```
1
     STATE OF ILLINOIS
                            SS:
 2
     COUNTY OF COOK
 3
                   CHICAGO PUBLIC SCHOOLS
                      FISCAL YEAR 2016
 4
                   BUDGET PUBLIC HEARINGS
 5
              REPORT OF PROCEEDINGS at the hearing of
 6
 7
     the above-entitled cause before the Moderator
8
     KIMBERLY SHANNON, on August 18, 2015, at 10001
9
     South Woodlawn Avenue, Chicago, Illinois,
     beginning at 6:04 p.m. and ending at 6:57 p.m.,
10
     before Shelly White, Certified Shorthand Reporter
11
12
     and notary in and for the County of Cook, State of
13
     Illinois.
14
15
     Reported by: Shelly White, C.S.R.
16
17
     License No.:
                   0084-002196
18
19
20
21
22
23
24
```



| 1 | PANEL API | PEARANCES: |
|----|-----------|--|
| 2 | MS. | JANICE JACKSON, Chief Education Officer |
| 3 | MR. | MICHAEL MOSS, Budget Director |
| 4 | MS. | EBONEY LOFTON, Diverse Learners |
| 5 | MR. | CHARLES BASSETT, Capital (Facilities) |
| 6 | MR. | MARTIN ELLINGER, Transportation |
| 7 | MR. | |
| 8 | MR. | DONEL UNDERDUE, Network Chief |
| 9 | | weener it enrer |
| 10 | | |
| 11 | | |
| 12 | | |
| 13 | | |
| 14 | | |
| 15 | | |
| 16 | | |
| 17 | | |
| 18 | | |
| 19 | | |
| 20 | | |
| 21 | | |
| 22 | | |
| 23 | | |
| 24 | | |
| | | |



| 1 | INDE | X | |
|----|------------------|------|--|
| 2 | WITNESSES: | Page | |
| 3 | Susan Dupan | 16 | |
| 4 | Sharon Baker | 21 | |
| 5 | Martin Hester | 23 | |
| 6 | Debbie Pope | 25 | |
| 7 | Patricia Boulton | 29 | |
| 8 | Mr. Horton | 33 | |
| 9 | Mr. Macowski | 33 | |
| 10 | Noreen Goodhuntz | 38 | |
| 11 | David Vance | 42 | |
| 12 | Deshawn McDuffy | 43 | |
| 13 | Ms. Stokes-Smith | 46 | |
| 14 | Ms. Norwood | 47 | |
| 15 | Sara Graves | 47 | |
| 16 | | | |
| 17 | | | |
| 18 | | | |
| 19 | | | |
| 20 | | | |
| 21 | | | |
| 22 | | | |
| 23 | | | |
| 24 | | | |
| | | | |



| 1 | MODERATOR SHANNON: I'm going to test | |
|----|--|--|
| 2 | this. It sounds like it's on. Is it? | |
| 3 | All right. Well, great. Good | |
| 4 | evening. Let's get started. Hi. My name is | |
| 5 | Kimberly Shannon. I'm with the School Support | |
| 6 | Center, here with CPS. And I'd like to welcome you | |
| 7 | to the Chicago Public Schools Fiscal Year 2016 | |
| 8 | Budget Hearings. | |
| 9 | We want to thank you for coming to | |
| 10 | provide your input to the District. | |
| 11 | We are joined today by members of the | |
| 12 | Board of Education, CPS leadership, subject matter | |
| 13 | experts in transportation, facilities, diverse | |
| 14 | learners, and the budget. | |
| 15 | This meeting is an opportunity for | |
| 16 | Chicago Public Schools to hear your ideas, | |
| 17 | priorities, and concerns about the budget. | |
| 18 | The board is scheduled to vote on | |
| 19 | August 26th on the budget proposal we are | |
| 20 | presenting tonight. | |
| 21 | We have Spanish-language translators | |
| 22 | available here in the audience. And we also have | |
| 23 | sign-language interpreters. | |
| 24 | Many of you have signed up to ask | |



questions already. We want to get to you as quickly as possible.

If these slots are full, please fill out a card; and one of the floor monitors will get it from you, and we will followup all your questions on our website.

Some of you have already, already have provided detailed questions -- or some of you may have detailed questions that we might not be able to answer tonight. But we will post all answers to your questions on the website.

So before we get started, if you'll indulge me for just a few minutes. I want to go over a few guidelines for tonight's meeting before we give a brief presentation.

The budget hearing will begin at 6:00 and promptly end at 8:00 p.m. All who signed up to speak will be given an opportunity to make a statement up to two minutes until the meeting is adjourned.

Speakers are can asked to limit their comments to two minutes so that everyone who would like to speak has an opportunity to do so.

The sign-up period to speak was from



1 5:00 to 6:00 tonight. And each speaker was given a number. No one will be able to sign up after 2 6:00 p.m., although we might take a few more if 3 we've got some folks coming in just now. 4 Speakers will be limited to 5 addressing topics related to the budget as well as 6 the capital plan. 7 when multiple speakers from the same 8 9 organization or school are listed, please only have 10 one member of your organization or school to speak 11 regarding the same issue. If the speaker has follow-up 12

If the speaker has follow-up questions, we ask that you please provide, please speak to a CPS staff member who will be onsite and help you fill out a followup card.

The full budget proposal is on the CPS website, where you can also provide feedback and ask questions. CPS will respond to all questions in the website, including any that we were unable to address at this meeting. So please visit the website at CPS dot EDU back slash budget.

So before we get started, let me introduce the members of our panel. First of all, we have Janice Jackson, chief education officer;



13

14

15

16

17

18

19

20

21

22

23

Mike Moss, our budget director; Eboney Lofton, of 1 2 Diverse Learners; Chuck Bassett, with Capital; Martin Ellinger, with Transportation; Donel 3 Underdue and Jerrold Washington, Network Chiefs. 4 5 Thank you. Okay. So now I'm going to turn it 6 7 over to Janice Jackson to provide a welcome to you. 8 Thank you, Janice. 9 MS. JACKSON: Good evening, everyone. quess my role here tonight is really just to speak 10 11 on behalf of the leadership of Chicago Public 12 Schools and say thank you for, first of all, 13 engaging in what should be a part of every process, which is public participation. 14 15 This is obviously, my first budget 16 meeting on this side of the table. So I am 17 personally excited about the opportunity and just 18 really feel like it's important to let you know 19 that we are here as a collective to hear your 20 concerns. 21 we all acknowledge that this is not 22 the budget that we wanted to present today. No one



we're in.

23

24

is pleased with what, you know, the condition that

But we actually have an awesome responsibility in that we have to open schools in a few weeks. And so we have made do with what is a cash-strapped district.

But for me, I just think -- I know a few people in the audience. You know my leadership style. You know where I come from.

But I think it is important for those of you who I haven't had an opportunity to work with to know that I'm very sincere about listening closely to the things that are being proposed and making sure we're doing, making the best out of any situation.

I'm also very committed to serving all the students in Chicago, especially those students on the south side, where I, you know, came from.

So I just want you to know that you do have open hearts and open ears here to hear your concerns.

I also would like to thank the CPS staff that's here today. People worked extremely hard in order to prepare for this event. So I would like to publicly thanks them. Without their



support and talents, I don't know where this 1 2 District would be. So again, we're just here to listen. 3 And we hope that you follow the guidelines that 4 were presented by Ms. Shannon. And do know that 5 everyone will have an opportunity to make sure that 6 7 their voice and their concerns are heard. 8 Thank you. 9 MODERATOR SHANNON: Thank you very much, Janice, for those remarks. 10 11 I'm going to turn the meeting over to 12 Michael Moss, the Director of Budgeting, who will 13 take us through a short presentation. 14 Thank you. MR. MOSS: Good evening. My name is 15 Michael Moss. I'm the Budget Director for CPS. 16 17 We do want to get quickly to your 18 questions and comments. But first, we'd like to 19 give you a short presentation on the budget for 20 this year. 21 We've made -- we want to say that we 22

have made in the last, in the last several years great strides in the education of our children here in the city with better performance on standardized



23

_

tests, better -- greatly improved the attendance rates and more students enrolling in college.

This progress is threatened by the declining State funding and the growing pension costs that we're facing as a District.

This budget will reflect the fiscal reality of those two factors, impacting how much we're able to, to spend.

We are working with our partners in the State for pension funding parity and to fully fund education at the proper levels. The Governor, the Senate President, the House Speaker, and others have all agreed that the system, as it currently is set up, is inequitable. And we're pleased to be working with them toward a solution.

This graph, which is also available in the budget presentation on our website shows the general state that we're in financially from our State aid.

As you can see, it has been going down over the last few years. And we're even in the way that the State distributes, the actual amount that we're going to receive -- it is a solid orange bar.



And we're also, because of the nature of our school district, we are affected by that declining rate; and really if schools had been funded at the proper level, we would have actually gotten that amount above in the sort of shaded orange, orange bar as well.

So what we've seen is actually about \$500 million of, less funding over the last few years from the State.

This graph shows the other great pressure that we have at CPS, which is the pressure on our pension system and on CPS to pay for the bulk of the pension system.

As you can see, 2016 is right there towards the right. We're going to have to pay in \$676 million. And you can see at the bottom there, the State will be paying \$12 million of our full pension requirement. This is the other great pressure on our budget that is creating the budget that we're presenting this year.

As you can see, we -- in the previous slide we provide about \$1700 per student in pension contribution. That is to say that CPS itself, whereas, the State will provide us with only \$31



per student.

However, the State pays for the employer-side of pension or every other school district in the state. The government of the State of Illinois pays that. And that amounts to about over \$2200 per student that the State pays. This is the pension fund inequity that we're talking about, that we're working with Springfield for a solution.

So this budget, you can see on this graph where the revenues for this budget are coming from. And we have the big yellow slice of the pie there. That is, that would be pension funding parity from the State that we are working with the State on.

We have -- we have put this budget together with an assumption that we will be getting a pension funding equity relief from the State.

If we don't, we will have to take a look later on in the year, at either very painful cuts or more unsustainable borrowing, or a combination of both.

We did not want to put out the budget with that. And so -- and given the fact that the



State is still in legislative session, and we are talking with them, and they're talking about this, we haven't -- we're not looking at that solution yet. We're looking at a solution in partnership with the State.

Finally, our capital budget for this year, which is FY '16 -- you can see down there -- is going to be relatively small this year. It is, it is -- and we have somebody from capital who can discuss the priorities.

But what we have tried to do a prioritize the greatest need areas in the, in the -- in our infrastructure and the most emergency, the most need for rehab in all of the other things we do in capital and put the money there.

But given our fiscal situation, that is about all we can prioritize right now.

So as Janice had said, this is not the budget we would like to be presenting. This is the budget that reflects that fiscal reality of both the declining State funding and the increasing pension costs to us.

And so our choice, when we put this



budget together, was to keep as much of the money as we could in the classroom, and put as much as possible -- and in fact, actually on your handouts, if you got them, the fact sheet, you'll see that 97 percent of the school funding goes to the actual schools and not the Central Office or anything like that.

We're encouraged that recently all of the actors in the State, the Governor, the Senate President, the Speaker of the House, and others in the General Assembly have acknowledged that we are in an unfair situation here and that something needs to be done. And we're continuing to talk with them and work with them as partners to come to a solution.

And thank you very much. We welcome your comments. And we'll keep this up here. That is the website address for providing any other comments or for questions you might have. And also of course where you can find the budget presentation.

Thank you very much.

MODERATOR SHANNON: Thank you very much, Michael.



| 1 | Okay. Now let's start the public | |
|----|--|--|
| 2 | comment portion of the meeting. I just have to | |
| 3 | remind you again. Each speaker will be allowed two | |
| 4 | minutes. | |
| 5 | There is a timekeeper here tonight. | |
| 6 | There he is. And he'll notify you when you have 30 | |
| 7 | seconds left and then when there's five seconds | |
| 8 | left. So then, after the five-second mark we ask | |
| 9 | that you do conclude your comments. | |
| 10 | So with that said then, let me | |
| 11 | we've got a total of 13 folks that have signed up | |
| 12 | tonight to ask questions. | |
| 13 | So let's begin. | |
| 14 | The microphone is right there. If | |
| 15 | you'll step up to that as I call your name. | |
| 16 | The first speaker is Trina Parker; | |
| 17 | but I understand she may not be here right now. | |
| 18 | Trina Parker? | |
| 19 | All right. Let's move on then. | |
| 20 | How about Susan Dupan (phonetic). | |
| 21 | Let's make sure her mike's on. | |
| 22 | There we go. | |
| 23 | MS. DUPAN: Okay. My name is Susan Dupan. | |
| 24 | I'm a teacher. I'm a Chicago Teacher's Union | |



member, delegate at my school, reporter for
substance, and unhappy taxpayer.

Question. Are charter schools going to be paying rent to CPS as a revenue source?

They want to privatize our schools, but they don't want the free market rate to pay market rates, which would be the same thing that they're doing to us. Let's give them the same treatment.

Under Find Your School, I have a question in the budget. There's a tab called, Find Your School. And you've got all these things listed under Find Your School besides schools -- accountability, assessment, business diversity, chief administrative office. All of these things are listed under Find Your School. I'm not sure why.

One thing is consolidated pointer line unit. They're getting \$9 million. No positions are listed. It says, zero.

Under chief administrative office, it says they'll be getting \$1 million. But then later you find out they're getting 120 positions added to that department. So they must be paying \$8,000 per



position. I don't know.

I don't understand that. It's not very clear.

Under Find Your Schools, you'll find accountability. It says they're getting 7.4 million increase with 19 position gains. And then in a different section under budget by unit, it's saying that they're getting the 7.4 million, but they're getting 13 positions.

The law department gets an increase of 5 million. We're getting 117 more lawyers for CPS, more people for accountability. I don't know how people at the local schools feel about that. I can guess.

There's many examples of gains of money with loss of positions, loss of money with gains in position throughout that Find Your Schools exception. That's not transparent. At a minimum, at a minimum, that's not transparent. So why should we believe any numbers that you give to us?

Also Chicago International Charter School and other charter schools, just by a quick glance, are losing students. They're losing money. Are we going to see some closings, maybe some



Maybe one could be a welcoming 1 consolidations. 2 school for the other. Maybe we could look into that for 3 4 savings. 5 Thank you. 6 MODERATOR SHANNON: Thank you, Ms. Dupan. 7 Okay. So we had -- thank you very 8 much. 9 We had quite a few questions there. So do we want to try to answer some of those? 10 11 There was kind of a theme of charter schools and 12 some of the, maybe confusion of the website. 13 Mike, you want to start? 14 MR. MOSS: I'll talk very briefly to the 15 website. We will take a look. We've had somebody 16 taking notes here. We'll take a look at the parts 17 of the website that you're talking about and make 18 sure it's working correctly. 19 And not to go into any great amount 20 of detail on a lot of those positions that you're 21 talking about, but what did happen was there was a lot of movement on positions from one place to 22 23 another. So while the particular division 24



might look like it's gaining a lot of positions, it 1 2 may have been ones that were moved over from another division. 3 4 I think what we will do is put on the 5 website -- in the Q and A on the website a -- as 6 detail as possible answer to those questions that 7 you've asked. 8 There was a question MS. JACKSON: 9 charters paying rent. We don't have that information public today. But I think that it is 10 11 something that we can make public. 12 But they -- in some cases, if they're 13 not paying market, it is important to note that 14 charter schools are public schools as well. So they do absorb a lot of the responsibility similar 15 to other traditional schools. 16 So I think it's important not to make 17 too much of a distinction, because they're all 18 19 serving students. 20 Thank you very much. MODERATOR SHANNON: 21 Okay. Let's call -- speaker number 22 three is Ms. Sharon Baker. 23 Ms. Baker, step on up here. 24 And the next speaker just so you're



1 ready is Ms. Hester, Myron Hester. 2 Mr. Myron Hester. I apologize. 3 Excuse me. You're next. 4 MS. BAKER: Good evening, everyone. I'm Sharon Baker. I have a lot of 5 But the biggest hat that I'm wearing today 6 7 is I'm a parent. And I'm here for all of the 8 children. 9 It hurts my heart that you all are doing what you're going to do. And I know you say 10 11 you don't want to do it. But deep down in your 12 heart, find a way of giving these kids what they 13 And that's education. And I know -- CPS, this question I 14 15 How does CPS expect the teachers to reach a have. higher level for the students' achievement, for the 16 17 social/emotional with less staff, supplies, and 18 support? 19 Anybody want to answer that? 20 Is that your only question? MS. JACKSON: 21 MS. BAKER: I have more, but --22 MS. JACKSON: You probably want to use 23 your whole two minutes. And then we can respond.



24

MS. BAKER:

No. That one I want you to

1 answer.

MODERATOR SHANNON: Okay. Very well.

3 Janice.

MS. JACKSON: First, the question about social/emotional supports. It is important to note that we made more of an investment over the past few years in social/emotional supports.

That has not been cut. Each network has a social and emotional specialist that's assigned to service the schools. We've also made investments in our department that supports restorative practices.

So I think we've covered that wraparound service.

As far as the teachers and staffing, as we pointed out, there was no change to SVB, which means -- and there was no change to the class size. So we have not made reductions in teachers where students will be impacted. We've stayed true to the class size requirements under the Collective Bargaining Agreement. So you won't see larger class sizes with the budget that we've put out before.

So I know it's disheartening when you



see the vacancies and reductions. But in every
case we're making sure that we are maintaining the
appropriate class size.

I do know that Dunbar is a school
that you're very concerned about. Last year Dunba

that you're very concerned about. Last year Dunbar was held harmless for hundreds of thousands of dollars because they didn't meet their enrollment projections.

Unfortunately, due to the crisis that we have today, we just wouldn't be able to do that. So funding will be based on the number of actual students that are present in the building.

MODERATOR SHANNON: Thank you.

Thank you very much.

Mr. Hester.

MR. HESTER: Good evening, everyone.

My name is Martin Hester. I'm the principal at Julian High School. And I'm up here just to advocate for Julian.

Julian had one of the largest deficits in the City of Chicago, \$1.7 million deficit. And some of the challenges, the real concern is just safety and security. I know the security positions that we were funding.



The seven positions we received from 1 2 3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

the Board is really pushing it very tight for our school to cover three buildings -- our academic building, our fine arts building, and our PE building.

I met with my team. We were strategizing to self-assist with a framework to make sure we start the school year off safely. I'm advocating for your support.

Also in terms of teacher positions, you know, we lost a few teachers that we had trained to do your credit programs. So due to those also losses, we will be losing -- for some of those programming, we'll have to retrain other teachers, particularly in science. We've got a partnership up here with Olive-Harvey College.

So I'm just here to advocate for Julian High School. Hopefully, we can receive some support. We were held harmless last year for 600,000.

But this year it seems like we're going to be hit with our deficit for this year. any consideration with some finding will be given, first focus on safety and security. We've lost a



1 lot of student advocates that were mentoring 2 students. But we do know that Julian is one of 3 4 those schools that has its challenges. And I want 5 to make sure that this year we can address those challenges as best as possible. 6 7 Thank you. 8 MODERATOR SHANNON: Thank you, Mr. Hester. 9 Speaker number five is Ms. Debbie Pope (phonetic). Come on down, Ms. Pope. 10 11 And after Ms. Pope is Patricia Boulton (phonetic). 12 13 Forgive me if I pronounced that name 14 wrong. 15 MS. POPE: Hi. Thank you for the opportunity to address this group and hopefully to 16 17 be heard. 18 I am a retired teacher. I retired from Gage Park High School. I am a Union activist 19 20 and a former parent. 21 I mean, I'm still a parent; but my 22 children are former CPS students. 23 And this budget is of great concern



24

to me, especially when I look at the numbers for a

school like Gage Park that has a disproportionate number of special needs students and I see the cuts to a school that was already, in my view, severely, severely impoverished.

I had the painful experience of teaching at Gage Park, while me children were active and students at Whitney M. Young Magnet School and to see the contrast in resources available to my students at Gage Park versus what my daughters were receiving was a very painful thing to me. And it seemed very wrong to me.

I'm concerned also when I look at the presentation that CPS handed out here with the pie chart. I'm not saying it's deliberate, but I do believe that pie chart obfuscates CPS' spending on charter schools. Because it lumps charter school programs with early child, telecommunications, and other services that I don't see as being particularly relevant to charter schools.

And I also don't see a breakdown for the amount of money that's spent on networks and the various personnel in the networks, which is something that many teachers in the classroom have felt was somewhat wasted money, which we would



rather see those resources in the schools, in the 1 2 classrooms, rather than seeing them in the network offices. 3 And I just wanted to bring those 4 5 points up. And I also wanted to say that I wished 6 CPS would work with the Union to fight for more resources in Springfield. 7 8 what we need is not to the talk about how unfair pensions are, but to talk about how 9 10 unfair the tax structure is. 11 Thank you. 12 MR. WASHINGTON: Good evening, all. 13 just wanted to address the comment regarding the 14 networks. 15 All of the networks have received loss of positions as well. I represent Network 16 Nine, and we lost two positions. And I'm sure all 17 18 my colleagues have also lost position. 19 Let me also talk about the work of 20 the network. 21 When you think about the work that the Network Chiefs and Deputy Chiefs or ISLs do, 22 23 it's basically a mini-superintendent. 24 when you think about the number of



schools that are serviced by the network office, 1 2 typically 30 plus, that's like a small city. 3 they function, Network Chiefs function as superintendents of those, of those networks. 4 5 work their schools to raise student achievement. And they also work with principals in those schools 6 7 to build their capacity so that they better service 8 children. 9 So the networks have been affected greatly, too, by the position cuts. And we are 10 11 still charged with working with principals and 12 working with teachers to improve practice. 13 Networks are there to help schools, not to hinder 14 schools. 15 Thank you. 16 MS. JACKSON: I'll just make one comment. 17 Ms. Pope, I agree Gage Park definitely, like many of our neighborhood schools, 18 is suffering. But you'll be happy to know, you've 19 20 probably seen recently that there's a recent 21 investment in Gage Park High School. 22 They're actually one of the

recipients of the engineering grant where companies
have come into five of our high schools.



1 So we see that as one step in the 2 right direction to help schools where there is a reduction in enrollment, and they need additional 3 4 programming. So we recognize the neighborhood high 5 school is the place that needs additional support. 6 7 It's not exactly where it needs to be. acknowledge that. But we are making steps in the 8 9 right direction. So I just wanted to publicly 10 state that. 11 Thank you. 12 Thank you very much. MODERATOR SHANNON: 13 So, Ms. Boulton, I hope I'm 14 pronouncing your last name correctly. 15 Thank you. And after Ms. Boulton, Mr. Horton, 16 17 you're up next. 18 MS. BOULTON: Good evening, everyone. 19 20

Okay. My issue here -- I noticed that on the sheet that I received that Bowen High School and Julian High School, along with Harper, were some of the schools that lost positions due to budget cuts. And that these also are schools that have a very high amount of special needs students.



21

22

23

1 2 r 3 a 4 a 5 a

resident of this community. And my children attended Bowen. And I have grandchildren that now attend Corliss High School. So I am very concerned about what is happening with our special needs students.

It seems as though things are happening as far as the budget is concerned that are negatively affecting all students. But these students, in particular, would be very negatively affected by the least amount of budgetary cuts.

And this is a concern to me. I am a

One of the things that I wanted to bring out was the fact that CPS has spent about \$10 million on testing. And that, I don't know, maybe about 20 some odd different tests are now being given to students in a school year.

I want to know if there are any plans to reduce the number of tests that our students are being forced to take in order to put more money into the classrooms and away from these testing companies, which are making millions of dollars off of our kids. And right now money that don't seem we can afford.

Thank you.



22 23

24

Thank you, MODERATOR SHANNON:

Ms. Boulton.

MS. LOFTON: Hi. I'll take the first question around the students with disabilities and the resources that are afforded to schools.

So there has been no change in terms of what our obligations are, both by law and best practice, to provide supports and to IEP. And those will continue.

So if you're finding an instance where a student or students or classrooms are not being served according to what's laid out in their IEP, then please call our office, 773-553-1800. need to know about that.

That has been one of our major obligations, we're continuing to work to make sure schools are resources appropriately to meet the needs of all students. And we'll continue to do so well into the school year and beyond.

I'm sorry? The phone number? Sure. It's 773-553-1800. And you can also reach us by e-mail at O-E-L-S-S at CPS dot EDU. And we monitor that mailbox regularly.

A VOICE: What is your name?



Eboney Lofton. And my e-mail 1 MS. LOFTON: 2 address, I'll give that, too, is E-L-L-O-F-T-O-N 3 and CPS dot EDU. 4 MS. JACKSON: The short answer is yes. 5 we're committed to reducing the amount of testing. And pretty soon we'll be making something public 6 7 about our efforts to do that. 8 It's important to note that we're in a transition right now. Obviously in order to do 9 10 evaluation, we have to administer tests over time. 11 So we administered PARK for the first 12 time last year. There is a plan to phase out some of the current testing as we transition into PARK. 13 So we'll be making a more public 14 15 announcement around that very shortly. 16 MODERATOR SHANNON: Mr. Horton? 17 Mr. Horton, are you here? 18 There you are. Step on up. 19 MR. HORTON: Actually I was going to pass, 20 because we question was answered by Greg before he 21 left. 22 I had a question concerning the 23 budget at a particular school. But he answered my



question.

| 1 | MODERATOR SHANNON: Okay. |
|----|--|
| 2 | MR. HORTON: Since I have the mike |
| 3 | MODERATOR SHANNON: Go right ahead. |
| 4 | MR. HORTON: 35 years with CPS. Retired |
| 5 | as a principal. And what I would like to do is |
| 6 | congratulate CPS for picking leaders who came up |
| 7 | through our system. They know what the system need |
| 8 | now. |
| 9 | I'd like wish them well. May God |
| 10 | bless you. |
| 11 | MODERATOR SHANNON: Thank you, Mr. Horton. |
| 12 | Thank you very much. |
| 13 | Mr. Macowski (phonetic). Am I |
| 14 | pronouncing your name right? |
| 15 | And after Mr. Macowski is Noreen |
| 16 | Goodhuntz (phonetic), if I said that right. |
| 17 | MS. JACKSON: Mr. Macowski, are you a |
| 18 | teacher? You were my teacher in high school, |
| 19 | right? |
| 20 | MR. MACOWSKI: You're confusing me with my |
| 21 | brother. |
| 22 | MS. JACKSON: Okay. I went to Hyde Park. |
| 23 | MR. MACOWSKI: Yeah, my brother. |
| 24 | MS. JACKSON: Oh, your brother. I was |



about to say, I know I had a Mr. Macowski. 1 2 Okay. Okay. All right. You all have the same look and affect 3 4 and everything. So it's really the same. 5 MODERATOR SHANNON: Could we raise that up 6 a little bit. 7 MS. JACKSON: He looks just like him. 8 They look just alike. 9 MR. MACOWSKI: Yeah. That should work a little better. 10 11 I'm glad to know part of the opening 12 remarks tonight were about budget priorities. And 13 there was a statement made about having overnight 14 parting. 15 Because I think the members of the 16 Board of Education need to look at their history 17 of, you know, previous boards and take steps to 18 correct mistakes that became a drain to the system 19 and resulted in the continuation of unnecessary 20 spending. 21 I can remember where more than ten 22 years ago, suddenly it was a new job title called 23 the area instructional officer. That's more of the



24

networks. Now we have network chiefs.

We did just fine without area instructional officers -- and no disrespect intended to any one of the dozens in administration. But I think that that was an unnecessary position. And I don't believe that network chiefs and, you know, all of their support staff that come with them are necessarily something critical for the function of the school system.

In addition to that, on the day

Forrest Claypool was announced as the new CEO,

there's another change. We used to have a

superintendent. The superintendent typically had

some kind of background in education.

Now Forrest Claypool has background in education? I think he's more of a pure-bred politician. So now we have a politician running the school system instead of an education expert.

And in addition to that, we definitely have over-testing. Since I'm semi-retired, and I go back in as a substitute teacher to help cover classes, I've seen schools where lots of days through the weeks, more than once during the year are set aside for standardized testing.



I'm not opposed to testing. 1 2 teacher and I did testing. But too much is definitely too much, especially with the budget 3 4 crisis. In fact, I would bet my lucky peso 5 that not one of you can say how many standardized 6 tests are in each school each year and how many 7 8 days of instruction are lost to have all of those 9 tests conducted. 10 MS. JACKSON: Thank you, Mr. Macowski. 11 I think we already addressed the 12 assessment question, which is a real concern. 13 You'll hear more about that. But I do think it's important to note 14 15 -- not just in defense of CEO Claypool; but I think 16 it is important to make a public statement around 17 what we're trying to do in the District. As a member of the rank-and-file, if 18 you will, this is not a one-man show. 19 20 We're here co-leading the District. 21 So I think that's important to note. 22 I also think it is important to note 23 that while, you know, you may see him as a 24 politician, he actually is an attorney by trade,



which where the district is, now more than ever, we 1 2 need people with that level of expertise. 3 So I think we're asking the public to trust that model is necessary. There's no 4 superhuman who both understands the fiscal crisis 5 6 that we're in, but also the educational 7 responsibility that we have. So we're asking for the public to 8 trust this model. Because there's no super human 9 10 that can do all of this work. I just want to make 11 sure you know that we're working in collaboration. 12 And I want to make it clear that we're co-leading 13 this District. 14 So you have an educator with about 18 years of experience making those decisions. 15 So I just wanted to make that 16 statement publicly to make sure we're all clear on 17 the direction that we're going. 18 19 Thank you. 20 Thank you very much. MODERATOR SHANNON: 21 All right. Noreen Goodhuntz. 22 I'm sorry if I -- am I close. 23 MS. GOODHUNTZ: You did that pretty well. 24 MODERATOR SHANNON: Okay. Do we need to



lower that for you?

MS. GOODHUNTZ: Okay. My name is Noreen Goodhuntz. I'm a 23-year teacher. And I'm a veteran of the Chicago Public Schools. And I'm a staffer at Chicago Teachers' Union.

In this contract negotiation time,
CTU has made a number of proposals to actually
improve the quality of education and instructional
atmosphere in every classroom.

Yet we're asking for additional wraparound supports, as the parent from Dunbar requested.

And any classroom teacher will say that this is more and more needed as the different crises in communities are brought into the classroom. And our schools are very ill-equipped to be able to handle them when children come to them with problems.

But what I really think is just really just tragic is that the Board of Education has missed all of the opportunities to get more revenue for our schools.

And yes, this is not a budget that you want to be presenting, but it could have been



avoided. And so what I want to talk about is -- by the way, because this idea of students getting their special needs that they deserve is laughable for any teacher who teaches in a school.

Because right now IEP students and students needs are not being met. This is only going to get worse, because the Board has targeted special education for cuts.

What I want to ask is, will the Chicago Public Schools partner with the Teachers' Union to find new revenue? Will you sue the banks for these toxic swaps that, where they really misrepresented the risks to CPS?

Will you refuse to pay termination fees to banks. Because I do believe -- and actually I want to ask, are you going to be voting at your next board meeting to pay termination fees to banks? Or will you insist that the banks lower their interest rates so that instead of you paying hundreds of millions to bank, and they continuing to get rich, our students get those dollars that they need.

Will you id demand at that the Mayor declare more of a TIFF surplus. He has announced



1 he's going to have a \$25 million surplus for the 2 next five years. That sounded okay at the time. But it's actually nothing compared to 3 the budget deficit that you're talking about. 4 And will you lobby in Springfield for 5 tax on millionaires, for a fair tax, so that our 6 students can get the education that they deserve? 7 8 Well I think what we will do MR. MOSS: is, because that's a whole bunch of questions. 9 think what we will do is answer them as 10 11 specifically as possible on the website. 12 I am not the expert on the swaps. 13 But do I know that we are retiring the swaps this So that we don't have that exposure again. 14 15 So -- but we will followup with more specifics. 16 MS. GOODHUNTZ: Can I ask a followup about 17 that. So by retiring the swaps, does that 18 19 mean paying them hundreds and millions of dollars 20 to retire them while the students lose those 21 hundreds of millions of dollars instructional 22 funding. 23 I understand the question. MR. MOSS:



24

think we're going to have to answer that on the

1 website. I want to get you the accurate 2 information on it. 3 That is a complicated MODERATOR SHANNON: 4 And I know our treasurer can answer that. system. 5 So we'll certainly pass that along. 6 MS. JACKSON: And there was also a 7 question about the Board agenda. And that will be 8 posted --9 MODERATOR SHANNON: Janice, hang on a 10 second. 11 There was a question about MS. JACKSON: 12 the board agenda. It'll be posted Monday. 13 you'll be able to see what items we're going to voting on at this time. It isn't complete just 14 15 yet. 16 MS. LOFTON: And if I just want to 17 reiterate again. If there are specific issues 18 around schools and students, you do not believe are receiving services according to their IEP, please 19 contact us. We are the LEA, local educational 20 21 agency responsible for those IEPs and their 22 implementation. So please make sure that you 23 contact us.

We've asked a couple times of any



kinds of specific things. And we'll bring that up 1 again. Please continue to funnel those questions 2 through us, and we'll make sure that we address 3 4 them. 5 Thank you very much. MODERATOR SHANNON: 6 Mr. Vance is next, David Vance. And 7 then after Mr. Vance, it's Ms. Norwood. 8 MR. VANCE: My name is Dave Vance. Yeah. 9 Speaking is always hard. I prefer taking photos. 10 I do report with Labor Beat. 11 But I go to the Board meetings. I 12 see what happens at every meeting. And here is the 13 Office of Innovation and Incubation. Okav. 14 this is nice. Charter school renewals. 15 Oh, but then we find it's in your budget. You really didn't cut anything. Page 38. 16 17 \$12.8 million. A staffer 69. what's going on behind closed doors 18 that you're not telling us? You are spending big 19 20 money to promote more charters every year. 21 I'm on the LSC at Bowen. We are 22 surrounded by two charter schools. We got Noble in

schools in south Chicago.

23

24

our school. We got Epic. We don't need three high

So we need to get Epic -- Epic is the 1 2 other school. But we need to get Baker out of 3 Bowen. And so we can have -- we have a historic 4 school. And CPS is going to cause us to rebel. 5 we're going to be like Coco. We're going to be like Dyett High School, if you don't slow these 6 7 charters down. 8 MODERATOR SHANNON: All right. Thank you. 9 Mr. Vance. 10 All right, Ms. Norwood? 11 MS. NORWOOD: I don't, I don't want to do 12 the repetition. It's already been asked. 13 MODERATOR SHANNON: All right. Thank you 14 very much. Thank you. 15 Ms. -- well, Deshawn McDuffy? Do I have that right? Ms. McDuffy, please step up. 16 17 Thank you. 18 MS. MCDUFFY: I just want to ask a couple 19 of questions, because I am from Percy L. Julian. 20 I'm a parent there. And we have lost over \$1.7 21 million. And I have seen the good, the bad, and 22 ugly at the school. 23 My concern is that because you have



24

cut so much from our school, and you said that is

based on enrollment. Okay. And I understand that in the beginning of the school year that the schools are funded.

when all of the money is going to the charter schools, these kids are there. After the money is allocated, and they're kicked out of the charter schools, where do they run?

They run to our schools, which is Julian High School. We take them in. And we have to fund them based on the budget that you have given us.

we need to have some additional funding to help all of the students that's coming in the school.

In addition to that, we have -- we just need some funding for our schools.

These charter schools need to be taxed for what they're doing. Why are we allowing them to get away with what they're doing to our children? You're upholding CPS to a higher standard. We need to uphold these charter schools to a higher standard for what they're doing to our children.

MS. JACKSON: I just want you to know,



there's not a lot I can disclose today. But we are
working on school quality initiatives with
charters.

So that gets to your point, around making sure they're held to the same standard. So you'll hear more about school quality related to charters.

The other thing that's important to note is that we have started to look at the behavior practices and discipline practices at charter schools. And while we don't have the authority to govern them and change their policy, we are making more public some of those trends that you mentioned when you were speaking.

So I just want you to know there's a shift in just making sure that there's equity in how we record how all schools are doing.

So more to come. And I'm sure you'll be at subsequent meetings. I'm sure I'll see that there's more information and more support around just being more public about what's happening in all of our schools.

MODERATOR SHANNON: All right. Very good.

And our last speaker tonight, that



has signed up is Ms. Stokes-Smith.

MS. STOKES-SMITH: Hi. I'm going to ditto behind Ms. McDuffy. I'm from Percy L. Julian.

And my comment was, when the kids do get kicked out of the charter, and they're put back in the neighborhood, is there any way we could set up a special funding to accommodate kids that we weren't paid for in the first place that CPS -- I mean, the charter schools are receiving the money for?

I also wanted to make mention to the young lady, I like all your comments that, we're in the process, we're in the process of putting this together at CPS, which is a good thing.

Hopefully, you'll come to the point where it is together; because we -- the parents, the students, the staff -- we're paying that superhero price that you say that nobody is getting paid.

We are paid in our education, the cutbacks, the budget. And we need the help. We need for that money to come back into the neighborhood schools to help make a way for the kids, for the students.



| 1 | Because I was told it was about them. |
|----|---|
| 2 | Children first. |
| 3 | Thank you. |
| 4 | MODERATOR SHANNON: Well, ladies and |
| 5 | gentlemen, that was our last speaker who signed up |
| 6 | tonight. |
| 7 | Let me just take a look around here. |
| 8 | Does anyone else have any questions, |
| 9 | comments? |
| 10 | Okay. You were Ms. Norwood. |
| 11 | MS. NORWOOD: Dr. Jackson, |
| 12 | congratulations. We love you appreciate you. And |
| 13 | so we're looking forward to good things. |
| 14 | MS. JACKSON: Thank you. |
| 15 | MS. NORWOOD: You have a vote of |
| 16 | confidence. |
| 17 | MS. JACKSON: I want to keep that. So |
| 18 | thank you for saying that. |
| 19 | MODERATOR SHANNON: Yes. |
| 20 | MS. GRAVES: Sara Graves (phonetic). I'm |
| 21 | a teacher and a parent of a Chicago public school |
| 22 | student. |
| 23 | And you made mention that we're |
| 24 | having providing wraparound supports and that won't |



| 1 | be cut. But with the number of paraprofessionals |
|----|---|
| 2 | that have been cut this year, I'm wonder how we're |
| 3 | going to continue to be able to support those |
| 4 | programs if we don't have a full staff to be able |
| 5 | to make the programs work in our schools? |
| 6 | MS. JACKSON: Both Eboney and I can |
| 7 | answer, but we can start |
| 8 | MODERATOR SHANNON: Start with Eboney. |
| 9 | MS. LOFTON: Sure. |
| 10 | So we actually have a couple of arms |
| 11 | that support social/emotional learning in schools. |
| 12 | Our service providers, social workers and |
| 13 | psychologists were also looked at differently to |
| 14 | make sure that we're actually pushing supports into |
| 15 | those schools who need them the most. That's one |
| 16 | piece. |
| 17 | Paraprofessionals. Again, if they're |
| 18 | in the IEP to support social/emotional learning, to |
| 19 | support student surrounds for behavior and those |
| 20 | types of things, they will remain. |
| 21 | The other piece, if they're also |
| 22 | classroom-based paraprofessionals to offset class |
| 23 | size, those will remain. |
| 24 | So there should be no cuts that would |



impact the movement of special education programs.

But if there are any specific things that you're talking through, around IEP-based supports and then in our special education classrooms, our classroom-based supports, again, please let us know.

MS. JACKSON: The only other point I'll make around that is, we're trying to right-size what's happening. And as a teacher, you probably can appreciate this comment, that we know that there are a lot of paraprofessional in the schools who are not serving children.

So while we recognize that that was a shift for some schools. We worked with every school that was impacted. And we made adjustments to 42 schools, I believe, was the last number where we made an adjustment and the principal or the case manager made a case where that wasn't right.

And we made those adjustments.

But as teachers, we all know there are people who are there being paid out of funds for specialized services. And those people are working in the main office, covering recess, covering lunchroom duty.



And as a principal, I know what that's like. You have to use all the bodies in the building to make it work. But at the end of the day, if those people are being paid to support children, that's our goal.

So anybody that is working in a building on a special ed number, they should be in front of students with diverse learning needs and supporting those students. So that's really our goal, not to take away supports from the children.

But we can't subsidize some of the other roles and responsibilities in the schools.

So I just wanted you to know that we had 42 schools that said, this isn't right. And we did respond to their needs.

MODERATOR SHANNON: All right. I think that wraps up our questions tonight.

Again, on behalf of CPS, I thank you for being here to ask the questions. And more importantly, I want to thank all of you for coming out tonight and sharing your concerns and comments with us.

We definitely want to hear them.

We certainly appreciate you sharing



| 1 | your thoughts and your concerns. |
|----|--|
| 2 | Janice, do you want to say anything |
| 3 | else before we close? |
| 4 | MS. JACKSON: I feel like I've said |
| 5 | enough. |
| 6 | I thank you again for participating |
| 7 | in the process. And I look forward to working with |
| 8 | you. |
| 9 | And thanks for those of you who |
| 10 | expressed a vote of confidence. I take that |
| 11 | seriously. And I want to meet your expectations. |
| 12 | Thank you. |
| 13 | (Which were all the proceedings |
| 14 | had in the above-entitled |
| 15 | matter ending at 6:57 p.m.) |
| 16 | |
| 17 | |
| 18 | |
| 19 | |
| 20 | |
| 21 | |
| 22 | |
| 23 | |
| 24 | |



| 1 | STATE OF ILLINOIS) |
|----|---|
| 2 | COUNTY OF COOK) |
| 3 | SHELLY WHITE, being first duly sworn, on |
| 4 | oath says that she is a Certified Shorthand |
| 5 | Reporter, that she reported in shorthand the |
| 6 | proceedings given at the taking of said hearing, |
| 7 | and that the foregoing is a true and correct |
| 8 | transcript of her shorthand notes so taken as |
| 9 | aforesaid, and contains all the proceedings given |
| 10 | at said hearing. |
| 11 | |
| 12 | |
| 13 | Molla ARota |
| 14 | CSR CSR |
| 15 | Licens€ No. 084-002196 |
| 16 | |
| 17 | |
| 18 | |
| 19 | |
| 20 | |
| 21 | |
| 22 | |
| 23 | |
| 24 | |
| | |



| | 6:00 | affecting | | 31:23 33:12 35:3 | city |
|--|--|---|---|--|--|
| \$ | 5:16 6:1,3 | 29:9 | В | 37:23 39:4 41:16 | 9:24 22:21 27:2 |
| Ψ | | afford | | 43:10 45:21 | class |
| 1 | 7 | 29:23 | back | budgetary | 21:17,20,22 22:3 |
| 16:22 | | afforded | 6:21 34:20 45:5,22 | 29:11 | classes |
| 1.7 | 7.4 | 30:5 | background | Budgeting | 34:21 |
| 22:21 42:20 | 17:5,8 | agency | 34:13,14 | 9:12 build | classroom |
| 10 | 773-553-1800 | 40:21 agenda | bad 42:21 | 27:7 | 14:2 25:23 37:9, ⁻ |
| 29:13 1 2 | 30:13,21 | 40:7,12 | Baker | building | classrooms |
| 11:17 | | agree | 19:22,23 20:4,5,21, | 22:12 23:4.5 | 26:2 29:20 30:11 |
| 12.8 | 8 | 27:17 | 24 42:2 | buildings | Claypool |
| 41:17 | 8:00 | agreed | bank | 23:3 | 34:10,14 35:15 |
| 1700 | 5:17 | 10:13 | 38:20 | bulk | clear |
| 11:22 | | Agreement | banks | 11:13 | 17:3 36:12,17 |
| 2200 | 9 | 21:21 | 38:11,15,18 | bunch | close |
| 12:6 | J | ahead | bar | 39:9 | 36:22 |
| 25 | 97 | 32:3 | 10:24 11:6 | business | closed |
| 39:1 | 14:4 | aid | Bargaining | 16:14 | 41:18 |
| 31 | | 10:19 | 21:21 | | closely |
| 11:24 | | alike 33:8 | based | С | 8:11 |
| 500 | | allocated | 22:11 43:1,10 | call | closings 17:24 |
| 11:8 676 | absorb | 43:6 | basically 26:23 | 15:15 19:21 30:13 | co-leading |
| 11:16 | 19:15 | allowed | Bassett | called | 35:20 36:12 |
| 8,000 | academic | 15:3 | 7:2 | 16:11 33:22 | Coco |
| 16:24 | 23:3 accommodate | allowing | Beat | capacity | 42:5 |
| 9 | 45:7 | 43:18 | 41:10 | 27:7 | collaboration |
| 16:19 | accountability | amount | begin | capital | 36:11 |
| | 16:14 17:5,12 | 10:23 11:5 18:19 | 5:16 15:13 | 6:7 7:2 13:6,9,15 | colleagues |
| 1 | accurate | 25:21 28:24 29:11 | beginning | card | 26:18 |
| | 40:1 | 31:5 | 43:2 | 5:4 6:15 | collective |
| 17 | achievement | amounts | behalf | case | 7:19 21:20 |
| 17:11 | 20:16 27:5 | 12:5 | 7:11 | 22:2 | college |
| 20 | acknowledge | announced 34:10 38:24 | behavior | cases | 10:2 23:16 |
| 16:23 | 7:21 28:8 | announcement | 44:10 | 19:12 | combination 12:22 |
| 3 | acknowledged | 31:15 | bet 35:5 | cash-strapped 8:4 | comment |
| 15:11 17:9 | 14:11 | answers | bia | Center | 15:2 26:13 27:16 |
| 6 13:7 | active | 5:11 | 12:12 41:19 | 4:6 | 45:4 |
| 8 | 25:7 | apologize | biggest | Central | comments |
| 3 6:14 | activist | 20:2 | 20:6 | 14:6 | 5:22 9:18 14:17, |
| 9 | 24:19 actors | appropriately | bit | CEO | 15:9 45:12 |
| 17:6 | 14:9 | 30:17 | 33:6 | 34:10 35:15 | committed |
| | actual | area | bless | challenges | 8:14 31:5 |
| 2 | 10:22 14:5 22:11 | 33:23 34:1 | 32:10 | 22:22 24:4,6 | communities |
| | added | areas | board | change | 37:15 |
| 0 | 16:23 | 13:12 | 4:12,18 23:2 33:16 | 21:16,17 30:6 34:11 | community |
| 29:15 | addition | 23:4 | 37:20 38:7,17 40:7, 12 41:11 | 44:12 | 29:2 companies |
| 016 | 34:9,18 43:15 | Assembly | boards | charged 27:11 | 27:23 29:21 |
| 4:7 11:14 | additional | 14:11 | 33:17 | chart | compared |
| 3-year | 28:3,6 37:10 43:12 | assessment | borrowing | 25:14,15 | 39:3 |
| 37:3 | address | 16:14 35:12 | 12:21 | charter | complete |
| 6th 4:19 | 6:20 14:18 24:5,16 | assigned | bottom | 16:3 17:21,22 18:11 | 40:14 |
| T. 13 | 26:13 31:2 41:3 addressed | 21:10 | 11:16 | 19:14 25:16,19 | complicated |
| | 35:11 | assumption | Boulton | 41:14,22 43:5,7,17, | 40:3 |
| 3 | addressing | 12:17 | 24:12 28:13,16,18 | 21 44:11 45:5,9 | concern |
|) | 6:6 | atmosphere | 30:2 | charters | 22:23 24:23 29: |
| 15:6 27:2 | adjourned | 37:9 | Bowen | 19:9 41:20 42:7 | 35:12 42:23 |
| 5 | 5:20 | attend | 28:20 29:3 41:21 | 44:3,7 | concerned |
| | administer | 29:4 | 42:3 | Chicago | 22:5 25:12 29:4, |
| 32:4 | | attendance | breakdown 25:20 | 4:7,16 7:11 8:15 15:24 17:21 22:21 | concerns 4:17 7:20 8:20 9 |
| | 31:10 | | 25.20 | | |
| 3 | | 10:1 | briofly | 37.4 5 38.10 41.24 | |
| 8 | 31:10 administered 31:11 | 10:1 attended | briefly | 37:4,5 38:10 41:24 chief | conclude |
| 8 41:16 | 31:10 administered 31:11 administration | 10:1 attended 29:3 | 18:14 | chief | 15:9 |
| 8 41:16 5 | 31:10 administered 31:11 administration 34:4 | 10:1 attended 29:3 attorney | 18:14 bring | | |
| 8 41:16 5 | 31:10 administered 31:11 administration 34:4 administrative | 10:1 attended 29:3 attorney 35:24 | 18:14 | chief 6:24 16:15,21 | 15:9 condition |
| 5 17:11 | 31:10 administered 31:11 administration 34:4 administrative 16:15,21 | 10:1 attended 29:3 attorney | 18:14 bring 26:4 29:13 41:1 | chief 6:24 16:15,21 chiefs 7:4 26:22 27:3 33:24 34:6 | 15:9 condition 7:23 |
| 5 17:11 | 31:10 administered 31:11 administration 34:4 administrative 16:15,21 advocate | 10:1 attended 29:3 attorney 35:24 audience 4:22 8:6 | 18:14 bring 26:4 29:13 41:1 brother | chief 6:24 16:15,21 chiefs 7:4 26:22 27:3 33:24 34:6 child | 15:9 condition 7:23 conducted |
| 5 17:11 | 31:10 administered 31:11 administration 34:4 administrative 16:15,21 advocate 22:19 23:17 | 10:1 attended 29:3 attorney 35:24 audience | 18:14 bring 26:4 29:13 41:1 brother 32:21,23,24 | chief 6:24 16:15,21 chiefs 7:4 26:22 27:3 33:24 34:6 child 25:17 | 15:9 condition 7:23 conducted 35:9 |
| 5 17:11 :00 6:1 | 31:10 administered 31:11 administration 34:4 administrative 16:15,21 advocate 22:19 23:17 advocates | 10:1 attended 29:3 attorney 35:24 audience 4:22 8:6 August | 18:14 bring 26:4 29:13 41:1 brother 32:21,23,24 brought | chief 6:24 16:15,21 chiefs 7:4 26:22 27:3 33:24 34:6 child 25:17 children | 15:9 condition 7:23 conducted 35:9 confusing |
| 5 17:11 | 31:10 administered 31:11 administration 34:4 administrative 16:15,21 advocate 22:19 23:17 advocates 24:1 | 10:1 attended 29:3 attorney 35:24 audience 4:22 8:6 August 4:19 | 18:14 bring 26:4 29:13 41:1 brother 32:21,23,24 brought 37:15 budget 4:8,14,17,19 5:16 | chief 6:24 16:15,21 chiefs 7:4 26:22 27:3 33:24 34:6 child 25:17 children 9:23 20:8 24:22 25:6 | 15:9 condition 7:23 conducted 35:9 confusing 32:20 confusion 18:12 |
| 5 17:11 :00 6:1 | 31:10 administered 31:11 administration 34:4 administrative 16:15,21 advocate 22:19 23:17 advocates 24:1 advocating | 10:1 attended 29:3 attorney 35:24 audience 4:22 8:6 August 4:19 authority | 18:14 bring 26:4 29:13 41:1 brother 32:21,23,24 brought 37:15 budget 4:8,14,17,19 5:16 6:6,16,21 7:1,15,22 | chief 6:24 16:15,21 chiefs 7:4 26:22 27:3 33:24 34:6 child 25:17 children 9:23 20:8 24:22 25:6 27:8 29:2 37:17 | 15:9 condition 7:23 conducted 35:9 confusing 32:20 confusion 18:12 congratulate |
| 5 17:11 :00 6:1 6 | 31:10 administered 31:11 administration 34:4 administrative 16:15,21 advocate 22:19 23:17 advocates 24:1 advocating 23:9 | 10:1 attended 29:3 attorney 35:24 audience 4:22 8:6 August 4:19 authority 44:12 | 18:14 bring 26:4 29:13 41:1 brother 32:21,23,24 brought 37:15 budget 4:8,14,17,19 5:16 6:6,16,21 7:1,15,22 9:16,19 10:6,17 | chief 6:24 16:15,21 chiefs 7:4 26:22 27:3 33:24 34:6 child 25:17 children 9:23 20:8 24:22 25:6 27:8 29:2 37:17 43:20,23 | 15:9 condition 7:23 conducted 35:9 confusing 32:20 confusion 18:12 congratulate 32:6 |
| 5 17:11 :00 6:1 6 00,000 23:20 | 31:10 administered 31:11 administration 34:4 administrative 16:15,21 advocate 22:19 23:17 advocates 24:1 advocating | 10:1 attended 29:3 attorney 35:24 audience 4:22 8:6 August 4:19 authority 44:12 avoided 38:1 awesome | 18:14 bring 26:4 29:13 41:1 brother 32:21,23,24 brought 37:15 budget 4:8,14,17,19 5:16 6:6,16,21 7:1,15,22 9:16,19 10:6,17 11:19 12:10,11,16, | chief 6:24 16:15,21 chiefs 7:4 26:22 27:3 33:24 34:6 child 25:17 children 9:23 20:8 24:22 25:6 27:8 29:2 37:17 43:20,23 choice | 15:9 condition 7:23 conducted 35:9 confusing 32:20 confusion 18:12 congratulate 32:6 consideration |
| 5 17:11 :00 6:1 6 00,000 23:20 | 31:10 administered 31:11 administration 34:4 administrative 16:15,21 advocate 22:19 23:17 advocates 24:1 advocating 23:9 affect 33:3 | 10:1 attended 29:3 attorney 35:24 audience 4:22 8:6 August 4:19 authority 44:12 avoided 38:1 | 18:14 bring 26:4 29:13 41:1 brother 32:21,23,24 brought 37:15 budget 4:8,14,17,19 5:16 6:6,16,21 7:1,15,22 9:16,19 10:6,17 11:19 12:10,11,16, 23 13:6,20,21 14:1, | chief 6:24 16:15,21 chiefs 7:4 26:22 27:3 33:24 34:6 child 25:17 children 9:23 20:8 24:22 25:6 27:8 29:2 37:17 43:20,23 choice 13:24 | 15:9 condition 7:23 conducted 35:9 confusing 32:20 confusion 18:12 congratulate 32:6 consideration 23:23 |
| 17:11 6: 00 6:1 | 31:10 administered 31:11 administration 34:4 administrative 16:15,21 advocate 22:19 23:17 advocates 24:1 advocating 23:9 affect | 10:1 attended 29:3 attorney 35:24 audience 4:22 8:6 August 4:19 authority 44:12 avoided 38:1 awesome | 18:14 bring 26:4 29:13 41:1 brother 32:21,23,24 brought 37:15 budget 4:8,14,17,19 5:16 6:6,16,21 7:1,15,22 9:16,19 10:6,17 11:19 12:10,11,16, | chief 6:24 16:15,21 chiefs 7:4 26:22 27:3 33:24 34:6 child 25:17 children 9:23 20:8 24:22 25:6 27:8 29:2 37:17 43:20,23 choice | 15:9 condition 7:23 conducted 35:9 confusing 32:20 confusion 18:12 congratulate 32:6 consideration |



consolidations declining Dupan extremely 24 39:22 43:13,16 happy 10:4 11:3 13:22 15:20,23 18:6 18:1 8:22 45:7 27:19 contact deep Dvett funnel hard 40.20 23 8:23 41:9 20:11 42.6 41:2 F continuation FΥ defense harmless 33:19 35.15 facilities 13:7 22:6 23:19 Ε continue deficit Harper 4:13 22:22 23:22 39:4 30:9,18 41:2 E-I-I-o-f-t-o-n 28:21 facing G continuing deficits hat 31:2 10:5 14:13 30:16 38:20 20.6 22.21 e-mail fact Gage contract delegate 12:24 14:3,4 29:13 24:19 25:1,6,9 hats 30:22 31:1 37:6 early 35:5 27:17,21 20:6 contrast deliberate 25:17 gaining he'll factors 25:14 15:6 25:8 ears 10:7 19:1 contribution demand gains 8:19 fair hear 11:23 38:23 **Eboney** 39:6 17:6,15,17 4:16 7:19 8:19 35:13 **Corliss** department feedback general 44:6 7:1 31:1 16:24 17:10 21:11 heard 29:4 education 6:17 10:18 14:11 4:12 6:24 9:23 10:11 9:7 24:17 correct Deputy feel give 5:15 9:19 16:8 17:20 hearing 33:18 26:22 20:13 33:16 34:13 7:18 17:13 correctly deserve 15,17 37:8,20 38:8 fees 31.2 5:16 18:18 28:14 38:3 39:7 39:7 45:20 38:15,17 giving **Hearings** educational costs Deshawn 20:12 4:8 felt 10:5 13:23 36:6 40:20 25:24 glad heart 42:15 detail educator 20:9.12 couple fight 33.11 40:24 42:18 18:20 19:6 36:14 26:6 glance hearts cover detailed efforts fill 8:19 17:23 5:3 6:15 God held 23:3 34:21 5:8.9 direction Ellinger Finally 22:6 23:19 44:5 covered 32:9 28:2.9 36:18 Hester 7:3 21.13 13:6 good CPS 20:1,2 22:15,16,17 emergency director financially 4:3 7:9 9:15 20:4 4:6,12 6:14,17,18,21 7:1 9:12,16 13:14 10:18 22:16 26:12 28:18 24:8 8:21 9:16 11:11,12, disabilities emotional 42:21 44:23 45:14 high find 23 16:4 17:12 20:14, Goodhuntz 22:18 23:18 24:19 30:4 21:9 14:20 16:10,11,13, 15 24:22 25:13 26:6 27:21,24 28:5,20,21, discipline employer-side 16.23 17:4.17 20:12 32:16 36:21,23 37:2, 24 29:4 32:18 41:23 29:13 30:22 31:3 38:11 41:15 3 39:16 44:10 12:3 32:4,6 38:13 42:4 govern 42:6 43:9 finding disclose encouraged 43:20 45:8,14 higher 23:23 30:10 44.12 44:1 14:8 CPS' 20:16 43:20,22 discuss end fine government 25:15 hinder 5:17 23:4 34:1 12:4 13:10 creating disheartening engaging fiscal Governor 27:13 11:19 historic 4:7 10:6 13:17,21 10:11 14:9 21:24 7:13 credit grandchildren 42:3 disproportionate engineering 36.5 23:12 history five-second 29:3 27:23 25:1 crises 33:16 disrespect enrolling grant 37:15 floor 27:23 hit 34.2 10:2 crisis 23:22 distinction enrollment graph 5.4 22:9 35:4 36:5 10:16 11:10 12:11 hope 19:18 22:7 28:3 43:1 focus critical 9:4 28:13 distributes Epic 23:24 great 34.8 4:3 9:23 11:10,18 Horton 41:23 42:1 folks 10:22 CTU 18:19 24:23 28:16 31:16,17,19 equity 6:4 15:11 district greatest 32:2,4,11 37:7 12:18 44:16 follow 4:10 8:4 9:2 10:5 current House 11:2 12:4 35:17.20 evaluation 9.4 13:12 10:12 14:10 31:13 greatly 36:1.13 31:10 follow-up 10:1 27:10 cut human ditto evening 6:12 21:8 41:16 42:24 Greg 36:9 45:2 4:4 7:9 9:15 20:4 followup cutbacks 31:20 hundreds diverse 22:16 26:12 28:18 5:5 6:15 39:15,16 22:6 38:20 39:19,21 45:21 forced group 4.13 7.2 event cuts hurts diversity 8:23 29:19 24.16 12:21 25:2 27:10 examples **Forgive** growing 20:9 16:14 28:23 29:11 38:8 Hyde division 17:15 24:13 10:4 exception 18:24 19:3 **Forrest** guess 32:22 7:10 17:14 dollars D 17:18 34.10 14 22:7 29:21 38:21 guidelines excited framework ı daughters 39:19,21 7:17 23:7 5:14 9:4 25:10 **Donel Excuse** free id Dave 38:23 7:3 20:3 16:6 41:8 doors idea full expect David 5:3 6:16 11:17 41:18 20:15 handed 38:2 41:6 dot experience fully 25:13 ideas 10:10 day 6:21 30:22 31:3 25:5 36:15 handle 4:16 34:9 **IEP** dozens function expert 37:17 days 34:3 34:17 39:12 handouts 30:8,13 38:5 40:19 27:3 34:8 34:22 35:8 drain **IEPS** expertise fund 14:3 **Debbie** 40:21 33:18 36:2 10:11 12:7 43:10 hang ill-equipped 24:9 due funded experts 40:9 decisions 22:9 23:12 28:22 11:4 43:3 37:16 4:13 happen Illinois 36:15 Dunbar funding exposure 18:21 declare 22:4,5 37:11 10:4,10 11:8 12:13, happening 39:14 12:5 29:5,8 44:21 38:24 18 13:22 14:5 22:11,



impacted **Janice** losing mentoring negotiation 17:23 23:13 6:24 7:7,8 9:10 21:19 24:1 37:6 Р 13:19 21:3 40:9 impacting loss met neighborhood 27:18 28:5 45:6,23 Jerrold 17:16 26:16 23.6 38.6 10.7 p.m. implementation 7:4 losses Michael network 5:17 6:3 job 7:4 21:8 26:2,16,20, 40.22 23:13 9:12.16 14:24 paid 22 27:1,3 33:24 34:6 important 33.22 lost microphone 45:8,19,20 7:18 8:8 19:13,17 joined 23:11,24 26:17,18 networks 15:14 painful 21:5 31:8 35:14,16, 28:22 35:8 42:20 mike 25:21,22 26:14,15 4:11 12:20 25:5,10 21,22 44:8 Julian 27:4,9,13 33:24 7:1 18:13 32:2 lot panel 22:18,19,20 23:18 impoverished 18:20,22 19:1,15 nice mike's 6:23 41:14 25:4 24:3 28:21 42:19 20:5 24:1 44:1 15:21 parent improve 43:9 45:3 lots million Noble 20:7 24:20.21 37:11 34:22 27:12 37:8 11:8,16,17 16:19,22 41:22 42:20 17:6.8.11 22:21 improved lower Noreen Κ parents 37:1 38:18 32:15 36:21 37:2 29:14 39:1 41:17 45:16 including kicked LSC 42.21 Norwood parity 41:21 millionaires 41:7 42:10.11 6:19 43:6 45:5 10:10 12:14 39:6 increase kids lucky Park 20:12 29:22 43:5 millions 19:13 21:5 31:8 17:6,10 35:5 24:19 25:1 6 9 29:21 38:20 39:19, 35:14,21,22 44:9 increasing 45.4 7 24 lumps 27:17,21 31:11,13 21 13.22 Kimberly 25:16 notes 32:22 Incubation mini-18:16 Parker 15:16,18 41:13 kind superintendent noticed М indulge 18:11 34:13 26:23 28:19 part kinds minimum notify 7:13 33:11 Macowski 5.13 inequitable 32:13,15,17,20,23 41:1 17:18.19 15.6 participation 10:14 33:1,9 35:10 minutes number 5:13,19,22 15:4 inequity made 6:2 19:21 22:11 24:9 parting L 8:3 9:21,22 21:6,10, 25:2 26:24 29:18 12:7 33:14 30:20 37:7 information misrepresented 18 33:13 37:7 partner Labor numbers 19:10 40:2 44:20 38.13 41:10 Magnet 38:10 17:20 24:24 infrastructure missed partners lady 25:7 mailbox 37:21 13:13 45:12 10:9 14:14 initiatives mistakes 30:23 partnership laid 0 33:18 maintaining 13:4 23:16 44:2 30:12 O-e-l-s-s Innovation larger 22.2 model parts 41:13 major 36:4 9 30:22 18:16 21:21 **MODERATOR** input largest obfuscates pass 4:1 9:9 14:23 18:6 4:10 make 31:19 40:5 22:20 19:20 21:2 22:13 obligations insist laughable 5:18 9:6 15:21 18:17 past 19:11.17 23:8 24:5 24:8 28:12 30:1 30:7,16 38:18 38:3 21:6 27:16 30:16 35:16 31:16 32:1,3,11 33:5 hho **Patricia** instance law 36:20,24 40:3,9 41:5 36:10.12.16.17 30:10 17:10 30:7 29:15 24:11 42:8,13 44:23 40:22 41:3 45:11 23 office instruction lawyers pav Monday making 14:6 16:15,21 27:1 11:12,15 16:6 38:14, 35:8 17.11 8:12 22:2 28:8 29:21 instructional 40.12 30:13 41:13 17 LEA 31:6,14 36:15 44:5, money officer paying 33:23 34:2 37:8 40:20 13:15 14:1 17:16,23 6:24 33:23 11:17 16:4,24 19:9, 30.21 leaders 25:21,24 29:19,22 mark intended officers 13 38:19 39:19 32.6 41:20 43:4,6 45:9,22 15.8 45:17 34:3 34:2 leadership monitor market interest offices 4:12 7:11 8:6 pavs 16:6,7 19:13 30:22 12:2,5,6 38.19 learners 26:3 monitors Martin International Olive-harvey PE 4:14 7:2 7:3 22:17 17:21 23:16 23.4 left matter Moss one-man pension interpreters 15.7 8 31.21 7:1 9:12,15,16 18:14 4:12 10:4,10 11:12,13,18, 35:19 4:23 legislative 39:8.23 Mayor introduce onsite 22 12:3,7,13,18 move 13.23 6:23 level 6.14 Mcduffv 15:19 pensions investment open 11:4 20:16 36:2 42:15,16,18 45:3 moved 8:2,19 26:9 21:6 27:21 levels 19:2 investments means opening people 10:11 movement 8:6,22 17:12,13 36:2 21.17 33:11 21:11 limit 18:22 opportunities ISLS meet percent 22:7 30:17 multiple 26:22 limited 37:21 14:5 meeting 4:15 5:14,19 6:20 6:8 Percy issue opportunity 6:5 Myron 4:15 5:18,23 7:17 42:19 45:3 6:11 28:19 listed 7:16 9:11 15:2 38:17 20:1.2 8:9 9:6 24:16 performance issues 6:9 16:13,16,20 41.12 opposed 9:24 40:17 listen meetings period items Ν 35.1 9:3 41:11 44:19 40:13 orange 5.24 listening member nature 10:24 11:6 personally 8.10 6:10,14 16:1 35:18 11:1 order lobby J necessarily members 8:23 29:19 31:9 personnel 4:11 6:23 33:15 34:7 organization 25:22 Jackson local mention needed 6:9,10 peso 6:24 7:7,9 19:8 17:13 40:20 45:11 37:14 over-testing 35:5 20:20,22 21:4 27:16 Lofton negatively mentioned phase 31:4 32:17,22,24 34:19 7:1 30:3 31:1 40:16 33:7 35:10 40:6,11 44:14 29:9,10 overnight 31.12 lose 43:24 33:13 39.20



phone priorities represent science slots 4:17 13:10 33:12 30:20 26:16 23:15 5:3 R phonetic prioritize requested seconds slow 15:20 24:10 12 42.6 13:12 18 37:12 15.7 32:13.16 privatize 27:5 33:5 requirement section small 13:8 27:2 photos rank-and-file problems requirements 41:9 security social 35:18 22:23,24 23:24 picking 37:18 21:20 21:9 rate 32:6 process resident self-assist social/emotional 11:3 16:6 pie 7:13 45:13 29.2 23.7 20:17 21:5.7 rates 12:12 25:13,15 programming 10:2 16:7 38:19 resources semi-retired solid place 23:14 28:4 reach 25:8 26:1,7 30:5,17 34:20 10:23 18:22 28:6 45:8 programs 20:15 30:21 respond Senate solution plan 10:12 14:9 10:15 12:9 13:3,4 23:12 25:17 6:18 20:23 ready 6:7 31:12 14.15 responsibility progress 20:1 served plans real 8:2 19:15 36:7 30:12 sort projections responsible service 11:5 29:17 22:22 35:12 21:10,14 27:7 pleased sounded 22:8 40:21 reality 7:23 10:14 promote restorative serviced 39:2 10:7 13:21 point 41:20 rebel 21:12 27:1 sounds 44.4 45.15 promptly resulted services 4:2 42:4 pointed 25:18 40:19 source 5:17 receive 33:19 serving 21:16 pronounced retire 16:4 10:23 23:18 pointer 8:14 19:19 south 24:13 39:20 received pronouncing 23:1 26:15 28:20 retired session 8:16 41:24 16:18 points 24:18 32:4 Spanish-language 28:14 32:14 13:1 receiving 25:10 40:19 45:9 26:5 proper retiring set 4:21 10:11 11:4 10:14 34:23 45:6 policy 39:13,18 speak recent 44:12 proposal 5:18,23,24 6:10,14 retrain severely 27:20 politician recently 14:8 27:20 4.19 6.16 23.14 25:34 speaker 34:16 35:24 proposals revenue shaded 6:1,12 10:12 14:10 15:3,16 19:21,24 Pope 37:7 recipients 16:4 37:22 38:11 24:10,11,15 27:17 proposed revenues Shannon 27:23 portion 24.9 44.24 12:11 4:1,5 9:5,9 14:23 8:11 recognize speakers provide 18:6 19:20 21:2 15:2 rich 28.5 5:21 6:5,8 position 4:10 6:13,17 7:7 22:13 24:8 28:12 record 38:21 17:1,6,17 26:18 speaking 11:22 24 30:8 risks 30:1 31:16 32:1.3.11 44:17 33.5 36.20 24 40.3 9 41.9 44.14 27:10 34:5 provided reduce 38:13 positions 41:5 42:8,13 44:23 role special 29.18 Sharon 25:2 28:24 29:5 16:20,23 17:9,16 providing 7:10 reducing 18:20,22 19:1 22:24 19:22 20:5 38:3,8 45:7 run 14.18 31:5 23:1,10 26:16,17 sheet specialist public reduction 43:7,8 28:22 14:4 28:20 21:9 4:7,16 7:11,14 15:1 running 28:3 specific shift post 19:10,11,14 31:6,14 reductions 34:16 5:10 35:16 36:3,8 37:4 44.16 40:17 41:1 21:18 22:1 posted specifically 38:10 44:13,21 short reflect S 40:8,12 publicly 9:13,19 31:4 . 39:11 10:6 practice shortly specifics 8:24 28:9 36:17 reflects safely 27:12 30:8 pure-bred 31.15 39:15 13:21 23:8 practices 34:15 show spend refuse safety 21:12 44:10 pushing 35:19 10:8 22:23 23:24 38:14 spending prefer shows 23:2 regularly savings 25:15 33:20 41:19 41:9 10:17 11:10 put 30:23 18:4 12:16.23 13:15.24 side prepare scheduled spent rehab 14:2 19:4 21:22 7:16 8:16 25:21 29:13 8:23 13:14 4.18 present 29:19 45:5 Springfield sign reiterate school putting 12:8 26:7 39:5 7:22 22:12 4:5 6:9,10 11:2 12:3 40:17 presentation 45:13 sign-language 14:5 16:1,10,12,13, related 5:15 9:13,19 10:17 6:14 8:22 20:17 34:7 16 17:22 18:2 22:4, 4:23 6:6 44:6 14:21 25:13 sign-up 45:17 18 23:3,8,18 24:19 O relevant staffer presented 5:24 25:1,3,8,16 27:21 25:19 9:5 quality 28:6,21 29:4,16 signed 37:5 41:17 relief presenting 37:8 44:2,6 30:19 31:23 32:18 4:24 5:17 15:11 45:1 staffing 12:18 4:20 11:20 13:20 34.8 17 35.7 38.4 similar 21:15 question remarks 37:24 16:3,11 19:8 20:14, 41:14,23 42:2,4,6, standard 19:15 9.10 33.12 President 22,24 43:2,9,14 43:21,22 44:5 20 21:4 30:4 31:20. sincere remember 10:12 14:10 22,24 35:12 39:23 44.26 standardized 8:10 33:21 pressure 40:7,11 schools situation 9:24 34:23 35:6 remind 4:7,16 7:12 8:2 11:3 11:11,19 questions 8:13 13:17 14:12 start 15:3 pretty 5:1,6,8,9,11 6:13,18, 14:6 16:3,5,13 17:4, 15:1 18:13 23:8 size renewals 31:6 36:23 13,17,22 18:11 19 9:18 14:19 15:12 21:18,20 22:3 started 41.14 previous 18.9 19.6 39.9 41.2 19:14,16 21:10 24:4 4:4 5:12 6:22 44:9 sizes rent 25:16,19 26:1 27:1, 11:21 33:17 42:19 21:22 16:4 19:9 5,6,13,14,18,24 quick price slash 10:4,10,18,19,22 repetition 28:2,22,23 30:5,17 17:22 45:18 11:9,17,24 12:2,4,6, 6:21 42:12 34:21 37:4.16.22 principal quickly 14,15,18 13:1,5,22 slice report 38:10 40:18 41:22. 5:2 9:17 14:9 28:10 22:18 32:5 12:12 41:10 24 43:3,5,7,8,16,17, statement principals slide reporter 21 44:11,17,22 45:9, 27:6.11 11:22 5:19 33:13 35:16 16:1 23 36:17



stayed table title 21:19 7:16 33:22 taking todav sten 4:11 7:22 8:22 19:10 15:15 19:23 28:1 18:16 41:9 vacancies 31:18 42:16 talents 20:6 22:10 44:1 steps tonight Vance 28:8 33:17 4:20 5:10 6:1 7:10 41:6,7,8 42:9 Stokes-smith 14:13 18:14 26:8,9, 15:5,12 33:12 44:24 versus 45:1,2 19 38:1 tonight's 25.9 talking strategizing 5:14 veteran 12:7 13:2 18:17,21 topics 23.7 37:4 strides 39:4 6:6 view 9:23 targeted total 25:3 structure 15:11 visit tax toxic 26:10 6:21 26:10 39:6 38:12 student voice 11:22 12:1,6 24:1 taxed trade 9:7 30:24 27:5 30:11 43:18 35:24 vote traditional students taxpayer 4:18 8:15,16 10:2 17:23 19:16 16:2 voting 19:19 21:19 22:12 teacher tragic 38:16 40:14 24:2.22 25:2.7.9 15:24 23:10 24:18 37:20 28:24 29:6.9.10.16 32:18 34:21 35:2 trained w 18 30:4,11,18 38:2, 37:3,13 38:4 23:12 5,6,21 39:7,20 40:18 Teacher's transition wanted 43:13 45:17.24 15:24 31.9 13 7:22 26:4,5,13 28:9 students' teachers translators 29:12 36:16 45:11 20:16 20:15 21:15.18 4:21 Washington style 23:11,15 25:23 transparent 7.4 26.12 27.12 17:18,19 wasted subject Teachers' transportation 25:24 4:12 37:5 38:10 wearing 4:13 7:3 subsequent teaches treasurer 20:6 44:19 38.4 40:4 website substance teaching treatment 5:6,11 6:17,19,21 16:2 25:6 16:9 10:17 14:18 18:12, substitute team trends 15,17 19:5 39:11 34:20 23:6 44:13 suddenly telecommunicatio Trina weeks 33:22 ns 15:16,18 8:3 34:22 sue 25:17 true welcoming 38:11 telling 21.19 18:1 suffering 41.19 trust Whitney 27:19 ten 36:4,9 25:7 super 33:21 turn wished 36.9 termination 7:6 9:11 26:5 superhero 38:14,17 typically work 45:18 terms 27:2 34:12 8:9 14:14 26:6,19,21 superhuman 23:10 30:6 27:5,6 30:16 33:9 36:5 test 36:10 U superintendent worked 34:12 testing ugly 8:22 superintendents 29:14,20 31:5,13 42:22 working 34:24 35:1,2 unable 10:9,15 12:8,14 supplies tests 18:18 27:11,12 6:20 10:1 29:15,18 31:10 20:17 36:11 44:2 Underdue support 35:7,9 worse 4:5 9:1 20:18 23:9, theme 38.7 understand 19 28:6 34:6 44:20 18:11 15:17 17:2 39:23 wraparound supports thing 21:14 37:11 21:5,7,11 30:8 37:11 16:7,18 25:11 44:8 wrong understands surplus 45:14 24:14 25:11 36:5 38:24 39:1 things unfair surrounded 8:11 13:15 16:12,15 14:12 26:9,10 Υ 29:7,12 41:1 41:22 unhappy Susan thousands 16:2 year 15:20,23 22.6 4:7 9:20 11:20 12:20 Union SVB threatened 15:24 24:19 26:6 13:7.8 22:5 23:8.19. 21:16 10:3 37:5 38:11 21,22 24:5 29:16 swaps TIFF unit 30:19 31:12 34:23 38:12 39:12,13,18 38:24 16:19 17:7 35:7 39:14 41:20 system tight 43:2 unnecessary 10:13 11:12.13 32:7 23:2 years 33:19 34:5 33:18 34:8,17 40:4 time 9:22 10:21 11:9 21:7 unsustainable 31:10,12 37:6 39:2 32:4 33:22 36:15 12:21 40:14 39:2 uphold timekeeper yellow 43:21 tab 15:5 12:12 upholding 16:11 times young 43:20 40:24 25:7 45:12

