnson will have 20 minutes to present ARVA's 20 21 amendment request. Since there's no one speaking in 22 opposition, we'll remove that time from the 23 procedures. She'll have the opportunity to have an 24 additional 5 minutes, if necessary. And then you 25 could ask questions and engage in discussion before

1 voting. Thank you. 2 CHAIRMAN COFFMAN: Ms. Johnson and Ms. Allen, if you'll raise your 3 right hand; do you swear or affirm that the testimony 4 you're about to give shall be the truth, the whole 5 truth, and nothing but the truth? 6 7 MS. JOHNSON: I do. 8 MS. ALLEN: I do. 9 CHAIRMAN COFFMAN: Thank you. You are recognized. You have 20 minutes. Please state your 10 name for the record. 11 12 MS. JOHNSON: My name is Amy Johnson. I'm the Head of School at Arkansas Virtual Academy. 13 Madam Chair, Members of the Panel, thank you for 14 15 the opportunity to have a few moments of your time today. We will likely not need our full 20 minutes. 16 This is a request that you have heard recently from 17 18 us. We do have some recent data and I am going to do my best to try to share that, if all of the 19 20 technology cooperates; right? 21 All right. Can everybody see that okay on your 22 end? 23 Okay, good deal. I never really know. I always 24 have to check if it's going to be the right size or, 25 you know, micro.

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 thank you again for letting us be with you This is the third time we've seen you in the today. last 12 months, the first time for our renewal last December. I know we have some new members since we were with you in July for a request of an expansion in our cap then to house the extra interest that was coming because of Covid. You've seen this quote from me before -- this is the mantra for our school, in that we're not interested in what is easy; we're interested in what is right for Arkansas students. And if I told you that anything that any educator is experiencing right now was easy that would be very naïve. You all are working hand-in-hand with so many educators across the state, and certainly with our charter schools. And we all are working very quickly and as accurately as possible to help seat students, to help provide those opportunities for them in the middle of what none of us could have predicted and certainly can't predict where we'll go from here.

So we are asking for a 1500 seat increase and within that increase what we're looking at for our current enrollment -- we are at our 4,000 student cap. We are currently waitlisted. We have 915 applications in process, and this is a lower amount than what we've seen in the last several months.

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 of that is dictated because we did go to a waitlist, but some of that is also dictated, as I'm sure you can imagine, that school has begun. students aren't making as much movement right now, but we do have those 915 applications that are still looking for a seat with us. We currently have 112 students on the waitlist, but if we did have those open seats they would be coming right away to Arkansas Virtual Academy. And while we have seen a slower intake with enrollment than what we were seeing clearly in June, because school hadn't started yet, we do still see consistent interest from families for a variety of reasons. We see the reasons of normal interest -- maybe there's a medical issue, maybe their current situation just isn't working out for them. But we also see an uptick in students who maybe they've had Covid themselves, maybe their family is experiencing the illness, and maybe the school where they are is just pivoting in a way that isn't conducive to their learning -- the zig-and-zag of the delivery is a struggle for them. So we hear all different types of reasons for coming from our families.

Now it might be an interesting question in your mind to think, well, if you have 915 applications 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

process and 112 students on the waitlist, why 1500?

The reason that we've asked for 1500, first and foremost, is we did just grow by 1,000 and our plan -- I'll give you some stats here in a little bit to show that our plan to grow by that much was effective. So we do feel like we can do the 1,000. We don't feel like we're necessarily going to jump in the same -- with the same rate that we did in July, again because we don't have as many applications in But the idea behind 1500 is to have that cushion; it's to have some runway because we can't predict what's going to happen. We're not sure how this virus is going to twist and turn, what schools are going to need, what students are going to need. And so as much as I know you all enjoy ARVA's repeat appearances in front of the Panel, we'd like to get a little bit of a runway on that cap to have some seats available so that we're not bumping up against it all the time.

We always like to share with you our academic progress. This is something that we have been very transparent and open with the Panel, that this is our primary goal to improve the academics for ARVA. We did have a 22% improvement in growth year-over-year last year for our students. So we feel like 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

changes that we've made academically, the remediations, the increase in teacher effectiveness that we did share with the Panel previously have been effective.

We are continuing to assess our students. just are in the middle of -- sort of towards the end of the window, catching up our stragglers, of our beginning-of-the-year assessment. We used STAR 360. We do that beginning, middle, and end of the year. So you can see our completion rates here. without our K-2 students. K-2 is just beginning because we do the STAR assessment with K-2 through the state, within the state windows, the required window. So that's just beginning for our K-2 For the 78% overall completion rate to students. date, now let me explain what this means. 78% of our students who have completed both We track this very specifically because assessments. we feel like it's very important that they complete both so that we get a well-rounded picture of where a student is at the beginning of the year when they come to us. And then you can see that we have the 81% completion rate for reading, just that assessment, and 83% completion rate for math. Now when we assess these students I always like 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

explain that the completion rate -- it seems like, well, why isn't it 100%? You just give them the login information, they go take the test, and they're That should be very simple. We actually proctor these assessments. We utilize Zoom and we go into breakout rooms with them, cameras on, microphones on, and we assure that there's no adult in the room helping them with the assessment. want valid results, even though they are virtual And so this does take some scheduling and it takes some time. And so now we are working on rescheduling all of our students that maybe missed their test time, going back to get those assessments. For us the most important thing is that we have those beginning-of-year scores, because then our teachers and our data team work through those assessments and they identify the areas that students really need the most remediation for. So this is an important component for us. We'll do this again in January, and then we'll do it again even after state assessments in the spring; we'll do it again in May so that we have a full look at a student's growth throughout the year and can really assess and help that student grow in the way they need to.

I have to take just a minute and brag on our

1 elementary students. This just happened this week. I don't know if you all are familiar with Hoda and 2 Jenna and The Today Show, but our elementary students 3 were featured by Hoda and Jenna on their social media 4 platforms this last week. They started a program 5 last spring to reach out to nursing home residents. 6 7 So as you all know, one of the most difficult things about this virus has been that our nursing homes 8 9 can't have visitors. And so as part of our reading 10 program and as part of our community service outreach that is very important to us at ARVA, our elementary 11 12 students created a YouTube channel and they all submitted videos of themselves reading their favorite 13 books. And we worked in collaboration with just over 14 15 35 nursing homes across the state and made the YouTube channel available to those nursing homes. 16 And many of the nursing homes used the channel on 17 18 their closed-circuit televisions or during their activity time that normally they would have visitors, 19 and nursing home residents were able to hear our 20 21 students read books to them so that they still had 22 some outside contact, they had contact with youth. 23 And it was a great opportunity for our students to 24 still serve and also a great part of our ARVA Reads 25 RISE initiative to insure that students are actively

reading. So Hoda and Jenna just featured us this week. We're very excited that they got national attention for such a great outreach in the middle of a pandemic and be community service-minded at a time when normally we're all very contained.

So those are pieces that we continue to work on with our student body as a whole. We have a community service outreach day three times a year and so we're working very diligently to find ways to do those virtually this year in light of the pandemic.

We are continuing to assess family satisfaction and teacher on-boarding. I think that this is a really important piece when you think about our ability to grow. Our family satisfaction is remaining stabile. We just grew by over 1,000 students and we have a 2% increase in our year-over-year satisfaction survey for our parents. So while that's not a large swing, it is a swing that's positive and it is a swing that shows that we were able to, with stability, on-board many more new families in the same way and with the same quality.

We've added 40 new staff and we're successfully on-boarding them to insure student success. We have a very specific new teacher strategy and training platform that we use. And we also have found that

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

one of our best training measures is to simply partner a new teacher with a veteran teacher that can be their go-to, that can help them with questions; and they do some peer shadowing; they do sort of what we call walk-to-class for teachers where they get to see how that instruction works.

So we're very excited about especially our families' satisfaction, because any time you take on several new students that's our first concern. We want to make sure that we do that well and that we're still serving our families well.

So what are parents saying? And I won't take the time to read every word to you here. But these are some direct quotes from our parents that talked about what ARVA has meant to them in the middle of And so you're going to see some common threads here. You're going to see they have special needs students that are at higher risk and so it's important for them to have this opportunity because they do feel like the can keep their child in a safer Several mention no hiccups. environment. students come to school with us and they get to continue on the same platforms and the same educational experience regardless of what happens with Covid. We have the blessing that we don't have

1	to worry about pivoting, because we're already here.
2	So that was a big piece that was important to our
3	families. And probably my favorite one on this page
4	is the very last bullet; this parent says, "This is
5	what it means to me: our son was in ARVA for six
6	years and we would do it again. It was the best
7	choice we made." And she included the picture that
8	you see here when she sent her feedback. And so I
9	thought, gosh, that picture speaks more than most any
10	word could because this is what it meant to this
11	particular family.
12	So just basically, in summary, we are asking for
13	the 1500 student in cap or student increase in cap
14	to insure that we can seat students as they would
15	need our virtual environment. And we would be happy
16	to take questions and to have any discussion that you
17	all would feel reasonable.
18	CHAIRMAN COFFMAN: Thank you, Ms. Johnson.
19	Ms. Hyatt, do you have any issues or legal
20	concerns?
21	MS. HYATT: (shaking head from side to side.)
22	CHAIRMAN COFFMAN: Ms. Webb, any issues or
23	concerns?
24	MS. WEBB: No.
25	CHAIRMAN COFFMAN: All right. Then we'll start

with questions from the Panel.

Mr. Baldwin?

MR. BALDWIN: Yes, thank you. And good presentation, very organized, and I think you hit most of the points I was thinking about.

Let me do ask though -- and I know you are doing special ed. But is there any infrastructure with the people or technology that you need to implement to do this, or have you already implemented and it's just a matter of getting us to approve it and then you're ready to go?

MS. JOHNSON: That's a great question.

Structurally, we're pretty sound. One of the things
-- and I'm sure you all have heard this before -- one
of the things that we continually work to solve is
just internet access for our families. So we were a
part of the state's hotspots initiative, but the
hotspots were based on your 4th quarter ADM. And
that's a very different number than where we are
right now and a very different number than where
we'll likely be even in a couple of months. So we
are trying to work with some providers to make sure
that we can provide what is needed and to make sure
that all students have equal access. We have a
family resource counselor that's very good about also

providing information opportunities for free internet
access within a student's particular geographical
area.

But I would say that's probably our biggest
barrier. The one that we really work to solve

barrier. The one that we really work to solve continually for our students is to make sure that they can cross that digital divide. We supply laptops, printers; you know, those pieces are an easier gap for us to fill than -- you know, I wish I had the skills to go out and run some internet lines. But, you know, that's one of those issues that we see across the state, I know, even for our brick-and-mortar students.

MR. BALDWIN: Okay. Thank you.

CHAIRMAN COFFMAN: Sonja Wright-McMurry, any questions?

MS. WRIGHT-McMURRY: No.

CHAIRMAN COFFMAN: All right. Dr. Williams?

DR. WILLIAMS: Yes. Just a couple.

What would be y'all's overall capacity? You're requesting 1500, if I heard correctly. A thousand is kind of realistic, and you have about a 500-student cushion. So are we saying at fifteen -- the additional students, you all can handle this capacity?

MS. JOHNSON: (Nodding head up and down.)

DR. WILLIAMS: Okay. What areas of the state are your students coming from?

MS. JOHNSON: Well, we actually have students in all 75 counties of the state, believe it or not. We have what you would consider as the normal hotspots -- northwest, northeast, and central. So that's where, you know, we have sort of -- if you think of it in a heat map type situation, those would be our largest hotspots. But we do have enrollment actually in every single -- from every single county in the state, so it's a very widespread interest. Of course, more rural areas, we have a smaller number of students. But we do have that vast representation.

DR. WILLIAMS: Okay. Thank you.

CHAIRMAN COFFMAN: Ms. Newton, any questions?

MS. NEWTON: I do. I don't know (sound cutting out). I was following up on what Phil said about the technology. And I know you provide (inaudible), but -- and kids are generally savvy as it relates to the devices and use of it. Do you ever run into situations where either the young person or the family just doesn't possess the capability to be able to exchange information, learn virtually, based on the equipment they have? And if you do, Amy, have

that situation, how do you address 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

That's a great question, Toyce. MS. JOHNSON: And it's very rare, to your point, that we have students that don't have sort of that capacity. give you an example though that's fairly common -not widely, but fairly common. If we have grandparents that are raising their grandchildren and they are serving as the learning coach, we find that that's a really big gap in understanding. We have to work very diligently with our grandparents as learning coaches -- not all; some grandparents are very savvy. I'm a grandparent. I like to think that I'm savvy. But --

MS. NEWTON: I'm a grandparent, and I'm not.

MS. JOHNSON: Well, there you go. So what we do is we actually have a team of advisors and we call them our Student Heroes. We actually have an acronym that's CAPE for the heroes that they serve. And they are a single point of contact for our most struggling learning coaches. And they will literally get in Zoom, ask those learning coaches to share their screen; they'll walk them through submitting work. When we could go face-to-face we were willing to meet them, you know, in their area to provide that support and sit side-by-side with them. So this particular

team of student advisors have -- the majority of them have also served as learning coaches, and so they're very well-equipped on what it takes, where -- what parts are sort of not intuitive as much as others.

And they really serve as a right hand, somebody that can just lock arms with a learning coach that has more of those technology struggles. So it's very rare that the technology itself is a struggle, as much as just that understanding and bridging that gap and really helping.

I would love to say we graduate all those learning coaches to a full understanding. Some of them -- the majority of them do become very independent, but we do have some that we help along through their entire time with us. And so we just found it to be very, very helpful to make sure that they have that one person that's sort of their 9-1-1 that they know they can go to no matter what and get a quick answer. And so that's been a really successful program for us in bridging that gap.

MS. NEWTON: Thank you.

CHAIRMAN COFFMAN: Ms. Clemmer, questions?

MS. CLEMMER: I don't really have any. I have served on the board of ARVA -- I stepped down a year ago, after we merged with ADE -- so I feel like I'm

pretty familiar with how they operate. And I endorse the proposal because I know how diligent they are and I've had friends whose kids have gone through their program.

CHAIRMAN COFFMAN: Ms. Johnson, you did such a really great job of explaining how you're utilizing your interim assessments. Talk to us a little bit about your plans to be prepared for providing the state summative assessments -- so DLM, ACT Aspire. Kind of talk us through how you handle those situations.

MS. JOHNSON: So currently -- what I like to say, in a quote/unquote normal world, let me tell you how we do those pieces. And then, you know, based on what happens with our current environment we'll adjust to some sort of a modified version, I'm sure. But currently for our state assessments for ACT Aspire we deliver all those face-to-face. We actually rent -- it's a little bit of a budget and event planning issue; we actually rent about 21 locations across the state to insure that students don't have a significant travel time before they test, because nobody tests well if they've been in a car for two hours. And so we deploy our teachers -- this has been -- our testing coordinator, Lauren

Throneberry, is fantastic, and she's been with us --1 I think we're getting ready to go on our fourth year 2 -- I may be a year off on that; I lose track. 3 she coordinates our staff with site coordinators that 4 are incredibly well-trained and veteran site 5 They're very experienced in running 6 coordinators. 7 sites (sound cuts out) the state regulations and requirements. We deploy our staff and they go into 8 9 the field for a full two weeks while we assess our students. We have a massive information campaign 10 that goes out so our students understand where 11 12 they're testing and when, when they need to be there, 13 what they can expect when they get there. We actually send out tours, video tours to our students. 14 15 One of the things that's hard for us -- a gap that's 16 hard for us to jump is the comfort in the testing environment. As you can imagine, in a brick-and-17 18 mortar building most of the time students are walking down the hall to the computer lab that they've been 19 in, you know, 15 times already. Our students are 20 21 going to a room they've never been before and they 22 may have some staff there that they've never met 23 So one of the things we've launched is a before. 24 video tour of their site and to meet their 25 coordinators before they ever get there to create

that comfort. And so our staff infiltrates these sites across the state and mans them; we utilize certified teachers, testing assistants to help us with those test sites. And we have tested just above 99% of our students every year for the last four years. So, believe it or not, with all of that event planning -- because that's really what it is; that's what I tell people all the time it's event planning. We're still able to get a very high percentage of completion. We let our families know on the onset that this is a requirement of their enrollment with us, this is a requirement for them to be able to continue with us, and so they take it very seriously as well.

We run DLM right alongside that process; so we do it the exact same way. If we need to hold that assessment outside of the ACT Aspire window, we do it; we set it up the exact same way. But we do run several of those alongside that same testing window when we do ACT Aspire, so it's a big event; we ramp up for it.

We were actually very disappointed we didn't get to test last spring because our teachers had done such good, hard work in really digging in to see growth for our students. So it's the culminating event for us truly in so many ways at ARVA because it is -- not only is it a large face-to-face event, but it is orchestrated very carefully to insure we get all students assessed.

CHAIRMAN COFFMAN: Thank you.

Any other questions?

Ms. Sonja.

MS. WRIGHT-McMURRY: Could you talk a little bit about some of the ways you guys are supporting your students with special needs, when they have learning disabilities or challenges, through this process?

MS. JOHNSON: Absolutely. So this is another fairly orchestrated event. We like to tell people, when they ask us questions about what we do, we can do most anything a physical brick-and-mortar school can do. It's just usually harder. It takes quite a bit more planning and a little bit more effort. And so our special education department I'm very proud of. We work very closely with the Department of Ed. to insure that we have all of our ducks in a row -- and in fact has cooperated with the Department of Ed. during Covid to share how we do special education virtually, how do we assess, how do we supply the minutes, how do we meet the needs of the IEPs so that that can be shared with other schools when they have

1 to go virtual. So we do -- very much like testing, we utilize those assessors that need to provide those 2 assessments for placement with special ed. across the 3 We contract with them and deploy them when 4 those assessments need to be given, when we want 5 something, Child Find or we have a test request from 6 7 a parent. And then we have -- we hold IEPs through Zoom, virtually, just like what we're doing right 8 9 here. We have a way where parents can sign virtually 10 right in our meeting. We have a specific program we use for that. Our teachers keep up with minutes. 11 12 have class-within-a-class, co-teaching. We have some 13 resource classes that have worked really well for us; that's new just in the last couple of years -- for 14 15 full credit for our special education students. 16 then for those sorts of therapies and extended resources, if they can't be provided virtually and 17 18 still be a benefit to the students -- some things can be, but clearly if you need occupational therapy for 19 me to do that with you virtually seems a little 20 21 pointless; right? So we actually contract with 22 therapists and providers all across the state. It is 23 a huge orchestrated event and we keep contracts in 24 all areas of the state, because again we have 25 students from all 75 counties. And they deploy --

they know -- we have their schedules, we know when those students are taking part in those therapies, and we communicate back and forth with them. Those therapists actually come to IEP meetings when we hold them, those annuals, to review, to give reports on how those therapies are going. And we really just sort of cover our students; we just put a team around them, some virtual and some geographically right where they are, and make sure that we provide absolutely everything that they would need.

MS. NEWTON: Ms. Coffman, I have a question at this time.

CHAIRMAN COFFMAN: Go ahead, Ms. Newton.

MS. NEWTON: I -- you know, there's so many things that were unanticipated even for those folks that are technology savvy, like Dr. Williams and others. But is there a mechanism that the Department is using to be able to take the lessons learned and the best practices from the virtual environment, from the virtual world, especially from this particular provider, to be able to share those with the local districts? I know some are doing well, and some are doing better than others, but I'm sure that some are really struggling in the barriers that these folks seem to have already worked through. So is there an

opportunity to be able to make connections with providers that have figured it out and helping districts to move forward?

CHAIRMAN COFFMAN: So, yes, I think -- Ms.

Johnson has kind of identified that the Department has reached out and asked to kind of describe those lessons learned and how to share that information.

Our leadership team has been working very diligently with all of our schools across the state, and we have pretty regular meetings with many of our stakeholders to identify resources and to get those out there and shared. So, yes, I think that's happening. I think Ms. Johnson can attest to that.

MS. JOHNSON: (Nodding head up and down)

MS. NEWTON: Right. And, you know, and that's what I'm thinking. If I remember correctly, that was one of the pillars behind establishing charters was to be able to collect a better way of doing it, for connectivity, and to be able to share those lessons out across the state.

MS. JOHNSON: And, Ms. Newton, I'd also add too, not only in reference to special education, but our district testing coordinator that I mentioned has also met with the testing folks at the Department. They were very, very anxious to hear how we deploy

testing virtually, how we, you know, monitor that and proctor that to insure that we have valid results even in a virtual environment. So we have had several reach-outs from the Department in different areas, from other schools -- both brick-and-mortar public and charter schools -- who have asked, "Hey, how do you do this?" We've really worked to seek any partnerships, any opportunities. The APSRC has also been a huge help in that, asking, you know, "Hey, have you guys figured this out? Because this is a problem that we're seeing." And so there's been a lot of conversation about, you know, what we've done.

And I appreciate the way that you phrased that because I tell people all the time we certainly have not solved all of the issues; we are hammering away at them just as quickly as they come. But to your point, there are things that we already carry the battle scars for that I think, you know, it's important that we do share that. Because there are some steps that we can take more swiftly for the students in Arkansas and in a more accurate direction, and I think that that's a really important piece. And to your point, the reason why ARVA exists -- if you go back and look at some of those early transcripts, ARVA was created with a lab mindset in

place to figure out not only virtual learning but
also innovations in learning in general. And so
we've tried to stay true to that in the unique things
that we utilize with our students. We don't rest.
We're currently launching Project Based Learning at
all levels in our school. We have we're doing
projects with kindergarten students this year, and so
I'm anxious to share how that goes. I think it's
going to be it could be a little bit of I think
it's going to be really good, but I think there will
be some barrels and monkeys along the way that will
be a lot of fun to watch. And so we're really still
pushing that envelope because we feel like we do have
the ability to do some of those things, like you
mentioned, to really move forward in an innovative
way, not only just for our students but for the
learning of educators across the state.
CHAIRMAN COFFMAN: Any other questions?
Hearing none, I'll accept a motion.
MS. NEWTON: I'll make a motion to approve the
request for an increase for the Arkansas Virtual
Academy to 1500 slots.
MS. WRIGHT-McMURRY: Second.
DR. WILLIAMS: Second.
CHAIRMAN COFFMAN: I have a motion by Ms.

	30
1	Newton, a second by Ms. Wright-McMurry.
2	Any discussion?
3	All those in favor?
4	(UNANIMOUS CHORUS OF AYES)
5	CHAIRMAN COFFMAN: Motion passes.
6	Panel Members, I'll ask that you go into your
7	voting sheet and take just a moment to complete that.
8	MS. NEWTON: I'm into mine, but I can't work in
9	it. So I don't know what the next step is for me.
10	But I'm for the amendment and because of the need
11	has been demonstrated and verified. But I can't work
12	into this document.
13	CHAIRMAN COFFMAN: All right. If you will
14	Ms. Newton, if you'll contact Tracy Webb
15	MS. NEWTON: I'll do that.
16	CHAIRMAN COFFMAN: and dictate what you want
17	her to put in there, she'll do that for you.
18	MS. NEWTON: Okay. I'll do that.
19	(FEW MOMENTS OF SILENCE)
20	CHAIRMAN COFFMAN: Ms. Johnson, thank you for an
21	excellent presentation today. It's always a pleasure
22	to hear from you.
23	Instead of asking each Panel Member to read
24	that, I will just summarize and say that the Panel
25	believes that your presentation was excellent; the

	31
1	increase in enrollment is well-considered and will
2	provide additional options for Arkansas students.
3	So, congratulations and we will move this
4	forward to the State Board for review.
5	MS. JOHNSON: Thank you all very much. It was
6	good to see you and I hope you all are doing well.
7	CHAIRMAN COFFMAN: Thank you.
8	A-2: CONSIDERATION OF OPEN-ENROLLMENT CHARTER SCHOOL
9	APPLICATION - ARKANSAS AGSTE ACADEMY
10	CHAIRMAN COFFMAN: Action Item 2, Ms. Hyatt, if
11	you will address the Panel.
12	MS. HYATT: Mary Claire Hyatt.
13	AgSTE has decided to withdraw their application
14	for the charter school in the Harrisburg School
15	District because you placed it on the table last
16	time, but because they have withdrawn it there's
17	nothing to take off the table at this point; so there
18	doesn't need to be a vote. If you have any questions
19	about that I don't think we have a representative
20	from there today, but I'm sure we could ask them and
21	get back with you.
22	CHAIRMAN COFFMAN: Any questions from the panel
23	members?
24	DR. WILLIAMS: Yes. What are their options now
25	that they've withdrawn? I'm assuming we would not

	32
1	see them for the remainder of the year. Are they out
2	for good or they could resubmit at a later time?
3	MS. HYATT: They are free to resubmit in the
4	next application cycle. I think those applications
5	are due in the spring/early summer of 2021. I know
6	that that particular charter school has applied for a
7	charter before this application cycle, so we may very
8	well see them again.
9	DR. WILLIAMS: Thank you.
10	CHAIRMAN COFFMAN: Any other questions?
11	Ms. Webb, that concludes our agenda?
12	MS. WEBB: It does.
13	CHAIRMAN COFFMAN: Any last words from any of
14	our panel members?
15	If not, I'll accept a motion to adjourn.
16	DR. WILLIAMS: So moved.
17	MR. BALDWIN: Second.
18	CHAIRMAN COFFMAN: We have a motion by Dr.
19	Williams and a second by Mr. Baldwin to adjourn.
20	All those in favor?
21	(UNANIMOUS CHORUS OF AYES)
22	CHAIRMAN COFFMAN: Meeting adjourned. Thank
23	you, everyone.
24	
25	(The meeting was concluded at 9:41 a.m.)

CERTIFICATE

STATE OF ARKANSAS)	
)	ss
COUNTY OF SALINE)	

I, SHARON K. HILL, CCR, a Certified Stenomask Reporter and Notary Public before whom the foregoing proceedings was taken, do hereby certify that the same is a true and correct transcription before the Arkansas Division of Elementary and Secondary Education, Charter Authorizing Panel, in Little Rock, Arkansas, on September 15, 2020, that the said proceedings 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 proceedings had in said matter.

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

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: September 22, 2020.

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

	ADE (1)	approval (1)	4:22;30:4;32:21	11:25
\mathbf{A}	20:25	4:17		breakout (1)
	adjourn (2)	approve (3)	В	11:6
A-1 (1)	32:15,19	4:20;16:10;29:20	1 1 (4)	brick-and- (2)
4:24	adjourned (1) 32:22	APSRC (1) 28:8	back (4) 11:13;26:3;28:24;	17:12;22:17 brick-and-mortar (2)
A-2 (1)	adjust (1)	area (2)	31:21	24:15;28:5
31:8 ability (2)	21:16	17:3;19:24	Baldwin (10)	bridging (2)
13:14;29:14	ADM (1)	areas (5)	3:11,12,13;4:17,	20:9,20
able (10)	16:18	11:17;18:2,13;	19;16:2,3;17:14;	budget (1)
12:20;13:20;18:23;	Administrator (1) 5:11	25:24;28:5	32:17,19	21:19
23:9,12;26:18,21;	adult (1)	Arkansas (11) 3:5;4:24;5:5,11;	barrels (1) 29:11	building (1) 22:18
27:1,18,19 above (1)	11:7	6:13;7:10;8:9;28:21;	barrier (1)	bullet (1)
23:4	advisors (2)	29:21;31:2,9	17:5	15:4
Absolutely (2)	19:16;20:1	arms (1)	barriers (1)	bumping (1)
24:12;26:10	affirm (1)	20:6	26:24	9:18
Academic (2)	6:4	around (1) 26:7	based (4)	C
5:10;9:20	again (8) 7:1;9:9;11:19,20,	ARVA (9)	16:18;18:24;21:14; 29:5	<u> </u>
academically (1) 10:1	21;15:6;25:24;32:8	9:23;12:11,24;	basically (1)	call (3)
academics (1)	against (1)	14:15;15:5;20:24;	15:12	3:4;14:5;19:16
9:23	9:18	24:1;28:23,25	battle (1)	cameras (1)
ACADEMY (7)	AGENDA (3)	ARVA's (2)	28:18	11:6
4:25;5:5,11;6:13;	4:13;5:2;32:11 ago (1)	5:20;9:15 Aspire (4)	become (1)	campaign (1) 22:10
8:9;29:22;31:9	20:25	21:9,18;23:17,20	20:13 beginning (4)	Can (24)
accept (2) 29:19;32:15	AgSTE (2)	assess (6)	10:9,11,14,21	6:21;8:3;9:6;10:10,
access (3)	31:9,13	10:5,25;11:23;	beginning-of-the-year (1)	22;11:23;14:2,3,20;
16:16,24;17:2	ahead (1)	13:11;22:9;24:23	10:8	15:14;16:23;17:7,24;
Accountability (1)	26:13	assessed (1)	beginning-of-year (1)	20:6,18;22:13,17;
3:11	Allen (3) 5:10;6:3,8	24:4	11:15	24:14,16,25;25:9,18;
accurate (1)	along (2)	assessment (5) 10:8,12,24;11:8;	begun (1) 8:3	27:13;28:20 cap (6)
28:21 accurately (1)	20:14;29:11	23:17	behind (2)	5:7;7:6,23;9:17;
7:16	alongside (2)	assessments (10)	9:10;27:17	15:13,13
acronym (1)	23:15,19	10:18;11:5,13,16,	believes (1)	capability (1)
19:17	always (4)	21;21:7,9,17;25:3,5	30:25	18:23
across (10)	6:23;9:20;10:25; 30:21	assessors (1) 25:2	benefit (1) 25:18	capacity (3) 17:20,25;19:4
7:14;12:15;17:12;	AMENDMENT (4)	Assistant (1)	best (4)	CAPE (1)
21:21;23:2;25:3,22; 27:9,20;29:17	4:24;5:19,21;30:10	3:10	6:19;14:1;15:6;	19:18
ACT (4)	amount (1)	assistants (1)	26:19	car (1)
21:9,17;23:17,20	7:24	23:3	better (2)	21:24
action (3)	Amy (3) 5:9;6:12;18:25	assuming (1) 31:25	26:23;27:18	carefully (1) 24:3
5:1,2;31:10	3:9;0:12;18:25 Ann (1)	assure (1)	big (3) 15:2;19:9;23:20	carry (1)
actively (1) 12:25	4:1	11:7	biggest (1)	28:17
activity (1)	annuals (1)	attention (1)	17:4	catching (1)
12:19	26:5	13:3	bit (8)	10:7
actually (11)	anxious (2)	attest (1)	9:4,17;21:7,19;	central (1)
11:4;18:4,10;	27:25;29:8 appearances (1)	27:13 auditorium (1)	24:8,17,17;29:9	18:7 certainly (3)
19:16,17;21:19,20;	9:16	3:6	blessing (1) 14:25	7:14,19;28:14
22:14;23:22;25:21; 26:4	APPLICATION (4)	August (1)	board (2)	certified (1)
add (1)	31:9,13;32:4,7	4:16	20:24;31:4	23:3
27:21	applications (5)	Authorizing (1)	body (1)	Chair (1)
added (1)	7:24;8:5,25;9:9;	3:3	13:7	6:14
13:22	32:4 applied (1)	available (2) 9:18;12:16	books (2)	CHAIRMAN (38) 3:2,14,18,22,25;
additional (3)	32:6	9:18;12:16 away (2)	12:14,21 both (3)	4:5,14,19,23;5:1,12,
5:24;17:24;31:2 address (2)	appreciate (1)	8:8;28:15	10:17,20;28:5	16;6:2,9;15:18,22,25;
19:1;31:11	28:13	AYES (3)	brag (1)	17:15,18;18:16;
			_	

20 22 21 5 24 5				
20:22;21:5;24:5;	14:16;19:5,6	coordinator (2)	decided (1)	18,20;17:18,19;18:2,
26:13;27:4;29:18,25;	communicate (1)	21:25;27:23	31:13	15;26:16;29:24;
30:5,13,16,20;31:7,	26:3	coordinators (3)	deliver (1)	31:24;32:9,16,18
10,22;32:10,13,18,22	community (3)	22:4,6,25	21:18	ducks (1)
challenges (1)	12:10;13:4,8	corrections (1)	delivery (1)	24:20
24:11		4:16	8:21	
	complete (2)			due (1)
changes (1)	10:19;30:7	correctly (2)	demonstrated (1)	32:5
10:1	completed (1)	17:21;27:16	30:11	during (2)
channel (3)	10:17	co-teaching (1)	Department (8)	12:18;24:22
12:12,16,17	completion (6)	25:12	3:5;24:18,19,21;	_
Charter (9)	10:10,15,23,24;	counselor (1)	26:17;27:5,24;28:4	${f E}$
3:3,8;5:6;7:15;	11:1;23:10	16:25	deploy (5)	
28:6;31:8,14;32:6,7	component (1)	counties (2)	21:24;22:8;25:4,	early (1)
charters (1)	11:19	18:5;25:25	25;27:25	28:24
27:17	computer (2)	county (1)	describe (1)	easier (1)
check (1)	4:11;22:19	18:11	27:6	17:9
6:24	concern (1)	couple (3)	devices (2)	easy (2)
child (2)	14:9	16:21;17:19;25:14	3:7;18:21	7:9,12
14:20;25:6	concerns (2)	course (1)	dictate (1)	
· ·	, ,		` /	ed (4)
choice (1)	15:20,23	18:13	30:16	16:7;24:19,21;25:3
15:7	concluded (1)	cover (1)	dictated (2)	Education (5)
CHORUS (3)	32:25	26:7	8:1,2	3:5;24:18,22;
4:22;30:4;32:21	concludes (1)	Covid (5)	different (4)	25:15;27:22
Claire (2)	32:11	7:7;8:17;14:16,25;	8:22;16:19,20;28:4	educational (1)
5:18;31:12	conducive (1)	24:22	difficult (1)	14:24
classes (1)	8:20	create (1)	12:7	educator (1)
25:13	congratulations (1)	22:25	digging (1)	7:11
class-within-a-class (1)	31:3	created (2)	23:24	educators (2)
25:12	connections (1)	12:12;28:25	digital (1)	7:14;29:17
clearly (3)	27:1	credit (1)	17:7	effective (2)
4:10;8:11;25:19	connectivity (1)	25:15	diligent (1)	9:6;10:4
			21:2	
Clemmer (6)	27:19	cross (1)		effectiveness (1)
4:1,2,3,6;20:22,23	CONSENT (1)	17:7	diligently (3)	10:2
closed-circuit (1)	4:13	culminating (1)	13:9;19:10;27:8	effort (1)
12:18	consider (1)	23:25	direct (1)	24:17
closely (1)	18:6	current (3)	14:14	either (1)
24:19	CONSIDERATION (2)	7:22;8:15;21:15	direction (1)	18:22
24:19 coach (2)	CONSIDERATION (2) 4:24;31:8	7:22;8:15;21:15 currently (5)	direction (1) 28:22	18:22 elementary (3)
				elementary (3)
coach (2) 19:8;20:6	4:24;31:8 consistent (1)	currently (5) 7:23;8:6;21:12,17;	28:22 disabilities (1)	elementary (3) 12:1,3,11
coach (2) 19:8;20:6 coaches (5)	4:24;31:8 consistent (1) 8:12	currently (5) 7:23;8:6;21:12,17; 29:5	28:22 disabilities (1) 24:11	elementary (3) 12:1,3,11 end (3)
coach (2) 19:8;20:6 coaches (5) 19:11,20,21;20:2,	4:24;31:8 consistent (1) 8:12 contact (4)	currently (5) 7:23;8:6;21:12,17; 29:5 cushion (2)	28:22 disabilities (1) 24:11 disappointed (1)	elementary (3) 12:1,3,11 end (3) 6:22;10:6,9
coach (2) 19:8;20:6 coaches (5) 19:11,20,21;20:2, 12	4:24;31:8 consistent (1) 8:12 contact (4) 12:22,22;19:19;	currently (5) 7:23;8:6;21:12,17; 29:5 cushion (2) 9:11;17:23	28:22 disabilities (1) 24:11 disappointed (1) 23:22	elementary (3) 12:1,3,11 end (3) 6:22;10:6,9 endorse (1)
coach (2) 19:8;20:6 coaches (5) 19:11,20,21;20:2, 12 COFFMAN (40)	4:24;31:8 consistent (1) 8:12 contact (4) 12:22,22;19:19; 30:14	currently (5) 7:23;8:6;21:12,17; 29:5 cushion (2) 9:11;17:23 cuts (1)	28:22 disabilities (1) 24:11 disappointed (1) 23:22 discussion (3)	elementary (3) 12:1,3,11 end (3) 6:22;10:6,9 endorse (1) 21:1
coach (2) 19:8;20:6 coaches (5) 19:11,20,21;20:2, 12 COFFMAN (40) 3:2,10,14,18,22,25;	4:24;31:8 consistent (1) 8:12 contact (4) 12:22,22;19:19; 30:14 contained (1)	currently (5) 7:23;8:6;21:12,17; 29:5 cushion (2) 9:11;17:23 cuts (1) 22:7	28:22 disabilities (1) 24:11 disappointed (1) 23:22 discussion (3) 5:25;15:16;30:2	elementary (3) 12:1,3,11 end (3) 6:22;10:6,9 endorse (1) 21:1 engage (1)
coach (2) 19:8;20:6 coaches (5) 19:11,20,21;20:2, 12 COFFMAN (40) 3:2,10,14,18,22,25; 4:5,14,19,23;5:1,12,	4:24;31:8 consistent (1) 8:12 contact (4) 12:22,22;19:19; 30:14 contained (1) 13:5	currently (5) 7:23;8:6;21:12,17; 29:5 cushion (2) 9:11;17:23 cuts (1) 22:7 cutting (1)	28:22 disabilities (1) 24:11 disappointed (1) 23:22 discussion (3) 5:25;15:16;30:2 district (2)	elementary (3) 12:1,3,11 end (3) 6:22;10:6,9 endorse (1) 21:1 engage (1) 5:25
coach (2) 19:8;20:6 coaches (5) 19:11,20,21;20:2, 12 COFFMAN (40) 3:2,10,14,18,22,25; 4:5,14,19,23;5:1,12, 16;6:2,9;15:18,22,25;	4:24;31:8 consistent (1) 8:12 contact (4) 12:22,22;19:19; 30:14 contained (1) 13:5 continually (2)	currently (5) 7:23;8:6;21:12,17; 29:5 cushion (2) 9:11;17:23 cuts (1) 22:7 cutting (1) 18:17	28:22 disabilities (1) 24:11 disappointed (1) 23:22 discussion (3) 5:25;15:16;30:2 district (2) 27:23;31:15	elementary (3) 12:1,3,11 end (3) 6:22;10:6,9 endorse (1) 21:1 engage (1) 5:25 enjoy (1)
coach (2) 19:8;20:6 coaches (5) 19:11,20,21;20:2, 12 COFFMAN (40) 3:2,10,14,18,22,25; 4:5,14,19,23;5:1,12, 16;6:2,9;15:18,22,25; 17:15,18;18:16;	4:24;31:8 consistent (1) 8:12 contact (4) 12:22,22;19:19; 30:14 contained (1) 13:5 continually (2) 16:15;17:6	currently (5) 7:23;8:6;21:12,17; 29:5 cushion (2) 9:11;17:23 cuts (1) 22:7 cutting (1) 18:17 cycle (2)	28:22 disabilities (1) 24:11 disappointed (1) 23:22 discussion (3) 5:25;15:16;30:2 district (2) 27:23;31:15 districts (2)	elementary (3) 12:1,3,11 end (3) 6:22;10:6,9 endorse (1) 21:1 engage (1) 5:25 enjoy (1) 9:15
coach (2) 19:8;20:6 coaches (5) 19:11,20,21;20:2, 12 COFFMAN (40) 3:2,10,14,18,22,25; 4:5,14,19,23;5:1,12, 16;6:2,9;15:18,22,25; 17:15,18;18:16; 20:22;21:5;24:5;	4:24;31:8 consistent (1) 8:12 contact (4) 12:22,22;19:19; 30:14 contained (1) 13:5 continually (2) 16:15;17:6 continue (3)	currently (5) 7:23;8:6;21:12,17; 29:5 cushion (2) 9:11;17:23 cuts (1) 22:7 cutting (1) 18:17	28:22 disabilities (1) 24:11 disappointed (1) 23:22 discussion (3) 5:25;15:16;30:2 district (2) 27:23;31:15 districts (2) 26:22;27:3	elementary (3) 12:1,3,11 end (3) 6:22;10:6,9 endorse (1) 21:1 engage (1) 5:25 enjoy (1) 9:15 enrollment (8)
coach (2) 19:8;20:6 coaches (5) 19:11,20,21;20:2, 12 COFFMAN (40) 3:2,10,14,18,22,25; 4:5,14,19,23;5:1,12, 16;6:2,9;15:18,22,25; 17:15,18;18:16; 20:22;21:5;24:5; 26:11,13;27:4;29:18,	4:24;31:8 consistent (1) 8:12 contact (4) 12:22,22;19:19; 30:14 contained (1) 13:5 continually (2) 16:15;17:6 continue (3) 13:6;14:23;23:13	currently (5) 7:23;8:6;21:12,17; 29:5 cushion (2) 9:11;17:23 cuts (1) 22:7 cutting (1) 18:17 cycle (2) 32:4,7	28:22 disabilities (1) 24:11 disappointed (1) 23:22 discussion (3) 5:25;15:16;30:2 district (2) 27:23;31:15 districts (2) 26:22;27:3 divide (1)	elementary (3) 12:1,3,11 end (3) 6:22;10:6,9 endorse (1) 21:1 engage (1) 5:25 enjoy (1) 9:15 enrollment (8) 5:6,7,8;7:22;8:10;
coach (2) 19:8;20:6 coaches (5) 19:11,20,21;20:2, 12 COFFMAN (40) 3:2,10,14,18,22,25; 4:5,14,19,23;5:1,12, 16;6:2,9;15:18,22,25; 17:15,18;18:16; 20:22;21:5;24:5; 26:11,13;27:4;29:18, 25;30:5,13,16,20;	4:24;31:8 consistent (1) 8:12 contact (4) 12:22,22;19:19; 30:14 contained (1) 13:5 continually (2) 16:15;17:6 continue (3) 13:6;14:23;23:13 continuing (2)	currently (5) 7:23;8:6;21:12,17; 29:5 cushion (2) 9:11;17:23 cuts (1) 22:7 cutting (1) 18:17 cycle (2)	28:22 disabilities (1) 24:11 disappointed (1) 23:22 discussion (3) 5:25;15:16;30:2 district (2) 27:23;31:15 districts (2) 26:22;27:3 divide (1) 17:7	elementary (3) 12:1,3,11 end (3) 6:22;10:6,9 endorse (1) 21:1 engage (1) 5:25 enjoy (1) 9:15 enrollment (8) 5:6,7,8;7:22;8:10; 18:10;23:11;31:1
coach (2) 19:8;20:6 coaches (5) 19:11,20,21;20:2, 12 COFFMAN (40) 3:2,10,14,18,22,25; 4:5,14,19,23;5:1,12, 16;6:2,9;15:18,22,25; 17:15,18;18:16; 20:22;21:5;24:5; 26:11,13;27:4;29:18,	4:24;31:8 consistent (1) 8:12 contact (4) 12:22,22;19:19; 30:14 contained (1) 13:5 continually (2) 16:15;17:6 continue (3) 13:6;14:23;23:13 continuing (2) 10:5;13:11	currently (5) 7:23;8:6;21:12,17; 29:5 cushion (2) 9:11;17:23 cuts (1) 22:7 cutting (1) 18:17 cycle (2) 32:4,7	28:22 disabilities (1) 24:11 disappointed (1) 23:22 discussion (3) 5:25;15:16;30:2 district (2) 27:23;31:15 districts (2) 26:22;27:3 divide (1)	elementary (3) 12:1,3,11 end (3) 6:22;10:6,9 endorse (1) 21:1 engage (1) 5:25 enjoy (1) 9:15 enrollment (8) 5:6,7,8;7:22;8:10;
coach (2) 19:8;20:6 coaches (5) 19:11,20,21;20:2, 12 COFFMAN (40) 3:2,10,14,18,22,25; 4:5,14,19,23;5:1,12, 16;6:2,9;15:18,22,25; 17:15,18;18:16; 20:22;21:5;24:5; 26:11,13;27:4;29:18, 25;30:5,13,16,20;	4:24;31:8 consistent (1) 8:12 contact (4) 12:22,22;19:19; 30:14 contained (1) 13:5 continually (2) 16:15;17:6 continue (3) 13:6;14:23;23:13 continuing (2)	currently (5) 7:23;8:6;21:12,17; 29:5 cushion (2) 9:11;17:23 cuts (1) 22:7 cutting (1) 18:17 cycle (2) 32:4,7	28:22 disabilities (1) 24:11 disappointed (1) 23:22 discussion (3) 5:25;15:16;30:2 district (2) 27:23;31:15 districts (2) 26:22;27:3 divide (1) 17:7	elementary (3) 12:1,3,11 end (3) 6:22;10:6,9 endorse (1) 21:1 engage (1) 5:25 enjoy (1) 9:15 enrollment (8) 5:6,7,8;7:22;8:10; 18:10;23:11;31:1
coach (2) 19:8;20:6 coaches (5) 19:11,20,21;20:2, 12 COFFMAN (40) 3:2,10,14,18,22,25; 4:5,14,19,23;5:1,12, 16;6:2,9;15:18,22,25; 17:15,18;18:16; 20:22;21:5;24:5; 26:11,13;27:4;29:18, 25;30:5,13,16,20; 31:7,10,22;32:10,13,	4:24;31:8 consistent (1) 8:12 contact (4) 12:22,22;19:19; 30:14 contained (1) 13:5 continually (2) 16:15;17:6 continue (3) 13:6;14:23;23:13 continuing (2) 10:5;13:11	currently (5) 7:23;8:6;21:12,17; 29:5 cushion (2) 9:11;17:23 cuts (1) 22:7 cutting (1) 18:17 cycle (2) 32:4,7	28:22 disabilities (1) 24:11 disappointed (1) 23:22 discussion (3) 5:25;15:16;30:2 district (2) 27:23;31:15 districts (2) 26:22;27:3 divide (1) 17:7 DLM (2)	elementary (3) 12:1,3,11 end (3) 6:22;10:6,9 endorse (1) 21:1 engage (1) 5:25 enjoy (1) 9:15 enrollment (8) 5:6,7,8;7:22;8:10; 18:10;23:11;31:1 entire (1)
coach (2) 19:8;20:6 coaches (5) 19:11,20,21;20:2, 12 COFFMAN (40) 3:2,10,14,18,22,25; 4:5,14,19,23;5:1,12, 16;6:2,9;15:18,22,25; 17:15,18;18:16; 20:22;21:5;24:5; 26:11,13;27:4;29:18, 25;30:5,13,16,20; 31:7,10,22;32:10,13, 18,22 collaboration (1)	4:24;31:8 consistent (1) 8:12 contact (4) 12:22,22;19:19; 30:14 contained (1) 13:5 continually (2) 16:15;17:6 continue (3) 13:6;14:23;23:13 continuing (2) 10:5;13:11 contract (2) 25:4,21	currently (5) 7:23;8:6;21:12,17; 29:5 cushion (2) 9:11;17:23 cuts (1) 22:7 cutting (1) 18:17 cycle (2) 32:4,7 D data (2) 6:18;11:16	28:22 disabilities (1) 24:11 disappointed (1) 23:22 discussion (3) 5:25;15:16;30:2 district (2) 27:23;31:15 districts (2) 26:22;27:3 divide (1) 17:7 DLM (2) 21:9;23:15 Doctor (1)	elementary (3) 12:1,3,11 end (3) 6:22;10:6,9 endorse (1) 21:1 engage (1) 5:25 enjoy (1) 9:15 enrollment (8) 5:6,7,8;7:22;8:10; 18:10;23:11;31:1 entire (1) 20:15
coach (2) 19:8;20:6 coaches (5) 19:11,20,21;20:2, 12 COFFMAN (40) 3:2,10,14,18,22,25; 4:5,14,19,23;5:1,12, 16;6:2,9;15:18,22,25; 17:15,18;18:16; 20:22;21:5;24:5; 26:11,13;27:4;29:18, 25;30:5,13,16,20; 31:7,10,22;32:10,13, 18,22 collaboration (1) 12:14	4:24;31:8 consistent (1) 8:12 contact (4) 12:22,22;19:19; 30:14 contained (1) 13:5 continually (2) 16:15;17:6 continue (3) 13:6;14:23;23:13 continuing (2) 10:5;13:11 contract (2)	currently (5) 7:23;8:6;21:12,17; 29:5 cushion (2) 9:11;17:23 cuts (1) 22:7 cutting (1) 18:17 cycle (2) 32:4,7 D data (2) 6:18;11:16 date (1)	28:22 disabilities (1) 24:11 disappointed (1) 23:22 discussion (3) 5:25;15:16;30:2 district (2) 27:23;31:15 districts (2) 26:22;27:3 divide (1) 17:7 DLM (2) 21:9;23:15 Doctor (1) 4:3	elementary (3) 12:1,3,11 end (3) 6:22;10:6,9 endorse (1) 21:1 engage (1) 5:25 enjoy (1) 9:15 enrollment (8) 5:6,7,8;7:22;8:10; 18:10;23:11;31:1 entire (1) 20:15 envelope (1) 29:13
coach (2) 19:8;20:6 coaches (5) 19:11,20,21;20:2, 12 COFFMAN (40) 3:2,10,14,18,22,25; 4:5,14,19,23;5:1,12, 16;6:2,9;15:18,22,25; 17:15,18;18:16; 20:22;21:5;24:5; 26:11,13;27:4;29:18, 25;30:5,13,16,20; 31:7,10,22;32:10,13, 18,22 collaboration (1) 12:14 collect (1)	4:24;31:8 consistent (1) 8:12 contact (4) 12:22,22;19:19; 30:14 contained (1) 13:5 continually (2) 16:15;17:6 continue (3) 13:6;14:23;23:13 continuing (2) 10:5;13:11 contract (2) 25:4,21 contracts (1) 25:23	currently (5) 7:23;8:6;21:12,17; 29:5 cushion (2) 9:11;17:23 cuts (1) 22:7 cutting (1) 18:17 cycle (2) 32:4,7 D data (2) 6:18;11:16 date (1) 10:16	28:22 disabilities (1) 24:11 disappointed (1) 23:22 discussion (3) 5:25;15:16;30:2 district (2) 27:23;31:15 districts (2) 26:22;27:3 divide (1) 17:7 DLM (2) 21:9;23:15 Doctor (1) 4:3 document (1)	elementary (3) 12:1,3,11 end (3) 6:22;10:6,9 endorse (1) 21:1 engage (1) 5:25 enjoy (1) 9:15 enrollment (8) 5:6,7,8;7:22;8:10; 18:10;23:11;31:1 entire (1) 20:15 envelope (1) 29:13 environment (6)
coach (2) 19:8;20:6 coaches (5) 19:11,20,21;20:2, 12 COFFMAN (40) 3:2,10,14,18,22,25; 4:5,14,19,23;5:1,12, 16;6:2,9;15:18,22,25; 17:15,18;18:16; 20:22;21:5;24:5; 26:11,13;27:4;29:18, 25;30:5,13,16,20; 31:7,10,22;32:10,13, 18,22 collaboration (1) 12:14 collect (1) 27:18	4:24;31:8 consistent (1) 8:12 contact (4) 12:22,22;19:19; 30:14 contained (1) 13:5 continually (2) 16:15;17:6 continue (3) 13:6;14:23;23:13 continuing (2) 10:5;13:11 contract (2) 25:4,21 contracts (1) 25:23 conversation (1)	currently (5) 7:23;8:6;21:12,17; 29:5 cushion (2) 9:11;17:23 cuts (1) 22:7 cutting (1) 18:17 cycle (2) 32:4,7 D data (2) 6:18;11:16 date (1) 10:16 day (2)	28:22 disabilities (1) 24:11 disappointed (1) 23:22 discussion (3) 5:25;15:16;30:2 district (2) 27:23;31:15 districts (2) 26:22;27:3 divide (1) 17:7 DLM (2) 21:9;23:15 Doctor (1) 4:3 document (1) 30:12	elementary (3) 12:1,3,11 end (3) 6:22;10:6,9 endorse (1) 21:1 engage (1) 5:25 enjoy (1) 9:15 enrollment (8) 5:6,7,8;7:22;8:10; 18:10;23:11;31:1 entire (1) 20:15 envelope (1) 29:13 environment (6) 14:21;15:15;21:15;
coach (2) 19:8;20:6 coaches (5) 19:11,20,21;20:2, 12 COFFMAN (40) 3:2,10,14,18,22,25; 4:5,14,19,23;5:1,12, 16;6:2,9;15:18,22,25; 17:15,18;18:16; 20:22;21:5;24:5; 26:11,13;27:4;29:18, 25;30:5,13,16,20; 31:7,10,22;32:10,13, 18,22 collaboration (1) 12:14 collect (1) 27:18 comfort (2)	4:24;31:8 consistent (1) 8:12 contact (4) 12:22,22;19:19; 30:14 contained (1) 13:5 continually (2) 16:15;17:6 continue (3) 13:6;14:23;23:13 continuing (2) 10:5;13:11 contract (2) 25:4,21 contracts (1) 25:23 conversation (1) 28:12	currently (5) 7:23;8:6;21:12,17; 29:5 cushion (2) 9:11;17:23 cuts (1) 22:7 cutting (1) 18:17 cycle (2) 32:4,7 D data (2) 6:18;11:16 date (1) 10:16 day (2) 3:8;13:8	28:22 disabilities (1) 24:11 disappointed (1) 23:22 discussion (3) 5:25;15:16;30:2 district (2) 27:23;31:15 districts (2) 26:22;27:3 divide (1) 17:7 DLM (2) 21:9;23:15 Doctor (1) 4:3 document (1) 30:12 done (3)	elementary (3) 12:1,3,11 end (3) 6:22;10:6,9 endorse (1) 21:1 engage (1) 5:25 enjoy (1) 9:15 enrollment (8) 5:6,7,8;7:22;8:10; 18:10;23:11;31:1 entire (1) 20:15 envelope (1) 29:13 environment (6) 14:21;15:15;21:15; 22:17;26:19;28:3
coach (2) 19:8;20:6 coaches (5) 19:11,20,21;20:2, 12 COFFMAN (40) 3:2,10,14,18,22,25; 4:5,14,19,23;5:1,12, 16;6:2,9;15:18,22,25; 17:15,18;18:16; 20:22;21:5;24:5; 26:11,13;27:4;29:18, 25;30:5,13,16,20; 31:7,10,22;32:10,13, 18,22 collaboration (1) 12:14 collect (1) 27:18 comfort (2) 22:16;23:1	4:24;31:8 consistent (1) 8:12 contact (4) 12:22,22;19:19; 30:14 contained (1) 13:5 continually (2) 16:15;17:6 continue (3) 13:6;14:23;23:13 continuing (2) 10:5;13:11 contract (2) 25:4,21 contracts (1) 25:23 conversation (1) 28:12 cooperated (1)	currently (5) 7:23;8:6;21:12,17; 29:5 cushion (2) 9:11;17:23 cuts (1) 22:7 cutting (1) 18:17 cycle (2) 32:4,7 D data (2) 6:18;11:16 date (1) 10:16 day (2) 3:8;13:8 deal (1)	28:22 disabilities (1) 24:11 disappointed (1) 23:22 discussion (3) 5:25;15:16;30:2 district (2) 27:23;31:15 districts (2) 26:22;27:3 divide (1) 17:7 DLM (2) 21:9;23:15 Doctor (1) 4:3 document (1) 30:12 done (3) 11:4;23:23;28:12	elementary (3) 12:1,3,11 end (3) 6:22;10:6,9 endorse (1) 21:1 engage (1) 5:25 enjoy (1) 9:15 enrollment (8) 5:6,7,8;7:22;8:10; 18:10;23:11;31:1 entire (1) 20:15 envelope (1) 29:13 environment (6) 14:21;15:15;21:15; 22:17;26:19;28:3 equal (1)
coach (2) 19:8;20:6 coaches (5) 19:11,20,21;20:2, 12 COFFMAN (40) 3:2,10,14,18,22,25; 4:5,14,19,23;5:1,12, 16;6:2,9;15:18,22,25; 17:15,18;18:16; 20:22;21:5;24:5; 26:11,13;27:4;29:18, 25;30:5,13,16,20; 31:7,10,22;32:10,13, 18,22 collaboration (1) 12:14 collect (1) 27:18 comfort (2) 22:16;23:1 coming (4)	4:24;31:8 consistent (1) 8:12 contact (4) 12:22,22;19:19; 30:14 contained (1) 13:5 continually (2) 16:15;17:6 continue (3) 13:6;14:23;23:13 continuing (2) 10:5;13:11 contract (2) 25:4,21 contracts (1) 25:23 conversation (1) 28:12 cooperated (1) 24:21	currently (5) 7:23;8:6;21:12,17; 29:5 cushion (2) 9:11;17:23 cuts (1) 22:7 cutting (1) 18:17 cycle (2) 32:4,7 D data (2) 6:18;11:16 date (1) 10:16 day (2) 3:8;13:8 deal (1) 6:23	28:22 disabilities (1) 24:11 disappointed (1) 23:22 discussion (3) 5:25;15:16;30:2 district (2) 27:23;31:15 districts (2) 26:22;27:3 divide (1) 17:7 DLM (2) 21:9;23:15 Doctor (1) 4:3 document (1) 30:12 done (3) 11:4;23:23;28:12 down (4)	elementary (3) 12:1,3,11 end (3) 6:22;10:6,9 endorse (1) 21:1 engage (1) 5:25 enjoy (1) 9:15 enrollment (8) 5:6,7,8;7:22;8:10; 18:10;23:11;31:1 entire (1) 20:15 envelope (1) 29:13 environment (6) 14:21;15:15;21:15; 22:17;26:19;28:3 equal (1) 16:24
coach (2) 19:8;20:6 coaches (5) 19:11,20,21;20:2, 12 COFFMAN (40) 3:2,10,14,18,22,25; 4:5,14,19,23;5:1,12, 16;6:2,9;15:18,22,25; 17:15,18;18:16; 20:22;21:5;24:5; 26:11,13;27:4;29:18, 25;30:5,13,16,20; 31:7,10,22;32:10,13, 18,22 collaboration (1) 12:14 collect (1) 27:18 comfort (2) 22:16;23:1 coming (4) 7:7;8:8,22;18:3	4:24;31:8 consistent (1) 8:12 contact (4) 12:22,22;19:19; 30:14 contained (1) 13:5 continually (2) 16:15;17:6 continue (3) 13:6;14:23;23:13 continuing (2) 10:5;13:11 contract (2) 25:4,21 contracts (1) 25:23 conversation (1) 28:12 cooperated (1) 24:21 cooperates (1)	currently (5) 7:23;8:6;21:12,17; 29:5 cushion (2) 9:11;17:23 cuts (1) 22:7 cutting (1) 18:17 cycle (2) 32:4,7 D data (2) 6:18;11:16 date (1) 10:16 day (2) 3:8;13:8 deal (1) 6:23 Deborah (1)	28:22 disabilities (1) 24:11 disappointed (1) 23:22 discussion (3) 5:25;15:16;30:2 district (2) 27:23;31:15 districts (2) 26:22;27:3 divide (1) 17:7 DLM (2) 21:9;23:15 Doctor (1) 4:3 document (1) 30:12 done (3) 11:4;23:23;28:12 down (4) 18:1;20:24;22:19;	elementary (3) 12:1,3,11 end (3) 6:22;10:6,9 endorse (1) 21:1 engage (1) 5:25 enjoy (1) 9:15 enrollment (8) 5:6,7,8;7:22;8:10; 18:10;23:11;31:1 entire (1) 20:15 envelope (1) 29:13 environment (6) 14:21;15:15;21:15; 22:17;26:19;28:3 equal (1) 16:24 equipment (1)
coach (2) 19:8;20:6 coaches (5) 19:11,20,21;20:2, 12 COFFMAN (40) 3:2,10,14,18,22,25; 4:5,14,19,23;5:1,12, 16;6:2,9;15:18,22,25; 17:15,18;18:16; 20:22;21:5;24:5; 26:11,13;27:4;29:18, 25;30:5,13,16,20; 31:7,10,22;32:10,13, 18,22 collaboration (1) 12:14 collect (1) 27:18 comfort (2) 22:16;23:1 coming (4) 7:7;8:8,22;18:3 Commissioner (1)	4:24;31:8 consistent (1) 8:12 contact (4) 12:22,22;19:19; 30:14 contained (1) 13:5 continually (2) 16:15;17:6 continue (3) 13:6;14:23;23:13 continuing (2) 10:5;13:11 contract (2) 25:4,21 contracts (1) 25:23 conversation (1) 28:12 cooperated (1) 24:21 cooperates (1) 6:20	currently (5) 7:23;8:6;21:12,17; 29:5 cushion (2) 9:11;17:23 cuts (1) 22:7 cutting (1) 18:17 cycle (2) 32:4,7 D data (2) 6:18;11:16 date (1) 10:16 day (2) 3:8;13:8 deal (1) 6:23 Deborah (1) 3:9	28:22 disabilities (1) 24:11 disappointed (1) 23:22 discussion (3) 5:25;15:16;30:2 district (2) 27:23;31:15 districts (2) 26:22;27:3 divide (1) 17:7 DLM (2) 21:9;23:15 Doctor (1) 4:3 document (1) 30:12 done (3) 11:4;23:23;28:12 down (4) 18:1;20:24;22:19; 27:14	elementary (3) 12:1,3,11 end (3) 6:22;10:6,9 endorse (1) 21:1 engage (1) 5:25 enjoy (1) 9:15 enrollment (8) 5:6,7,8;7:22;8:10; 18:10;23:11;31:1 entire (1) 20:15 envelope (1) 29:13 environment (6) 14:21;15:15;21:15; 22:17;26:19;28:3 equal (1) 16:24 equipment (1) 18:25
coach (2) 19:8;20:6 coaches (5) 19:11,20,21;20:2, 12 COFFMAN (40) 3:2,10,14,18,22,25; 4:5,14,19,23;5:1,12, 16;6:2,9;15:18,22,25; 17:15,18;18:16; 20:22;21:5;24:5; 26:11,13;27:4;29:18, 25;30:5,13,16,20; 31:7,10,22;32:10,13, 18,22 collaboration (1) 12:14 collect (1) 27:18 comfort (2) 22:16;23:1 coming (4) 7:7;8:8,22;18:3 Commissioner (1) 3:10	4:24;31:8 consistent (1) 8:12 contact (4) 12:22,22;19:19; 30:14 contained (1) 13:5 continually (2) 16:15;17:6 continue (3) 13:6;14:23;23:13 continuing (2) 10:5;13:11 contract (2) 25:4,21 contracts (1) 25:23 conversation (1) 28:12 cooperated (1) 24:21 cooperates (1) 6:20 coordinates (1)	currently (5) 7:23;8:6;21:12,17; 29:5 cushion (2) 9:11;17:23 cuts (1) 22:7 cutting (1) 18:17 cycle (2) 32:4,7 D data (2) 6:18;11:16 date (1) 10:16 day (2) 3:8;13:8 deal (1) 6:23 Deborah (1) 3:9 December (1)	28:22 disabilities (1) 24:11 disappointed (1) 23:22 discussion (3) 5:25;15:16;30:2 district (2) 27:23;31:15 districts (2) 26:22;27:3 divide (1) 17:7 DLM (2) 21:9;23:15 Doctor (1) 4:3 document (1) 30:12 done (3) 11:4;23:23;28:12 down (4) 18:1;20:24;22:19; 27:14 Dr (17)	elementary (3) 12:1,3,11 end (3) 6:22;10:6,9 endorse (1) 21:1 engage (1) 5:25 enjoy (1) 9:15 enrollment (8) 5:6,7,8;7:22;8:10; 18:10;23:11;31:1 entire (1) 20:15 envelope (1) 29:13 environment (6) 14:21;15:15;21:15; 22:17;26:19;28:3 equal (1) 16:24 equipment (1) 18:25 especially (2)
coach (2) 19:8;20:6 coaches (5) 19:11,20,21;20:2, 12 COFFMAN (40) 3:2,10,14,18,22,25; 4:5,14,19,23;5:1,12, 16;6:2,9;15:18,22,25; 17:15,18;18:16; 20:22;21:5;24:5; 26:11,13;27:4;29:18, 25;30:5,13,16,20; 31:7,10,22;32:10,13, 18,22 collaboration (1) 12:14 collect (1) 27:18 comfort (2) 22:16;23:1 coming (4) 7:7;8:8,22;18:3 Commissioner (1)	4:24;31:8 consistent (1) 8:12 contact (4) 12:22,22;19:19; 30:14 contained (1) 13:5 continually (2) 16:15;17:6 continue (3) 13:6;14:23;23:13 continuing (2) 10:5;13:11 contract (2) 25:4,21 contracts (1) 25:23 conversation (1) 28:12 cooperated (1) 24:21 cooperates (1) 6:20	currently (5) 7:23;8:6;21:12,17; 29:5 cushion (2) 9:11;17:23 cuts (1) 22:7 cutting (1) 18:17 cycle (2) 32:4,7 D data (2) 6:18;11:16 date (1) 10:16 day (2) 3:8;13:8 deal (1) 6:23 Deborah (1) 3:9	28:22 disabilities (1) 24:11 disappointed (1) 23:22 discussion (3) 5:25;15:16;30:2 district (2) 27:23;31:15 districts (2) 26:22;27:3 divide (1) 17:7 DLM (2) 21:9;23:15 Doctor (1) 4:3 document (1) 30:12 done (3) 11:4;23:23;28:12 down (4) 18:1;20:24;22:19; 27:14	elementary (3) 12:1,3,11 end (3) 6:22;10:6,9 endorse (1) 21:1 engage (1) 5:25 enjoy (1) 9:15 enrollment (8) 5:6,7,8;7:22;8:10; 18:10;23:11;31:1 entire (1) 20:15 envelope (1) 29:13 environment (6) 14:21;15:15;21:15; 22:17;26:19;28:3 equal (1) 16:24 equipment (1) 18:25

establishing (1) 27:17	8:18;13:11,14; 15:11;16:25;18:23	17:9;19:9;20:9,20; 22:15	happening (1) 27:12	15:19,21;31:10,12, 12;32:3
even (6)	fantastic (1)	general (1)	happens (2)	12,32.3
11:9,20;16:21;	22:1	29:2	14:24;21:15	I
17:12;26:15;28:3	favor (3)	generally (1)	happy (1)	_
event (8)	4:21;30:3;32:20	18:20	15:15	idea (1)
21:20;23:6,8,20;	favorite (2)	geographical (1)	hard (3)	9:10
24:1,2,13;25:23	12:13;15:3	17:2	22:15,16;23:24	identified (1)
everybody (1)	featured (2)	geographically (1)	harder (1)	27:5
6:21	12:4;13:1	26:8	24:16	identify (2)
everyone (4)	feedback (1)	given (1)	Harrisburg (1)	11:17;27:11
3:6;4:10;5:17;	15:8	25:5	31:14	IEP (1)
32:23	feel (8)	goal (1)	head (5)	26:4
exact (2)	9:6,7,25;10:19;	9:23	5:15;6:13;15:21;	IEPs (2)
23:16,18	14:20;15:17;20:25;	goes (2)	18:1;27:14	24:24;25:7
example (1)	29:13	22:11;29:8	hear (4)	illness (1)
19:5	few (2)	Good (19)	8:22;12:20;27:25;	8:18
excellent (2)	6:15;30:19	3:2,12,13,16,17,20,	30:22	imagine (2)
30:21,25	field (1)	23,24;4:2,4,6;5:18;	heard (3)	8:3;22:17
exchange (1)	22:9	6:23;16:3,25;23:24;	6:17;16:14;17:21	implement (1)
18:24	fifteen (1)	29:10;31:6;32:2	hearing (2)	16:8
excited (2)	17:23	gosh (1)	4:9;29:19	implemented (1)
13:2;14:7	figure (1)	15:9	heat (1)	16:9
exists (1)	29:1	go-to (1)	18:9	important (9)
28:23	figured (2)	14:3	help (7)	10:19;11:14,18;
expansion (1)	27:2;28:10	grades (1)	7:16,17;11:23;	12:11;13:13;14:19;
7:5	fill (1)	5:7	14:3;20:14;23:3;28:9	15:2;28:19,22
expect (1)	17:9	graduate (1)	helpful (1)	improve (1)
22:13	find (3)	20:11	20:16	9:23
experience (1)	13:9;19:8;25:6	grandchildren (1)	helping (3)	improvement (1)
14:24	first (4)	19:7	11:8;20:10;27:2	9:24
experienced (1)	5:2;7:3;9:2;14:9	grandparent (2)	Heroes (2)	inaudible (1)
22:6	folks (3)	19:12,14	19:17,18	18:19
experiencing (2)	26:15,24;27:24	grandparents (3)	Hey (2)	included (1)
7:12;8:18	following (1) 18:18	19:7,10,11	28:6,9	15:7
explain (2) 10:16;11:1		great (7)	hiccups (1) 14:21	increase (8)
explaining (1)	foremost (1) 9:3	3:8;12:23,24;13:3; 16:12;19:2;21:6	high (1)	5:8;7:20,21;10:2; 13:16;15:13;29:21;
21:6	forth (1)	grew (1)	23:9	31:1
extended (1)	26:3	13:15	higher (1)	incredibly (1)
25:16	forward (3)	grow (4)	14:18	22:5
extra (1)	27:3;29:15;31:4	9:3,5;11:24;13:14	hit (1)	independent (1)
7:6	found (2)	growth (3)	16:4	20:14
7.0	13:25;20:16	9:24;11:22;23:25	Hoda (3)	infiltrates (1)
${f F}$	four (1)	guys (2)	12:2,4;13:1	23:1
	23:5	24:9;28:10	hold (3)	information (5)
face-to-face (3)	fourth (1)	24.7,26.10	23:16;25:7;26:4	11:3;17:1;18:24;
19:23;21:18;24:2	22:2	H	home (2)	22:10;27:7
fact (1)	free (2)		12:6,20	infrastructure (1)
24:21	17:1;32:3	hall (1)	homes (4)	16:7
fair (1)	friends (1)	22:19	12:8,15,16,17	initiative (2)
4:9	21:3	hammering (1)	hope (1)	12:25;16:17
fairly (3)	front (1)	28:15	31:6	innovations (1)
19:5,6;24:13	9:16	hand (2)	hotspots (4)	29:2
familiar (2)	full (6)	6:4;20:5	16:17,18;18:6,10	innovative (1)
12:2;21:1	4:12;6:16;11:22;	hand-in-hand (1)	hours (1)	29:15
families (7)	20:12;22:9;25:15	7:13	21:24	Instead (1)
8:13,23;13:21;	fun (1)	handle (2)	house (1)	30:23
14:11;15:3;16:16;	29:12	17:24;21:10	7:6	instruction (1)
23:10		happen (1)	huge (2)	14:6
families' (1)	G	9:12	25:23;28:9	insure (7)
14:8		happened (1)	Hyatt (11)	12:25;13:23;15:14;
family (6)	gap (5)	12:1	5:12,13,15,18,18;	21:21;24:3,20;28:2

intake (1)	29:7	look (3)	Member (1)	motion (8)
8:10	Kristin (1)	4:15;11:22;28:24	30:23	4:19,23;29:19,20,
interest (4)	5:10	looking (2)	members (6)	25;30:5;32:15,18
7:6;8:12,14;18:12	т	7:21;8:6	4:15;6:14;7:4;	move (4)
interested (2)	L	lose (1)	30:6;31:23;32:14	4:17;27:3;29:15;
7:9,10	1.1.(2)	22:3	mention (1)	31:3
interesting (1)	lab (2)	lot (2)	14:21	moved (1)
8:24	22:19;28:25	28:12;29:12	mentioned (2)	32:16
interim (1) 21:7	laptops (1) 17:8	love (1) 20:11	27:23;29:15 merged (1)	movement (1) 8:4
internet (3)	large (2)	lower (1)	20:25	much (7)
16:16;17:1,10	13:18;24:2	7:24	met (2)	8:4;9:5,15;20:4,9;
into (7)	largest (1)	7.24	22:22;27:24	25:1;31:5
4:10;11:6;18:21;	18:10	M	micro (1)	23.1,31.3
22:8;30:6,8,12	last (12)		6:25	N
introduce (1)	7:3,3,25;9:25;12:5,	Madam (1)	microphone (1)	· · · · · · · · · · · · · · · · · · ·
3:8	6;15:4;23:5,23;	6:14	4:11	Naccaman (1)
intuitive (1)	25:14;31:15;32:13	majority (2)	microphones (1)	3:18
20:4	later (1)	20:1,13	11:7	naïve (1)
issue (2)	32:2	making (1)	middle (5)	7:13
8:15;21:20	launched (1)	8:4	7:18;10:6,9;13:3;	name (3)
issues (4)	22:23	mans (1)	14:15	4:12;6:11,12
15:19,22;17:11;	launching (1)	23:2	might (1)	national (1)
28:15	29:5	mantra (1)	8:24	13:2
Item (1)	Lauren (1)	7:8	mind (1)	necessarily (1)
31:10	21:25	many (7)	8:25	9:7
J	leadership (1)	7:13;9:9;12:17;	mindset (1)	necessary (1)
J	27:8 learn (1)	13:20;24:1;26:14; 27:10	28:25 mine (1)	5:24 need (15)
January (1)	18:24	map (1)	30:8	6:16;9:14,14;
11:19	learned (2)	18:9	minute (1)	11:17,24;15:15;16:8;
Jenna (3)	26:18;27:7	Mary (2)	11:25	22:12;23:16;25:2,5,
12:3,4;13:1	learning (13)	5:18;31:12	minutes (8)	19;26:10;30:10;
job (1)	8:20;19:8,11,20,	massive (1)	4:15,17;5:20,24;	31:18
21:6	21;20:2,6,12;24:10;	22:10	6:10,16;24:24;25:11	needed (1)
Johnson (21)	29:1,2,5,17	math (1)	missed (1)	16:23
5:9,20;6:3,7,12,12;	legal (1)	10:24	11:12	needs (3)
15:18;16:12;18:1,4;	15:19	matter (2)	modified (1)	14:18;24:10,24
19:2,15;21:5,12;	lessons (3)	16:10;20:18	21:16	new (7)
24:12;27:5,13,14,21;	26:18;27:7,19	May (4)	moment (1)	7:4;13:20,22,24;
30:20;31:5	letting (1)	11:21;22:3,22;32:7	30:7	14:2,9;25:14
joining (1)	7:1	maybe (6)	moments (2)	Newton (18)
4:7	levels (1)	8:14,15,17,18,19;	6:15;30:19	3:22,23,24;18:16,
July (2)	29:6	11:12	monitor (1)	17;19:14;20:21;
7:5;9:8	light (1) 13:10	means (2) 10:16;15:5	28:1 monkeys (1)	26:11,13,14;27:15, 21;29:20;30:1,8,14,
jump (2) 9:7;22:16	likely (2)	meant (2)	29:11	15,18
June (1)	6:16;16:21	14:15;15:10	months (3)	next (2)
8:11	lines (1)	measures (1)	7:3,25;16:21	30:9;32:4
	17:10	14:1	more (8)	nobody (1)
K	literally (1)	mechanism (1)	13:20;15:9;18:13;	21:23
·	19:20	26:17	20:7;24:17,17;28:20,	Nodding (2)
K-12 (1)	little (8)	media (1)	21	18:1;27:14
5:7	9:4,17;21:7,19;	12:4	morning (13)	none (2)
K-2 (4)	24:8,17;25:20;29:9	medical (1)	3:2,12,13,16,17,20,	7:18;29:19
10:11,11,12,14	local (1)	8:14	21,23,24;4:2,6;5:17,	normal (3)
keep (3)	26:21	meet (3)	18	8:14;18:6;21:13
14:20;25:11,23	locations (1)	19:23;22:24;24:24	mortar (2)	normally (2)
kids (2)	21:21	meeting (6)	17:13;22:18	12:19;13:5
18:20;21:3	lock (1)	3:3,4;4:8;25:10;	most (8)	northeast (1)
kind (4)	20:6	32:22,25	11:14,18;12:7;	18:7
17:22;21:10;27:5,6	log- (1)	meetings (2)	15:9;16:5;19:19;	northwest (1)
kindergarten (1)	11:2	26:4;27:10	22:18;24:15	18:7
-	1	1	1	1

number (3) 16:19,20;18:13 placed (1) 11:5;28:2 11:1 rates (1) nursing (6) P placement (1) 12:5,10;20:20; 10:10 reach (1) O page (1) page (1) 15:3 plan (2) progress (1) 12:6 occupational (1) pandemic (2) planning (4) Project (1) 27:6 25:19 Panel (14) 21:20;23:7,8;24:17 projects (1) 28:4 off (3) 3:4,9;4:15;6:14; plans (1) projects (1) 28:4 on-board (1) 30:6,23,24;31:11,22; 32:14 proposal (1) 12:21;14:13:3 on-boarding (2) 32:14 parent (2) parents (4) 12:5;14:23 provide (7) 12:24 one (12) parents (4) 3:6;4:15;6:10 7:17;16:23;18:19; 12:24 one (12) parent (5) part (5) point (5) 12:24 ready (2) 11:20:17;22:15;23; part (5) point (5) 19:3,19;28:17,23; provider (1) 12:24 online (1) 26:2 particular (5)	
nursing (6) P placement (1) 12:5,10;20:20; 10:10 O page (1) page (2) plan (2) project (1) 27:6 occupational (1) pandemic (2) planning (4) Project (1) 27:6 off (3) 3:4,94:15;6:14; 21:8 29:7 reach-outs (1) on-board (1) 30:6,23;24;31:11,22; 32:14 platform (1) projects (1) 22:3 on-boarding (2) parent (2) 12:5;14:23 projects (1) 28:4 on-boarding (2) parent (2) 12:5;14:23 projects (1) projects (1) 28:4 one (12) parent (2) 13:25 project (1) 29:7 read (3) pone (12) 32:14 platform (1) project (1) 10:23;12:14:13;3 one (12) parent (2) 12:5;14:23 provide (7) Reads (1) 15:3;16:13,14;17:5, 12:7;14:1; 13:17;14:12,14; pleasure (1) 19:24;25:2;26:9;31:2 ready (2) 11:20:17;22:15,23; part (5) point (5) 25:17 provider (1) reality (21) <td></td>	
Table 12:6,8,15,16,17,20	
O page (1) plan (2) progress (1) 12:6 occupational (1) 15:3 pandemic (2) planning (4) Project (1) 27:6 25:19 13:4,10 21:20;23:7,8;24:17 29:5 reach-outs (1) off (3) 3:4,9;4:15;6:14; 21:8 29:7 read (3) on-board (1) 30:6,23;24;31:11,22; 30:6,23;24;31:11,22; platform (1) 21:2 reading (4) 13:20 32:14 platforms (2) proud (1) 10:23;12:9,13 one (12) parent (2) 15:4;25:7 please (3) provide (7) 12:24 one (12) parents (4) 3:6;4:15;6:10 7:17;16:23;18:19; ready (2) 15:3;16:13,14;17:5, 25:9 30:21 provided (1) realistic (1) 11:20:17;22:15,23; part (5) point (5) 25:17 17:22 27:17 12:9,10,24;16:17; 31:17 26:21 6:23;11:17,23 5:5 particular (5) pointless (1) provider (3) 13:13;17:5;19	
O 15:3 pandemic (2) 9:3,5 planning (4) 9:21 Project (1) reached (1) occupational (1) 13:4,10 21:20;23:7,8;24:17 29:5 reach-outs (1) 27:6 reach-outs (1) 25:19 Panel (14) plans (1) projects (1) 28:4 read (3) off (3) 3:4,9;4:15;6:14; 21:8 platform (1) proposal (1) 12:21;14:13;3 on-board (1) 30:6,23,24;31:11,22; 13:25 platforms (2) proud (1) 10:23;12:9,13 on-boarding (2) parent (2) 12:5;14:23 please (3) provide (7) Reads (1) 13:12,23 15:4;25:7 parents (4) 3:6;4:15;6:10 please (3) provide (7) 12:24 ready (2) 5:21;12:7;14:1; 13:17;14:12,14; pleasure (1) 19:24;25:2;26:9;31:2 ready (2) 11;20:17;22:15,23; part (5) point (5) 25:17 realistic (1) 10:21;11:7,23 17:22 realistic (1) realistic (1) 12:21,17;22:15,23; 12:9,10,24;16:17; 19:3,19;28:17,23; provider (1) 26:21 6:23;11:17,23 5:5 particular (5) pointless (1) providers (3) <td></td>	
occupational (1) pandemic (2) planning (4) Project (1) 27:6 25:19 Panel (14) 21:20;23:7,8;24:17 29:5 reach-outs (1) off (3) 3:4,9;4:15;6:14; 21:8 29:7 read (3) 4:3;22:3;31:17 9:16,22;10:3;16:1; platform (1) proposal (1) 12:21;14:13;3 on-board (1) 30:6,23,24;31:11,22; 13:25 21:2 reading (4) on-boarding (2) parent (2) 12:5;14:23 24:18 Reads (1) 13:12,23 15:4;25:7 please (3) provide (7) 12:24 one (12) parents (4) 3:6;4:15;6:10 7:17;16:23;18:19; ready (2) 15:3;16:13,14;17:5, 25:9 30:21 provided (1) realistic (1) 11;20:17;22:15,23; 27:17 12:9,10,24;16:17; 19:3,19;28:17,23; provider (1) really (21) online (1) 26:2 31:17 26:21 6:23;11:17,23 5:5 particular (5) pointless (1) providers (3) 13:13;17:5;19	
occupational (1) 13:4,10 21:20;23:7,8;24:17 29:5 reach-outs (1) off (3) 3:4,9;4:15;6:14; plans (1) 29:7 read (3) 4:3;22:3;31:17 9:16,22;10:3;16:1; platform (1) proposal (1) 12:21;14:13;3 on-board (1) 30:6,23,24;31:11,22; platform (2) proud (1) 10:23;12:9,13 on-boarding (2) parent (2) platforms (2) proud (1) 10:23;12:9,13 one (12) parents (4) 3:6;4:15;6:10 provide (7) 12:24 5:21;12:7;14:1; 25:9 pleasure (1) 19:24;25:2;26:9;31:2 reading (4) 15:3;16:13,14;17:5, 12:9,10,24;16:17; 30:21 provided (1) 17:22 provider (1) 25:17 provider (1) 26:2 provider (1) 26:21 6:23;11:17,23 5:5 particular (5) pointless (1) providers (3) 13:13;17:5;19	
25:19 Panel (14) plans (1) projects (1) 28:4 off (3) 3:4,9;4:15;6:14; 21:8 29:7 read (3) 4:3;22:3;31:17 9:16,22;10:3;16:1; platform (1) proposal (1) 12:21;14:13;3 on-board (1) 30:6,23,24;31:11,22; platform (2) proud (1) 10:23;12:9,13 on-boarding (2) parent (2) parent (2) platforms (2) provide (7) Reads (1) 13:12,23 15:4;25:7 please (3) provide (7) 12:24 one (12) parents (4) 3:6;4:15;6:10 7:17;16:23;18:19; ready (2) 5:21;12:7;14:1; 13:17;14:12,14; 25:9 30:21 provided (1) realistic (1) 11;20:17;22:15,23; part (5) 19:3,19;28:17,23; provider (1) really (21) online (1) 26:2 31:17 26:21 6:23;11:17,23 5:5 particular (5) pointless (1) providers (3) 13:13;17:5;19	
off (3) 3:4,9;4:15;6:14; 21:8 29:7 read (3) 4:3;22:3;31:17 9:16,22;10:3;16:1; platform (1) proposal (1) 12:21;14:13;3 on-board (1) 30:6,23,24;31:11,22; platforms (2) proud (1) 10:23;12:9,13 on-boarding (2) parent (2) platforms (2) provide (7) Reads (1) 13:12,23 15:4;25:7 please (3) provide (7) 12:24 one (12) parents (4) 3:6;4:15;6:10 7:17;16:23;18:19; ready (2) 5:21;12:7;14:1; 13:17;14:12,14; pleasure (1) 19:24;25:2;26:9;31:2 16:11;22:2 11;20:17;22:15,23; part (5) 30:21 provided (1) realistic (1) 12:24 19:3,19;28:17,23; provider (1) realistic (1) 17:22 19:3,19;28:17,23; provider (1) really (21) 6:23;11:17,23 31:17 26:21 6:23;11:17,23 5:5 particular (5) pointless (1) providers (3) 13:13;17:5;19	
4:3;22:3;31:17 9:16,22;10:3;16:1; platform (1) proposal (1) 12:2!;14:13;3 on-board (1) 30:6,23,24;31:11,22; 13:25 proud (1) 10:23;12:9,13 on-boarding (2) parent (2) 15:4;25:7 platforms (2) 24:18 Reads (1) 13:12,23 parents (4) 3:6;4:15;6:10 7:17;16:23;18:19; ready (2) 5:21;12:7;14:1; 13:17;14:12,14; pleasure (1) 19:24;25:2;26:9;31:2 realistic (1) 15:3;16:13,14;17:5, 25:9 30:21 provided (1) realistic (1) 11;20:17;22:15,23; part (5) 19:3,19;28:17,23; provider (1) really (21) online (1) 26:2 31:17 26:21 6:23;11:17,23 5:5 particular (5) pointless (1) providers (3) 13:13;17:5;19	
on-board (1) 30:6,23,24;31:11,22; 13:25 21:2 reading (4) 13:20 32:14 platforms (2) proud (1) 10:23;12:9,13 on-boarding (2) parent (2) 12:5;14:23 provide (7) 12:24 one (12) parents (4) 3:6;4:15;6:10 7:17;16:23;18:19; ready (2) 5:21;12:7;14:1; 13:17;14:12,14; pleasure (1) 19:24;25:2;26:9;31:2 16:11;22:2 15:3;16:13,14;17:5, 25:9 30:21 provided (1) realistic (1) 11;20:17;22:15,23; part (5) 19:3,19;28:17,23; provider (1) really (21) online (1) 26:2 31:17 26:21 6:23;11:17,23 5:5 particular (5) pointless (1) providers (3) 13:13;17:5;19	
13:20 32:14 platforms (2) proud (1) 10:23;12:9,13 on-boarding (2) 13:12,23 15:4;25:7 please (3) provide (7) 12:24 one (12) parents (4) 3:6;4:15;6:10 7:17;16:23;18:19; ready (2) 15:3;16:13,14;17:5, 25:9 30:21 provided (1) 15:24;25:2;26:9;31:2 11;20:17;22:15,23; part (5) 30:21 provided (1) 25:17 17:22 27:17 12:9,10,24;16:17; 19:3,19;28:17,23; provider (1) really (21) online (1) 26:2 31:17 26:21 6:23;11:17,23 5:5 particular (5) pointless (1) providers (3) 13:13;17:5;19	;13:1
on-boarding (2) parent (2) 12:5;14:23 24:18 Reads (1) one (12) parents (4) 3:6;4:15;6:10 7:17;16:23;18:19; ready (2) 5:21;12:7;14:1; 13:17;14:12,14; pleasure (1) 19:24;25:2;26:9;31:2 16:11;22:2 15:3;16:13,14;17:5, 25:9 30:21 provided (1) realistic (1) 11;20:17;22:15,23; part (5) 12:9,10,24;16:17; 19:3,19;28:17,23; provider (1) really (21) online (1) 26:2 31:17 26:21 6:23;11:17,23 5:5 particular (5) pointless (1) providers (3) 13:13;17:5;19	;13:1
13:12,23 15:4;25:7 please (3) provide (7) 12:24 one (12) 3:6;4:15;6:10 7:17;16:23;18:19; ready (2) 5:21;12:7;14:1; 13:17;14:12,14; pleasure (1) 19:24;25:2;26:9;31:2 16:11;22:2 11;20:17;22:15,23; part (5) 30:21 provided (1) realistic (1) 27:17 12:9,10,24;16:17; 19:3,19;28:17,23; provider (1) really (21) online (1) 26:2 31:17 26:21 6:23;11:17,23 5:5 particular (5) pointless (1) providers (3) 13:13;17:5;19	
one (12) parents (4) 3:6;4:15;6:10 7:17;16:23;18:19; ready (2) 5:21;12:7;14:1; 13:17;14:12,14; pleasure (1) 19:24;25:2;26:9;31:2 16:11;22:2 15:3;16:13,14;17:5, 25:9 part (5) point (5) 25:17 realistic (1) 27:17 12:9,10,24;16:17; 19:3,19;28:17,23; provider (1) really (21) online (1) 26:2 31:17 26:21 6:23;11:17,23 5:5 particular (5) pointless (1) providers (3) 13:13;17:5;19	
5:21;12:7;14:1; 13:17;14:12,14; pleasure (1) 19:24;25:2;26:9;31:2 16:11;22:2 15:3;16:13,14;17:5, 25:9 30:21 provided (1) realistic (1) 11;20:17;22:15,23; 12:9,10,24;16:17; 19:3,19;28:17,23; provider (1) really (21) online (1) 26:2 31:17 26:21 6:23;11:17,23 particular (5) pointless (1) providers (3) 13:13;17:5;19	
15:3;16:13,14;17:5, 11;20:17;22:15,23; 27:17 online (1) 5:5 part (5) 12:9,10,24;16:17; 26:2 particular (5) 30:21 point (5) 19:3,19;28:17,23; 31:17 pointless (1) 25:17 19:3,19;28:17,23; provider (1) 26:21 provider (21) 6:23;11:17,23 provider (3) 13:13;17:5;19	
11;20:17;22:15,23; part (5) point (5) 25:17 17:22 27:17 12:9,10,24;16:17; 19:3,19;28:17,23; provider (1) really (21) online (1) 26:2 31:17 26:21 6:23;11:17,23 5:5 particular (5) pointless (1) providers (3) 13:13;17:5;19	
27:17	
online (1) 26:2 31:17 26:21 6:23;11:17,23 5:5 particular (5) pointless (1) providers (3) 13:13;17:5;19	
5:5 particular (5) pointless (1) providers (3) 13:13;17:5;19	
only (4) 15:11;17:2;19:25; 25:21 16:22;25:22;27:2 20:5,10,19,23	
24:2;27:22;29:1,16 26:20;32:6 points (1) providing (2) 23:7,24;25:13	
onset (1) partner (1) 16:5 providing (2) 23:7,24,25:13	
23:10 14:2 positive (1) Public (2) 15	.10,12,
open (2) partnerships (1) 13:19 13:10;28:6 reason (2)	
8:8;9:22	
open- (1) parts (1) 18:23 pashing (1) reasonable (1)	
5:5 20:4 possible (1) put (2) 15:17	
OPEN-ENROLLMENT (1) passes (2) 7:16 26:7;30:17 reasons (3)	
31:8 4:23;30:5 practices (1) 8:13,14,22	
operate (1)	
21:1 14:4 predict (2) 6:18	
opportunities (3) people (4) 7:19;9:12 quality (1) recently (1)	
7:17;17:1;28:8 16:8;23:8;24:13; predicted (1) 13:21 6:17	
opportunity (5) 28:14 7:18 quarter (1) recognized (2)	
5:23;6:15;12:23; percentage (1) prepared (1) 16:18 5:3;6:10	
14:19;27:1 23:9 21:8 quick (1) record (2)	
opposition (2) person (2) present (1) 20:19 4:12;6:11	
5:14,22 18:22;20:17 5:20 quickly (2) reference (1)	
options (2)	
31:2,24 18:18 16:4;30:21,25 quite (1) regardless (1)	
orchestrated (3)	
24:3,13;25:23 3:11 16:13;21:1;27:10 quote (1) regular (1)	
order (1)	
3:4 3:22 quote/unquote (1) regulations (1)	
organized (1) phrased (1) primary (1) 21:13 22:7	
16:4 28:13 9:23 quotes (1) relates (1)	
others (3) physical (1) printers (1) 14:14 18:20 remainder (1)	
out (14) 20:4;20:17,23 24:15 17:8 probably (2) R 32:1	
OHI (14) DICTIFE (5) DEODADIV (2) N 5//1	
8:16;12:6;17:10; 10:20;15:7,9 15:3;17:4 remaining (1)	
8:16;12:6;17:10; 10:20;15:7,9 15:3;17:4 remaining (1) 18:18;22:7,11,14; piece (3) roblem (1) raise (1) 13:15	
8:16;12:6;17:10; 18:18;22:7,11,14; 27:2,6,11,20;28:10; 10:20;15:7,9 piece (3) 13:13;15:2;28:23 13:13;15:2;28:23 13:13;15:2;28:23 15:3;17:4 problem (1) 28:11 13:15 remaining (1) 13:15 remediation (1)	
8:16;12:6;17:10; 18:18;22:7,11,14; 27:2,6,11,20;28:10; 29:1;32:1 10:20;15:7,9 piece (3) 13:13;15:2;28:23 pieces (3) 15:3;17:4 problem (1) 28:11 procedure (1) raise (1) 13:15 remaining (1) 13:15 remediation (1) 11:18	
8:16;12:6;17:10; 18:18;22:7,11,14; 27:2,6,11,20;28:10; 29:1;32:1 outreach (3) 10:20;15:7,9 piece (3) problem (1) 28:11 procedure (1) procedure (1) 11:18 remaining (1) 13:15 28:11 procedure (1) 11:18 remediation (1) 11:18 remediations (1)	
8:16;12:6;17:10; 18:18;22:7,11,14; 27:2,6,11,20;28:10; 29:1;32:1 outreach (3) 12:10;13:3,8 10:20;15:7,9 piece (3) 13:13;15:2;28:23 piece (3) 13:13;15:2;28:23 problem (1) 28:11 procedure (1) 5:19 procedure (2) procedures (2) procedures (2) procedure (1) procedures (2) procedures (2) procedures (2)	
8:16;12:6;17:10; 18:18;22:7,11,14; 27:2,6,11,20;28:10; 29:1;32:1 outreach (3) 12:10;13:3,8 outside (2) 10:20;15:7,9 piece (3) 13:13;15:2;28:23 piece (3) 13:13;15:2;28:23 problem (1) 28:11 procedure (1) 5:19 procedures (2) 5:17,23 remaining (1) 13:13;15: 28:11 procedure (1) 5:19 procedures (2) 5:17,23 remaining (1) 13:15 remediation (1) 11:18 remediations (1) 10:2 remediation (1) 10:2 remediation (1)	
8:16;12:6;17:10; 10:20;15:7,9 15:3;17:4 18:18;22:7,11,14; piece (3) problem (1) raise (1) 27:2,6,11,20;28:10; 13:13;15:2;28:23 problem (1) raising (1) 29:1;32:1 pieces (3) procedure (1) raising (1) 11:18 13:6;17:8;21:14 5:19 19:7 remediations (1) 12:10;13:3,8 pillars (1) procedures (2) ramp (1) 10:2 outside (2) 27:17 5:17,23 23:20 remember (1) 12:22;23:17 pivoting (2) process (5) rare (2) 27:16	
8:16;12:6;17:10; 10:20;15:7,9 15:3;17:4 remaining (1) 18:18;22:7,11,14; piece (3) 13:13;15:2;28:23 problem (1) 13:15 29:1;32:1 pieces (3) 28:11 6:3 remediation (1) outreach (3) 13:6;17:8;21:14 procedure (1) 19:7 remediations (1) 12:10;13:3,8 pillars (1) procedures (2) ramp (1) 10:2 outside (2) 27:17 5:17,23 23:20 remember (1) 12:22;23:17 pivoting (2) process (5) rare (2) 27:16 over (3) 8:19;15:1 7:24;9:1,10;23:15; 19:3;20:8 remove (1)	
8:16;12:6;17:10; 10:20;15:7,9 15:3;17:4 18:18;22:7,11,14; piece (3) problem (1) raise (1) 27:2,6,11,20;28:10; 13:13;15:2;28:23 problem (1) raising (1) 29:1;32:1 pieces (3) procedure (1) raising (1) 11:18 13:6;17:8;21:14 5:19 19:7 remediations (1) 12:10;13:3,8 pillars (1) procedures (2) ramp (1) 10:2 outside (2) 27:17 5:17,23 23:20 remember (1) 12:22;23:17 pivoting (2) process (5) rare (2) 27:16	

				<u> </u>
7:3	rural (1)	5:6	17:10	12;21:9,17,21;22:7;
rent (2)	18:13	service (2)	slots (1)	23:2;25:4,22,24;27:9,
21:19,20	10.13	12:10;13:8	29:22	20;29:17;31:4
,	S			, ,
repeat (1)	3	service-minded (1)	slower (1)	state's (1)
9:15		13:4	8:10	16:17
reports (1)	safer (1)	serving (2)	smaller (1)	stats (1)
26:5	14:20	14:11;19:8	18:13	9:4
representation (1)	same (9)	set (1)	social (1)	stay (1)
18:14	9:8,8;13:21,21;	23:18	12:4	29:3
representative (1)	14:23,23;23:16,18,19	several (5)	solve (2)	step (1)
31:19	satisfaction (4)	7:25;14:9,21;	16:15;17:5	30:9
REQUEST (7)	13:11,14,17;14:8	23:19;28:4	solved (1)	stepped (1)
4:24;5:19,21;6:17;	savvy (4)	shadowing (1)	28:15	20:24
7:5;25:6;29:21	18:20;19:12,13;	14:4	somebody (1)	steps (1)
requesting (2)	26:16	shaking (2)	20:5	28:20
5:8;17:21	saying (2)	5:15;15:21	son (1)	still (8)
required (1)	14:12;17:23	shall (1)	15:5	8:5,12;12:21,24;
10:13	scars (1)	6:5	Sonja (3)	14:11;23:9;25:18;
requirement (2)	28:18	share (10)	3:14;17:15;24:7	29:12
23:11,12	schedules (1)	6:19;9:20;10:3;	sort (8)	stragglers (1)
requirements (1)	26:1	19:21;24:22;26:21;	10:6;14:4;18:8;	10:7
22:8	scheduling (1)	27:7,19;28:19;29:8	19:4;20:4,17;21:16;	strategy (1)
rescheduling (1)	11:10	shared (2)	26:7	13:24
11:12	School (14)	24:25;27:12	sorts (1)	Structurally (1)
residents (2)	3:10;5:6;6:13;7:8;	sheet (1)	25:16	16:13
12:6,20	8:3,11,19;14:22;	30:7	sound (3)	struggle (2)
resource (2)	24:15;29:6;31:8,14,	short (1)	16:13;18:17;22:7	8:21;20:8
16:25;25:13	14;32:6	4:8	speak (1)	struggles (1)
resources (2)	schools (6)	show (2)	4:10	20:7
25:17;27:11	7:15;9:13;24:25;	9:5;12:3	speaking (3)	struggling (2)
responsible (1)	27:9;28:5,6	shows (1)	4:10;5:14,21	19:19;26:24
4:9	scores (1)	13:19	speaks (1)	student (9)
rest (1)	11:15	side (4)	15:9	7:22;10:21;11:24;
29:4	screen (1)	5:15,15;15:21,21	special (8)	13:7,23;15:13,13;
resubmit (2)	19:22	side-by-side (1)	14:17;16:7;24:10,	19:17;20:1
32:2,3	seat (4)	19:25	18,22;25:3,15;27:22	students (56)
results (3)	7:16,20;8:6;15:14	sign (1)	specific (2)	5:6,9;7:10,16;8:4,
11:9,10;28:2	seats (2)	25:9	13:24;25:10	7,17;9:1,14,25;10:5,
review (2)	8:8:9:17	significant (1)	specifically (1)	11,15,17,25;11:12,
26:5;31:4	Second (7)	21:22	10:18	17;12:1,3,12,21,23,
right (21)	4:18,20;29:23,24;	silence (2)	spring (3)	25;13:16;14:9,18,22;
4:5;5:1;6:4,20,21,	30:1;32:17,19	3:6;30:19	11:21;12:6;23:23	15:14;16:24;17:6,13,
24;7:10,12;8:4,8;	seeing (2)	simple (1)	spring/early (1)	24;18:3,4,14;19:4;
15:25;16:20;17:18;	8:11;28:11	11:4	32:5	21:21;22:10,11,14,
20:5;23:15;25:8,10,	seek (1)	simply (1)	stabile (1)	18,20;23:5,25;24:4,
21;26:8;27:15;30:13	28:7	14:1	13:15	10;25:15,18,25;26:2,
RISE (1)	seem (1)	single (3)	stability (1)	7;28:21;29:4,7,16;
12:25	26:25	18:11,11;19:19	13:20	31:2
risk (1)	seems (2)	sit (1)	staff (5)	student's (2)
14:18	11:1;25:20	19:25	13:22;22:4,8,22;	11:22;17:2
room (3)	send (1)	site (3)	23:1	submitted (1)
	22:14			12:13
3:14;11:8;22:21		22:4,5,24	stakeholders (1)	
rooms (1)	sent (1)	sites (3)	27:10	submitting (1)
11:6	15:8	22:7;23:2,4	STAR (2)	19:22
row (1)	September (1)	situation (3)	10:8,12	success (1)
24:20	3:3	8:15;18:9;19:1	start (1)	13:23
run (4)	seriously (1)	situations (2)	15:25	successful (1)
17:10;18:21;23:15,	23:13	18:22;21:11	started (2)	20:20
18	serve (3)	six (1)	8:11;12:5	successfully (1)
running (1)	12:24;19:18;20:5	15:5	state (23)	13:22
22:6	served (2)	size (1)	4:12;6:10;7:14;	summarize (1)
		6:24		30:24
runway (2)	20:2,24		10:13,13;11:20;	
9:11,17	serves (1)	skills (1)	12:15;17:12;18:2,5,	summary (1)
			1	<u> </u>

emmiten he inom	ENGTHILE	T.	T	September 10, 2020
15:12	25:16;26:2,6	16:22	virtually (8)	32:9,16,19
summative (1)	therapists (2)	turn (1)	13:10;18:24;24:23;	willing (1)
21:9	25:22;26:4	9:13	25:8,9,17,20;28:1	19:23
summer (1)	therapy (1)	twist (1)	virus (2)	window (4)
32:5	25:19	9:13	9:13;12:8	10:7,14;23:17,19
Superintendent (1)	thinking (2)	two (2)	visitors (2)	windows (1)
5:10	16:5;27:16	21:24;22:9	12:9,19	10:13
supply (2)	third (1)	type (1)	vote (1)	wish (1)
17:7;24:23	7:2	18:9	31:18	17:9
support (1)	though (3)	types (1)	voting (2)	withdraw (1)
19:24	11:9;16:6;19:5	8:22	6:1;30:7	31:13
supporting (1)	thought (1)			withdrawn (2)
24:9	15:9	U	\mathbf{W}	31:16,25
sure (13)	thousand (1)			within (3)
4:11;8:3;9:12;	17:21	UNANIMOUS (3)	waitlist (3)	7:21;10:13;17:2
14:10;16:14,22,23;	threads (1)	4:22;30:4;32:21	8:2,7;9:1	without (1)
17:6;20:16;21:16;	14:17	unanticipated (1)	waitlisted (1)	10:11
26:9,23;31:20	three (1)	26:15	7:23	word (2)
survey (1)	13:8	unique (1)	walk (1)	14:13;15:10
13:17	Throneberry (1)	29:3	19:22	words (1)
swear (1)	22:1	up (9)	walking (1)	32:13
6:4	throughout (1)	5:16;9:18;10:7;	22:18	work (11)
swiftly (1)	11:23	18:1,18;23:18,21;	walk-to-class (1)	11:16;13:6;16:15,
28:20	times (2)	25:11;27:14	14:5	22;17:5;19:10,22;
swing (3)	13:8;22:20	uptick (1)	watch (1)	23:24;24:19;30:8,11
13:18,18,19	today (8)	8:16	29:12	worked (4)
13.16,16,19	3:25;4:8;5:8;6:16;	use (3)	way (10)	12:14;25:13;26:25;
T	7:2;12:3;30:21;31:20	13:25;18:21;25:11	8:20;11:24;13:21;	28:7
				working (6)
table (2)	Today's (1) 3:8	used (2)	23:16,18;25:9;27:18;	
table (2)	told (1)	10:8;12:17	28:13;29:11,16	7:13,15;8:16;
31:15,17	7:11	using (1)	ways (3)	11:11;13:9;27:8
Talk (3)		26:18	13:9;24:1,9	works (1)
21:7,10;24:8	tour (1)	usually (1)	Webb (7)	14:6
talked (1)	22:24	24:16	5:2,4;15:22,24;	world (2)
14:14	tours (2)	utilize (4)	30:14;32:11,12	21:13;26:20
teacher (5)	22:14,14	11:5;23:2;25:2;	week (3)	worry (1)
10:2;13:12,24;	towards (1)	29:4	12:1,5;13:2	15:1
14:2,2	10:6	utilizing (1)	weeks (1)	Wright-McMurry (7)
teachers (6)	Toyce (2)	21:6	22:9	3:15,17;17:15,17;
11:15;14:5;21:24;	3:22;19:2	T 7	Welcome (2)	24:8;29:23;30:1
23:3,23;25:11	track (2)	\mathbf{V}	3:2,4	T 7
team (5)	10:18;22:3		well-considered (1)	Y
11:16;19:16;20:1;	Tracy (1)	valid (2)	31:1	
26:7;27:8	30:14	11:9;28:2	well-equipped (1)	y'all's (1)
technology (6)	training (2)	variety (1)	20:3	17:20
6:20;16:8;18:19;	13:24;14:1	8:13	well-rounded (1)	year (13)
20:7,8;26:16	transcripts (1)	vast (1)	10:20	9:25;10:9,21;
televisions (1)	28:25	18:14	well-trained (1)	11:23;13:8,10,17;
12:18	transparent (1)	verified (1)	22:5	20:24;22:2,3;23:5;
test (6)	9:22	30:11	what's (1)	29:7;32:1
11:3,13;21:23;	travel (1)	version (1)	9:12	year-over- (1)
23:4,23;25:6	21:22	21:16	whole (2)	13:16
tested (1)	tried (1)	veteran (2)	6:5;13:7	year-over-year (1)
23:4	29:3	14:2;22:5	whose (1)	9:24
testimony (1)	true (1)	video (2)	21:3	years (3)
6:4	29:3	22:14,24	widely (1)	15:6;23:6;25:14
testing (9)	truly (1)	videos (1)	19:6	young (1)
	24:1	12:13		18:22
21:25;22:12,16;			widespread (1)	
22.2 10.25 1.27.22	truth (3)	VIRTUAL (14)	18:12	youth (1) 12:22
23:3,19;25:1;27:23,	0.5.00		10/11/10/2000 (E)	17.77
24;28:1	6:5,6,6	4:24;5:5,11;6:13;	Williams (15)	
24;28:1 tests (1)	try (1)	8:9;11:9;15:15;25:1;	3:19,20,21;4:18,	YouTube (2)
24;28:1				

eminten he mon			September 10, 2020
	17:22		
Z	7		
zig-and-zag (1) 8:21 Zoom (6) 3:11,18,25;11:5; 19:21;25:8	75 (2) 18:5;25:25 78% (2) 10:15,17		
1	8		
1,000 (3) 9:3,6;13:15 100% (1) 11:2 112 (2)	81% (1) 10:23 83% (1) 10:24		
8:6;9:1 12 (1) 7:3 15 (2) 3:3;22:20 1500 (8) 5:9;7:20;9:1,2,10; 15:13;17:21;29:22	9:41 (1) 32:25 9-1-1 (1) 20:17 915 (3) 7:23;8:5,25 99% (1)		
2 (1) 31:10 2% (1) 13:16 20 (3) 5:20;6:10,16 2020 (1) 3:3	23:5		
2021 (1) 32:5 21 (1) 21:20 22% (1) 9:24			
35 (1) 12:15 360 (1) 10:8			
4			
4,000 (2) 5:7;7:22 40 (1) 13:22 4th (1) 16:18			
5 5 (1) 5:24 500-student (1)	-		