# BEFORE THE PUBLIC EDUCATION COMMISSION 

STATE OF NEW MEXICO

TRANSCRIPT OF PROCEEDINGS CHARTER SCHOOL RENEWAL HEARINGS<br>December 11, 2023<br>1:15 p.m.<br>Mabry Hall, Jerry Apodaca Education Building<br>300 Don Gaspar<br>Santa Fe, New Mexico<br>AND<br>Via Zoom Webinar

C. San Diego Riverside Charter School

REPORTED BY: Cynthia C. Chapman, RMR-CRR, NM CCR \#219
Bean \& Associates, Inc.
Professional Court Reporting Service
201 Third Street, NW, Suite 1630
Albuquerque, New Mexico 87102

JOB NO.: 8952N (CC)

|  | 2 |  | 4 |
| :---: | :---: | :---: | :---: |
| 1 | APPEARANCES COMMISSIONERS: | 1 | THE CHAIR: All right. Well, good |
| 3 | ALAN BRAUER, Chair | 2 | afternoon, everyone. I hope the Commission had a |
|  | REBEKKA BURT, Vice Chair | 3 | good lunch break |
| 4 | TIMOTHY BECK, Member <br> STEVEN J. CARRILLO, Member | 3 |  |
| 5 | SHARON CLAHCHISCHILLIAGE, Member | 4 | It is $1: 15$, and we re going to reconvene |
|  | PATRICIA GIPSON, Member | 5 | for our next school renewal hearing, which is |
| 6 | STEWART INGHAM, Member K.T. MANIS, Member | 6 | San Diego Riverside Charter School. |
| 7 | MICHAEL TAYLOR, Member | 7 | Thank you so much, everyone, for being |
| 9 | PED STAFF: | 8 | here. I'm not sure how many buses you brought with |
|  | CORINA CHAVEZ Director | 9 | you, but you had to bring at least one. |
| 10 | Charter School/Options for Parents and Families Division | 10 | And so similar to what we did with all of |
| 11 | DR. BRIGETTE RUSSELL Deputy Director | 11 | our other schools so far, we're going to start out |
| 12 | Charter School/Options for Parents and Families Division | 12 | with the PED's evaluation. Then, because this |
| 13 |  | 13 | school is on tribal lands, we will have opportunity |
| 14 | LUCY VALENZUELA Technical Assistance and Training Specialist | 14 | for tribal consultation with tribal leadership. |
| 15 | Charter School/Options for Parents and Families Division | 15 | And then we're -- yeah -- then we're going |
| 16 | MISSY BROWN Technical Assistance and Support and Training Administrator | 16 | to go into school comments for 30 minutes, public |
| 17 | Training Administrator Charter School/Options for | 17 | comment for about 10 minutes, but if we have |
| 18 | Parents and Families Division | 18 | additional people here, both online and here in -- |
|  | MARTICA DAVIS Authorizing Practices Administrator | 19 | in the room, we'll make sure that everyone has a |
| 19 | SHARYN PEREA PED Liaison to the PEC | 20 | chance to share their piece. |
| 20 21 |  | 21 | Then we'll have PEC questions, which there |
|  | COUNSEL TO THE PEC: | 22 | won't be a time limit on, but we'll have |
| 22 | JULIA HOSFORD BARNES, ESQ. | 23 | opportunities to ask our questions to the San Diego |
| 23 | Barnes Mediation and Law, PC 200 W. DeVargas Street, Suite 7 | 24 | Riverside team. |
| $24$ | Santa Fe, New Mexico 87501 | 25 | Then we'll do a final vote. |
|  | 3 |  | 5 |
| 1 | INDEX TO PROCEEDINGS | 1 | THE CHAIR: Commissioner Gipson. |
| 2 | PAGE | 2 | COMMISSIONER GIPSON: I want to ask a |
| 3 | CHARTER SCHOOL RENEWAL HEARINGS 2023 | 3 | question. I apologize because I should have asked |
| 4 | C. San Diego Riverside Charter School 4 | 4 | this first thing this morning. But I have a concern |
| 5 | 1. Public Education Department Evaluation 11 | 5 | with how some schools were able to put additional |
| 6 | 2. Tribal Consultation 26 | 6 | information into an application after the |
| 7 | 3. School Comments 42 | 7 | application was accepted. |
| 8 | 4. Public Comments 65 | 8 | So that's -- you know, it's concerning to |
| 9 | 5. PEC Questions 68 | 9 | me, 'cause I thought we had made it clear that when |
| 10 | 6. Vote on Renewal 202 | 10 | an application is submitted, that's the end of the |
| 11 | REPORTER'S CERTIFICATE 206 | 11 | application cycle. |
| 12 | ATTACHMENT: | 12 | But it appears that applications changed, |
| 13 | 1. List of Attendees | 13 | responses changed in applications. And I have a |
| 14 |  | 14 | concern. Number one, it's hard to keep track of |
| 15 |  | 15 | that. But, number two, it's an unlevel playing |
| 16 |  | 16 | field when applications are able to be changed. |
| 17 |  | 17 | So I -- it's just a question. |
| 18 |  | 18 | THE CHAIR: Commissioner Carrillo. |
| 19 |  | 19 | COMMISSIONER CARRILLO: I would want to |
| 20 |  | 20 | echo that concern, because it seems this time around |
| 21 |  | 21 | that there are a number of schools where, long after |
| 22 |  | 22 | the application deadline, we were constantly getting |
| 23 |  | 23 | updates with new material and new information. And |
| 24 |  | 24 | I know that with new schools, you have the |
| 25 |  | 25 | application date, and anything that's not in the |


|  | 6 |  | 8 |
| :---: | :---: | :---: | :---: |
| 1 | application by that date is not considered as part | 1 | decision. |
| 2 | of the application. And even if people do want to | 2 | I'm not going to suggest this for today. |
| 3 | come with new material, even if they come and speak | 3 | But I would tend to say that anything that was |
| 4 | in person relative to new material, that's material | 4 | submitted to us after such-and-such a date cannot be |
| 5 | that cannot be considered. It's strictly the | 5 | considered in the renewal for today. |
| 6 | application. | 6 | And, I mean, maybe that's draconian, |
| 7 | So because we got so many updates from so | 7 | because maybe an applicant -- applicants, because |
| 8 | many different schools, this is something we need to | 8 | it's throughout the week -- were able to put in new |
| 9 | get a handle on, because it's not okay. There needs | 9 | information, and it's, like, for them, maybe it's |
| 10 | to be -- the deadline is the deadline or it's not. | 10 | changing the rules in the middle of the game. For |
| 11 | And if it's not, then let's own that it's | 11 | me, it's just saying no, that was the deadline. |
| 12 | not and let any school come in at any time and add | 12 | THE CHAIR: Director Chavez, do you know |
| 13 | additional material, even on presentation day, which | 13 | offhand, or your team, how many schools did provide |
| 14 | I don't think is a good idea. | 14 | additional information beyond the October 1st |
| 15 | But I would echo the concerns that | 15 | timeline? |
| 16 | Commissioner Gipson stated. | 16 | DIRECTOR CORINA CHAVEZ: Chair Brauer, |
| 17 | THE CHAIR: Commissioner Manis, I saw your | 17 | Commissioners, I don't know, off the top of my head, |
| 18 | hand raised. | 18 | the number. That's a great question. I can get |
| 19 | COMMISSIONER MANIS: Thank you, Chair | 19 | back with you about how many schools sent corrected |
| 20 | Brauer. | 20 | or provided additional information. |
| 21 | I would also like to echo the concerns and | 21 | I would also -- I would like to say a |
| 22 | also raise an additional point -- or whenever | 22 | couple of things. One is thank you, Commissioners, |
| 23 | reviewing some of the material, there were | 23 | for the feedback and for voicing your concern. I |
| 24 | significant changes between the preliminary analysis | 24 | hear you. |
| 25 | and the final recommendation. And so I think that | 25 | I can recognize that -- how difficult it |
|  | 7 |  | 9 |
| 1 | that comes to play in -- in this situation as well. | 1 | is to keep up with the many versions and the |
| 2 | But just wanted to bring that up. | 2 | multiple sets of data. That is our challenge as |
| 3 | THE CHAIR: Thank you for raising those | 3 | well. |
| 4 | concerns. I'm not sure what the response is right | 4 | But I hear you on that. And moving into |
| 5 | now to us. I mean, I think we -- to your point, | 5 | this next year, where we're going to have more than |
| 6 | Commissioner Carrillo, I think it was very clear as | 6 | double the number of renewals, we'll want to -- |
| 7 | day, with a new application in statute, when things | 7 | we'll want to streamline a few things. |
| 8 | are due. | 8 | The other thing I would like to say is if |
| 9 | Renewals aren't as clear, and you can push | 9 | we look at the description of how the renewal |
| 10 | back on me on that. I don't think there is -- the | 10 | process takes place, it does open us up for the |
| 11 | process that we've had in place, I don't think there | 11 | possibility of seeking clarification and asking the |
| 12 | is, like, language that says, "We will not accept | 12 | schools during site visits. And we have found that |
| 13 | anything else." I know that there are things that | 13 | that site visit, which occurs after the application |
| 14 | we can insinuate, for sure. | 14 | is due, but prior to the preliminary |
| 15 | But I think that's something that we | 15 | recommendations, that we get information on site in |
| 16 | probably need to, like, do some more work around. I | 16 | that face-to-face. |
| 17 | don't know if there was something else you all | 17 | Perhaps what we could do moving forward is |
| 18 | wanted at this stage or any action that you want | 18 | add another step that is prior to the schools |
| 19 | to -- go ahead, Commissioner Carrillo. | 19 | submitting their applications, where we're just -- |
| 20 | COMMISSIONER CARRILLO: Not necessarily | 20 | maybe we have a checklist of did you do this, that, |
| 21 | suggesting this for today, but definitely for a work | 21 | the other, blah, blah, blah, blah, blah. There's |
| 22 | session coming up, this has to be addressed, so that | 22 | always room for improvement. |
| 23 | everybody, renewal applicants as well as -- as well | 23 | I will own that I hear you on the feedback |
| 24 | as the public, as well as all the Commissioners, | 24 | and how Commissioners have voiced their concerns |
| 25 | we're -- that there's a crystal-clear procedure and | 25 | about it. |


|  | 10 |  | 12 |
| :---: | :---: | :---: | :---: |
| 1 | COMMISSIONER GIPSON: I fully acknowledge | 1 | been uploaded with the proper table. So if you have |
| 2 | that some of the data points change, because | 2 | a hard copy and want to follow me, I'll read through |
| 3 | information, test scores came in late or something | 3 | what those figures actually are. |
| 4 | like that. I -- that clarification, I'm less | 4 | For year one, student attendance -- and, |
| 5 | concerned about. And probably most of the time | 5 | again, the target is 95 percent -- it is, in fact -- |
| 6 | that's in the favor of the school as well, that | 6 | it was, in fact, 98 percent. |
| 7 | that's cleared up. | 7 | For year two, it was 96. |
| 8 | But I'm specifically addressing the | 8 | For year three, 94. |
| 9 | application itself, in that the application, it's | 9 | And year four, 96. |
| 10 | clear that the date that it's submitted. And that | 10 | So you see that all except one year that |
| 11 | if a school doesn't respond to something in the | 11 | the school met the target -- the PEC target of |
| 12 | application, it shouldn't be allowed after the fact. | 12 | 95 percent attendance. |
| 13 | And the preliminary analysis, I-- you | 13 | Looking at the next column, student |
| 14 | know, we've recognized that, you know, schools have | 14 | retention, the target is 70 percent. And the |
| 15 | an opportunity to respond back. But that's outside | 15 | corrected amounts -- well, 92 percent for year one |
| 16 | of the applic- -- within the, you know, the walls of | 16 | is correct. |
| 17 | the application itself. | 17 | 93 percent for year two is correct. |
| 18 | And that's what we've clearly identified, | 18 | We are unsure about year three. |
| 19 | that schools don't get to just submit something and | 19 | And year four is, in fact, 95 percent. |
| 20 | then say, "Oh, we can clear that all up later. We | 20 | For student recurrent enrollment, the |
| 21 | don't really have to do our best job at this time." | 21 | target is 80 . The school met 84 in their first |
| 22 | And that's my concern, that things -- that | 22 | year; 87 in year two; year three, 100 percent; in |
| 23 | information got populated into the application | 23 | year four, 72 percent. |
| 24 | itself that wasn't there when -- when it was | 24 | So I apologize for that mistake. I |
| 25 | submitted. | 25 | discovered it just in preparing for today, which |
|  | 11 |  | 13 |
| 1 | THE CHAIR: Thank you. Commission, are we | 1 | sometimes preparing for the day means just before |
| 2 | ready to move on? | 2 | the meeting. |
| 3 | All right. Director Chavez, you can go | 3 | But I do feel -- |
| 4 | ahead and proceed with San Diego Riverside's | 4 | THE CHAIR: Director Chavez, real quick, |
| 5 | evaluation from the PED. | 5 | can you direct me where that information is -- can |
| 6 | DIRECTOR CORINA CHAVEZ: Thank you, Chair | 6 | you tell me where? |
| 7 | Brauer, Commissioners. Welcome, San Diego Riverside | 7 | DIRECTOR CORINA CHAVEZ: Sure. That is in |
| 8 | community. Boy, you showed up en masse. Good to | 8 | Part A, which is the part that the Charter School |
| 9 | see you. | 9 | Division prepares for the school. So this is Page 8 |
| 10 | Unfortunately, I'm going to start with | 10 | of Part A. |
| 11 | some information that might cause some heartburn. | 11 | THE CHAIR: Is that on -- was that posted |
| 12 | But I wanted to let you know that, in preparing for | 12 | on the site as well? |
| 13 | today and in looking at Part A, which was the part | 13 | DIRECTOR CORINA CHAVEZ: It's currently |
| 14 | that the Charter Schools Division prepares, I was | 14 | posted in the Google Drive. And, Lucy, do you want |
| 15 | looking at the table on the top of Page 8 which | 15 | to give an update of the website posting? |
| 16 | talks about student attendance, retention, and | 16 | MS. LUCY VALENZUELA: I will get it up in |
| 17 | recurrent enrollment. | 17 | five minutes. |
| 18 | And I was wondering -- so if you have a | 18 | THE CHAIR: Thank you. |
| 19 | hard copy, it says, for example, that student | 19 | DIRECTOR CORINA CHAVEZ: Okay. So -- so |
| 20 | attendance in Year 3 and 4 was zero percent. | 20 | it's student attendance, retention, and recurrent |
| 21 | I knew that that was not the case. And so | 21 | enrollment. And Mr. -- Commissioner Ingham says |
| 22 | we have revised that table, and your documents have | 22 | that the version that he's looking at doesn't align |
| 23 | been uploaded both in the Google Drive and on the | 23 | with that. It has the old numbers. |
| 24 | PEC's webpage. It will be uploaded onto the webpage | 24 | Okay. So I know that Lucy is looking at |
| 25 | in the next few minutes or so. But your drive has | 25 | that right now, Commissioners. And I apologize for |

that mistake.
May I go on?
Okay. Thank you.
So good afternoon, again, Chair Brauer, members of the Commission. I'm here to provide the PED evaluation for San Diego Riverside, which is located on the Jemez Pueblo.

Part A, on the top of Page 8, will be corrected with more accurate information that comes from our S.T.A.R.S. system.

The school first applied for a charter in 1999, with Jemez Valley Public School district.

It opened in the fall of 1999. Back then they did not have a year of implementation to prepare to be open.

They opened in a school building that had been on the pueblo as a parochial school. The school was approved to be a K-through- 8 school with a cap of 136 students.

That cap has not changed.
In 2019, the school had 96 students; in 2020,88 ; in ' 21,82 ; in 2022 , when the pandemic hit, the number went down to 55 ; and in 2023, it shot back up to 59 . So the number of students in attendance is growing.
tables eating a home-cooked meal. They have a cafeteria where they get home-cooked breakfast and lunch. And the head administrator, who has been in place for maybe three months at the time, he was sitting at the table.

I knew Mr. Tompson from another school. I was very curious how it would be at San Diego Riverside. And I saw a very relaxed individual sitting and casually talking with the students. I saw other adults sitting and interacting with the students in a very relaxed atmosphere.

There was student artwork posted on the walls of the cafeteria and other staff interacting with the students in both Towa and English. It felt like a very warm and engaging way to start the day.

We also conducted classroom observations. As a former kindergarten teacher, I went straight into the kindergarten classroom and observed a classroom that I thought I would send my child to. It was engaging. Kids were interacting with the adults and with each other. There was a low student-adult ratio.

I also visited some of the other classrooms. That ratio maintained throughout the school.

The school has consistently been authorized by Jemez Valley Public Schools. And this is the first time that the school has sought renewal through the Public Education Commission.

New Mexico is unique in that charter schools can switch authorizer at renewal. And, certainly, we know that authorizers across the state can be very different in the way that they operate.

We conducted the school site visit on Monday, October 16th, 2023. The team was me, Lucy Valenzuela, Brigette Russell, and Cheryl Rowe.

The team and I were very impressed with what we saw when we visited the school, which is located in the middle of the Jemez Pueblo. I'll be honest. I wasn't originally in the school site visit, but I wanted to go because I was concerned.

I was concerned. I went into the school visit asking myself, I know there's some deficits and room for improvement, and I need to see for myself if there really is a place still in the community for this school.

So I wasn't sure what to expect. But when I got there before the rest of the team members who were traveling in the State van, I walked into the cafeteria. And students were sitting around the

I saw rigor. I saw kids being challenged.
And we had some really good conversation, also, with both the adults and the students throughout the day.

We saw culture and language integration. We saw students speaking Towa with the adults and the adults speaking Towa with the students, as they engaged in an activity that day that we weren't expecting, and that was that one of the classroom activities was for students to prepare fry bread.

So they built a fire outside. We saw them working with the masa and frying the bread, and we got to partake in that. It was really beautiful. We saw a lot of love that day.

Students reported in the focus group that they experienced no bullying. And this is students in grades five through eight, where we know that bullying occurs in many schools.

The school gives a lot of one-on-one support to students. It has an Ed Fellows program that supports EAs in becoming teachers. The parents in the community have seven generations at the school.

The school's mission is -- is that the school is committed to strengthening and sustaining

|  | 18 |  | 20 |
| :---: | :---: | :---: | :---: |
| 1 | pride in the unique cultural identity of the | 1 | Condition two: Due to issues related to |
| 2 | students. As a community-based charter school, | 2 | internal controls and audit findings, San Diego |
| 3 | San Diego Riverside encourages involvement of the | 3 | Riverside has failed to meet generally accepted |
| 4 | entire community in developing a quality education | 4 | standards of fiscal management through the audit |
| 5 | for students by connecting learning with community | 5 | findings; therefore, the governing body must |
| 6 | values and traditions. | 6 | maintain both the finance and audit committees. In |
| 7 | Through the commitment, the school aims to | 7 | addition the school leadership and the governing |
| 8 | help students be academically and socially prepared | 8 | board will review and revise internal control |
| 9 | for high school. | 9 | policies and procedures. |
| 10 | The Charter School Division spent a lot of | 10 | Condition three: San Diego Riverside will |
| 11 | time talking about the recommendations. They were | 11 | complete a transition year checklist by June 30th, |
| 12 | varied across the schools, but consistent across | 12 | 2024. This is a checklist designed to ensure |
| 13 | certain factors of the schools. | 13 | compliance with NMAC and New Mexico Standards |
| 14 | So it was not a light decision for us to | 14 | (verbatim) Annotated, and to promote effective |
| 15 | make the recommendations that we did. You can see | 15 | academic, financial, and organizational operations |
| 16 | the recommendations on Page 2 of the final | 16 | of the school. Included in the checklist will be |
| 17 | evaluation and recommendation. And it could have | 17 | any items that came out of the Jemez Valley Public |
| 18 | changed from the preliminary, because we got more | 18 | School Corrective Action Plan that might need to be |
| 19 | information as time went on. | 19 | addressed. |
| 20 | So our conditions for San Diego Riverside: | 20 | And so -- and we provided -- in the |
| 21 | Well, we recommend that the school be | 21 | appendix of the final recommendation, we provided |
| 22 | renewed for at least three years. And that was a | 22 | the table that came out of the one time during its |
| 23 | tough decision to make on my part, because, as I've | 23 | charter term that Jemez Valley Public Schools |
| 24 | mentioned before, it means that you will have less | 24 | visited San Diego Riverside and sent several |
| 25 | data with a three-year renewal. | 25 | questions to the school about CTE compliance issues. |
|  | 19 |  | 21 |
| 1 | It was important, therefore, that we put | 1 | If you are looking at this appendix and noting that |
| 2 | in the conditions that we recommend data from the | 2 | on the far right -- on the far left is what was |
| 3 | current year, this year, 2023-'24, be considered as | 3 | raised by Jemez Valley Public Schools. |
| 4 | part of the renewal data at that point; otherwise, | 4 | On the far right is our evaluation of what |
| 5 | you will be looking at one year's worth of data for | 5 | they sent and what the school has put into place. |
| 6 | a three-year renewal. | 6 | And anything that has red font is what still needs |
| 7 | With that part of the condition, you'll | 7 | to be addressed by the school. |
| 8 | have two years' worth of data. | 8 | The Charter Schools Division found that, |
| 9 | We also bulleted out three conditions: | 9 | by and large, San Diego Riverside addressed most of |
| 10 | 1. By not consistently having the | 10 | the concerns and/or we did not find that it was |
| 11 | required number of governing board members | 11 | relevant for the authorizer to ask the school. |
| 12 | completing the required training hours, San Diego | 12 | There are a few pending things, such as |
| 13 | Riverside violated the provisions of law from which | 13 | the math DASH Plan and the student needs assessment |
| 14 | the charter school was not specifically exempted. | 14 | per Indian Education Act. Again, you may hear from |
| 15 | Therefore, San Diego Riverside will continuously | 15 | the school that they have put some of these things |
| 16 | have five or more board members serving on the | 16 | in place since we were last there. |
| 17 | governing body throughout the charter term. The | 17 | And also, the revising the internal |
| 18 | school will follow the PEC's governing board | 18 | control policies and procedures and ensure that the |
| 19 | notification change protocol without exception. By | 19 | governing board has finance and audit committees |
| 20 | the end of each fiscal year of the charter term, all | 20 | were the pending items that had been somewhat |
| 21 | board members will have completed all training | 21 | addressed by Jemez Valley Public Schools. |
| 22 | hours. | 22 | This recommendation is based, first, on |
| 23 | The school's bylaws say between five and | 23 | what we could glean about the record of the school's |
| 24 | seven members. So that is consistent with what the | 24 | performance over the course of the contract term, |
| 25 | school has in their bylaws. | 25 | keeping in mind that the school had no signed |


|  | 22 |  | 24 |
| :---: | :---: | :---: | :---: |
| 1 | contract, and the one site visit. | 1 | 27 percent in reading and 21 percent in math. Year |
| 2 | Second, the school's renewal application, | 2 | three, the school exceeded in reading with |
| 3 | which needed additional information as first | 3 | 26 percent in reading and 31 percent in math. And |
| 4 | submitted to us; it was incomplete. And using the | 4 | year four, the school exceeded both in reading and |
| 5 | ratings that were part of the rubric of the charter | 5 | math with 39 and 46 percent meeting the goal of at |
| 6 | school's renewal application. | 6 | least a 5 percent individual student growth. |
| 7 | And, third, the adult reaction -- the | 7 | We are concerned about the finances of the |
| 8 | adult actions to improve outcomes, as verified by | 8 | school and the financial performance. As indicated |
| 9 | CSD at the site visit and subsequent to the visit. | 9 | in the Jemez Valley Public Schools audit, the school |
| 10 | The updated Vistas data and action that | 10 | has been a component unit. And in analyzing the |
| 11 | the school had taken since we had started working | 11 | audits, we noted that the school had received three |
| 12 | with the school were significant. We have found | 12 | to four audits per year. And, in its last year, |
| 13 | that the school leaders are responsive to requests | 13 | there was a significant deficiency. |
| 14 | for additional information, open to feedback, | 14 | Therefore, that is why we had singled out |
| 15 | interested in learning, and being accountable to a | 15 | financial performance as one of the conditions. |
| 16 | more rigorous authorizer. | 16 | Commissioners, you do not have the roll-up |
| 17 | I'm going to summarize the record of | 17 | of red, yellow, green, for their performance because |
| 18 | performance over the charter term. | 18 | they were not operating under your performance |
| 19 | In terms of academics, San Diego Riverside | 19 | framework, so we have no snapshot. |
| 20 | has proficiencies below State average, no doubt. | 20 | The school had never been communicated to |
| 21 | The most recent designation is traditional. | 21 | about your performance framework; nor would it be |
| 22 | The overall Vistas score more than doubled | 22 | appropriate to expect for them to meet all of the |
| 23 | between '21-'22, where it was 17 , to '22-'23, where | 23 | conditions that are part of -- all indicators that |
| 24 | it increased to 36. | 24 | are part of your performance framework. |
| 25 | The proficiencies -- the proficiency rates | 25 | However, we did look at the questions and |
|  | 23 |  | 25 |
| 1 | for reading is slightly above the local district. | 1 | the school's responses. Pages 7 through 9 of the |
| 2 | San Diego Riverside has 18 versus 17 at Jemez Valley | 2 | final recommendation, again, is the questions that |
| 3 | Public Schools; on par in math, at 6 percent; and | 3 | were posed by Jemez Valley Public Schools and the |
| 4 | above the district in science. They were 15 versus | 4 | responses by the school. |
| 5 | 12. | 5 | And, again, as I mentioned earlier, we |
| 6 | In terms of growth, the school has showed | 6 | found a few items, the math DASH, internal controls, |
| 7 | tremendous progress, surpassing both the district | 7 | finance and audit committees. |
| 8 | and the State average growth with 9 percent growth | 8 | In terms of progress report and how we |
| 9 | in ELA and 6 percent in math. | 9 | rated the school as Demonstrating Substantial |
| 10 | Our renewal application asks for schools | 10 | Progress, again, that's language that is part of the |
| 11 | to -- to provide information on mission-specific | 11 | renewal application, or meeting the standards, the |
| 12 | goals. This was tricky, because we did not have a | 12 | school has demonstrated substantial progress. We |
| 13 | contract where mission-specific goals were laid out. | 13 | wish there was a category called "demonstrate |
| 14 | However, the school presented a lot of information. | 14 | progress." But the word "substantial" is in the |
| 15 | Although we did not provide this level of | 15 | rubric, so -- for academic performance, for |
| 16 | analysis in our preliminary analysis, I looked at | 16 | governance and financial, school meets the standards |
| 17 | the 40 -plus pages of data that the school submitted | 17 | for educational program, equity/identity, and for |
| 18 | in regards to the mission-specific goals, which | 18 | tribal consultation. |
| 19 | asked for at least a 5 percent individual student | 19 | Because this is a transition school -- and |
| 20 | growth in reading and math on NWEA MAPs with an aim | 20 | I know the Commission believes in accountability. |
| 21 | of 20 percent to exceed and 10 to 20 percent to meet | 21 | The Charter Schools Division does as well. We are |
| 22 | the goal. | 22 | leaders at the PED for how to do this well. |
| 23 | And for year one, the school exceeded with | 23 | With your value of high rigor, support, |
| 24 | 21 percent in reading, and met with 13 percent in | 24 | and consistent monitoring and feedback, we model |
| 25 | math. In year two, the school exceeded with | 25 | this with our processes at the Charter Schools |


|  | 26 |  | 28 |
| :---: | :---: | :---: | :---: |
| 1 | Division. | 1 | Benny and their mother, I believe, were part of the |
| 2 | The idea of having a transition year | 2 | people that first started San Diego Riverside and |
| 3 | checklist superseded this school and this renewal | 3 | helped it become one of the first charter schools in |
| 4 | cycle. But it is a representation of your values. | 4 | the state |
| 5 | Just last month, the Commission discussed | 5 | So I know Kevin. I had a much less formal |
| 6 | transparency, consistency, respect, being | 6 | conversation with Mr. Shendo in regards to this |
| 7 | student-centered, and utilizing equity. | 7 | matter. I did want to let him know that San Diego |
| 8 | We believe that the condition that | 8 | Riverside was seeking renewal with the PEC. We had |
| 9 | prepares schools to be ready for PEC authorization | 9 | a phone conversation. And we have since sent a few |
| 10 | creates more structure and more support to help the | 10 | text messages. And I certainly e-mailed him the |
| 11 | schools be successful. Thank you. | 11 | details of this hearing and said that there was a |
| 12 | THE CHAIR: Thank you, Director Chavez. | 12 | place in the agenda, for the first time, I think, |
| 13 | Commissioners, members of the audience, | 13 | that the PEC has had its renewal hearing agenda add |
| 14 | we're going to move into Item No. 2, which is tribal | 14 | the tribal consultation section. |
| 15 | consultation, including members and families of | 15 | So with that, I'll just say that -- hi, |
| 16 | students attending the charter school, pursuant to | 16 | Kevin. Glad that you're here. |
| 17 | NMSA 22-1B-12.2C and D. | 17 | THE CHAIR: And there are questions |
| 18 | This will be similar to public comment as | 18 | specific to when the PEC or other authorizers are |
| 19 | well. But we really wanted to make sure that if | 19 | contemplating a renewal for a school or a potential |
| 20 | there was a tribal leader, tribal education leader, | 20 | closure of a school through renewal that we need to |
| 21 | that there was opportunities for them to share. | 21 | address. |
| 22 | I did want to share that I did reach out | 22 | So I know Ms. Barnes has been working on |
| 23 | to Kevin Shendo, who is tribal education director at | 23 | that, to answer those questions through her work |
| 24 | Jemez Pueblo, a couple of weeks ago. And I did get | 24 | with us as our legal counsel. |
| 25 | a message back from him on Friday that there may be | 25 | And with that, Mr. Shendo, the floor is |
|  | 27 |  | 29 |
| 1 | somebody from the Pueblo here. Is there somebody | 1 | yours to share your -- share your thoughts related |
| 2 | here? | 2 | to tribal leadership. |
| 3 | MS. MELISSA BROWN: Mr. Shendo is here. | 3 | MR. KEVIN SHENDO: Thank you very much. |
| 4 | THE CHAIR: Okay. Great. | 4 | (Native language spoken.) |
| 5 | Before we provide him the floor, I wanted | 5 | Good afternoon, members of the Commission, |
| 6 | to have Director Chavez share the -- what type of -- | 6 | community members that are in the audience, and |
| 7 | and we use tribal consultation very differently than | 7 | Ms. Corina Chavez and all the Charter Schools |
| 8 | what tribal consultation is when it's | 8 | Bureau/Division. |
| 9 | government-to-government related. But this is an | 9 | Thank you for this opportunity to share a |
| 10 | opportunity for us, whenever there is a school on | 10 | little bit on behalf of the Pueblo of Jemez |
| 11 | tribal land serving predominantly indigenous | 11 | Department of Education, I will say. Unfortunately, |
| 12 | students, that we must reach out when contemplating | 12 | our leadership cannot be present. They are hosting |
| 13 | a potential closure of a school. | 13 | a tribal council meeting today as well. So we were |
| 14 | And so I did that with Mr. Shendo. I | 14 | also on the agenda for a couple of items, so we |
| 15 | believe, Director Chavez, you reached out also. And | 15 | weren't able to be there physically to be able to |
| 16 | so I'd love for you to share a little bit. And then | 16 | speak and share. |
| 17 | we'll pass the floor to Mr. Shendo. | 17 | But as Corina shared, we have been in |
| 18 | DIRECTOR CORINA CHAVEZ: Thank you, Chair | 18 | conversation with the Charter Schools Division and |
| 19 | Brauer, Commissioners. | 19 | with Alan as well with what has been shared with the |
| 20 | Mr. Shendo was on the charter school's | 20 | Commission and with the application for renewal for |
| 21 | advisory committee when I first started in this | 21 | Riverside through the Public Education Commission. |
| 22 | position. And so I know Mr. Shendo from that and | 22 | For the Pueblo of Jemez, from the |
| 23 | from other times when our paths have crossed. | 23 | Governor's Office, there's not a formal stance on |
| 24 | So I went to school with his older | 24 | the renewal, as there was no formal consultation |
| 25 | brother, Benny. And so -- and I know that Kevin and | 25 | with the governing board and the governors. |


|  | 30 |  | 32 |
| :---: | :---: | :---: | :---: |
| 1 | I have followed up after conversation | 1 | education, where we can more align and engage our |
| 2 | e-mails from Corina with the Public Education | 2 | school systems that serve our young people and be |
| 3 | Commission to confirm. As you know, through the | 3 | able to align the curriculum and instruction, the |
| 4 | Department of Education, both districts and schools, | 4 | programming, and all the integration that is |
| 5 | communicate through our department with the | 5 | involved in the support systems in place, support |
| 6 | leadership. But we had not received a formal | 6 | our young people to be successful when they reach |
| 7 | request for a consultation on the renewal by the | 7 | the high-school level to be college and |
| 8 | governing board from Riverside. So I did follow up | 8 | career-ready. But that preparation starts in the |
| 9 | with the tribal administrators and the governors to | 9 | elementary years. |
| 10 | make sure that they did not go directly to them for | 10 | And so that, we fully support in terms of |
| 11 | that purpose. | 11 | the reauthorization of the school. |
| 12 | But from the Department of Education, | 12 | We do have concerns with the inconsistency |
| 13 | which I can speak to, we do support the | 13 | in the governing board membership and non-compliance |
| 14 | reauthorization of San Diego Riverside Charter | 14 | with the trainings that are required and the audit |
| 15 | School under the Public Education Commission. | 15 | and -- audit findings. Those are areas that we have |
| 16 | Riverside was the first charter school, as | 16 | red flags that were put up, and we are concerned |
| 17 | Ms. Chavez mentioned, that was authorized under the | 17 | with. Just understanding that we do have a lot of |
| 18 | new charter school law back in 1999 and the first to | 18 | grants and other programs that we manage, federal, |
| 19 | exist on tribal lands. And so San Diego Riverside | 19 | state, and private, we know that the compliance |
| 20 | was supported initially through tribal council | 20 | issues, especially finance, are critical. And even |
| 21 | resolution to exist as a public charter school on | 21 | if we have the best academic and educational |
| 22 | tribal trust lands. | 22 | program, sometimes the financial audits and |
| 23 | We fully support the integration of | 23 | non-compliance may be the bases for discontinuing a |
| 24 | language and culture-based programming, and our | 24 | program. And we definitely don't want that to |
| 25 | department is here to support and provide that as we | 25 | happen in this case. |
|  | 31 |  | 33 |
| 1 | are able to -- to not only Riverside but all the | 1 | So from the Pueblo of Jemez Department of |
| 2 | other schools that look to support our students in | 2 | Education, we fully support the reauthorization of |
| 3 | providing language and culture-based education. | 3 | San Diego Riverside under the Public Education |
| 4 | The piece that -- in terms of bulleted | 4 | Commission. But we do -- did want to make one |
| 5 | funding, the reauthorization through the Public | 5 | recommendation, that based on the two bulleted |
| 6 | Education Commission actually was -- 2016? -- was, | 6 | findings dealing with the governing board and the |
| 7 | through a tribal council resolution, supported. But | 7 | financial audits, that there be some formal |
| 8 | at that time, the San Diego Riverside Charter School | 8 | connection be placed with the Department of |
| 9 | was still under the authorization of the district, | 9 | Education or through tribal council so that there's |
| 10 | and it wasn't up for renewal. | 10 | more engagement, and we can also support locally |
| 11 | And in 2016, Walatowa High Charter School, | 11 | here the governing board and the school more |
| 12 | which is a State charter school, was up for renewal. | 12 | directly with issues of governance and compliance |
| 13 | And the tribe, through the tribal council, in | 13 | and the financial audit findings, because having |
| 14 | consultation with both schools and governing boards, | 14 | substantial audit findings over multiple years is |
| 15 | had elected to try and merge the schools into one | 15 | not good. |
| 16 | charter school system from K through 12. | 16 | So in order to be able to adequately |
| 17 | And that was supported through resolution. | 17 | address that from our Department of Education, we |
| 18 | But, again, it was not possible, because they were | 18 | would recommend that as part of a reauthorization, |
| 19 | both under different chartering authorities. So | 19 | that the Commission put a mechanism in place for us |
| 20 | Riverside was under the Jemez Valley Public Schools, | 20 | to have greater engagement or involvement through |
| 21 | and Walatowa was under Public Education Commission. | 21 | the governing board and also the leadership and |
| 22 | So for that to become a reality, the authorization | 22 | administration at Riverside. |
| 23 | for San Diego Riverside needed to change. | 23 | So with that, I thank you again for the |
| 24 | So we are fully supportive of that because | 24 | opportunity to speak. Again, I'm speaking on behalf |
| 25 | we also believe in creating seamless systems of | 25 | of the Department of Education, as our leadership |


|  | 34 |  | 36 |
| :---: | :---: | :---: | :---: |
| 1 | did not make a formal stance. But they always have | 1 | Riverside, still going in the long future. |
| 2 | been supportive of all our schools, but they weren't | 2 | So thank you. |
| 3 | able to be able to be engaged in more direct | 3 | THE CHAIR: Thank you. If you don't |
| 4 | consultation directly with the governing board | 4 | mind -- |
| 5 | leadership. | 5 | MR. ARLAN SANDO: I know it's mentioned |
| 6 | Again, they are tied up in a tribal | 6 | that there's no leadership representation. But I am |
| 7 | council meeting today, so they send their regards. | 7 | here as chief of Jemez Pueblo. So thank you. |
| 8 | But, again, we expect -- we thank you for | 8 | THE CHAIR: Thank you, Chief. If you |
| 9 | your time, for giving us the opportunity to speak, | 9 | don't mind, could you spell your name, your first |
| 10 | and we look forward to the outcome that we desire. | 10 | and last as well? |
| 11 | Thank you. | 11 | MR. ARLAN SANDO: A-r-l-a-n, middle |
| 12 | THE CHAIR: Thank you, Mr. Shendo. Thank | 12 | initial J. Sando, S-a-n-d-o. |
| 13 | you for finding time to join us today, for sure. | 13 | THE CHAIR: Thank you, Chief. Appreciate |
| 14 | So there are other -- there's going to be | 14 | you. Yes, sir. Come on up. |
| 15 | another opportunity for public comment. But during | 15 | MR. TONY ARCHULETA: Good afternoon. I've |
| 16 | this time as well, for members of Jemez, if you are | 16 | dealt with many of you in the past through several |
| 17 | a student or a community member, you can either | 17 | charter schools. I've been affiliated with seven |
| 18 | speak now during this time of this -- of the agenda | 18 | charter schools in my career. But I'm proud to be |
| 19 | or we can wait until public comment as well. | 19 | here representing San Diego Riverside. |
| 20 | And so if there is anyone who would like | 20 | I have been the head administrator there, |
| 21 | to speak now, feel free to throw your hand up, and | 21 | '11 through '13. I was a teacher in '15. I |
| 22 | we can come up and get you in front of a microphone, | 22 | returned as the head administrator in '18 and '19. |
| 23 | or online as well. Or we can wait until the public | 23 | And I returned last year. |
| 24 | comment as well after the school comments. | 24 | San Diego Riverside is a very special |
| 25 | Come on up, sir. If you don't mind -- oh, | 25 | place. Very important. Charter schools are not the |
|  | 35 |  | 37 |
| 1 | I think you dropped your glasses. Okay. If you | 1 | sole pendency of education, but they provide a space |
| 2 | don't mind stating your name, and if you don't mind | 2 | for kids that do not function effectively in |
| 3 | spelling it for our court reporter as well, and then | 3 | traditional settings. |
| 4 | you can share your comments. | 4 | I thank you for the support. It's a |
| 5 | UNIDENTIFIED SPEAKER: Yes. My name is | 5 | terribly important school. It's the oldest charter |
| 6 | Arlan Sando. I am the head cacique, the chief of | 6 | school in the state of New Mexico, if not the |
| 7 | Pueblo of Jemez. I am here in support of San Diego | 7 | oldest. And, again, thank you for allowing me the |
| 8 | Riverside Charter School. And also I'm glad that | 8 | opportunity to share my -- those words with you |
| 9 | there are students here in support and in favor of. | 9 | today. Have a great day. Thank you so much. |
| 10 | And I don't want them to be taken away from our | 10 | THE CHAIR: Mr. Archuleta, can you go |
| 11 | school. | 11 | ahead and spell your name and say who you are as |
| 12 | And these children are the ones that | 12 | well. |
| 13 | attend every day. And they're the ones that know | 13 | MR. TONY ARCHULETA: My name is Tony |
| 14 | what's in the school and -- you know. | 14 | Archuleta. T-o-n-y. Archuleta, A-r-c-h-u-l-e-t-a. |
| 15 | But on behalf of the tribe, I'm here in | 15 | THE CHAIR: Thank you, sir. Appreciate |
| 16 | support of San Diego Riverside Charter School. If | 16 | you. |
| 17 | anything else, I'm -- I'll be here. And also if you | 17 | If you don't mind starting with stating |
| 18 | can consider that our children are here in support, | 18 | your name and spelling it. |
| 19 | and, you know, I mean, where will they be? Where | 19 | MR. PETER MADALENA: Peter Madalena, first |
| 20 | will they go? | 20 | Lieutenant Governor for the Pueblo of Jemez. |
| 21 | And I'm pretty sure you-all, with your | 21 | (Native language spoken.) |
| 22 | visitation, you saw that. It's a unique school, | 22 | Good afternoon again. Peter Madalena, |
| 23 | unique in every other way. And that's why we're | 23 | First Lieutenant Governor for the Pueblo of Jemez. |
| 24 | here. We're still here. And, hopefully, we will | 24 | I just want to say that I'm happy that |
| 25 | continue, to continue to have charter, San Diego | 25 | you're having this hearing this afternoon, and I'm |


|  | 38 |  | 40 |
| :---: | :---: | :---: | :---: |
| 1 | glad to be here. And I'm here on behalf of my kids | 1 | heart of the village. I participate a lot of |
| 2 | here. | 2 | times -- although I don't have a really great |
| 3 | So that's what I wanted to say. So I just | 3 | singing voice, I still go out there and put my |
| 4 | wanted to -- you know, do the best that you can, and | 4 | finger up when I want them to sing louder. |
| 5 | I guess we move on from here. So I just wanted | 5 | But, you know, our -- as you can see, this |
| 6 | to -- like I say, I'm here for my people and my kids | 6 | is only a portion of our kids. They're beautiful. |
| 7 | and my community. So thank you. | 7 | They're beautiful kids. And this is how they dress |
| 8 | THE CHAIR: Thank you, First Lieutenant. | 8 | when there's ceremony and stuff, because they have |
| 9 | If you don't mind starting with your name, | 9 | pride. They have pride in our -- our language, our |
| 10 | and if you don't mind spelling it for us. | 10 | ceremony, and our prayers. |
| 11 | MR. DAVID TOLEDO: Sure. I'm David | 11 | Tomorrow is a special day in Jemez. We |
| 12 | Toledo. D-a-v-i-d. Toledo, like Ohio, T-o-l-e-d-o. | 12 | have Guadalupe Day. And the guys are preparing |
| 13 | First of all, I want to thank the | 13 | their outfits tomorrow to perform in the Plaza. If |
| 14 | Commissioners. Director Chavez, thank you for your | 14 | you guys get a chance, come by and visit, and I'll |
| 15 | visit to the Pueblo of Jemez, and thank you to all | 15 | be in the shrine myself to pray and stuff. |
| 16 | my people. | 16 | But as to -- you guys may know this, |
| 17 | I am here in the capacity of -- I'm on the | 17 | Commissioners. But when Jemez has fiestas or |
| 18 | board at Riverside. I'm also -- I have served three | 18 | whatever, there's prayers out there. And the |
| 19 | terms as a governor of the Pueblo of Jemez. And if | 19 | prayers aren't only for the village. It's for you |
| 20 | you finish your term as a governor, then you become | 20 | guys, too, and it's for everybody, just offering -- |
| 21 | a lifetime council member. So I am a lifetime | 21 | as you guys know, this world is crazy right now. |
| 22 | council member. | 22 | It's so crazy. |
| 23 | I was -- as the Lieutenant said, I was at | 23 | And our poor kids, not only our kids, but |
| 24 | a council meeting this morning. I was there at 8:00 | 24 | all the kids around the nation, it's crazy out |
| 25 | to sit with the governors and the council. And I | 25 | there. You see on the tube all the Middle East |
|  | 39 |  | 41 |
| 1 | rushed, excused myself in order to come up here and | 1 | crisis. And they know. These kids know there's |
| 2 | show my support. | 2 | thousands of kids that have been killed out there. |
| 3 | Riverside is a special place. I live | 3 | For what? Nobody wins in a war. Nobody. |
| 4 | about 100 yards away. These little kids back here, | 4 | But they're still out there bombing like crazy. |
| 5 | they see me down there all the time. They call me | 5 | And our poor kids are affected. And we |
| 6 | "Grandpa" or "Papa." So that's my little fan club | 6 | wonder why our grades are going up and down, up and |
| 7 | back there. | 7 | down. You see the tube every day. They carry cell |
| 8 | When you're governor -- you know, I thank | 8 | phones. They see all that stuff, all the hurt, all |
| 9 | Mr. Sando. He's the highest, highest. He has the | 9 | the -- the things that happens because of |
| 10 | highest position in the whole village, over the | 10 | politicians' decisions. These kids are innocent. |
| 11 | governors. He's the one that makes the governors | 11 | And I went through school down there, too, |
| 12 | and chooses over all the males in the village. | 12 | at Riverside. Back then it was a Catholic school. |
| 13 | So we are all lucky to be in his presence, | 13 | Yes, we may have a little bit of deficiencies. But |
| 14 | too, as well. | 14 | our school's over 100 years old. Not one child in |
| 15 | Anyway, as a governor, all the children | 15 | there, over here, will complain about the school's |
| 16 | and all the people in the village, they are -- are | 16 | condition. |
| 17 | placed in your hands. And, you know, it's like | 17 | I go down there. I have lunch with the |
| 18 | carrying treasure all year long. You protect them | 18 | kids. I sit with the kids. |
| 19 | the best way you can. You have no 8:00 to 5:00 | 19 | And, yes, we have dreams. We have dreams |
| 20 | hours. You have the whole year as your job | 20 | of new playgrounds. We have dreams of a new school. |
| 21 | description. Good or bad, you know, these are your | 21 | And we look forward to working with the PEC, PED. |
| 22 | children. | 22 | And I was there to visit with Ms. Chavez and her -- |
| 23 | And, you know, even after you're done with | 23 | her -- her group. |
| 24 | your term as governor and as a councilman, you still | 24 | And we had never seen each other before. |
| 25 | serve in that same capacity. So I live right in the | 25 | But I'll tell you one secret. Once you break fry |


|  | 42 |  | 44 |
| :---: | :---: | :---: | :---: |
| 1 | bread with the kids, you have that connection for | 1 | P. If that's not leadership, I don't know what is. |
| 2 | life. | 2 | The first speaker on our end of the night, and it's |
| 3 | So it was a special day when you came, you | 3 | a sixth-grade student. Thank you for your |
| 4 | know. There was so much happiness on campus. And | 4 | leadership, P. Thank you for doing that for us. |
| 5 | that's just a portion of the Jemez community. | 5 | I am Kelly Reynosa. I am a kinder/first |
| 6 | And as a councilman, you know, I guarantee | 6 | grade teacher. And I taught second and third grade |
| 7 | you, everybody, that I will not leave my children | 7 | last year. And every morning, of course, we do the |
| 8 | behind. | 8 | norm, the Pledge Allegiance. And a couple of weeks |
| 9 | Thank you. | 9 | into school last year, I had a student take the lead |
| 10 | THE CHAIR: Thank you, Councilman. | 10 | and say, "You know, Ms. Reynosa, I can do the Pledge |
| 11 | Thank you, all, very much for sharing. We | 11 | in Towa, in our language." |
| 12 | will have opportunities to share again in public | 12 | And I said, "Wow. Can you get up and show |
| 13 | comment, too, if you haven't had a chance. | 13 | us?" |
| 14 | And, Missy, just real quick, anyone online | 14 | And after a little hesitation, she finally |
| 15 | other than Mr. Shendo? | 15 | took the reins, got up, was proud, stood in front of |
| 16 | MS. MISSY BROWN: Not that's raised their | 16 | the class. That's C. She's holding our |
| 17 | hand, not that I can tell. There's a person online | 17 | United States flag there. And she sang that song |
| 18 | who signed up for public comment. | 18 | for us in Towa, no problem. |
| 19 | THE CHAIR: Got it. Great. We'll just | 19 | The other student took the leadership |
| 20 | wait until public comment. | 20 | role. "Ms. Reynosa, we need to be saluting to the |
| 21 | Those of you online, if you're hearing, | 21 | New Mexico flag. That's why it's up there." |
| 22 | you will have a chance to share in public comment as | 22 | And I'm a teacher, yes. Students tell me |
| 23 | well. | 23 | and, of course, they're absolutely right. And so C. |
| 24 | So we're going to move on to Item No. 4 | 24 | led us in saluting the New Mexico flag. |
| 25 | within our agenda. This is the -- I'm sorry -- Item | 25 | And, you know, after a lot of hearing them |
|  | 43 |  | 45 |
| 1 | No. 3. I apologize. | 1 | over and over with great joy, I would say, "Amen." |
| 2 | This is the school's opportunity. And so | 2 | That was just my saying. So you'll probably hear |
| 3 | you'll have 30 minutes to provide us any information | 3 | that in there as well. |
| 4 | from your -- from your view. | 4 | But without further ado, I would like to |
| 5 | I don't know if you had any multimedia | 5 | turn it over to our Mustangs. All right. While |
| 6 | that you wanted to share as well. But, if you do, | 6 | we're waiting for C. Thank you, C. And when you're |
| 7 | Missy can help us get that squared away. And if you | 7 | ready, C., take it on. |
| 8 | don't, that's okay. But the floor is yours. | 8 | You can all stand up. |
| 9 | MR. CLIFF TOMPSON: Thank you, Chairman | 9 | (Student presentation.) |
| 10 | Brauer. | 10 | MS. KELLY REYNOSA: All right. Let's hear |
| 11 | We need to move quickly, boys and girls. | 11 | it for our students. Good job, boys and girls. |
| 12 | We're on the clock. | 12 | MR. CLIFF TOMPSON: Thanks, boys and |
| 13 | (Children gather at the front of the room.) | 13 | girls. You may be seated. |
| 14 | MS. KELLY REYNOSA: Thank you for your | 14 | Good afternoon, members of the Commission, |
| 15 | patience, ladies and gentlemen. | 15 | Commissioner Brauer. We stand before you today |
| 16 | Boys and girls, if you can turn this way. | 16 | remembering when we first came together as a faculty |
| 17 | P., come on up. I'm going to turn it over to our | 17 | in August, the four days of school before the |
| 18 | student, P. | 18 | children came, deciding what did we want to look |
| 19 | OLDER STUDENT: Good afternoon. My name | 19 | like for ourselves. What did we want our reflection |
| 20 | is P.S. I am in sixth grade at our San Diego | 20 | to look like. What did we want our vision to be. |
| 21 | Riverside Charter School. I am here to introduce | 21 | We worked hard, and we came up with our |
| 22 | our kinder and first grade, second, third grade to | 22 | vision statement, which we put to the school board |
| 23 | honor our flags. They will also sing in our Towa | 23 | who sagaciously voted it in that we're a family of |
| 24 | language. | 24 | learners. And we're developing leaders one child at |
| 25 | MS. KELLY REYNOSA: Thank you. Thank you, | 25 | a time, the heart and future of Walatowa. |


|  | 46 |  | 48 |
| :---: | :---: | :---: | :---: |
| 1 | That means a lot to us. We know now | 1 | Because of the increases, we will continue |
| 2 | exactly what we're looking -- wanting to look like. | 2 | utilizing Istation Literacy and Renaissance |
| 3 | And in the future, we'll be working on our mission | 3 | Learning, Accelerated Reader, and myON as targeted |
| 4 | statement to bring it to -- to bring that to come to | 4 | interventions. |
| 5 | pass. | 5 | The last two columns are math. For |
| 6 | I brought -- we brought several speakers | 6 | example, kindergarten increased by 11 points. Third |
| 7 | here, half a dozen, to share with you why we ought | 7 | grade increased by six points. And sixth grade |
| 8 | to be reauthorized. | 8 | increased by eight points. |
| 9 | On the 16th of October, when Corina | 9 | We will continue utilizing Istation math |
| 10 | referenced the visit, and then the last hour of the | 10 | and MATHia as targeted interventions. |
| 11 | breakout, the comment that touched our hearts was, | 11 | So you can see why we feel like we have |
| 12 | "We think your school has the just-right combination | 12 | had a huge success from beginning of the year to |
| 13 | of academics, language, and culture." | 13 | middle of year. |
| 14 | So we vowed to you that we would seek to | 14 | San Diego Riverside Charter School |
| 15 | persuade you that that is, in fact, the case. | 15 | continues to thrive through the generations. |
| 16 | So Bernadette Garcia, our 16-year veteran, | 16 | San Diego Riverside Charter School serves students |
| 17 | will be our first speaker. Then she'll be followed | 17 | from the Jemez Pueblo and surrounding areas with |
| 18 | by Mr. Appell, former head cross country coach at | 18 | individualized instruction with an eight-to-one |
| 19 | the University of Utah. John Fitzgerald Toya, who | 19 | student-teacher ratio. |
| 20 | came into this earth the same day that the 35th | 20 | Along with a fully staffed school, |
| 21 | president left. We believe some of his magic | 21 | kindergarten through fifth-grade classrooms all are |
| 22 | carries on with us. Ada Melton, an alumni, to talk | 22 | lucky enough to have a Towa speaker as an |
| 23 | about our culture and what it's meant to her in her | 23 | instructional assistant in their classroom. |
| 24 | life. And then on our language, we have our | 24 | This is a unique school model which |
| 25 | language instructor, Dominick Towa. And Kira | 25 | focuses on academics, language, and culture. |
|  | 47 |  | 49 |
| 1 | Loretto will talk to you about how the Leader In Me | 1 | Thank you for your time. |
| 2 | is working for us in Towa. | 2 | MR. BRIAN APPELL: Yes. Hello. My name |
| 3 | MS. BERNADETTE GARCIA: Good afternoon. | 3 | is Brian Appell. I teach language arts and social |
| 4 | My name is Bernadette Garcia, and I am the testing | 4 | studies at San Diego Riverside Charter School. |
| 5 | coordinator. | 5 | Great presentation by Ms. Bernadette showing how our |
| 6 | I would like to highlight some of our most | 6 | students have improved over this first semester. |
| 7 | current successes at San Diego Riverside. | 7 | I attribute our successes to the plan that |
| 8 | The short-cycle assessment we have been | 8 | we've integrated across the curriculum using |
| 9 | using is the MAPs NWEA. Students in grades | 9 | interdisciplinary units to help our students |
| 10 | kindergarten through eighth grade are assessed three | 10 | achieve. That helps in their reinforcing their |
| 11 | times per year in reading and math. | 11 | vocabulary, their comprehension of informational |
| 12 | Students in third through eighth are | 12 | text, improving their reading and writing, and |
| 13 | assessed three times a year in science. | 13 | allows a broader scope and depth of the material. |
| 14 | The middle-of-year assessments were | 14 | We also work with our tribal members and |
| 15 | completed last week. | 15 | organizations to have a true community practice. |
| 16 | The chart on the screen exhibits each | 16 | And so I think that's vital for our kids' success. |
| 17 | grade level, beginning of year compared to middle of | 17 | We have also successfully applied |
| 18 | year, mean RIT scores in reading and math. | 18 | scaffolding of learning from grade to grade. We |
| 19 | The first column is the grade level. The | 19 | coordinate with the younger curriculums so that the |
| 20 | second two columns are reading. For example, first | 20 | prior knowledge can be built upon more effectively. |
| 21 | grade improved by seven points, and fifth grade | 21 | Another major advantage, as Bernadette |
| 22 | improved by five points. | 22 | mentioned, was the eight-to-one student-to-teacher |
| 23 | Eight out of nine grades improved by two | 23 | ratio. And that helps us because we can |
| 24 | or more points. And one grade level remained the | 24 | differentiate the instruction for each and every |
| 25 | same. | 25 | student. And we've seen those growth (verbatim). |


|  | 50 |  | 52 |
| :---: | :---: | :---: | :---: |
| 1 | And I look forward to continuing to | 1 | so proud to see that these children, the way I did, |
| 2 | implement our curriculum, and, hopefully, we can | 2 | they're able to be taught by people who they -- who |
| 3 | continue to be reauthorized and continue in our | 3 | look like them. |
| 4 | progress. | 4 | They -- the school is in our image. And |
| 5 | Thank you. | 5 | the people that they brought in. Principals and |
| 6 | MR. JOHN FITZGERALD TOYA: (Native | 6 | teachers that are not us that are from other |
| 7 | language spoken.) | 7 | communities, they also value what culture is to us. |
| 8 | Good afternoon. My name is John | 8 | And so we really want to convey that, how |
| 9 | Fitzgerald Toya, and I am the art instructor there | 9 | important that is. And to do that, I'm going to |
| 10 | at the Riverside Charter School. And this | 10 | give this back to John so he can give some examples |
| 11 | afternoon, the -- part of our presentation, I would | 11 | of how they've incorporated culture as a resource |
| 12 | like to acknowledge Ada Pecos Melton. She is also | 12 | teaching tool. |
| 13 | the -- a member of our community, and she is an | 13 | MR. JOHN FITZGERALD TOYA: Okay. That's |
| 14 | entrepreneur and business owner. | 14 | my formal introduction, and so I would like to |
| 15 | MS. ADA PECOS MELTON: (Native language | 15 | translate some of that to you. |
| 16 | spoken.) | 16 | From where we live in our community, |
| 17 | Good afternoon. I am Ada Pecos Melton. | 17 | Walatowa, under the governing body and spirit of our |
| 18 | And I am born, raised in Jemez, and I went to school | 18 | honorable cacique, spiritual war chief, and their |
| 19 | when it was a parochial school, San Diego Mission | 19 | fellow leaders, also acknowledging our creator, the |
| 20 | School. And I really want to encourage and really | 20 | giver of life. Since long before our time, when man |
| 21 | talk about some of the cultural aspects. Our | 21 | was created, he was given a body. Limbs were added |
| 22 | comments will be a lot about why the school is such | 22 | to use for motility, such as to walk and run to |
| 23 | a wonderful place where culture is part of the | 23 | school, as well as prehensile, grasping as much |
| 24 | resource teaching tool. | 24 | education as possible. |
| 25 | The school provides something that we want | 25 | The head was given to store our brain to |
|  | 51 |  | 53 |
| 1 | in rural and remote areas in our state. It provides | 1 | control our thoughts, memory, emotions, and motor |
| 2 | a choice for education, a really high quality, | 2 | skills, to just name a few. |
| 3 | culturally relevant choice for our people. | 3 | The heart then was placed to feel the love |
| 4 | And I grew up in that. I felt safe in it. | 4 | and compassion of the importance of receiving one's |
| 5 | You heard -- you saw no bullying. I grew up in a | 5 | education. |
| 6 | very safe environment. And it's continued that | 6 | Once a child has been placed on this earth |
| 7 | principle. | 7 | into the loving arms of his or her parents, they |
| 8 | But one of the most important things that | 8 | will then decide how to nurture mind, body, and |
| 9 | it's done is that it's really embraced our culture | 9 | soul, not only through nutritious food, but by |
| 10 | as a way to learn. And you can see by the people | 10 | nurturing with oral traditions, hands-on and |
| 11 | that are here, it's full of people that look like | 11 | experimental learning: example, pottery making, |
| 12 | me. We are familiar with that, and it's | 12 | traditional bread-making, painting, et cetera, |
| 13 | comfortable. | 13 | speaking Towa fluently and practicing traditional |
| 14 | When you're in a -- going to a school | 14 | activities such as storytelling, showing dance |
| 15 | that's like that, it's easy to learn. We -- you | 15 | movements, and drumming, just to name a few. With |
| 16 | have heard also that we have had to make adjustments | 16 | the importance of translating Towa into English back |
| 17 | in our lives because of who was in charge of our | 17 | and forth strengthens understanding in all areas of |
| 18 | country. | 18 | teaching required curriculum and value of our |
| 19 | We're good at blending. We blend our | 19 | traditional importance, modeling our students each |
| 20 | governments. You heard our cacique. You heard our | 20 | and every day. |
| 21 | past governor, our councilman. They represent what | 21 | MS. ADA PECOS MELTON: So you can see that |
| 22 | it means to accommodate and learn how they also went | 22 | these are really good examples of ways that we have |
| 23 | to this school to learn how to work in a -- in a | 23 | been able to blend our culture and to use both the |
| 24 | world that's politically different from ours. | 24 | written ways of learning and our oral traditions, |
| 25 | We're communally-driven people. And I'm | 25 | and, again, in a safe place children can learn. And |


|  | 54 |  | 56 |
| :---: | :---: | :---: | :---: |
| 1 | it sticks with them. | 1 | I encourage you to provide that renewal again. The |
| 2 | We are really happy that it's | 2 | things that were identified as weaknesses can be |
| 3 | culturally -- it engages the community. It -- you | 3 | taken care of. |
| 4 | went to our school, and you enjoyed a meal cooked by | 4 | The legacy of what we have in the Pueblo |
| 5 | our own people. And that love -- that love that | 5 | of Jemez to provide my people a choice and these |
| 6 | goes into that food every day, it translates into | 6 | children a chance to grow up and be proud and to |
| 7 | the body being able to learn. And it's familiar | 7 | give back, it's on our shoulders to do that. And I |
| 8 | foods, not foods that are processed. And so we're | 8 | know that these children are going to step up and do |
| 9 | really happy about that. | 9 | their job when they -- when they get to be adults. |
| 10 | And I think that's the real beauty of | 10 | MR. JOHN FITZGERALD TOYA: Thank you, Ada. |
| 11 | charter schools, to be able to do those kinds of | 11 | Culturally responsive education approaches do |
| 12 | things in different communities. | 12 | matter. And the -- the cultural-based outcomes |
| 13 | One of the things that's really important | 13 | culturally inform local teachers and staff, support |
| 14 | is that by blending, culture becomes a really | 14 | community engagement, instills the pueblo community |
| 15 | important tool for having good identities of who we | 15 | principles of living together, shared leadership, |
| 16 | are as individuals. So it's really impressed upon | 16 | and shared responsibilities with students, parents, |
| 17 | children that, "Be proud of your culture. Use your | 17 | the Pueblo, and the school. |
| 18 | culture to live your life." | 18 | Cultural-based teaching is a value-added |
| 19 | One of the things that's really important | 19 | approach instilling Jemez core values with students, |
| 20 | about this school is that it teaches community | 20 | faculty, teachers, and staff. |
| 21 | principles. One of the things I learned, and I know | 21 | Youth learn to use culture as a resource |
| 22 | that anyone that's ever gone past high school and | 22 | and add it into their learning toolbox. The school |
| 23 | gone to college, we were all going with the same | 23 | is growing future Jemez leaders to strengthen |
| 24 | message. "Go get that paper." | 24 | cultural resources. |
| 25 | When I went, my mother said, "Get that | 25 | Thank you so much for your time. |
|  | 55 |  | 57 |
| 1 | paper." She couldn't tell me how to do it. But she | 1 | Did you need our names? |
| 2 | told me, "Get that paper." | 2 | THE CHAIR: I think we have -- if you |
| 3 | She was talking about a degree. I got my | 3 | don't mind sharing your name. |
| 4 | degrees, both, at the University of New Mexico -- | 4 | MS. ADA PECOS MELTON: Ada is A-d-a. |
| 5 | everybody is a Lobo. Woof Woof. | 5 | Pecos, P-e-c-o-s. Melton, M-e-l-t-o-n. |
| 6 | And -- but it -- I know what it means to | 6 | MR. DOMINIC TOYA: (Native language |
| 7 | be homegrown, because I went to a homegrown school, | 7 | spoken.) Good afternoon. My name is Dominic Toya. |
| 8 | and I went to homegrown colleges in our state. And | 8 | I'm from the Pueblo of Jemez. I'm the teacher for |
| 9 | as a result, I've been able to give back to my | 9 | Towa language. As you can see on my -- |
| 10 | community in a lot of ways that are, one, just to be | 10 | THE CHAIR: Dominic, real quick, put the |
| 11 | present and to be able to help -- I learned how to | 11 | microphone up a little bit. I know it's a bit of a |
| 12 | speak English early on as a kindergartener. It | 12 | pain, but we have people online and have to |
| 13 | wasn't my first language. Still isn't. But I | 13 | transcribe this at some point. |
| 14 | learned to use English to get things that we need in | 14 | MR. DOMINIC TOYA: Thank you. As you can |
| 15 | our community. | 15 | see on our slide, Towa language is a very important |
| 16 | And one of the things that our school is | 16 | aspect in our everyday lives within our community. |
| 17 | able to do is that it's growing our kids and | 17 | This language is unique to the Jemez Pueblo. And it |
| 18 | teaching them that culture is a resource. And with | 18 | is very important that we continue to learn, speak, |
| 19 | that, we want to go ahead and pass back on to John | 19 | and teach it to our children. |
| 20 | and then my comments are done. But, please, thank | 20 | As you can see on the pictures, I teach |
| 21 | you for recommending a renewal, if you will be able | 21 | Towa -- or we teach Towa. I have a -- some Towa |
| 22 | to do that. | 22 | speakers here as well, too, to help me. |
| 23 | Sorry. We -- | 23 | As you can see, we teach it through song, |
| 24 | THE CHAIR: For our transcriber so -- | 24 | dance, through visuals, and also hands-on. Also we |
| 25 | MS. ADA PECOS MELTON: Thank you so much. | 25 | go out and do, like, walking field trips outside the |


|  | 58 |  | 60 |
| :---: | :---: | :---: | :---: |
| 1 | classroom. | 1 | And so this past -- this past week, we had a |
| 2 | So I went to school here as a -- when it | 2 | basketball game. And it was very intense. I was |
| 3 | was a mission -- a Catholic school. So -- and then | 3 | coaching. The boys were playing. There was a -- |
| 4 | it turned into a charter school in '99, I believe. | 4 | there was a second that everything just was very |
| 5 | So I've been there quite a few years now. | 5 | tense. |
| 6 | Thank you for your time. And I will turn | 6 | And one of my students comes up to me and |
| 7 | it over to Kira. | 7 | reminded me, "Ms. Loretto, we need to be proactive |
| 8 | MS. KIRA LORETTO: Good afternoon. My | 8 | right now. We are being reactive." |
| 9 | name is Kira Loretto, spelled K-i-r-a; Loretto, | 9 | So I just wanted to share that example, |
| 10 | L-o-r-e-t-t-o. | 10 | because they are engaging and taking all this in. |
| 11 | I am one of the Ed Fellow -- I am -- I | 11 | Leader In Me is a very good program. And I am |
| 12 | take part in the Ed Fellowship program at the | 12 | assisting in any way to help teach this, because due |
| 13 | school, very blessed to take part in this program. | 13 | to me getting a higher education and going out of |
| 14 | Right now I am assisting Mr. Toya teaching | 14 | the reservation leadership is really important, and |
| 15 | leadership. As Mr. Tompson mentioned we are a | 15 | I really want to stress that on the children. |
| 16 | Leader In Me school. | 16 | MR. CLIFF TOMPSON: Everybody come up here |
| 17 | The Seven Habits of Highly Effective | 17 | real quick. Real quick. This is unscripted. But |
| 18 | People is one of the key frameworks of the Leader In | 18 | before we turn it over to Margie Creel, governing |
| 19 | Me process. The Seven Habits help students learn | 19 | board council, for our concluding remarks, when Kira |
| 20 | and apply communication, collaboration, critical | 20 | told about "We must be proactive" in time out, that |
| 21 | thinking, creativity, and social-emotional skills. | 21 | had to have been $T$. |
| 22 | The Seven Habits give students, family, | 22 | T., are you enjoying Leader In Me? |
| 23 | and staff members a common language and are | 23 | FROM THE FLOOR: Yeah. |
| 24 | essential in building a strong leadership culture at | 24 | MR. CLIFF TOMPSON: Tell them about your |
| 25 | our school. | 25 | academic skills, growth. |
|  | 59 |  | 61 |
| 1 | With that mentioned, teaming up with | 1 | FROM THE FLOOR: Well, I just focus more. |
| 2 | Mr. Toya and being able to merge the Toya language | 2 | And when I focus more, I improved, like, 16 on my |
| 3 | has helped the understanding of Leader In Me | 3 | math and reading and 2 on my science. |
| 4 | tremendously. Here's a quick clip of one of our | 4 | MR. CLIFF TOMPSON: Thanks. You're great. |
| 5 | classes being taught Leader In Me in Towa and | 5 | You can go sit down. You know, we believe that |
| 6 | English. And there should be a Play button on | 6 | leadership is communicating people's words so |
| 7 | there. | 7 | clearly that they can see it for themselves. And |
| 8 | MS. MISSY BROWN: We're having technical | 8 | we're having great success with the students you |
| 9 | difficulties sharing the sound. Hold on, please. | 9 | just saw. Margie, would you come up and give us |
| 10 | I have paused the timer while I'm figuring | 10 | closing remarks? |
| 11 | this out. Any other teachers who didn't sign in, | 11 | Thank you, T. |
| 12 | come please sign in so I have your names. | 12 | MS. MARGIE CREEL: Hello. Thank you, |
| 13 | Bernadette, we've got you. I don't know who the man | 13 | Mr. Tompson. |
| 14 | is in the bolo tie there. | 14 | Good afternoon, Chair Brauer and the |
| 15 | MS. KIRA LORETTO: Okay. So while they | 15 | Commission. I appreciate you having us be here |
| 16 | try to bring up the sound, I'll briefly explain my | 16 | today and this afternoon to present our case for |
| 17 | video. | 17 | State charter renewal. |
| 18 | When I go in and assist Mr. Dominic in | 18 | My name is Margie Creel. It's |
| 19 | leadership, I go ahead and explain our lessons in | 19 | $\mathrm{M}-\mathrm{a}-\mathrm{r}-\mathrm{g}-\mathrm{i}-\mathrm{e}$; last name is C-r-e-e-1. And I'm an |
| 20 | English, and Dominic will take the turn teaching it | 20 | enrolled member of the Pueblo of Jemez, also live on |
| 21 | in Towa, so that these children fully understand the | 21 | the Pueblo, and I am the board chairperson for the |
| 22 | Leader In Me process, because I believe Leader In Me | 22 | San Diego Riverside Charter School. |
| 23 | is very important. | 23 | My closing remarks, in summary, to give |
| 24 | For example, there's a certain language in | 24 | you the past, present, and future of our school. |
| 25 | this Leader In Me. I am also a basketball coach. | 25 | And just like Director Chavez had |

first charter school in New Mexico, but
San Diego Riverside Charter School was, in fact, the first charter school in New Mexico that was approved

63 school, the school was enacted on the Pueblo of Jemez in approximately 1906 to meet the educational needs of our pueblo students.

The school has been serving our community for almost seven generations, I guess.

And the school now, as a charter school, just to let you know that the San Diego Riverside Charter School was the first Native charter school approved in 1998 under the new charter school law enacted that summer.

Founding members of this charter school were Idalee Vogel, Benny Shendo, Jr. -- that's Kevin Shendo's brother -- and Sister Barbara from the Catholic mission school. Idalee Vogel was our director of development, and Benny Shendo -- now, you know, he's a New Mexico State legislator, but he's somewhere in Colorado as provost at a university.

So he went to that school also. And Sister Barbara, rest her soul, she has passed away.

But many schools in New Mexico claim to be
under the 1998 New Mexico Charter School Act. And since that time, it has -- has spent much time, effort, money, and other resources that have been poured into our school under the district charter school for the past 24 years.

And now, as going forward to become a
State charter school, I don't want this Commission to fault these students for anything that the board might have been ignorant to.

I, personally, as the board president, have made sure that I have attended all the board trainings every year, with the exception of the 2020-2021 year, the pandemic year, when I didn't realize that they had board training online.

So in May of 2021, they said -- the PEC said, "You didn't fulfill your duties under training for all your board members." And that was in May, and it was too late for us to do it.

So for the most part, I have made sure that we -- our board members have been on -- in trainings and all. And we just recently went to the trainings and all. And we just recently went to the
Public Charter School Commission training, all five of us did this past November 30th and December 1st, last week. And so all board members have been trained for this year. realize the her that we -- our board members have been on -- in

Also, about the finances and funding that the board has oversight with, there are a few audit findings, like you said, that, you know, I was ignorant to. And now I assure you that, moving forward, if given this approval for a State charter, that with surety, I'll make sure that the board members are present, and with the finance and audit committees, and also attending all the trainings, and anything that the Commission thinks that we need to do.

We did receive a statement from Chairman Brauer and the Commission with the different conditions; like you said, the three conditions. And we will go ahead and, you know, move forward in making sure that all those conditions are met, like you said, by June 2024.

So with that, I would just like to ask for your mercy to give us the State charter renewal that we are seeking, and I appreciate you having us here today. Thank you.

MR. CLIFF TOMPSON: Thank you, Ms. Creel.
And thank you, students, for staying.
At this time, Commissioner Brauer, begging your approval to let our students dismiss and head back to Jemez Pueblo.
mentioned before, as the past, as a Catholic mission

VICE CHAIR BURT: I just wanted to say thank you for all the students. And I want to give a special shout-out to those middle school students back there. I was a middle school teacher. I see you. Thank you, guys, too, for being awesome.

THE CHAIR: Let's just take a quick five-minute so the students can head out, and then we'll come back and move into public comment.
(Brief recess held.)
THE CHAIR: All right. Commissioners, we're going to come back in. It's now time for our public comment.

Missy, let's start with people online who have public comment.

MS. MISSY BROWN: Commissioner Brauer, Commissioners, we had one person online who signed up for public comment but had to leave for an appointment. But she left her comment in the chat, which is -- her name is Valerie, V-a-1-e-r-i-e; Shaw, S-h-a-w.

And her comment is, "It is easy to love San Diego Riverside. It is a place where love abounds. I left for a number of reasons pertaining to my career and retirement timeline. But I carry San Diego Riverside Charter School in my heart and

|  | 66 |  | 68 |
| :---: | :---: | :---: | :---: |
| 1 | always will. | 1 | THE CHAIR: Great. Thank you. All right. So now, Commissioners, we're going to move |
| 2 | "There is only one thing I want to | 2 |  |
| 3 | emphasize today. San Diego Riverside is needed in | 3 | into the next part of our agenda, which is PEC |
| 4 | Jemez pueblo. San Diego Riverside Charter School is | 4 | questions. |
| 5 | the only elementary school in the Jemez Valley that | 5 | Commissioner Beck. |
| 6 | provides an equitable bilingual curriculum in both | 6 | COMMISSIONER BECK: I just appreciate -- I |
| 7 | English and Towa, the heritage language of the | 7 | appreciated Mr. Toledo. I love that name, because |
| 8 | tribe. |  | I'm from Cleveland. |
| 9 | "Additionally, the school's curriculum is | 9 | But I appreciated Mr. Toledo and Ms. Creel |
| 10 | built on cultural and linguistic integration with a | 10 | visiting us at the conference a week and a half ago |
| 11 | focus on developing agricultural knowledge and | 11 | to explain, in a kind of a one-on-one situation, |
| 12 | supporting and maintaining the traditions of the | 12 | what it means to you as a community, as loving your |
| 13 | Jemez Pueblo. | 13 | people, being with your people. I saw it was very |
| 14 | "As a member of the faculty of Walatowa | 14 | emotional for you, and it was a little emotional for |
| 15 | High Charter School, I hope to be able to continue | 15 | us, I think, listening to that and hearing that. |
| 16 | working with San Diego Riverside Charter School to | 16 | That was -- it was able to put something |
| 17 | develop a strong academic and collaborative | 17 | besides data together in terms of what it means to |
| 18 | relationship centered on a vertically aligned | 18 | your community. So I appreciate that. That's |
| 19 | curriculum that works to carry on the traditions of | 19 | great. |
| 20 | the community that depends on us. Thank you." | 20 | I do have a few questions, though, going |
| 21 | And that's all we have. | 21 | on finance again here and some other things. |
| 22 | THE CHAIR: Thank you. Then members that | 22 | Number one, I think in the letter, we |
| 23 | are in the hall? | 23 | requested a kind of a -- or that you would be able |
| 24 | MS. MISSY BROWN: Dr. Arrow Wilkinson also | 24 | to respond to the idea of a relatively low teacher |
| 25 | has his hand up. | 25 | retention rate, where, in years one to two, it was |
|  | 67 |  | 69 |
| 1 | THE CHAIR: Okay. | 1 | 60 percent; years two to three, it was 100 percent; |
| 2 | MS. MISSY BROWN: You're on, | 2 | but in years three to four, it went down to |
| 3 | Dr. Wilkinson. | 3 | 46 percent. |
| 4 | FROM THE PUBLIC: This is Dr. Arrow | 4 | So I was wondering what the situation |
| 5 | Wilkinson with the Walatowa High Charter School. | 5 | might be with that -- that situation. So -- |
| 6 | Walatowa is in full support of San Diego | 6 | MR. CLIFF TOMPSON: Sir, there's no place |
| 7 | Riverside. You know, Riverside has served as our | 7 | to live. In the back, we have Christine Baines. |
| 8 | primary feeder school. Both schools provide support | 8 | She drives in from Rio Rancho. So her commute is |
| 9 | for students that, even though they persist from | 9 | $40-40$ to 45 minutes. |
| 10 | Riverside to our school, it goes beyond that. The | 10 | Jensen (incomprehensible), our IT |
| 11 | teachers and the staff and -- were able to provide | 11 | specialist, I make special provision for him to come |
| 12 | counseling well beyond high school. So both places | 12 | in late so he can see his daughter to the bus. He |
| 13 | are very unique and special institutions. | 13 | makes up his time in the evening. |
| 14 | But we are in full support of the renewal | 14 | Our math teacher -- who left in July, came |
| 15 | of San Diego Riverside. | 15 | back in September -- she has a special provision |
| 16 | THE CHAIR: Thank you. And, Missy, anyone | 16 | where she leaves at 3:00 p.m. to beat the |
| 17 | in the -- here in person that signed up. | 17 | Albuquerque rush traffic so she can get back to her |
| 18 | MS. MISSY BROWN: We had two people here | 18 | dwelling near the airport, the Sunport, and beat the |
| 19 | in person who both have already spoken. So they're | 19 | madness of the rush hour. And then she works a half |
| 20 | board members, David Toledo and Margie Creel. | 20 | an hour in the evenings at night and submits a |
| 21 | THE CHAIR: Okay. Thank you. Wonderful. | 21 | report. |
| 22 | I don't see any other hands. If there is | 22 | So those are some creative solutions to |
| 23 | anyone else, we would make room for you if you did | 23 | solve a truculent problem that's impacted me. |
| 24 | not already speak. | 24 | There's just no place to live. |
| 25 | (No response.) | 25 | COMMISSIONER BECK: I appreciate that |


|  | 70 |  | 72 |
| :---: | :---: | :---: | :---: |
|  | information. That puts an understanding to those | 1 | You're absolutely right. When the numbers |
| 2 | numbers. So I appreciate that. | 2 | are as abysmally low as our data is, it's a |
| 3 | The other thing that kind of stood out to | 3 | reflection on us that teachers -- the teaching |
| 4 | me is I noticed, from fiscal year '21 to '22, the | 4 | portion, not the students. And I learned that at |
| 5 | school administration monies went from \$74,500 to | 5 | Carlos Vigil Middle School in Española as the |
| 6 | \$178,800. Central services went from $\$ 66,000$ to | 6 | principal there. We improved our math proficiency |
| 7 | \$103,000. But the direct instructional monies went | 7 | from 12 percent proficient in math for the |
| 8 | from \$573,000 to \$510,000. | 8 | eighth-graders to 38; and the seventh graders from |
| 9 | I'm wondering why the administrative | 9 | 7 percent proficient to 32 percent proficient by |
| 10 | monies increased pretty significantly, and then the | 10 | focusing on teaching and learning. And this was |
| 11 | direct instruction -- I don't know if it's a -- you | 11 | during the COVID when we didn't have students for |
| 12 | know, accounting change or whatever. I would -- | 12 | in school instruction. |
| 13 | just noticed that on the finances. | 13 | We hope very much that when the data comes |
| 14 | MR. CLIFF TOMPSON: Thank you. To limit | 14 | out in May that Bernadette will be trumpeting we're |
| 15 | our administrative costs, we have moved from two | 15 | at least in the 20s this year; and then next year -- |
| 16 | administrators; in the prior year, Mr. Archuleta, | 16 | we're in the 30s next year. We just can't be in |
| 17 | who spoke to you earlier, and then Valerie Shaw, who | 17 | this sewer where we're at at present, sir. |
| 18 | we heard from a few moments ago. And then I | 18 | THE CHAIR: Vice Chair Burt. I'm sorry, |
| 19 | replaced them. | 19 | Commissioner Gipson. I just saw this thing, and I |
| 20 | I'd like to tell you, Commissioner Beck, | 20 | didn't see you commit. |
| 21 | that what I have found is the months that have | 21 | COMMISSIONER GIPSON: I'm doing the royal |
| 22 | passed since I began my duties in the first of July | 22 | wave to you. |
| 23 | is that the need to build administrative capacity to | 23 | So, first off, thank everyone for coming. |
| 24 | get the work done exists beyond just me. | 24 | I truly do appreciate and understand the place that |
| 25 | And I think I have found a creative way to | 25 | the school holds within the community. I do. And I |
|  | 71 |  | 73 |
| 1 | do it, by offering a small stipend to people to | 1 | don't think anyone would argue that. But I do |
| 2 | carry out jobs. And I think we'll see more of that | 2 | have -- I do have, honestly, some concerns about |
| 3 | in the coming semester. I hope to, because we sure | 3 | capacity, you know. |
| 4 | are getting a lot of bang for our buck in that, in | 4 | Schools need to be that safe place for |
| 5 | limiting costs. As you said, an important factor | 5 | children; acknowledged. But they also have to be a |
| 6 | for us to watch, Commissioner Beck. | 6 | place where they're safe and learning. |
| 7 | COMMISSIONER BECK: Okay. Thank you. And | 7 | So I had some concerns. |
| 8 | then, lastly, more of a comment. I'm glad you have | 8 | My first concern, I sort of addressed at |
| 9 | a test administrator. I like seeing those numbers | 9 | the beginning of the meeting. In the application |
| 10 | from the beginning of the year to the middle of the | 10 | itself, there were significant pieces that weren't |
| 11 | year. That's great. That's the way we like to see | 11 | responded to. |
| 12 | that happen. | 12 | We talked about back in November maybe |
| 13 | But we really want to see significant | 13 | whether it really was an application, because there |
| 14 | uptick in the proficiences, for sure. That's | 14 | were so many areas that were not filled in. |
| 15 | obviously concerning. I'm sure other Commissioners | 15 | So that's concerning to me, that any |
| 16 | will speak to that as well. | 16 | applicant that wants to be considered would submit |
| 17 | But it looks like you're tracking | 17 | an application that was missing so much. |
| 18 | correctly in your growth and in your -- what do you | 18 | And then let me just piggyback on that a |
| 19 | call it? What am I trying to say? The short cycle | 19 | little bit. We, then, in November, sent a letter |
| 20 | assessment; that's what I'm trying to say. But | 20 | addressing areas that we wanted the area to |
| 21 | there needs to be significant improvement in that, | 21 | hopefully speak to. |
| 22 | for sure. | 22 | And Commissioner Beck mentioned the |
| 23 | MR. CLIFF TOMPSON: Would like to agree | 23 | financial. But there's significant pieces in that |
| 24 | with you. And if I could speak to that, | 24 | letter that weren't -- that have gone unanswered at |
| 25 | Commissioner Beck? Thank you. | 25 | this point in time as well. |


|  | 74 |  | 76 |
| :---: | :---: | :---: | :---: |
| 1 | So I'm hoping you can tell me a little | 1 | that one day turned to two, and then two to three. |
| 2 | more about that. | 2 | And I think it was the first of November before we |
| 3 | MR. CLIFF TOMPSON: Sure. So it's a | 3 | sent it to Cheryl, that we did make changes -- I'm |
| 4 | two-part question. | 4 | not going to say substantial changes -- but changes |
| 5 | Let me field the first part regarding the | 5 | to the document that you guys have now. |
| 6 | application. And then I'll need some help regarding | 6 | So that's a little bit of the oral history |
| 7 | the financial part. | 7 | of what happened. We took it seriously. But I'm |
| 8 | So if someone sitting behind me thinks | 8 | sorry for my role. |
| 9 | they can chime in for Commissioner Gipson, you have | 9 | And I think you Commissioners are on the |
| 10 | that opportunity. | 10 | right track with your remarks to each other, that |
| 11 | So the first part about the application. | 11 | the deadline needs to be the deadline; although, it |
| 12 | In the last of September and the first of October, | 12 | would have sunk us in this case. |
| 13 | was e-mailing our liaison, Mr. -- Dr. Tamez, who | 13 | Regarding the second part of your |
| 14 | helped us put the application together several | 14 | question, it was about finances. |
| 15 | times. And there, right before the second, we had | 15 | COMMISSIONER GIPSON: My question wasn't |
| 16 | six or seven versions going back and forth. | 16 | about the finances. Commissioner Beck raised about |
| 17 | Dr. Tamez and -- would make a suggestion | 17 | the question about the finances that was in the |
| 18 | for an improvement, and I would update the document, | 18 | letter. |
| 19 | title it again, and send it back to him. | 19 | My question was about the entirety of the |
| 20 | And then we -- I submitted, on the 2nd of | 20 | letter, that much of that was not -- has not been |
| 21 | October -- that was the deadline -- and was pretty | 21 | addressed yet. So that's my concern. Finances was |
| 22 | well pleased with the application. | 22 | in there. But there were -- you know, it was how |
| 23 | And then about ten days later, maybe two | 23 | many pages, the letter? -- four pages of concerns |
| 24 | weeks, Bernadette had gotten a comment from Valerie | 24 | that were -- that the Commission asked to be |
| 25 | Shaw, "Hey, have you seen the application that's | 25 | addressed. |
|  | 75 |  | 77 |
| 1 | posted online? And there's sections incomplete." | 1 | And I didn't -- I haven't heard much of |
| 2 | And my response to Bernadette was, "No. | 2 | that. So that's my -- the -- you know, ties in with |
| 3 | There was just one section on Page 34 that I wasn't | 3 | the concern about a lack of attention, I guess, to |
| 4 | happy with. But it's complete." | 4 | detail. |
| 5 | Then about the next day or so, I heard | 5 | MR. CLIFF TOMPSON: Sure. Would this be a |
| 6 | from the Commission, and that's when I looked. And | 6 | question for our partners at K12 Accounting? |
| 7 | I was aghast that the document was empty largely in | 7 | COMMISSIONER GIPSON: No, it's not a |
| 8 | key spots. | 8 | financial question. There were financial concerns |
| 9 | So I thought, "Well, this is a quick fix." | 9 | that were addressed in that letter. But that letter |
| 10 | And I went back to the documents that we | 10 | was dated November 9th. |
| 11 | had worked on up until submission. And I had found | 11 | We had a work session, and Commissioners |
| 12 | corrupted files that I wasn't able to simply send | 12 | verbalized -- correct -- and the expectation was |
| 13 | the last version. And I should just step back and | 13 | that at least most, or a substantial amount of those |
| 14 | tell the Commissioners, this is my practice. I've | 14 | concerns would be addressed by the school through |
| 15 | done it again since then. | 15 | the presentation. At least that was my |
| 16 | Margie -- I'll tell that story now before | 16 | understanding. |
| 17 | I come back to this one. Margie can confirm a | 17 | So there's a lot of areas that to me have |
| 18 | letter to the parents that was sent out last week, | 18 | not gone addressed at this point in time. |
| 19 | that I wrote a letter to the parents, and I sent it | 19 | MR. CLIFF TOMPSON: Commissioner Gipson, |
| 20 | to Margie for editing. And she made some | 20 | there's a second-to-the-last -- on Page 4, "Did the |
| 21 | improvements. And then when we sent it out, it was | 21 | district withhold the 2 percent of charter funds to |
| 22 | not the right version. | 22 | support the school? If so, how was the 2 percent |
| 23 | So I think I confess to having poorly | 23 | spent in support of the school?" |
| 24 | executed on delivering the required information, | 24 | Like, that type of information? |
| 25 | having rushed. And I'll also need to be upfront | 25 | COMMISSIONER GIPSON: Or did the school |


|  | 78 |  | 80 |
| :---: | :---: | :---: | :---: |
| 1 | receive special education -- right? -- Title I? Did | 1 | was -- I made a notation that there was -- students |
| 2 | the district withhold the 2 percent? Was the school | 2 | grew two or more points. |
| 3 | able to obtain support from...? Yes. The | 3 | Was that an average that was created for |
| 4 | deficiences in the operation of the board. Talked | 4 | the two or more points? Because we're looking at -- |
| 5 | some about that. Information about student | 5 | so this is -- this is my view of this, that each |
| 6 | attendance that was reported in S.T.A.R.S., does not | 6 | student gets a target towards, you know, how many |
| 7 | appear it's been reported. The reduction in the | 7 | points they are -- they need to grow this year, |
| 8 | small-school-size adjustment. Haven't really heard | 8 | growth toward proficiency. |
| 9 | a full plan about the educational program overall | 9 | And I'm not focusing on proficiency. I |
| 10 | during -- if you were renewed, which kind of ties | 10 | would love to be able to have that conversation. |
| 11 | into an additional question. | 11 | But we're not -- the State is not in a -- in a |
| 12 | I don't know if you want to respond to | 12 | position of talking about -- you have to be |
| 13 | that or -- you know, there's -- there's a lot that | 13 | proficient. |
| 14 | was asked that I don't know whether at this point in | 14 | But a student, for instance, that is only |
| 15 | time you're really ready, able, and willing to | 15 | making one year's growth, and they're five years |
| 16 | respond to. | 16 | behind, they're -- you know, you're on a treadmill, |
| 17 | MR. CLIFF TOMPSON: I can tell you where | 17 | and you're going nowhere. |
| 18 | our attention is focused -- beginning tomorrow -- is | 18 | So I pause when I hear that, "Oh, you |
| 19 | this transition school checklist that Corina put | 19 | know, students grew two or more points." That |
| 20 | together for us. And Bernadette and I have started | 20 | doesn't really fully identify for me how students |
| 21 | working on it so that we can address everything to | 21 | are really -- because if that's an average, how many |
| 22 | everyone's satisfaction. So I don't know, | 22 | students didn't grow two or more points? And is |
| 23 | Ms. Chavez, if you want to speak to that. | 23 | that two or more points really getting them -- was |
| 24 | COMMISSIONER GIPSON: I've seen that. But | 24 | their -- was their target five, and they only grew |
| 25 | that's after any vote gets taken. | 25 | two? |
|  | 79 |  | 81 |
| 1 | But these questions were to be addressed | 1 | And I know this is the middle of the year. |
| 2 | so that we could make a vote. So that's -- you | 2 | But, still, I -- I don't see -- that information |
| 3 | know, saying, "We're going to address these starting | 3 | isn't sufficient enough for me to get the full |
| 4 | tomorrow" doesn't help me, because I need to know | 4 | picture of growth in the school. |
| 5 | now how these were going to be addressed so that I | 5 | MR. CLIFF TOMPSON: Understood, |
| 6 | can make a qualified vote. | 6 | Commissioner Gipson. |
| 7 | So that's why this letter went out. | 7 | We have Bernadette Garcia, our program |
| 8 | Because we had the Vistas data and the State, and | 8 | test coordinator. And she can speak to that. |
| 9 | that was addressed in the early part of the letter. | 9 | MS. BERNADETTE GARCIA: So, yes, |
| 10 | But then in the second part of the letter are those | 10 | Commissioner. To answer your question, it was that |
| 11 | additional concerns that Commissioners as a whole | 11 | two points that was the mean RIT score. So, yes, it |
| 12 | brought up at that meeting. And the expectation was | 12 | is an average. So I do understand your concerns. |
| 13 | that -- and I think it even says that in the letter, | 13 | We're addressing a lot of issues that we |
| 14 | does it not? | 14 | know we've had in the school. And we're trying to |
| 15 | MR. CLIFF TOMPSON: On Page 4? | 15 | change our -- also, our testing situation a little |
| 16 | COMMISSIONER GIPSON: So, you know, that's | 16 | bit, and see -- you know, hopefully, that will help. |
| 17 | my concern. But, yeah. Yeah. And I -- you know, I | 17 | But I do want to raise one -- one issue |
| 18 | didn't -- I haven't seen most of those addressed, | 18 | that I have observed in the 16 years I've been |
| 19 | honestly. And that's -- you know, to me that speaks | 19 | there. And test-taking, it's -- we're up against a |
| 20 | to the -- the incompleteness of the application as | 20 | huge obstacle because of our English Language |
| 21 | well, which, to me, goes to capacity. And that | 21 | Learners. The language on the tests is a huge -- a |
| 22 | worries me, honestly. | 22 | huge issue for us. |
| 23 | But can we talk a little bit about the | 23 | And so the teachers are now addressing |
| 24 | middle of the year -- is that middle of the year | 24 | that, and also teaching the testing language, |
| 25 | that -- the short-cycle assessments? Because there | 25 | because sometimes, for our students, that's the |


|  | 82 |  | 84 |
| :---: | :---: | :---: | :---: |
| 1 | hardest part of answering the question. Because | 1 | today. T. was the boy who came up to the front. |
| 2 | they are English Language Learners. And if they can | 2 | T. had improved 16 points in his ELA exam and |
| 3 | start learning a lot of the testing language and | 3 | 16 points in his math and only 3 in his science. |
| 4 | terms that are used, then they can understand what | 4 | He was giving us a lot of problems. |
| 5 | they're being asked. | 5 | Cursing the teachers. That was the truth; he was |
| 6 | Sometimes they don't know what they're | 6 | doing that. And I had severe frustration from my |
| 7 | even being asked. And so I think that would be a | 7 | faculty. Severe. |
| 8 | huge -- a huge benefit for our kids. And I do | 8 | So we put T. in my office. And that was |
| 9 | believe that it would change the outcomes of a lot | 9 | the 1st of November. And Brian would come in every |
| 10 | of the tests that they take. | 10 | day, and stoled Thea (ph). And he had his |
| 11 | COMMISSIONER GIPSON: I appreciate that. | 11 | Chromebook, and he just got to work. |
| 12 | And I fully acknowledge a lot of cultural bias in | 12 | And he took it seriously. And he improved |
| 13 | the tests. I do. We have a lot of schools under | 13 | leaps and bounds. And now his behavior is coming |
| 14 | our portfolio that have significant English Language | 14 | around, as Kira told you, on the basketball court: |
| 15 | Learner populations. So it's not unique. I guess | 15 | "Let's be proactive." |
| 16 | my -- you know, my concern continues to persist | 16 | So he's one of our 60 students. He's one |
| 17 | that, you know, on one hand, the school talks about | 17 | that's gone from being one of the lowest-performing, |
| 18 | its historical importance and how long it's been. | 18 | worst-behaved students, rapidly in one semester, to |
| 19 | But we're coming here today and saying, | 19 | a very high, high-achieving. |
| 20 | "Oh, now we've figured out that we've got an issue." | 20 | So there's one success story we need to |
| 21 | So I'm concerned that this hasn't been | 21 | mull over. |
| 22 | identified earlier. And I think that's what we | 22 | COMMISSIONER GIPSON: And I will. But |
| 23 | wanted, in part, addressed in the letter, that | 23 | you've got 63 other students in that building. So, |
| 24 | it's -- you know, I recognize -- and I applaud | 24 | you know, I'm not -- I wasn't looking for just an |
| 25 | schools that come and say, "You know, we tried this, | 25 | aside about -- you know, I was looking for the -- |
|  | 83 |  | 85 |
| 1 | and we thought it was really going to work, and it | 1 | you know, what we've done, what our plan is moving |
| 2 | didn't. And we pivoted, and now we're doing this." | 2 | forward, and that's why we specifically addressed |
| 3 | I'm not even hearing -- I would have been | 3 | it, A, in the letter, in the application. And |
| 4 | happy to hear that and say, "Okay." Because that | 4 | that's -- you know, I -- |
| 5 | shows capacity of the adults, that they recognized | 5 | MR. CLIFF TOMPSON: If I can have one more |
| 6 | what wasn't working, and they made efforts to try. | 6 | moment before I turn the time over to Kelly. |
| 7 | I think in the -- in the letter, it even | 7 | Commissioner, we had our visitor, Kristi Shinn, come |
| 8 | says, "We're asking schools to simply respond to us. | 8 | from the Leader In Me, the Franklin Covey program. |
| 9 | What did you do? How much did you do? And is | 9 | And we've set up our three committees for language, |
| 10 | anyone better off as a result of it?" | 10 | for leadership, for academics. And we found chairs |
| 11 | And schools come to us and say, "We did | 11 | for them. |
| 12 | this, and we worked really hard, but we thought it | 12 | This is a new program that we're doing |
| 13 | was -- it was going to work, and it didn't." | 13 | this year, as I talked about: The Seven Habits of |
| 14 | But now I'm hearing, "We're now -- we're | 14 | Highly Effective People. |
| 15 | now going to work on this, and we see this." | 15 | We're only in the foundation, but we're |
| 16 | And I don't think the issues in | 16 | working there and getting it started. And we're |
| 17 | test-taking are new and/or unique. So, you know, | 17 | seeing the fruits of our work. |
| 18 | that's -- that's where I struggle at this moment in | 18 | If you'll permit me, please, Commissioner |
| 19 | time. It's not with the children and how -- how | 19 | Gipson, I'd like to turn the time over to Kelly. |
| 20 | they feel about the school; but it's truly -- it's | 20 | Kelly, where did you go? I asked you to sit right |
| 21 | capacity. | 21 | here. |
| 22 | MR. CLIFF TOMPSON: May I, Commissioner? | 22 | THE CHAIR: Can you say that over again |
| 23 | May I? | 23 | real quick? |
| 24 | COMMISSIONER GIPSON: Sure. | 24 | MS. KELLY REYNOSA: (Off mic.) Kelly |
| 25 | MR. CLIFF TOMPSON: You met T. earlier | 25 | Reynosa. I'm the kinder and the first-grade |


|  | 86 |  | 88 |
| :---: | :---: | :---: | :---: |
| 1 | teacher. | 1 | But I don't think it was written into the |
| 2 | I believe that the students' foundation | 2 | application that we were making those kind of |
| 3 | starts from infancy. But most importantly in the | 3 | strides, looking for different faculty to fill in |
| 4 | elementary education, it starts from kindergarten. | 4 | those gaps. |
| 5 | And so I wish I had my scores here. I don't know if | 5 | THE CHAIR: Commissioner -- or Vice Chair |
| 6 | Ms. Garcia has that. | 6 | Burt, and then Commissioner Carrillo. |
| 7 | But my kids excelled in this testing. | 7 | VICE CHAIR BURT: Thanks. I also -- |
| 8 | Some had 16 percent; some had 14 points; some had 5; | 8 | I'm -- all of the pathos present today is certainly |
| 9 | some had 4. One kid stayed the same. So it is | 9 | very heart-warming, and I do appreciate it, because, |
| 10 | happening. This is kinder and first grade both. | 10 | actually, like the heart of your community does come |
| 11 | So I ask you to just please consider that. | 11 | out in your kids and in the adults here. Saying |
| 12 | We have new things coming up. I'm a new | 12 | that, I'm going to focus on adults, because that's |
| 13 | kinder/first-grade teacher. I've taught it before, | 13 | where my mind is going. |
| 14 | but I'm new at this school. I'm going to build that | 14 | Because I don't believe any of this has |
| 15 | bridge. I'm going to strengthen that foundation for | 15 | anything to do with your kids. I know you-all |
| 16 | these kids, which we have already seen this year, | 16 | believe in your kids; I believe in your kids. So |
| 17 | and we will continue to grow those numbers. And | 17 | that means it's an adult issue. So that's where I'm |
| 18 | that, I do stand by. | 18 | going to focus on. |
| 19 | COMMISSIONER GIPSON: And I appreciate | 19 | First of all, did you win that basketball |
| 20 | that, and I applaud that. | 20 | game? All right. Congrats. |
| 21 | The problem is that was not put into any | 21 | Okay. Next thing is, who is the |
| 22 | part of the presentation and the application. | 22 | instructional leader at your school? |
| 23 | That's -- that's what -- you know, that's what we | 23 | MR. CLIFF TOMPSON: I am. |
| 24 | were -- you know, that's what we wanted, not just | 24 | VICE CHAIR BURT: Okay. How is |
| 25 | anecdotes that come after -- after the fact, you | 25 | professional development provided to teachers? |
|  | 87 |  | 89 |
| 1 | know. That's -- that's the struggle. It truly is. | 1 | MR. CLIFF TOMPSON: Every Friday afternoon |
| 2 | MR. BRIAN APPELL: Yes. Hello. My name | 2 | at 1:00, we have a faculty meeting. We go over the |
| 3 | is Brian Appell. I'm the English Language Arts | 3 | news of the day. Then we work on one element of |
| 4 | instructor for middle school. Cliff Tompson is new, | 4 | Leader In Me that we're striving for for the coming |
| 5 | and I'm new the first year here. | 5 | week. And, typically, about $2--$ about 1:45, we |
| 6 | I was recruited by Tony Archuleta. I was | 6 | wrap up and we move into our PLCs. |
| 7 | the ELA instructor and Spanish teacher at Los Alamos | 7 | Our -- we have three PLCs. Our elementary |
| 8 | Middle School, where we had a 96 percent success | 8 | teachers, they work together, and they discuss |
| 9 | rate at grade level. | 9 | what's working in teaching and learning for our |
| 10 | And so Tony actually recruited me for | 10 | kids. The middle school PLC, because Brian, he has |
| 11 | coming in to San Diego Riverside to help. And we | 11 | the ELAs, he said, and Pia -- she's not here today, |
| 12 | moved from, at the middle-school level, to | 12 | she's our math teacher -- and Patricia, our science |
| 13 | 24 students. We moved from four at grade level to I | 13 | teacher, they meet and they discuss the progress of |
| 14 | believe there's seven at grade level right now in | 14 | each student, because they all have each student. |
| 15 | this first semester. | 15 | So the way those two PLCs function, it's |
| 16 | And so I am -- I think we're making the | 16 | different in kind. The third PLC, we call |
| 17 | right progress. It wasn't described in the | 17 | "Riverside," and that has to do with buoying up our |
| 18 | application, I guess. But there are things being | 18 | culture and spirit in school. And they take on |
| 19 | taken into consideration in the past, like my | 19 | important initiatives, such as the recent Turkey |
| 20 | recruitment, to come in. I taught for Tony at | 20 | Trot Run that we had. We brought members of the |
| 21 | Walatowa High Charter School back in the early | 21 | community out. |
| 22 | 2000s. And then I went to Los Alamos Middle School. | 22 | December the 19th, we're bringing members |
| 23 | But then he called me back and said, "Hey, | 23 | of the community in to sell wares to celebrate the |
| 24 | I have a need here." | 24 | holiday season, teacher support, spirit, et cetera. |
| 25 | I know I was recruited in that capacity. | 25 | That's the Riverside PLCs. |


|  | 90 |  | 92 |
| :---: | :---: | :---: | :---: |
| 1 | And those meetings, they run from about | 1 | learning development done as professional |
| 2 | 1:45 until around 3:00, at which time, we reconvene | 2 | development for the teachers? |
| 3 | to discuss what we shared and learned during the day | 3 | MR. CLIFF TOMPSON: Sure. So every |
| 4 | and (incomprehensible) at the bottom of the hour. | 4 | Tuesday and Thursday and every Monday and Wednesday, |
| 5 | So that Friday afternoon schedule, we | 5 | Ms. Baines coaches teachers for about five minutes |
| 6 | really enjoy. And we commend Margie Creel and | 6 | to perhaps eight at the beginning of the 30 -minute |
| 7 | members of the board who created it for us, because | 7 | block. We're able to do that because this is the |
| 8 | it gives us time to work together and identify | 8 | time when she would customarily have taught |
| 9 | problems, work together collegially to solve them. | 9 | mathematics. However, when we were successful in |
| 10 | VICE CHAIR BURT: Okay. How is | 10 | rehiring Ms. Minns (ph), we recognized that her |
| 11 | professional development -- I guess it's that | 11 | schedule today had lots of open period. So we had |
| 12 | 45 minutes -- how is that -- what's being targeted | 12 | her teach fourth- and fifth-grade math. |
| 13 | during that time? How is that being identified as | 13 | She's an excellent teacher, as you saw on |
| 14 | what needing? Because I heard there's an emphasis | 14 | her scores. And Christine is an excellent |
| 15 | on teaching and learning. What does that mean in | 15 | TESOL-endorsed instructor. So she spends time with |
| 16 | your school? | 16 | all of the teachers Tuesday and Thursday, Monday and |
| 17 | MR. CLIFF TOMPSON: Sure. So we start | 17 | Wednesday, as per her schedule. |
| 18 | with the understanding that all kids can learn and | 18 | And then with the kids, she stays for |
| 19 | the expectation. So we always start our meetings | 19 | 30 minutes and -- talk about success that you've |
| 20 | with a success story. One that was shared recently | 20 | seen, Christine, in TESOL. |
| 21 | came from -- let's see. We had our last meeting. | 21 | VICE CHAIR BURT: Actually, I don't think |
| 22 | We had some really good success stories. But I'm | 22 | I want to get into anecdotes. Just in time, because |
| 23 | kind of nervous now, and I can't think. | 23 | I know I'm only the -- I'm one of the first ones to |
| 24 | VICE CHAIR BURT: All right. Yeah. You | 24 | speak. So just in time, I'm getting just right to |
| 25 | have to be -- because it's, like, recorded and | 25 | the point; so if you don't mind. |
|  | 91 |  | 93 |
| 1 | transcribed, you have to. | 1 | Is data reviewed from your -- how do you |
| 2 | I guess I'm -- before I let you go -- I'm | 2 | review data with your staff? |
| 3 | so sorry. So the thing -- I'm asking very | 3 | MR. CLIFF TOMPSON: I attend various |
| 4 | specifically how are teachers, your teachers, given | 4 | PLC -- I attend PLC meetings in and out. Like, when |
| 5 | professional development in that 45 minutes? Who's | 5 | the middle school kids' teachers met last Friday |
| 6 | giving it? Why are they being given what they're | 6 | they were setting cut scores for the students in |
| 7 | given? Like, how is that developed week over week, | 7 | mathematics and for ELA, what they wanted them to |
| 8 | very specifically to your teachers? | 8 | achieve. |
| 9 | MR. CLIFF TOMPSON: We have -- | 9 | We've told a couple of stories -- I know |
| 10 | VICE CHAIR BURT: Where are there other | 10 | you don't want to hear anecdotes -- about how |
| 11 | professional development opportunities outside of | 11 | important it is to have a goal that you're striving |
| 12 | that 45 minutes a week? | 12 | for. And we had intense conversations back and |
| 13 | MR. CLIFF TOMPSON: Go ahead. | 13 | forth. "Is this too high? Too low?" For each of |
| 14 | MS. CHRISTINE BAINES: My name is | 14 | the 12 students in the middle school. |
| 15 | Christine Baines. I'm a Level 1 teacher, but I'm | 15 | So that was a very informative meeting, I |
| 16 | also doing the level-up program. I'm halfway | 16 | thought, Commissioner Burt. |
| 17 | through that. Several of us are also doing the | 17 | VICE CHAIR BURT: Okay. And one of the -- |
| 18 | LETRS training and so benefit a lot from that. And | 18 | this is -- I am -- I do -- I guess I just have -- my |
| 19 | I'm doing TESOL at our school. So it's been a | 19 | concern, when I hear, is we have the emphasis. But |
| 20 | wonderful training. And I've also done the | 20 | what my worry is is that it's person-based. And I |
| 21 | bilingual certification. | 21 | think it's great, great leadership, to go recruit |
| 22 | But I -- we put a lot into that, too, to | 22 | good people; right? Like, let's go pull a new |
| 23 | help us. And I'm committed to improving my | 23 | kinder teacher. Let's go get him from Los Alamos. |
| 24 | students' reading scores. | 24 | Like, great schools, especially charters should be |
| 25 | VICE CHAIR BURT: How often is English | 25 | doing that. Let's go grab all the great people. |


|  | 94 |  | 96 |
| :---: | :---: | :---: | :---: |
| 1 | Let's bring them in and do it. | 1 | don't want them to just go to UNM. I want them to |
| 2 | My concern is because of the teacher | 2 | be ready for Harvard. I want them to be ready |
| 3 | retention rate at the school being -- wavering, my | 3 | for -- when you have low proficiencies starting in |
| 4 | concern is if it's person-based, not systems-based | 4 | kinder going up to eighth grade, it's going to be |
| 5 | at the school, you might get progress this year. | 5 | really difficult for them to kick it up into high |
| 6 | But if, you know, someone leaves, where does that | 6 | gear at Walatowa and get them ready in that four |
| 7 | progress go? | 7 | years. So as a system, you guys have to get it from |
| 8 | And so what my concern is is I hear a lot | 8 | the beginning. |
| 9 | of words about, "This is the priority, this is the | 9 | That being said, 64 percent of your |
| 10 | values," but it doesn't feel like there's a lot of | 10 | students are English Learners. So I do expect lower |
| 11 | systems in place underneath it. | 11 | proficiencies earlier on. A lot of times when |
| 12 | MR. CLIFF TOMPSON: I can speak to that, | 12 | there's -- bilingual schools typically have lower |
| 13 | sure. Our governing board president, Ms. Creel, was | 13 | proficiencies early. But then once it gets to |
| 14 | recently at a training, coincidentally, in Raleigh, | 14 | third, fourth, fifth, sixth grade, those kids are |
| 15 | North Carolina, which is home to the first Leader In | 15 | usually excelling, because bilingualism activates a |
| 16 | Me school. We are proud to be one of 6,000 | 16 | part of the brain that many Americans don't have the |
| 17 | nationwide. We're seeing proof of our academic | 17 | privilege of having dual language; right? |
| 18 | growth through our membership. We've sought to | 18 | So I understand, like, testing and |
| 19 | impart that for your understanding today, and, | 19 | different parts being not exactly the whole story |
| 20 | frankly, probably feel a little disappointed I | 20 | for your school in large part. But at the same |
| 21 | haven't done a better job of that. | 21 | time, you are preparing your students for outside of |
| 22 | But that is our system. We will -- we are | 22 | this school system; right? Like, they need to be |
| 23 | seeing growth, and we're just now having our -- our | 23 | ready to go off and do those big dreams. Like, |
| 24 | second visit, Christine, from Leader In Me | 24 | you're getting them ready for big dreams. But if |
| 25 | personnel? Right. | 25 | you send them off and they go to remediation at UNM, |
|  | 95 |  | 97 |
| 1 | So this is our first year. So we're on | 1 | what are we doing for them; right? |
| 2 | the right track even if it doesn't feel like we've | 2 | So I think that's where my concern about |
| 3 | gone very far. | 3 | the low proficiencies comes from. And I don't |
| 4 | VICE CHAIR BURT: Yeah. I guess I'm, | 4 | know -- like Commissioner Gipson said, I think your |
| 5 | like, just -- I feel like when you're in a school | 5 | school is at a place where you can't afford one |
| 6 | that's really in need of turnaround system -- | 6 | year's growth; right? Your students can't do just |
| 7 | right? -- like, what's been happening over the | 7 | one-year growth. |
| 8 | course of the last five years isn't necessarily -- I | 8 | And I know that as a teacher that's, like, |
| 9 | think, culturally, you-all are a shining example of | 9 | our job; right? "I got to get them. I have them |
| 10 | integrating culture into the education of your | 10 | for a year; I need them to grow a year." |
| 11 | students. And I think that that's beautiful, and I | 11 | But there needs to be a fire from |
| 12 | think it's a highlight that a lot of people can | 12 | leadership of, "No, we can't just do one year of |
| 13 | learn from, from your community and from your school | 13 | growth for these kids." |
| 14 | and how you do that. | 14 | They need to do more, and they can do |
| 15 | I think there's another part of it | 15 | more. I know you all believe that, like, they can |
| 16 | where -- and I heard from the teachers today -- | 16 | do better. So, once again, it becomes an adult |
| 17 | right? -- that you have these desires as a community | 17 | issue. |
| 18 | to have your kids go off, get a degree, learn, | 18 | But it still, like -- when I read through, |
| 19 | better themselves, and then come back and serve your | 19 | and maybe, like you said, it's not fully explained |
| 20 | community; right? | 20 | in the application. But it talks a lot about, like, |
| 21 | That's part of what you believe as a | 21 | we're using -- about the interim assessments or |
| 22 | community that you need. Like, "Go do it, come | 22 | about the curriculum. But how is the actual |
| 23 | back. Like, let's make us better"; right? | 23 | teaching? Like, how is the actual teaching of the |
| 24 | I don't want your students to just be | 24 | curriculum? |
| 25 | ready to graduate from Walatowa High School. I | 25 | You know, I mean, I know we hear a lot |


|  | 98 |  | 100 |
| :---: | :---: | :---: | :---: |
| 1 | about having extra time in schools right now; right? | 1 | gifted students that were here today. |
| 2 | That's a big topic. But if we give more time to | 2 | MR. CLIFF TOMPSON: Yes. We have a fine |
| 3 | low-performing teaching, it's not going to make a | 3 | education program. You don't want to hear about |
| 4 | big difference. We need a really high, rigorous bar | 4 | people. But she's been there for years. And she -- |
| 5 | of teaching, and your kids deserve that. I mean, | 5 | she works well pulling up kids as needed one at a |
| 6 | your kids really, really deserve a really high bar | 6 | time. |
| 7 | of teaching. | 7 | And the two of us that we are using for |
| 8 | But I don't know if there's the supports | 8 | the gifted assessment that's coming up in April -- |
| 9 | of teachers to make sure that they're getting the | 9 | and we were mulling over between Woodcock-Johnson -- |
| 10 | information they need. Because it not just testing. | 10 | and I'm not sure which tool we're going to use. I'm |
| 11 | It's the day to day is what's important and how that | 11 | not -- however, I am sure that even though we |
| 12 | curriculum is being delivered as with a school of | 12 | might -- I might not come across as Mr. Fire when it |
| 13 | predominantly English Learners, that should be | 13 | comes to curriculum, teaching, and learning, I |
| 14 | professional development that is highlighted | 14 | already told you about the success I had at |
| 15 | constantly. | 15 | Carlos Vigil Middle School when we went from |
| 16 | I mean, teaching English Learners is a | 16 | 12 percent to 38 percent. That didn't happen by |
| 17 | skill. It's a skill set. It's a specialty. And it | 17 | just giving them a book and a pamphlet. |
| 18 | needs to be considered, and it needs to be | 18 | And then I spoke with your attorney, |
| 19 | prioritized. And I think that's where I was, | 19 | Ms. Barnes and Commissioner Ingham about my own son |
| 20 | like -- I was really concerned with, like, "The | 20 | who went to school in Navajo, New Mexico, preschool, |
| 21 | changes are we're doing these interim assessments, | 21 | middle school, elementary school, high school, and |
| 22 | and so we're going to continue doing these interim | 22 | is now at his first year of law school at |
| 23 | assessments." | 23 | Northwestern University. I feel like, |
| 24 | I mean, it's just not an educational | 24 | longitudinally speaking, I'm a winner. |
| 25 | program; right? Like, it's not -- that's -- like, | 25 | And I feel like in meeting schools to |
|  | 99 |  | 101 |
| 1 | there should be more to it. Like, "We are doing the | 1 | improve turnaround, even if I don't talk about it a |
| 2 | Science of Teaching. We are doing..." -- like, I | 2 | lot, I think I've proven success there, too. The |
| 3 | mean, your kinder to third graders, the Science of | 3 | last point I would make is this. |
| 4 | Reading; right? Like, who's teaching that to the | 4 | We have a fairly collegial faculty. We're |
| 5 | teachers? Who's supporting the teachers in that? | 5 | pretty open one with another. We're listening and |
| 6 | And I think that's where my -- I'm worried | 6 | sharing. And I believe that we have the framework |
| 7 | that we're not going to get there, because I | 7 | in place in teaching leadership, along with |
| 8 | don't -- I really don't feel the fire right now | 8 | academics and culture, to grow our students, as I'd |
| 9 | about, like, "We're going to get there." Like, "We | 9 | said to Commissioner Beck, at least 30 percent |
| 10 | are." It's, like, "Well, we have this curriculum, | 10 | proficient. |
| 11 | and we have this program, and we're just going to | 11 | So at this time we've got to be in the |
| 12 | follow it." | 12 | 20 s , and the year after that, the 30 s . I can shout, |
| 13 | That doesn't necessarily sit -- no | 13 | or I can just say it simply. But that's what we're |
| 14 | question. You don't have to respond. It's just -- | 14 | going to do. |
| 15 | I'm struggling with, like, not getting that, like, | 15 | VICE CHAIR BURT: That's what I would |
| 16 | burning desire of, "Let's -- let's be innovative and | 16 | say -- I think if I were to support a renewal, it |
| 17 | do something different." | 17 | would be probably a three-year and wanting to see |
| 18 | You don't have to respond yet. | 18 | that level of growth. In growth; right? I mean, |
| 19 | I do have another question. | 19 | I -- like Commissioner Gipson said, I'm actually not |
| 20 | One of the things I noticed is that -- and | 20 | as gung-ho on proficiency. I would like to. I |
| 21 | maybe it's, like, .00 percent, something like that, | 21 | would like to be in Los Alamos where we're talking |
| 22 | to -- why it says zero. But do you have any process | 22 | about just proficiency and getting all kids |
| 23 | of identifying potential gifted students in your | 23 | proficient. |
| 24 | school? Because I saw it was like, zero percent | 24 | But I think growth is really important. |
| 25 | gifted. I thought, like, there's no way there's no | 25 | Because every student can grow; right? Every |

student can grow. I do think the growth targeting needs to be real high for your school at this time.

But I'm happy to hear you guys have a system of identifying gifted, getting them tested.

So I just didn't know. It said zero percent. I just don't know if that was happening.

The other -- I was also wondering -- I have questions about the governing board. I don't know if -- you want to ask those? If you -- yeah.

And then that'll be governing board, if she wants to --

MR. BRIAN APPELL: Again, I'm Brian Appell. English Language Arts. I'm really data-driven. I think we're all professionals as instructors. And so I like the short-term assessments. It's not just about the numbers. I delve into that information, and that guides my teaching. And I think every teacher looks into their MAPs test scores. They're looking at the areas of weakness, and they use that data actually to drive further instruction.

And I've been waiting particular- -- I can't say this, that, and the other, because I've only had two little data points for my students.

103
They've made progress, significant progress. And I think we just need more time to see that, and we can guide our teaching.

And we're all professionals. Like I said, we delve into that information and change, adapt our teaching to those weaknesses. That's why we'll continue to show progress in the future and make those larger gains, I believe.

VICE CHAIR BURT: I believe that. And, actually, like I said, I think my concern is actually that you are a good teacher. You are -- I just don't know if the underlying system supports lifting up teachers who may not have as much experience as the teachers that are here, you know, like, as you bring new teachers in. Because you do have to know. You have to know this school has turnover; right? Like, you know there's not housing. You know it's a difficult space to recruit and keep teachers.

So is it teacher-based? Or is it system-based? And that's my concern is you know how to do it. Great. Does a new teacher coming in, do they have the supports, the system in place to pick up where you left off and continue that growth?

That's my concern. I think that might be
what's so challenging about, you know, when you have inconsistencies in turnover in a school, it makes it really difficult. Turnover in leadership. Turnover in teachers. Like, that makes it difficult to get that arc up; right? And so that's where you see, like, persistently low.

So, I mean, if all of you are committing to stay here. No one's leaving. No one is allowed to leave. Everyone is committing. I can do this for you, too, Mr. Tompson. Every teacher here has to stay. No one can leave.

MS. CHRISTINE BAINES: I just want to say, it's worth every minute of my drive.

VICE CHAIR BURT: If that is something that's real for the school, that there's turnover, then it's important to create systems underneath the people that have it to where data is always being looked at. Everybody's looking at data.
Everybody's doing it.
And it's not just because you learn how to do it somewhere else, and now you're at Riverside, and now you're doing it here. It's because, at Riverside, this is what we do. It can't be that the teacher does it. It's, "San Diego Riverside, we look at data. We have high expectations. We

105
have..." -- you know.
And that's my -- I feel it from each individual teacher. I just don't know if the system underneath them is supporting it being linear -- or longitude.

So that's the concern. That's my concern. That would be what I would want to, like, really see in a -- like, in the implementation year check, like, as it goes through, and as we look at, like, what an elementary school -- I would have a really high standard. Because the kids deserve that. The kids deserve to have a high bar for us adults.

So I appreciate it. And I do have -like, individually, sure, I could express a lot of confidence. As a system, something is not working; right? And so I know there's several new folks. And maybe, like, "Okay, we could do this now."

But I only have the history to look at. That's where I want to look at coming forward.

All right. Governing board.
MS. MARGIE CREEL: I just want to address to you, too -- Margie Creel, San Diego Riverside school board president. Just, Vice Chair Burt, I just want to reiterate what you were stating.

I, too, am concerned as the board for

|  | 106 |  | 108 |
| :---: | :---: | :---: | :---: |
| 1 | professional development. We do have money for | 1 | years, 10-plus years on the board -- I -- we did |
| 2 | professional development. I do want our teachers to | 2 | have good record-keeping. We always followed the |
| 3 | be professionally developed not just once a week on | 3 | rules, too, the Roberts Rule of Order, posted |
| 4 | a Friday afternoon, but go to classes, send them | 4 | agendas 72 hours in advance; if it wasn't posted, |
| 5 | off. And I am all for that. | 5 | then to postpone the meeting until it got posted |
| 6 | And I had raised that issue back when we | 6 | correctly and all. And we've kept minutes, notes |
| 7 | had our previous principal, Mr. Archuleta. And the | 7 | all the time |
| 8 | school year went by so fast, we didn't do anything. | 8 | Now, I'm going to throw this pandemic |
| 9 | Prior to that, we even had somebody set up to do | 9 | right in there, because that's when everything |
| 10 | professional development right before the school | 10 | started; right? |
| 11 | year started. That didn't come to fruition, too. | 11 | We started meeting online. We always had, |
| 12 | So we are in -- going to engage. And I do | 12 | when we changed our bylaws to be five to seven |
| 13 | understand your concerns, and I agree with you | 13 | members. We've always had five to seven members. |
| 14 | 100 percent on that; so... | 14 | The people that I know that we went to, we all went |
| 15 | VICE CHAIR BURT: I appreciate that. I | 15 | to training together, everything. |
| 16 | think governing board leadership, you all being step | 16 | And then it all happened. When we had our |
| 17 | in step and coordinating on what that looks like and | 17 | five members, a dynamic board, one went to take |
| 18 | making sure it's high quality. | 18 | classes at night. One went to Florida. She had |
| 19 | And I -- once again, as a teacher myself, | 19 | personal issues; she had to go take care of her |
| 20 | I'm just going to make a pitch. Talk to your | 20 | family in Florida. Then we struggled to get other |
| 21 | teachers about what professional development they'd | 21 | board members. |
| 22 | like as well. Because I know I've had to go to | 22 | But like you said before, it was my |
| 23 | professional development. And I'm, like, "Are you | 23 | ignorance that I thought as long as we had a quorum, |
| 24 | kidding me?' | 24 | we're okay. Our quorum and our bylaws is three. So |
| 25 | But if I chose it, it feels different; | 25 | we had three from the year that our two board |
|  | 107 |  | 109 |
| 1 | right? So, I mean, also, like, engage with your -- | 1 | members dropped off. While we were seeking two |
| 2 | just as a little pitch for teachers on the side. | 2 | other board members, we had three. We still met; we |
| 3 | Engage with the teachers about what they need. | 3 | still followed the rules; we still posted the agenda |
| 4 | Because I know, even, like, a brand new teacher is | 4 | properly; we still took notes. |
| 5 | going to want something, and a teacher who's a | 5 | But all of our items, like, everything |
| 6 | veteran is going to want -- it could be similar. | 6 | that we -- all of the minutes and all were hard-copy |
| 7 | MS. MARGIE CREEL: Different. | 7 | minutes. They were typed up; they were put in a |
| 8 | VICE CHAIR BURT: It could be very similar | 8 | notebook. |
| 9 | in what they want, if you could figure out where | 9 | And when we left school in March of 2020 |
| 10 | everyone is at and what they need. Teachers will | 10 | and we stayed online until August of 2021, we went |
| 11 | definitely let you know, generally, and they'll let | 11 | online. And the board -- all of the meeting minutes |
| 12 | you know if it's not good, too. | 12 | were recorded on Zoom calls. |
| 13 | So governing board, there's been quite a | 13 | Now, from that issue, we had people, like, |
| 14 | few challenges. And quite a few of the questions we | 14 | that were supposed to type up the minutes, put them |
| 15 | have are about the governing board. | 15 | in what we called "the notebook" for the board |
| 16 | So just in the last five years, I'm very | 16 | meetings. |
| 17 | interested about -- I mean, I think we -- we can | 17 | And someone came in and cleaned up, you |
| 18 | talk about the -- there's a lot of lack of OMA | 18 | know, right before the kids came back to school |
| 19 | compliance, lack of record-keeping, lack of members, | 19 | after the pandemic. What we were talking about to |
| 20 | in general. | 20 | Mr. Tompson, he kept saying, "I don't find a |
| 21 | How -- what -- what happened, and where | 21 | notebook. I don't see a notebook. I don't know |
| 22 | are we going? | 22 | what you're talking about." |
| 23 | MS. MARGIE CREEL: Okay. It's -- with the | 23 | I said, "It had every minute in it, every |
| 24 | governing board, we -- I believe that since I've | 24 | agenda in it." It was a thick, like, six-inch |
| 25 | been on the board, which has been, like, 15-plus | 25 | three-ring binder and all. |


|  | 110 |  | 112 |
| :---: | :---: | :---: | :---: |
| 1 | So it's not an excuse, so to speak. It's | 1 | Can you talk about -- I mean, that was |
| 2 | just, like, that's what happened. And I felt like | 2 | alarming to read that -- right? -- that there's all |
| 3 | the board always has been in compliance. But during | 3 | these issues not responded to. |
| 4 | that time, yes, we did drop to three members, and | 4 | MS. MARGIE CREEL: That was a shock to us. |
| 5 | we're back up to five now. | 5 | Apparently, it started -- Mr. Archuleta was the |
| 6 | VICE CHAIR BURT: And what is your process | 6 | principal at that time. It was exactly -- probably |
| 7 | of reviewing the budget? | 7 | a year ago, we were called in -- I was called into |
| 8 | MS. MARGIE CREEL: We see the budget every | 8 | the office. There was several people in the office |
| 9 | single month with our -- K12 Accounting is our | 9 | with Mr. Archuleta saying, "This is the independent |
| 10 | business manager. And they show us every part of | 10 | counsel that the Jemez Valley School District hired |
| 11 | our budget every single month on our board meeting. | 11 | to audit the school, because it looks like Jemez |
| 12 | We go through all of the disbursements, | 12 | Valley School District does not want San Diego |
| 13 | the check reconciliation, you know, the bank | 13 | Riverside Charter School to be chartered under their |
| 14 | statements, the line items. We vote on BARs if we | 14 | district any longer. |
| 15 | need to move money. | 15 | "So we -- but we're going to do this |
| 16 | And so every single month -- it's not that | 16 | independent counsel to see what we think, and maybe |
| 17 | we look at it every quarter. We see that every | 17 | we'll take it back to the Jemez Valley School Board |
| 18 | single month. | 18 | and the school board will vote on it and see what |
| 19 | So as far as I've been seeing it, I didn't | 19 | they think." |
| 20 | see any deficiencies in what I've been seeing | 20 | So after it was all said and done -- like |
| 21 | online. Like I said, we were meeting online. | 21 | this started in December of last year. Then come |
| 22 | VICE CHAIR BURT: So it's -- K12 is | 22 | about May, we get those something like 57, 60 items |
| 23 | creating all the reports, creating everything, and | 23 | that says, "Okay. This is what we found out. After |
| 24 | then providing them to you for approval? | 24 | talking to everyone in the schools, you know, |
| 25 | MS. MARGIE CREEL: Yes. Yes. | 25 | serving some teachers, some parents, some students, |
|  | 111 |  | 113 |
| 1 | VICE CHAIR BURT: And what is -- how often | 1 | looking at your information, your books, your bylaws |
| 2 | do you-all review school data? Like, the student | 2 | and all of this, this is what we've come to |
| 3 | academic data? | 3 | consensus with. These are your deficiencies." |
| 4 | MS. MARGIE CREEL: The school board, | 4 | And so we -- we actually got our lawyer, |
| 5 | probably once a year. We don't do that every | 5 | Patty Matthews, involved, and we went through all of |
| 6 | meeting. The school data -- well, we keep track, | 6 | those. Mr. Archuleta, I, and her met several times |
| 7 | because we ask the principal to do a principal's | 7 | going through each of those items. And we -- he |
| 8 | report. And every month I ask for the number of | 8 | asked us, I think, to address by -- he gave us a |
| 9 | students, even though it might be the same. Like, | 9 | certain date. She said we need -- and it was maybe |
| 10 | how many students in first grade? How many students | 10 | a week to ten days to address all those items. |
| 11 | in second grade? | 11 | So she sent him a letter that said, you |
| 12 | So I'm, like -- so he gives us a report | 12 | know, "We need more time than this. Please respond |
| 13 | with that information on it. | 13 | for more time. If..." -- the lawyer language. "If |
| 14 | But as far as student data or student | 14 | I don't hear -- if you do not respond by this date, |
| 15 | growth or testing, we see that maybe -- like, after | 15 | then I would assume that we are given more time." |
| 16 | the MAPs testing, it will be presented to us at our | 16 | So we went ahead and we did address all |
| 17 | next board meeting, you know, what they saw what the | 17 | those. And I have the e-mails that had gone back |
| 18 | growth would be, or at the end of the school year | 18 | and forth. So if Mr. Medrano didn't get those |
| 19 | what they saw the growth would be. But we don't see | 19 | e-mails or the Jemez Valley School District didn't |
| 20 | student data every single month. | 20 | get those e-mails or the board didn't get them, we |
| 21 | VICE CHAIR BURT: There was also one -- | 21 | have them to show that we did address all of those |
| 22 | there was a request sent from Dr. Medrano, about | 22 | items, if not a majority of those items. And we |
| 23 | 57 questions that were to be answered regarding | 23 | have them. |
| 24 | compliance issues, that it says there was never -- | 24 | VICE CHAIR BURT: All right. And I just |
| 25 | no information was submitted to that. | 25 | want to make sure. I believe I heard you say that |


|  | 114 |  | 116 |
| :---: | :---: | :---: | :---: |
| 1 | just in the last two months, all five members have | 1 | Where did that come from? |
| 2 | done all of their training. | 2 | Oh, they were online all that time, you |
| 3 | MS. MARGIE CREEL: Yes. We did it on | 3 | know. |
| 4 | November 30th and December 1st. We were at the -- | 4 | So we need to look at that. How do we get |
| 5 | yes. At PCSNM at the Tamaya, we finished our | 5 | them to par. Maybe it'll take a couple of years, |
| 6 | training there. | 6 | we'll get them up to par. That one training that |
| 7 | VICE CHAIR BURT: What would you say -- I | 7 | was eye-opening said that it's going to take, like, |
| 8 | don't know if you all have met since then. But what | 8 | 13 years to get some of these students back up to |
| 9 | would you all say were your biggest takeaways that | 9 | par, which that makes sense, because that's K |
| 10 | you're going to use to implement -- to create a | 10 | through 12; that's the 13 years. |
| 11 | better functioning board in the future? | 11 | So we have to really work hard on these |
| 12 | MS. MARGIE CREEL: There was a couple of | 12 | students. That's my takeaway on that part was, if |
| 13 | meetings that we went to in the finance department. | 13 | it's going to take us that long, then what do we do |
| 14 | Like, we had to take three hours of finance. And so | 14 | with the students right now? We have to work hard |
| 15 | we had -- we haven't met, actually, as a board | 15 | to help them -- to help them out, to get them the |
| 16 | meeting. | 16 | tutoring that they need. |
| 17 | Our next board meeting is December 14th. | 17 | Yazzie-Martinez money provides tutoring. |
| 18 | It's the second Thursday of every month. So we did | 18 | You know, those were the things we learned in that |
| 19 | talk to each other at the -- at the training. And | 19 | training, and that was very helpful to us. |
| 20 | there is, like, the finance piece that we were | 20 | VICE CHAIR BURT: Yeah. And I think -- |
| 21 | talking about, just, like hey, we didn't know that | 21 | because, I mean, obviously, your students, your |
| 22 | you can use Yazzie-Martinez money for this or that. | 22 | demographic are the students that are the |
| 23 | Our school has never even tapped into | 23 | Yazzie-Martinez students; they are them. |
| 24 | Yazzie-Martinez money. That money was for us, for | 24 | And once again, I do think, like, the |
| 25 | Native Americans, and deficiencies and all of that. | 25 | integration of the culturally and linguistically |
|  | 115 |  | 117 |
| 1 | We need to tap into that. We need to look into | 1 | responsive instruction and the integration of |
| 2 | that. We need to start. | 2 | culture in the education is not where you-all |
| 3 | So right away -- we had a part-time school | 3 | struggle, I mean, which is where a lot of schools in |
| 4 | counselor. We went back to her and talked to her | 4 | New Mexico struggle -- right? -- like, combining the |
| 5 | about that. And she said, "I didn't know we | 5 | culture and education. |
| 6 | could..." -- so she can use that in some tools. | 6 | But I think when we talk about the promise |
| 7 | She's actually going to a training here pretty soon. | 7 | that we want to give to families and to those |
| 8 | She said she's going to a training. | 8 | students of Yazzie-Martinez is that we're going to |
| 9 | MR. CLIFF TOMPSON: She's going to | 9 | integrate culture and instruction, but we're going |
| 10 | Los Lunas on the 14th to see their school. We had | 10 | to make it rigorous, and we're going to ensure |
| 11 | some ideas we wanted to use to improve our | 11 | you're ready for any college you want to attend or |
| 12 | social-emotional learning. | 12 | any career you want to attend. Anything you want to |
| 13 | MS. MARGIE CREEL: That was the takeaway. | 13 | do, you're going to be ready when you graduate from |
| 14 | Another takeaway that we got is one of the | 14 | Walatowa High School; right? |
| 15 | presenters in one of the sessions that we sat in, | 15 | As a feeder into them -- right? -- you're |
| 16 | that our -- Governor Toledo and I sat with in, was | 16 | preparing them to excel there and then be ready at |
| 17 | to talk about the growth, like you were talking | 17 | 18 for everything. |
| 18 | about, how we said, oh, my gosh. There's like all | 18 | So the idea that -- you know, these kids |
| 19 | of these students in March of 2020. They went into | 19 | don't have 13 years with you; right? None of them |
| 20 | COVID in the fourth grade, fifth grade. Now they're | 20 | do. Not a single one. |
| 21 | middle school students. So now we have all these | 21 | MS. MARGIE CREEL: K through 8. They have |
| 22 | raging hormones. They're not little kids anymore. | 22 | nine years with us. |
| 23 | They're slap-happy, you know, always cracking up | 23 | VICE CHAIR BURT: I really hope -- another |
| 24 | trying to be the center of attention in their | 24 | takeaway is you don't have time to waste; right? |
| 25 | classroom. They have no social skills. | 25 | It's today; it's right now. And it has to be more |


|  | 118 |  | 120 |
| :---: | :---: | :---: | :---: |
| 1 | than a year's growth every year. It has to be, | 1 | know. I mean, both of you; right? |
| 2 | like -- it's an emergency. It's a cultural, it's a | 2 | Like, you should know where every kid is |
| 3 | state of emergency for our students, for our kids. | 3 | at and where they need to go by the end of the year. |
| 4 | And it should be an emergency in your | 4 | You have so few kids and you have so many -- |
| 5 | community, because this is where -- not only should | 5 | honestly, you have such a high adult-to-student |
| 6 | this be a great place for the students who are | 6 | ratio, those kids should be known very intimately in |
| 7 | choosing you now, but the students who are in the | 7 | every way, including academically. |
| 8 | traditional school should be dying to come to it | 8 | Once again, it sounds like you know them |
| 9 | your school. I mean, you should have a waitlist | 9 | culturally; you know them personally. But |
| 10 | out -- you know, because the traditional school | 10 | academically needs to be up there as well. |
| 11 | district there does not have great proficiencies. | 11 | MS. MARGIE CREEL: I know some of them |
| 12 | It is not serving students in a way that should be | 12 | academically. And the reason -- you know, and I |
| 13 | as well. | 13 | agree with you 100 percent. Because the reason that |
| 14 | So they should be clamoring to get into | 14 | I found out is I don't teach at this school. I've |
| 15 | your school, because you're serving them so well | 15 | never been a teacher. I've helped to be a tutor to |
| 16 | culturally and academically. And I think there's, | 16 | students before and all. |
| 17 | like, a -- it's just -- it's a tough false dichotomy | 17 | But I was teaching a religious education |
| 18 | that we get in education a lot that if we love our | 18 | class one time. And I asked a student from the |
| 19 | kids, that we're -- that they're going to feel loved | 19 | school to read. And that's when I came back to the |
| 20 | and cared for all the time. | 20 | school in a board meeting, and I said, "Guess what, |
| 21 | But in academics, sometimes it hurts a | 21 | person? You know what? This person, they're a |
| 22 | little bit; right? Like, it doesn't feel good for | 22 | fifth-grader probably reading at a second-grade |
| 23 | kids to, like, be pushed and pushed and pushed. And | 23 | level. What do we do about it? Get the reading |
| 24 | they struggle. And I know that's why the Leader In | 24 | teacher involved. Get the tester involved, things |
| 25 | Me , the Seven Habits, all those things come in play | 25 | of that nature." |
|  | 119 |  | 121 |
| 1 | to help lift them from there. | 1 | So that's where I understand that. I get |
| 2 | But the bar has to be high. And if the -- | 2 | that. And I do want to, like you said, double down |
| 3 | if we're recognizing that the language on the | 3 | and make sure they get the really hard, rigorous |
| 4 | assessments is not at the level in which the | 4 | learning that they need to get and take away, you |
| 5 | teachers are teaching, that has to be bridged; | 5 | know. |
| 6 | right? Because the assessment is not going to | 6 | VICE CHAIR BURT: And I love -- I actually |
| 7 | change. So our teaching has to change. | 7 | love it when board members are not educators, |
| 8 | And I know I'll never forget having to | 8 | because I do think it brings a different perspective |
| 9 | learn that; right? Because I remember when I was a | 9 | into education. Because as a teacher, we're pretty |
| 10 | teacher, my students -- we talked about an ellipsis. | 10 | narrow focused on standards; right? I know we need |
| 11 | They learned "ellipsis" that year. And the way that | 11 | to get them to here. |
| 12 | they talked about it on the test was not the way I | 12 | But as a business owner or as a community |
| 13 | talked about it. | 13 | member, I also need them to know these things -- |
| 14 | I could have sworn to you every single one | 14 | right? -- like, outside of this just narrow focus |
| 15 | of my students knew what an ellipsis was. But | 15 | that we sometimes get as teachers. |
| 16 | 27 percent of students passed that standard. I'm, | 16 | So having extra people outside talk about |
| 17 | like, what? | 17 | it is important. But I just know the pressure is |
| 18 | It's that self-reflection. Like, how did | 18 | going to start from the board. It's going to go |
| 19 | -- why? Why? What did I do? It's not my kids. | 19 | down to Mr. Tompson. Mr. Tompson is going to have |
| 20 | It's me as their teacher; right? | 20 | to support all the teachers; right? |
| 21 | So I do think it's important for your | 21 | But this school needs a lot of adult |
| 22 | board, because of where you're at academically, you | 22 | pressure to raise to excellence. And it starts with |
| 23 | all really should be looking at it more, and you | 23 | you all. You all have to know what's going on, and |
| 24 | should know those numbers as well, like, where your | 24 | you have to apply the pressure and give them money |
| 25 | students are. You have so few kids, you should | 25 | and support, you know, where it's needed. |



|  | 126 |  | 128 |
| :---: | :---: | :---: | :---: |
| 1 | you know. It's the investment that's needed. | 1 | leave it at that. |
| 2 | I'll get off the soapbox in a minute, and | 2 | COMMISSIONER CARRILLO: I was just |
| 3 | I have questions. | 3 | curious. That's where we first met, this time |
| 4 | And it's, like, when I see -- when I look | 4 | last -- I don't know -- October of last year. |
| 5 | at a school -- when I look at a district like | 5 | MR. CLIFF TOMPSON: Yes, sir. |
| 6 | Gallup-McKinley, you don't exist for kids. You're | 6 | COMMISSIONER CARRILLO: So I'm curious |
| 7 | existing for yourselves, the way their policies and | 7 | about the evolution of why one wants to leave one |
| 8 | the way they don't support the charters in their | 8 | district and come to us. |
| 9 | county. | 9 | When did that happen? How did that |
| 10 | And it's -- it's abhorrent the way they | 10 | happen? Did it come first from the board, the idea |
| 11 | treat the Native populations in Gallup-McKinley | 11 | saying, "We don't want to be with Jemez Valley |
| 12 | County. They should be ashamed. And if I was still | 12 | Schools any longer?" |
| 13 | on the Santa Fe Public Schools board, knowing what I | 13 | Did Jemez Valley Schools kind of indicate |
| 14 | know now, the way they treat charters and the | 14 | to you there's no chance of your being renewed? |
| 15 | populations in that area, I'd bring it up in no | 15 | So what was the evolution of that first |
| 16 | uncertain terms at a state school board meeting, | 16 | inkling, huh, maybe we should go -- maybe we should |
| 17 | because it's embarrassing. | 17 | be at the PEC instead of here? How did that -- tell |
| 18 | And so that was the note for myself. For | 18 | me about how all that happened. |
| 19 | three years, I'd like to hear that. | 19 | MR. CLIFF TOMPSON: I'll give you the |
| 20 | So I see this, because it's a renewal, but | 20 | Cliff Notes version. Then if we have one of our |
| 21 | it's a new thing for us, as also an interview | 21 | veteran personnel from the school that would like to |
| 22 | process. | 22 | speak to that, please do. |
| 23 | So my question, Mr. Tompson, to you, is -- | 23 | We know that the district did not provide |
| 24 | because we had a very short history with | 24 | proper oversight to San Diego Riverside. We know |
| 25 | La Tierra -- what have you done between La Tierra | 25 | that there are no reports filed for four years. So |
|  | 127 |  | 129 |
| 1 | and now? That's La Tierra Montessori for those | 1 | last year, they made a catch-up attempt and said |
| 2 | that -- so it's on the record, La Tierra Montessori | 2 | that -- so the not wanting to be part of came from |
| 3 | School at Ohkay Owingeh. I'm just curious. What | 3 | Jemez Valley Public Schools, Commissioner Carrillo, |
| 4 | did you do between then and now? | 4 | more so than it came from San Diego Riverside |
| 5 | Good luck with that. | 5 | Charter School, unless someone is going to stand and |
| 6 | That's what you did before La Tierra; | 6 | correct me on that. |
| 7 | right? You stepped back. | 7 | San Diego Riverside Charter School, we |
| 8 | MR. CLIFF TOMPSON: Let me tell you the | 8 | looked at several possibilities, knowing that our |
| 9 | history. I retired from the Española Public | 9 | time with Jemez Valley was coming to an end on June |
| 10 | Schools, or I had intended to, June the 30th of | 10 | the 30th. And one of them, we sat down with |
| 11 | 2022. I got my plaque, went to the dinner, headed | 11 | Dr. Medrano, who was here earlier -- he was the |
| 12 | back to my folks in Missouri, got a phone call from | 12 | superintendent -- about becoming a member of their |
| 13 | La Tierra they needed an interim head learner. | 13 | district, becoming their school on the Pueblo. |
| 14 | I said yes. And I never told you this | 14 | We talked about it, just talked. |
| 15 | like I should have -- on an interim basis, I said. | 15 | We talked with Arrow about merging with |
| 16 | "This will be on an interim basis for me, not to | 16 | Walatowa. There's been a history. You're not the |
| 17 | exceed the first quarter of the year." | 17 | first guy to think of that. |
| 18 | When I got there the second week of | 18 | The appeal to come (inaudible) started |
| 19 | school, the third week, the first week, I saw more | 19 | with my predecessor, Tony Archuleta, who began work |
| 20 | that needed to work. I finger-pointed, and I knew I | 20 | on our charter renewal. |
| 21 | didn't want to pour more time into La Tierra. | 21 | COMMISSIONER GIPSON: Did you attempt -- |
| 22 | And so I want to commend the Commissioners | 22 | I'm thinking about this, because I think this is the |
| 23 | for closing that school. I'd close it first. It | 23 | way districts could save themselves. Did you |
| 24 | was the right thing to do. | 24 | attempt to like, be a magnet? To be a magnet |
| 25 | Here the differences are vast, and I'll | 25 | school? I mean, if you felt like maybe that the |


|  | 130 |  | 132 |
| :---: | :---: | :---: | :---: |
| 1 | relationship, like, in some way was going to sour | 1 | like, merging with them, being a magnet school with |
| 2 | and they were not going to renew, that being a | 2 |  |
| 3 | magnet could have been an option for you to maintain | 3 | COMMISSIONER CARRILLO: I see. Thank you. |
| 4 | your autonomy, but at the same time obviously | 4 | Okay. |
| 5 | administratively still be attached to them? | 5 | I know that I share many of the concerns |
| 6 | MR. CLIFF TOMPSON: It's interesting that | 6 | that Ms. -- that Commissioner Gipson had in terms of |
| 7 | you bring that up, because that's how Leader In Me | 7 | the number of things that were asked to be addressed |
| 8 | got started is this school in Raleigh, | 8 | that weren't addressed by today's meeting. |
| 9 | North Carolina, E.B. Combs Elementary (verbatim), | 9 | And my feeling is there's plenty of time |
| 10 | they were set up for a whole 800 kids. The | 10 | to do so, and that it would have been very judicious |
| 11 | enrollment dwindled down to 300. The superintendent | 11 | of you to do that, to come prepared to really |
| 12 | said, "You're going to have to come up with a new | 12 | address all of the bullet points in the Jemez Valley |
| 13 | magnet theme, or we're going to close your doors." | 13 | Corrective Action Plan and also all of the CSD |
| 14 | The principal, Muriel Summers, had just | 14 | comments as well. |
| 15 | been to see Stephen R. Covey speak, a two-day | 15 | So very concerned about that. I don't |
| 16 | workshop, Seven Habits of Highly Effective People. | 16 | believe that the professional development question |
| 17 | So kicking it around with her faculty, | 17 | was ever really fully answered. There are things |
| 18 | they brought up this leadership. Everybody was on | 18 | that you do on Fridays and different things you do, |
| 19 | board, and they found a great success that comes | 19 | you know, with the learning -- the PLCs -- I'm |
| 20 | when we teach kids to be leaders to see their full | 20 | forgetting what the "P" stands for -- |
| 21 | potential in themselves. | 21 | (Off-mic response.) |
| 22 | So that's what we're doing. That's our | 22 | COMMISSIONER CARRILLO: There. Thank you. |
| 23 | magnet theme, if you will, Commissioner Carrillo. | 23 | There's so many acronyms, I just can't keep up with |
| 24 | That's all I could speak to that. | 24 | the acronyms. |
| 25 | COMMISSIONER CARRILLO: Probably -- | 25 | And I didn't feel like that was |
|  | 131 |  | 133 |
| 1 | MS. MARGIE CREEL: I'll speak to that. | 1 | sufficiently answered or addressed. And while there |
| 2 | When I hear magnet, I'm thinking about maybe merge | 2 | might be funding for professional development, |
| 3 | with Jemez Valley School District. Instead of being | 3 | that's coming up, you know, next year or whatever. |
| 4 | chartered with them, if that's what you're thinking | 4 | The challenge I have is the school's been |
| 5 | of, that was brought to our attention. Like, say, | 5 | in existence for a really long time. And even |
| 6 | hey, they don't want to be -- and I believe, like to | 6 | though Jemez Valley clearly was derelict in their |
| 7 | your first question was did they not want to be your | 7 | duty to provide oversight, you can't blame them. |
| 8 | district authorizer anymore? I believe that was | 8 | It's you guys. You're the guys running the school. |
| 9 | yes. I believe they took a vote in their board | 9 | You, right now, Cliff, and whoever your predecessor |
| 10 | meeting one time, and it was voted that they didn't | 10 | was and before that. |
| 11 | want to be our authorizer anymore. | 11 | I think that a school principal or a head |
| 12 | And to go back to the question that I | 12 | administrator in any school, you know, even if maybe |
| 13 | think Commissioner Gipson had asked is, like, do | 13 | the super is not on top of it or the board, like, in |
| 14 | they take a percentage of everything that they did? | 14 | a district setting, if they're not on top of it, the |
| 15 | They took 2 percent of everything, every penny that | 15 | principal surely knows what needs to be done. |
| 16 | went through that district. So we were actually, | 16 | That's why they're supposedly the principal or the |
| 17 | like, some funding for them. | 17 | head administrator. |
| 18 | We were, like, why don't they want to be | 18 | And so there has been, I think, a lack of |
| 19 | our authorizer? We're actually helping them out. | 19 | academic achievement for so long that I think almost |
| 20 | But we decided that it would be best, | 20 | that's become systemic or institutionalized. And |
| 21 | because we didn't want to be an us-versus-them kind | 21 | I'm sorry if that sounds harsh. That's my thought, |
| 22 | of situation, that we say, "Okay, we'll take the | 22 | not just on this school. |
| 23 | recommendations that you give us" with their | 23 | But I see that -- I don't know if you guys |
| 24 | independent council report, and we'll go from there. | 24 | read the thing from Arsenio Romero over the weekend |
| 25 | And that's when we decided on State charter versus, | 25 | that the PED released in starting to hold districts |


|  | 134 |  | 36 |
| :---: | :---: | :---: | :---: |
| 1 | more -- because I think charters and PEC, I think |  | But the hearings that we had with |
| 2 | we're great at school accountability, backing off | 2 | La Tierra, just so many hearings. And, finally, |
| 3 | until there needs to be oversight for some reason. | 3 | their counsel -- really the last two times -- the |
| 4 | And, boy, the districts are -- they're not | 4 | only thing that he could even reach for was, |
| 5 | happy about -- and the unions aren't happy, and the | 5 | "Please, please give us another chance, please, |
| 6 | New Mexico school board is not happy. So you know | 6 | please." |
| 7 | you're doing something right if all those people | 7 | I mean, it was actually -- he did them a |
| 8 | aren't happy all of a sudden because you're calling | 8 | real service in terms of his level of counsel for |
| 9 | them to task. | 9 | them. But nothing could pull them out from where |
| 10 | The -- and that's also been going on way | 10 | they got themselves. |
| 11 | too long. | 11 | And that was certainly one of the toughest |
| 12 | What I -- I wasn't inspired today. I | 12 | things I've ever done in the last many years. I |
| 13 | didn't -- fire. Somebody used the word "fire." | 13 | appreciate what you're saying. And we'll -- I want |
| 14 | And, yeah. And so you used the word fire. And, | 14 | to hear from other Commissioners as well. And |
| 15 | yeah, I just -- I-- I felt the fire when Arrow | 15 | that's doesn't necessarily limit what my comments |
| 16 | addressed -- Dr. Wilkinson addressed us with | 16 | might be, because you never know. There's always |
| 17 | Walatowa years ago. Felt the fire -- I can't | 17 | the Columbo moment. |
| 18 | remember her name -- but the head of Hózho. | 18 | So, Chair Brauer, I'm good for now. |
| 19 | Definitely felt the fire with Dr. Hunter. | 19 | THE CHAIR: Very quickly. |
| 20 | I don't feel that here. And I don't -- | 20 | COMMISSIONER GIPSON: I just have a |
| 21 | what -- the way I vote is not on my feeling; it's | 21 | question. I looked in the part, I think it's F, the |
| 22 | more on subjectivity. | 22 | lease. And the indication was the lease was only a |
| 23 | But this is a very, very challenging | 23 | one-year lease extension with the Pueblo. |
| 24 | situation and -- you know. And I'm curious as to | 24 | So I have a concern over that about their |
| 25 | what I hear from other Commissioners. And -- but | 25 | willingness to -- you know, how come it was just -- |
|  | 135 |  | 37 |
| 1 | I -- it just -- this presents a very, very | 1 | was it just a one-year because you were -- even if |
| 2 | challenging situation. | 2 | you were looking to renew with us, the presumption |
| 3 | MR. CLIFF TOMPSON: Like, it's time to | 3 | would be that you would continue -- if renewed, it |
| 4 | fish or cut bait in a way. | 4 | would be three to five years. So why wouldn't they |
| 5 | COMMISSIONER CARRILLO: Yeah. | 5 | have offered a multi-year lease? |
| 6 | MR. CLIFF TOMPSON: I agree with you. | 6 | MS. MARGIE CREEL: So with the Pueblo of |
| 7 | That's why, when the three years was brought up, I | 7 | Jemez, the Pueblo owns the property, you know. It's |
| 8 | think that's better than five. If we can't get to | 8 | on tribal lands; nobody owns anything. I have a |
| 9 | 30 percent proficient -- I'm going to turn around | 9 | house on tribal lands; I don't own it. It belongs |
| 10 | and say this. If we can't get to 30 percent | 10 | to the Pueblo. Even though I built it, we paid for |
| 11 | proficient in three years, you should close our | 11 | it, we don't own it. |
| 12 | doors. We're wasting your money, not doing the job. | 12 | So this is kind of disturbing, too, when I |
| 13 | Please. | 13 | see the one-year. Because when I was with the |
| 14 | This is our 117th year, we know -- we feel | 14 | charter renewal back in -- the one that we did with |
| 15 | strongly that we're on the right track, | 15 | Ms. Mayhew, like you were saying right before. We |
| 16 | Commissioner. And I'll say one more thing, sir. | 16 | wanted to merge with Dr. Wilkinson back in 2015, I |
| 17 | Perhaps I've been guilty of taking the worm's eye | 17 | believe it was, and we had just got our charter. So |
| 18 | view rather than the bird's eye view. I'm thinking | 18 | 2016, we come to you, and you're, like, "No, you |
| 19 | that when I'm listening to your observations, which | 19 | just got your charter." |
| 20 | I respect and then thoughtfully shared with us. And | 20 | Back then we had -- the governor then at |
| 21 | now I need to shift how I function in my role. | 21 | that time was Governor Joseph Alfred Toya. He |
| 22 | COMMISSIONER CARRILLO: I hear what you're | 22 | signed a 25 -year lease with us. So the thing about |
| 23 | saying. And I don't remember -- I don't know if you | 23 | that is that it was between us and the tribe. And |
| 24 | tuned into any of it. I hope you didn't. You would | 24 | this is, like, between us, the tribe, and the Bureau |
| 25 | have been banging a hammer on your head if you did. | 25 | of Indian Affairs. |


|  | 138 |  | 140 |
| :---: | :---: | :---: | :---: |
| 1 | So it's something to do -- like, in the | 1 | actually sign off on the lease. |
| 2 | last few years, they've been just giving us a | 2 | MS. MARGIE CREEL: Off-mic. |
| 3 | one-year lease. Every year we have to go back and | 3 | THE CHAIR: You need to talk into the |
| 4 | ask for a lease, because it has to be -- it has to | 4 | microphone, please. |
| 5 | run through the Bureau of Indian Affairs through the | 5 | MS. MARGIE CREEL: Yes, the BIA does sign |
| 6 | Department of Interior. | 6 | off on this lease. And this lease that was signed |
| 7 | So there's something to do -- I don't know | 7 | off by Thurman Loretto -- well, actually, what they |
| 8 | why that one governor could give us -- there was a | 8 | do is Thurman Loretto is our realty office for the |
| 9 | resolution that he even made that gave us a 25 -year | 9 | Pueblo of Jemez. We got the money from the BIA so |
| 10 | lease. That's what they do on housing, when you | 10 | we could pay him to be the realty officer. Dominic |
| 11 | build a house on the reservation, they give you a | 11 | Gachupin is our governor. |
| 12 | 25 -year lease. After that lease is up, then you go | 12 | So they signed off on this lease. It was |
| 13 | and apply for another 25 years. That's the most | 13 | filed through the BIA. So it's not signed off -- |
| 14 | amount they can give you, even if you live there and | 14 | it's not signed off, so to speak. |
| 15 | own a house there. | 15 | COMMISSIONER GIPSON: It's not your fault, |
| 16 | But why this? Like you said, I can't | 16 | I'm confused, but it's not your fault. So BIA has |
| 17 | really speak to that. It's just in the last few | 17 | to give you money, and you have to hire the Realtor? |
| 18 | years, I've seen that happen. They have a realty | 18 | MS. MARGIE CREEL: I don't know if you |
| 19 | officer now that's named Thurman Loretto, and he's | 19 | understand. 638 money? So we 638 'ed our money from |
| 20 | been signing these one-year leases. | 20 | the BIA to hire. And ever since that happened, |
| 21 | When I turned in a lease before -- when | 21 | we've been getting one-year leases. So that's the |
| 22 | David Toledo was the governor, and he signed off on | 22 | short of it. |
| 23 | it, and then Mr. Loretto, Thurman Loretto, says, | 23 | COMMISSIONER GIPSON: Okay. |
| 24 | "No, no, no, that lease wasn't processed through the | 24 | THE CHAIR: Commissioner Manis. |
| 25 | BIA, so, therefore, we have to do it all over | 25 | COMMISSIONER MANIS: Thank you. I want to |
|  | 139 |  | 141 |
| 1 | again," I don't understand that. I need to go to | 1 | echo some of the things that were said by previous |
| 2 | the tribal council or the governors. | 2 | Commission members. But I won't get into some of |
| 3 | The part about our tribe, our governors | 3 | the specifics that they went into, because I think a |
| 4 | are only in office for one year. They're there | 4 | lot of my questions have been addressed. |
| 5 | from -- like, December 28th, we're going to select | 5 | I had a question surrounding the -- one of |
| 6 | new governors. And on next December 28th, we're | 6 | the questions that was asked in the letter that was |
| 7 | going to select new governors. They're installed on | 7 | sent to -- to your school about your -- your plan |
| 8 | January 6th. | 8 | for educational progress -- and if you already |
| 9 | But you try to get a meeting with -- like, | 9 | answered this, apologies -- but if you could maybe |
| 10 | Mr. Shendo, Department of Education, said we didn't | 10 | explain your plan outside the Stephen Covey |
| 11 | go out to the governors. We did. We reached out to | 11 | approach. |
| 12 | the governors. We asked for support letters. We | 12 | I'm very familiar with the Seven Habits. |
| 13 | asked to meet with them. | 13 | But I think one of the -- one of the things that |
| 14 | We asked -- there was a letter written | 14 | came to mind about the Seven Habits was that that |
| 15 | to -- Mr. Kevin Shendo, through the principal, sent | 15 | might be something more appropriate for, say, a |
| 16 | to me, said he never responded to me. | 16 | student success officer to be guiding the students, |
| 17 | So I don't understand that part of it. | 17 | rather than that being, you know, a central |
| 18 | But we do need to talk to the tribal | 18 | component of your educational plan. |
| 19 | council, to the tribe, to the new governors when | 19 | So can you -- can you maybe detail how you |
| 20 | they are elected, you know, at the end of the month | 20 | plan for educational progress over the next three |
| 21 | and ask them about that. So thank you. | 21 | years, if you were to be approved? |
| 22 | COMMISSIONER GIPSON: Thank you. So does | 22 | MR. CLIFF TOMPSON: Yes, sir. Yes, sir. |
| 23 | BIE sign off on the lease or -- | 23 | Brian and I -- Brian Appell, he's our middle school |
| 24 | MS. MARGIE CREEL: BIA. | 24 | ELA schoolteacher -- and I talk frequently. Often |
| 25 | COMMISSIONER GIPSON: BIA. So they | 25 | the subject of running comes up and setting scores |


|  | 142 |  | 144 |
| :---: | :---: | :---: | :---: |
| 1 | and goals. We've had some good conversations. | 1 | within the same classroom, we need to differentiate |
| 2 | And that morphed into our PLC work of | 2 | that instruction. |
| 3 | setting -- helping the students take the tests | 3 | I have some students who like that |
| 4 | seriously. We want to measure how much they really | 4 | independent study through, like, a Study.com kind of |
| 5 | know. We encourage them to do their best, and we | 5 | program, eight-minute video, small test. I retest |
| 6 | get the best from them. | 6 | them on that knowledge to make sure they're familiar |
| 7 | That's not easy to do. You're asking, | 7 | with it. |
| 8 | sir, about our plan for growth, as measured by test | 8 | Others need direct instruction on the |
| 9 | data. Well, we showed you to the best of our | 9 | chalkboard, whiteboard. I'm working one-on-one with |
| 10 | ability within the 30-minute time frame that we had | 10 | those students in terms of sentence diagramming and |
| 11 | today to show you that every single grade in our | 11 | stuff like that. |
| 12 | school improved in both reading and math, save one | 12 | So I don't think there's one specific |
| 13 | score was the same beginning of year to middle. We | 13 | curriculum, program, app or whatever, that's going |
| 14 | were very happy to see those fine scores. | 14 | to function. And I think all of us, as instructors, |
| 15 | And you know what, sir? We're going to | 15 | we all are utilizing a variety of tools for those |
| 16 | see them again in the spring. | 16 | different learning styles. |
| 17 | We understand that there's a new era of | 17 | And so to -- I'm not sure if I'm answering |
| 18 | expectancy placed on us, and we welcome it. Thus, | 18 | your question, either. But we can't identify |
| 19 | we welcome the three-year concept. We don't need to | 19 | specific curriculum. "This is Pearson," blah, blah, |
| 20 | talk about five years when we're as far behind as we | 20 | blah, that will be effective for all of our |
| 21 | are. We honor the Commission in pointing that out, | 21 | demographic. |
| 22 | and we agree wholeheartedly. | 22 | COMMISSIONER MANIS: I guess one thing |
| 23 | I'll tell you this. If you'll give us | 23 | that just strikes with me. I know that you had |
| 24 | three years and we can't get to 30 percent, close us | 24 | mentioned a couple of times that the school's in its |
| 25 | down. We will have failed. We take that on. | 25 | 117th year. And for me, where you're at, something |
|  | 143 |  | 145 |
| 1 | As the leader of the school, that's going | 1 | has to change to be able to show improvement. |
| 2 | to be our bar. And we think that we'll show you | 2 | So I guess what is it that you're hoping |
| 3 | that we can do it. | 3 | to change specifically to get to where you'd like to |
| 4 | So to answer your question, helping | 4 | go? Whatever goal you have for yourself, the |
| 5 | students come to understand what score they can | 5 | 30 percent proficiency, what is it that you're going |
| 6 | really get, why they missed what they missed -- you | 6 | to do to get to that 30 percent mark that you're |
| 7 | know, we're blessed to have an excellent building | 7 | striving for? |
| 8 | test coordinator, Bernadette, who comes in the | 8 | MR. BRIAN APPELL: This is my first year |
| 9 | school and sits down with students and says, "What | 9 | here, so I've seen great gains -- right? -- in terms |
| 10 | were you thinking when you selected B instead of C?" | 10 | of that accomplishment. At the school level, Cliff, |
| 11 | She has those conversations. | 11 | I think that's you. |
| 12 | It's that kind of fieldwork in depth, sir, | 12 | MR. CLIFF TOMPSON: I just echo the same |
| 13 | that we believe is going to show much higher scores | 13 | thing, Brian. My first year, we're -- scratching my |
| 14 | at the end of the year. That's where we're headed, | 14 | head now, both figuratively and literally, because |
| 15 | sir. That's the highway to our success. | 15 | as we planned, Bernadette, we thought, "Gosh, we've |
| 16 | COMMISSIONER MANIS: So you feel like | 16 | got great data to show the PEC that we're growing |
| 17 | the -- that the main difference for your school is | 17 | across the board." But it doesn't seem to resonate, |
| 18 | your testing coordinator? That's how you're going | 18 | does it? |
| 19 | to improve your educational progress? | 19 | MS. BERNADETTE GARCIA: So one thing I |
| 20 | MR. CLIFF TOMPSON: No. Brian, I missed | 20 | want to add about this is that it is Mr. Appell's |
| 21 | on the question. You take a stab at it. | 21 | first year with us. And one of the biggest things |
| 22 | MR. BRIAN APPELL: Again, Brian Appell. | 22 | he's bringing as an instructor is his knowledge |
| 23 | Hi. | 23 | of -- of the tasks, the test report, how to analyze |
| 24 | I think it's really hard to define a | 24 | them. |
| 25 | specific curriculum. Because of our diverse levels | 25 | And I also see the new -- the other |


|  | 146 |  | 148 |
| :---: | :---: | :---: | :---: |
| 1 | teachers getting on board and curious with what he's | 1 | talking about lots of different things, and I have |
| 2 | doing as far as analyzing the data. | 2 | some questions based on past initiatives, based on |
| 3 | He's making charts. He's starting -- he's | 3 | reading board minutes, your governing board minutes |
| 4 | understanding where the students are deficient and | 4 | over the past couple of years, it just leads me -- |
| 5 | is working towards how to target those areas. | 5 | maybe part of the problem that why you haven't had |
| 6 | And so I think he'd be -- he's going to be | 6 | the progress that you're saying you're hoping for |
| 7 | a huge help to us in that regards, because he does | 7 | now is there actually isn't a strategic plan that's |
| 8 | understand it. | 8 | been talked about amongst your -- your governing |
| 9 | It's just unfortunate that it is his first | 9 | board, your administrators, your faculty. |
| 10 | year with us. And so we do have a few other | 10 | So it's just a big concern for me. |
| 11 | teachers who just came on board with us, and also | 11 | MR. CLIFF TOMPSON: It's a big concern, |
| 12 | Mr. Tompson. So I know that that's -- I hope it | 12 | and it's a fair concern. I think I've -- I'm guilty |
| 13 | doesn't sound like an excuse for it. But I feel | 13 | of -- of the up close, getting to know each of the |
| 14 | like it's a -- a new chapter for us. | 14 | students as best as I can, the teachers. We've had |
| 15 | And being that we do have somebody new | 15 | some issues in our school that have been real issues |
| 16 | who -- on board who does understand these things, | 16 | that we've taken on, outside the auspices of this |
| 17 | that those are things, you know, as an instructional | 17 | conversation. But we have. Maybe some of you are |
| 18 | leader, could bring to the table. | 18 | aware of them. |
| 19 | But we wouldn't know that if we don't get | 19 | But your larger point is right. Is it -- |
| 20 | rechartered. So I think, you know, the opportunity | 20 | Commissioner -- trying to read your name there, sir. |
| 21 | to try that for the next three years will tell us, | 21 | THE CHAIR: Manis. |
| 22 | you know, tell all of us -- all of us in this room | 22 | MR. CLIFF TOMPSON: Commissioner Manis, |
| 23 | if it will be effective. | 23 | your larger point is right. We have not described |
| 24 | I believe it will. But -- okay. | 24 | in the measure -- in the ways that you have listed |
| 25 | MS. CHRISTINE BAINES: Christine Baines. | 25 | where it is that we're headed academically. This is |
|  | 147 |  | 149 |
| 1 | I'm hoping to add after-school tutoring hours for | 1 | what I'm going to say, and then I don't know how I |
| 2 | students who are interested, and also going to use | 2 | can clarify it further. |
| 3 | the CKLA Amplify curriculum, which really holds | 3 | One of the strengths that you guys told us |
| 4 | students to a high level. A great program. | 4 | that we have is that we know our students really |
| 5 | COMMISSIONER MANIS: I think for me -- and | 5 | well. And we leverage that growth through our |
| 6 | this is -- I know that there's been multiple | 6 | relationships with them. |
| 7 | perspectives that have been brought in on ways in | 7 | I think our growth is going to come much |
| 8 | which you hope to address the poor proficiencies at | 8 | like bamboo grows. You know, bamboo will grow an |
| 9 | the school. | 9 | inch a year for six or seven years, and then it |
| 10 | But there's no strategic plan. And I -- | 10 | sprouts eight or ten feet in a year, because that's |
| 11 | the reason why I say this is because I teach | 11 | just how it grows. |
| 12 | strategic planning at the college level. And so I | 12 | For us, sir, Commissioners, we're asking |
| 13 | don't see any strategic plan in place. What are the | 13 | for a chance. In spite of the fact that you might |
| 14 | steps? What are the things that you are -- there's | 14 | not have heard the finest plan -- it's not that we |
| 15 | nothing that's, to me, been said that's actually | 15 | don't have respect for plans. We do. It's just |
| 16 | concrete as to the steps you plan to take, other | 16 | that where we are -- you know, when Corina came in, |
| 17 | than, "Okay, here's some of this, here's some of | 17 | sir, and she said, "How long am I going to stay |
| 18 | that," some sprinklings. | 18 | here?" |
| 19 | But it doesn't seem to me that you've | 19 | You got me right from the jump. I wasn't |
| 20 | nailed down anything -- put anything on paper and -- | 20 | expecting that question, so answered, "Honestly, |
| 21 | as to, "These are the things we're going to do, and | 21 | five years." That's how long I intend to stay. |
| 22 | this is how we're going to do it." | 22 | "Perhaps seven," I told you later, when I thought |
| 23 | There's not really a -- there is no | 23 | about it more. |
| 24 | strategic plan for your educational progress. And | 24 | It takes time. It takes authenticity. |
| 25 | that's a big concern for me. Because while you are | 25 | And these kids have a real appreciation for us. We |


|  | 150 |  | 152 |
| :---: | :---: | :---: | :---: |
| 1 | are building sustainable success. I promise you | 1 | MR. CLIFF TOMPSON: Anecdotally, I posted |
| 2 | that we are. And we believe that we've shown it in | 2 | this morning, our students went to the AIAI |
| 3 | our MAPs testing. | 3 | (verbatim) Museum of Contemporary Native Art. John |
| 4 | And we're with you 100 percent, lock, | 4 | Fitzgerald insisted that we did. Mr. Toya. And I |
| 5 | stock, and barrel. If we can't get to at least | 5 | posted that. |
| 6 | 30 percent proficient in three years' time, then we | 6 | And then last week we had a basketball |
| 7 | should close. We should, because we will have | 7 | game and posted that. A cross-country meet, posted |
| 8 | proven that we have failed. | 8 | that. |
| 9 | And I sense your frustration, too, sir, | 9 | So you're right. Our Facebook page is |
| 10 | that we're not giving you the presentation, like | 10 | important, and we've got posts on it from today. |
| 11 | Commissioner Carrillo and some of the others alluded | 11 | MS. MARGIE CREEL: Thank you, |
| 12 | to, that I can just appreciate what you've said to | 12 | Commissioner, for that question. This is Margie |
| 13 | that end. | 13 | Creel with the school board. And we did discuss |
| 14 | COMMISSIONER MANIS: Well, I -- and I | 14 | social media as a recruitment tool at the time. I |
| 15 | appreciate your response. I just think that, you | 15 | also discussed -- like, we have a small community, |
| 16 | know, any successful organization, whether it be a | 16 | and we could go door to door with pamphlets. We |
| 17 | for-profit, nonprofit, a strategic plan is | 17 | discussed that. |
| 18 | imperative if you want to achieve the goals that you | 18 | But you're right. Nothing came to |
| 19 | have. | 19 | fruition. We did build a Facebook page with our IT |
| 20 | So I would encourage you, if the | 20 | person. But, like you see, it wasn't kept up as far |
| 21 | Commission does approve you, and we go through that | 21 | as recruitment going. |
| 22 | process, that you work diligently to come up with a | 22 | So that was true. It was -- it was us |
| 23 | strategic plan that you believe is going to get you | 23 | throwing out ideas. But we still do want to have |
| 24 | from where you are now to the 30-plus percent that | 24 | recruitment. We still want to have -- there was a |
| 25 | you're hoping for by the end of the three years, | 25 | time back in 2000--- early on, maybe 2015 -- we had |
|  | 151 |  | 153 |
| 1 | because I think it's really imperative -- a | 1 | 103 students. |
| 2 | strategic plan is going to help everybody be on the | 2 | And, like, we did go down during the |
| 3 | same page as far as your school. | 3 | pandemic. A lot of the parents took their kids to |
| 4 | To move on from that, I have some | 4 | town with them when they worked in Albuquerque. So |
| 5 | questions related to -- to some of your meeting | 5 | they signed them up for schools in Albuquerque. So |
| 6 | minutes. Just some of these things are more so | 6 | they drive with them to town, and then they go to |
| 7 | points of clarification that I wanted to understand | 7 | school in Albuquerque, and then they drive back home |
| 8 | better. And I know that you're obviously new to the | 8 | at night. |
| 9 | school as the head learner. And so maybe this could | 9 | And then some parents actually kept their |
| 10 | be some information from your governing board that | 10 | students on online schools. So we did lose some |
| 11 | could answer this, who have been part of the school | 11 | since -- quite a few students since 2020. |
| 12 | for a little bit longer. | 12 | But you're right. Recruitment is a big |
| 13 | I noticed that in August of 2022, in the | 13 | deal for us, and we, as a board, need to actually |
| 14 | minutes, that they had talked about trying to | 14 | step that up. Thank you. |
| 15 | recruit more students through social media. And I | 15 | COMMISSIONER MANIS: What are you hoping |
| 16 | noticed that you guys had created a Facebook page. | 16 | to change in terms of recruitment? What are your |
| 17 | But there really wasn't much activity on that. | 17 | hopes in regard to that, if maybe social media might |
| 18 | There was maybe a couple of photos that were | 18 | not be the initiative? |
| 19 | provided, and there was one post in June of this | 19 | And I noticed where -- where -- |
| 20 | year. | 20 | Mr. Tompson, it looks like you post yourself, but it |
| 21 | So I just kind of wondered if that | 21 | doesn't look like that's posted to their public |
| 22 | initiative for recruitment just fell through the | 22 | Facebook page. Just FYI. |
| 23 | cracks, or if maybe that just wasn't as important | 23 | MR. CLIFF TOMPSON: Copy that. |
| 24 | anymore, or -- you know, what -- what can you tell | 24 | We want the Commission to know that we're |
| 25 | me about that, if anything? | 25 | up 8 percent with enrollment since the year started. |


|  | 154 |  | 156 |
| :---: | :---: | :---: | :---: |
| 1 | We started at 55; we're at 60 today. We have | 1 | but they don't emphasize their studies on language |
| 2 | targeted to 70. | 2 | and culture. They follow the federal government |
| 3 | One of our feeder schools is the | 3 | guidelines. |
| 4 | Jemez Pueblo Day School that runs through the sixth | 4 | So our recruitment does let parents know |
| 5 | grade. And, traditionally, we pick up several of | 5 | about what we teach. And just to let you know, if |
| 6 | their students for the seventh and eighth grade. | 6 | you've heard the Towa language before, we say "Towa, |
| 7 | So we'll be over there this spring, | 7 | Towa, Towa," that's the language we speak. And it's |
| 8 | establishing relationships with the principal there, | 8 | not written. It's not a written language. And as |
| 9 | to get as many kids as we can for our middle school. | 9 | far as we know, we're the only people in the world |
| 10 | MS. BERNADETTE GARCIA: Yes. As far as | 10 | that speak this language. So that's why we want to |
| 11 | recruitment, I know that Facebook hasn't been very | 11 | preserve and save it. |
| 12 | successful. It hasn't been kept up or anything. | 12 | THE CHAIR: Commissioner Manis, any |
| 13 | But in a community like ours, there's a | 13 | further questions? |
| 14 | lot of little -- small little communities really far | 14 | COMMISSIONER MANIS: Thank you. Yes, |
| 15 | apart from each other. So, really, for recruitment, | 15 | sorry. I do have a few more questions. |
| 16 | it's a lot of meeting up with people in the grocery | 16 | One thing that I noticed in your meeting |
| 17 | store or at the post office or at a first communion | 17 | minutes was there was very limited information on |
| 18 | or any kind of a party. | 18 | the principal's report. So a couple of things that |
| 19 | Like, last school year, I was able to | 19 | I'm going to bring up. |
| 20 | bring in seven students. And this year, I got one | 20 | I noticed in January of this year, 2023, |
| 21 | more. And there's a couple more who are still | 21 | that there was a mention of the school being under |
| 22 | calling -- parents who are calling and asking me | 22 | review by an independent counsel. Can you shed some |
| 23 | questions and showing interest. | 23 | light on that, what that even refers to? |
| 24 | So I think that's a lot of it is just | 24 | MS. MARGIE CREEL: Yes. That's what I was |
| 25 | getting out in the community. And letting them | 25 | speaking about before, the -- back in December, the |
|  | 155 |  | 157 |
| 1 | know. Because one question I've been faced with | 1 | Jemez Valley School District was our authorizer. |
| 2 | when I do try to talk to parents about bringing | 2 | And their district voted to see if they wanted to be |
| 3 | their students to our school is they tell me, "Well, | 3 | our authorizer again for upcoming charter renewal. |
| 4 | we didn't know we were allowed to go there. We | 4 | And so they hired an independent counsel |
| 5 | thought you had to be a tribal member to attend the | 5 | to come in and review every part of our school, our |
| 6 | school there." | 6 | finances, our students, our staff. And we were |
| 7 | I was like, "No. It is a public charter | 7 | speaking about that earlier today, that a report |
| 8 | school. Any of you can come. Your students, K | 8 | came out, I believe it was, like, in April and all, |
| 9 | through 8, can come, and they're more than welcome | 9 | with those items that they thought we were deficient |
| 10 | there." | 10 | in. Yes, that's it. |
| 11 | So I think that's a big misconception. | 11 | COMMISSIONER MANIS: Okay. |
| 12 | And I think that that -- you know, that verbal | 12 | THE CHAIR: I want to share, Commissioner |
| 13 | getting out there and talking to people and letting | 13 | Manis, it's been in our record, in our documents. |
| 14 | them know that they are welcome, you know, at the | 14 | And it was in the letter that I sent to the school |
| 15 | school. And it's not just a tribal member place. | 15 | on November the 9th as well, in that addendum. So |
| 16 | So I just wanted to add that. | 16 | it's been present. |
| 17 | MS. MARGIE CREEL: Yes, that's true. | 17 | COMMISSIONER MANIS: Yeah. Maybe it's |
| 18 | The -- we have -- there's only one other school | 18 | just something I missed. |
| 19 | on -- K through 6, because there's the high school, | 19 | The other things that I want to ask about |
| 20 | and then there's our school. But the K through 6 is | 20 | are maybe some positive things that you can speak |
| 21 | a Bureau of Indian Education school. And it's a | 21 |  |
| 22 | public school funded by the federal government. | 22 | There were -- there was a greenhouse |
| 23 | And so their curriculum is different than | 23 | project and also a farm-to-table project. Can you |
| 24 | ours, because they do not teach -- they don't | 24 | shed light on those two projects that the school had |
| 25 | emphasize -- they could teach language and culture, | 25 | mentioned? |


|  | 158 |  | 160 |
| :---: | :---: | :---: | :---: |
| 1 | MR. CLIFF TOMPSON: Not without getting | 1 | COMMISSIONER MANIS: Thank you. |
| 2 | into a personnel matter, where -- | 2 | MS. MARGIE CREEL: Thank you. |
| 3 | COMMISSIONER MANIS: Okay. | 3 | THE CHAIR: Commissioner |
| 4 | MR. CLIFF TOMPSON: Yeah. All right. | 4 | Clahchischilliage. And then Commissioner Beck and |
| 5 | MS. MARGIE CREEL: That's -- to share -- a | 5 | myself. |
| 6 | little bit like last year, there is a tribally owned | 6 | COMMISSIONER CLAHCHISCHILLIAGE: Good |
| 7 | garden that's right across the road from our front | 7 | afternoon. I'm Commissioner Clahchischilliage. And |
| 8 | door of our school. And the tribe maintains and has | 8 | I'm from the Navajo Nation. And I have some areas |
| 9 | tribal staff members that maintain that garden. | 9 | I'd like to bring up. And I'm going to present them |
| 10 | And they actually have the students go | 10 | very respectfully, because they could sound a little |
| 11 | over there and let them see what they're growing. | 11 | disrespectful; all right? |
| 12 | And they pick it and all, and they actually have | 12 | But I feel like this is something -- this |
| 13 | brought food from that garden, melons and different | 13 | is something I would ask if I were an evaluator and |
| 14 | vegetables, to our cafeteria, and we've used them in | 14 | something I'd be looking for. So I'm going to |
| 15 | our cafeteria, yes. | 15 | present this with the spirit that it'll help you. |
| 16 | And there's a -- the greenhouse effect | 16 | First of all, I'm -- I'm looking at -- |
| 17 | that we were working on. We do have a greenhouse, a | 17 | I've been listening, and I've been trying to put all |
| 18 | "hoop house," they call it, that we are getting | 18 | this information into categories. |
| 19 | fixed up. And we are trying to -- to have our | 19 | And the category I'm looking at is, first |
| 20 | students to show them how to grow. Because our | 20 | of all, I'm looking at the two of you. You're a |
| 21 | past, that was our culture in the past is, like, we | 21 | board member president, and you're head of the |
| 22 | grew all of our food before, and we're trying to go | 22 | school. And in looking and listening to the board |
| 23 | back to that. | 23 | member -- I mean to the board president, what I'm |
| 24 | COMMISSIONER MANIS: Well, I appreciate | 24 | listening for is what your guide is. |
| 25 | your responses to all my questions. Thank you. | 25 | Are you guided by the state, and are you |
|  | 159 |  | 161 |
| 1 | MS. BERNADETTE GARCIA: Can I add to it? | 1 | guided by the community? And the reason I'm putting |
| 2 | COMMISSIONER MANIS: Sure. | 2 | that way -- putting it that way is because from the |
| 3 | MS. BERNADETTE GARCIA: So the | 3 | state, you have guidelines that you have to fulfill |
| 4 | farm-to-table, like Margie was just explaining, this | 4 | and you're accountable for. |
| 5 | year they added a new component to it. We have a | 5 | From the -- from the community of Jemez, |
| 6 | cannery that's owned by the county. And it's at | 6 | the responsibility is to implement what the |
| 7 | Jemez Valley Public Schools. And anybody can go | 7 | community of Jemez wants. |
| 8 | there. | 8 | And then going from there, you, the board |
| 9 | A lot of just, you know, community members | 9 | communicating that to Mr. Tompson, say, when you |
| 10 | go to do their canning. And so this year, they | 10 | hired him, "This is what the board wants. This is |
| 11 | didn't just, you know, help grow the -- the -- the | 11 | what the community wants. This is what we have to |
| 12 | farm; but they went and they picked things. They | 12 | adhere to with the state." |
| 13 | went to the cannery. They learned about canning, | 13 | I'm listening to that, and I don't -- it's |
| 14 | how to can. And they all took, you know, their jars | 14 | not clear to me, in listening to everything I've |
| 15 | home. | 15 | heard. |
| 16 | It was -- it's really neat that they were | 16 | And then going on from there, Mr. Tompson, |
| 17 | able to go all the way from planting it, and, you | 17 | with all this information from the board, then you'd |
| 18 | know, taking part in caring for it, watering it, and | 18 | be able to go the support staff. Going to the |
| 19 | picking stuff, and, actually, seeing the end result, | 19 | support staff, you deliver the message. |
| 20 | you know, not just in the cafeteria, but taking it | 20 | And as a result of that, the staff then |
| 21 | home and making that huge connection between their | 21 | know the direction that you all are going and are |
| 22 | home life. Because it is a big part. They do | 22 | going to implement. |
| 23 | farming at home. So I just wanted to add that | 23 | In looking at that, that develops a |
| 24 | little piece. | 24 | structure. And that's what I'm looking for. I'm |
| 25 | THE CHAIR: Great. Thank you. | 25 | looking for the information that develops a |


|  | 162 |  | 164 |
| :---: | :---: | :---: | :---: |
| 1 | structure. |  | unclear as well. |
| 2 | And inclusive in this structure are the | 2 | My recommendation -- we're talking about |
| 3 | systems. The systems are what gives you information | 3 | recommendations, and we're all looking at trying to |
| 4 | on how and what you're going to manage. You have to | 4 | get clarity. I see, I hear a desire for clarity. |
| 5 | know what you're going to manage. Then you have to | 5 | Because we're here to assist you, too. We're here |
| 6 | know how you're going to manage. Your support staff | 6 | to help you be successful. |
| 7 | then implements. And he gets that from you, the | 7 | We're not here to close the school down. |
| 8 | board. | 8 | We're here to understand where you're coming from. |
| 9 | MS. MARGIE CREEL: Okay. | 9 | We're here to understand what you're saying, and |
| 10 | COMMISSIONER CLAHCHISCHILLIAGE: For me, | 10 | we're here to make sure that we're supportive of |
| 11 | listening, everything is kind of fuzzy. The lines | 11 | you. |
| 12 | are fuzzy. And I'm wondering about the support | 12 | So I'm listening to all of this, and I'm |
| 13 | staff. I'm wondering -- I'm wondering what their | 13 | thinking, okay, board, Mr. Tompson, support staff. |
| 14 | understanding is. | 14 | Then I'm thinking, all right, all of them need -- we |
| 15 | What's your understanding of what the | 15 | need structure here, because I don't see a lot of -- |
| 16 | community wants? | 16 | I don't hear structure. |
| 17 | I can tell you what the community wants | 17 | And then you look at that. And then I'm |
| 18 | without even talking to them. And that's this: | 18 | thinking, okay, then how do you manage? How do you |
| 19 | They want their children to be able to | 19 | manage, and how do you build structure if you don't |
| 20 | read. They want their children to be able to do | 20 | know what you're managing? And if you don't know |
| 21 | math. They want their children to be able to write. | 21 | how to manage, maybe you know how to manage in a |
| 22 | I know that's what they want. They want the best, | 22 | different setting. |
| 23 | because what they want is their child to succeed to | 23 | But, like, in the setting with Jemez, |
| 24 | the next level, whatever that is for the family, | 24 | you're having to implement, I guess, two entities. |
| 25 | whatever that is for the child. | 25 | You're having to implement a cultural entity, and |
|  | 163 |  | 165 |
| 1 | The reason I say that is because I taught | 1 | then you're having to implement a state entity. So |
| 2 | at Santo Domingo and Cochiti. A lot of students I | 2 | you have two; whereas, a lot of the other charter |
| 3 | got in my class were K through 6, and a lot of my | 3 | schools only have one. They just have the state. |
| 4 | sixth graders couldn't read that well. | 4 | So I think your school is very strong in |
| 5 | So in -- so I listened to what | 5 | culture. Very strong. I see that. And just |
| 6 | Santo Domingo wanted. They wanted their children to | 6 | judging from my students who I taught, the culture |
| 7 | read. They wanted their children to write. They | 7 | is alive and well with Jemez. The cultures that I |
| 8 | wanted their children to excel in math. So I knew | 8 | worked with the pueblos at Cochiti and San Felipe |
| 9 | that. | 9 | and Santo Domingo, you go to any home and you see |
| 10 | So I worked on that with them. | 10 | the culture, you hear it, you see it in the food, |
| 11 | And then I had students from San Felipe | 11 | you see it in the house. It's there. It's alive |
| 12 | and Cochiti in my class, so I did the same thing | 12 | and well and strong. |
| 13 | with them. | 13 | So my question is why replicate something |
| 14 | And I knew what structures I had to | 14 | in school that's already there? What is there is |
| 15 | develop as a result of knowing what the community | 15 | stronger in the home than what is in the school. |
| 16 | wanted. | 16 | That being the case, to me, your job is very -- is |
| 17 | The board, the school board of Bernalillo, | 17 | easier, I guess I can -- the word I would select, |
| 18 | also, I mean, they communicated to me what the | 18 | it's easier, because now you can pull in the |
| 19 | community wanted. They communicated to me the | 19 | academic component. |
| 20 | mandates of the state and the mandate of the tribe. | 20 | And I really believe that a lot of the |
| 21 | So that makes it easier for the teachers | 21 | students probably need to excel a bit more in |
| 22 | who are teaching, then, to know what they're having | 22 | reading and math and writing. Kids now don't even |
| 23 | to do. | 23 | know how to write their A-B-Cs. Kids now can't |
| 24 | I don't hear that. And if I'm not hearing | 24 | write cursive. And I'm saying this from my nieces |
| 25 | it, then the staff are maybe fuzzy and kind of | 25 | and nephews, who I tutored during the summer in some |


|  | 166 |  | 168 |
| :---: | :---: | :---: | :---: |
| 1 | of these areas. | 1 | giving you a quick opportunity to share what you |
| 2 | So I am giving you what I'm hearing, and | 2 | wanted to share. |
| 3 | I'm giving you my remarks according to my | 3 | COMMISSIONER INGHAM: Well, I just wanted |
| 4 | experiences. And I'm also giving you information | 4 | to state that I have a relationship with -- my |
| 5 | according to -- I mean, I'm really trying to fit | 5 | granddaughter actually attended school at San Diego |
| 6 | everything. | 6 | Riverside for a couple of years, so I just have that |
| 7 | And I believe you really are trying. I | 7 | understanding. I believe I can make a complete |
| 8 | believe that all the teachers -- you know, I've | 8 | judgment or a -- a un- -- a consistent judgment on |
| 9 | heard all the teachers say what they're doing and | 9 | this school. I just wanted to let you know that I |
| 10 | how they're doing it. | 10 | have that relationship. |
| 11 | But the weak point is everyone's not | 11 | THE CHAIR: Thank you. All right. I just |
| 12 | functioning under the same umbrella. We have one | 12 | have a few thoughts. I want to first thank you all |
| 13 | choir over here, one over here. We have a different | 13 | for being here today. It's great to have a room |
| 14 | one over here and a different one over here. | 14 | full of children to join us, a room full of staff, |
| 15 | Everyone needs to be singing from the same sheet. | 15 | and a good proportion of leadership, traditional |
| 16 | That's what I see needs to happen. | 16 | leadership and the formal leadership as well. So |
| 17 | Everything is there. It just needs to be | 17 | thank you all for -- for that -- for this |
| 18 | coordinated. Then -- then you'll see your staff | 18 | presentation. |
| 19 | performing differently. And I think then you have | 19 | MS. MARGIE CREEL: Thank you. |
| 20 | something to market to the public. The public then | 20 | THE CHAIR: I do have some -- there are so |
| 21 | will see your charter school as a very unique school | 21 | many questions that were asked, so I didn't get a |
| 22 | that they want to be part of. | 22 | chance to ask some of the questions that other |
| 23 | So I think if all of that blurriness is | 23 | people had. |
| 24 | removed, I think maybe the marketing will occur on | 24 | But I'm going to share a couple of |
| 25 | its own. | 25 | thoughts that I have. And there might be an |
|  | 167 |  | 169 |
| 1 | So I say this with a lot of respect. I'm | 1 | opportunity for you to respond, if that's fair. |
| 2 | not blaming anyone. I don't know any of you. But | 2 | MS. MARGIE CREEL: That's fair. Thank |
| 3 | I'm going strictly according to the information that | 3 | you. |
| 4 | I've been reading, listening to. | 4 | THE CHAIR: First off, I just wanted to |
| 5 | And I think you can do it. You can do it. | 5 | share -- I want to give credit where credit is due. |
| 6 | It's just -- you've got to be really honest with | 6 | I know, Mr. Tompson, you kind of said -- I don't |
| 7 | yourselves and say, "You know what? We really are | 7 | think you meant it in a flippant way. But you've |
| 8 | deficient and weak in this area, weak and deficient. | 8 | done some things. "They're not hearing us." |
| 9 | Let's strengthen this area. Let's get together." | 9 | We get it. We're in the education |
| 10 | And you know what? Your staff can | 10 | business, okay? So it's not -- I want to give |
| 11 | probably tell you a heck of a lot, too. | 11 | credit where credit is due. |
| 12 | So that's my observation. That's what I'm | 12 | Your Vista scores went up significantly |
| 13 | looking for -- looking at. And, like I say, it's | 13 | from last year. They weren't very high. You made |
| 14 | really been difficult for me, because I've been | 14 | them higher. You're at traditional. And I think |
| 15 | trying to figure out, okay, we're here, what about | 15 | that's an important opportunity to grow. That's -- |
| 16 | this? And then what about this? So I've been | 16 | you're going to be able to grow from that point. |
| 17 | trying to fit everything into some type of | 17 | You know, to Commissioner Gipson's point |
| 18 | organization. | 18 | around the RIT scores, I don't need an answer to |
| 19 | So that's what I see. And, again, I | 19 | this, but I am very familiar with the NWEA, most of |
| 20 | say -- this presentation is done very respectfully. | 20 | our Commission is. To see the RIT scores and to see |
| 21 | Thank you. | 21 | not what is the expected growth from beginning to |
| 22 | THE CHAIR: Thank you, Commissioner. | 22 | middle, that's where the information is. When you |
| 23 | MR. CLIFF TOMPSON: Thank you, | 23 | do those kind of things, you got to give the -- you |
| 24 | Commissioner. (Navajo spoken.) | 24 | can't bury the lede. You have to, like, show, okay, |
| 25 | THE CHAIR: Commissioner, I wanted to | 25 | third-graders started here, they're here. That's |


|  | 170 |  | 172 |
| :---: | :---: | :---: | :---: |
| 1 | the equivalent of "blank" in terms of growth. | 1 | far as the application -- and, again, I don't want |
| 2 | That is not as important for us as it is | 2 | to be just making excuses. You guys have heard so |
| 3 | for your staff. So they know -- they're looking at | 3 | much today. |
| 4 | those numbers, and they have the understanding about | 4 | But Mr. Archuleta, Ms. Shaw, and Dr. Tamez |
| 5 | what that means for our young children with regard | 5 | were the ones who started the charter application |
| 6 | to that one specific assessment, and that it should | 6 | last school year. |
| 7 | be encouraging and empowering to do more | 7 | Well, then, by May, Ms. Shaw had resigned |
| 8 | I had a lot of questions about the | 8 | and was going to a different school. Mr. Archuleta |
| 9 | governing council that already was responded to. | 9 | was retiring again. And when we came back in |
| 10 | And this is not to rehash wounds. But it's | 10 | August, Mr. Tompson had just came on. |
| 11 | unacceptable to me that -- to have three board | 11 | And Dr. Tamez was saying, you know, it was |
| 12 | members for quite a bit of time. | 12 | the end of his contract with us to work on the |
| 13 | I get it, but I don't get it. I've been | 13 | charter application. |
| 14 | on boards before. So I get it, but I don't get it. | 14 | And so then it was just given to |
| 15 | So I'm not trying to, like -- like, rehash that. | 15 | Mr. Tompson. And I was asked for a little -- for |
| 16 | But I just do think that there's a sense of | 16 | bits and pieces of it. |
| 17 | responsibility that you have to take when you have | 17 | And I think it would have been a totally |
| 18 | misunderstandings, and you correct them with a sense | 18 | different situation if it had been something that |
| 19 | of urgency, which is super important. | 19 | had -- you know, from beginning to end, with the |
| 20 | I think that I -- this is one question I | 20 | same administrator, compared to different people, |
| 21 | had. | 21 | all these different pieces of the puzzle. |
| 22 | Did you join any meetings with Ms. Brown | 22 | And, like he was saying earlier, you know, |
| 23 | for preparing for your application process? Or did | 23 | that he thinks some of his e-mails -- some of the |
| 24 | you have conversations or consultation with CSD in | 24 | e-mails were -- got, like, jumbled up; he didn't |
| 25 | preparing your application, your Part B that you | 25 | know who had e-mailed who what. |
|  | 171 |  | 173 |
| 1 | did, and/or preparing for today? | 1 | And just from what I experienced with it, |
| 2 | MR. CLIFF TOMPSON: I sure was | 2 | from the parts that he did give me to work on -- you |
| 3 | appreciative of Cheryl's work. She's been very | 3 | know, he tasked me with working on -- that's what I |
| 4 | helpful. For that, we worked with Dr. Tamez. Of | 4 | found out. I was, like, there's so many hands on |
| 5 | course, Corina and Brigette were always available. | 5 | this, and none of the hands were communicating. |
| 6 | Corina is always saying, "If you've got a question, | 6 | It was just -- it was a puzzle. It was |
| 7 | let me know. Let me know. Let me know." She's | 7 | a -- it was literally a puzzle. And, again, that's |
| 8 | very helpful that way. | 8 | not an excuse. But it is something that did happen. |
| 9 | She's given me some great advice, and I | 9 | That is -- it's just the truth of what happened; |
| 10 | told her what that was and how much I've appreciated | 10 |  |
| 11 | it. | 11 | THE CHAIR: I hope that -- thank you for |
| 12 | So I'm very -- I want the Commission to | 12 | that. I hope that this has been a learning |
| 13 | know that I hold the Charter Schools Division in the | 13 | experience. I know you've been on the hot seat for |
| 14 | highest esteem, personally and professionally. | 14 | a while. I know how nervous it is. I've been on |
| 15 | THE CHAIR: The reason why I asked that -- | 15 | your side. Believe me. |
| 16 | did you want to respond? | 16 | I've also been on your side of thinking |
| 17 | MS. MARGIE CREEL: Yes. My answer is no, | 17 | about how can I learn from other people who have |
| 18 | I did not -- I did not get any information -- I | 18 | gone through this? How can I -- the one great thing |
| 19 | don't know if these two got any information, 'cause | 19 | about our body is that we're pretty transparent. If |
| 20 | Ms. Garcia was the one that was helping us with the | 20 | you reached out to me or anyone else, we would have |
| 21 | charter renewal. And I don't know if she got any | 21 | picked up that phone and we would have talked to |
| 22 | information from Ms. Brown. | 22 | you. There's things to consider as you think about |
| 23 | MS. BERNADETTE GARCIA: Yes, I did. I was | 23 | this. |
| 24 | in a couple of the Zooms. | 24 | And I know, like, coming from an |
| 25 | I think what's important to point out as | 25 | authorizer, a district authorizer, where I know |


|  | 174 |  | 176 |
| :---: | :---: | :---: | :---: |
| 1 | there has not been a good relationship and there | 1 | Because I grew up in a rural area. So |
| 2 | probably was a lot of mistrust, and it's, like, "I'm | 2 | local control was super important to me, and it's |
| 3 | not going to ask them to come in" -- like a vampire, | 3 | sacred. And tribal sovereignty over education is a |
| 4 | "I'm not going to ask unless they're invited in." | 4 | sacred thing. And we have to honor that. |
| 5 | I get that. I get that. I think there | 5 | Something that's really important to me -- |
| 6 | was opportunity lost for you today to -- to have a | 6 | and that's what sways my decision that we will be |
| 7 | really good refined story of what you're doing. | 7 | discussing soon -- is that. And I think I would |
| 8 | You've done a good job in a lot of ways. | 8 | feel very differently if many of the leadership did |
| 9 | I just wish that there was -- there wasn't the | 9 | not speak so clearly today. And so for me, this is |
| 10 | opportunity lost for you to really put together a | 10 | where I'm going to be a little bit like a |
| 11 | succinct presentation and be able to answer some of | 11 | grandmother is that is such a gift. Like, that's |
| 12 | those questions that I sent you in that letter. | 12 | such a gift to have your young people to have |
| 13 | Like, there was a lot of questions in | 13 | leadership come in and put their name out and saying |
| 14 | that. And we're not going to go through all of | 14 | this school, there's history here, 117 years. |
| 15 | those. But some of those are pretty simple. | 15 | We can't live in history. There is |
| 16 | Do you have E-Occupancy in your building? | 16 | indigenous futurism that we have to be thinking |
| 17 | You know, like, what is the deal with, | 17 | about. There is protection and preservation of |
| 18 | like, the governing council? | 18 | Towa. And to ensure that your students have the |
| 19 | You know, like, there could have been | 19 | skill set, both as language keepers and community |
| 20 | things that you could have come in and, like, nailed | 20 | members, that they also are college and |
| 21 | that. | 21 | career-prepared, secure in their identity, and |
| 22 | And so I hope this is a lesson learned and | 22 | healthy, too. |
| 23 | an opportunity for you to think about, regardless of | 23 | And that's the role of your school in so |
| 24 | what we decide here, that there is ways to work | 24 | many ways, and doing that in an appropriate way. |
| 25 | together in relation, especially with the Charter | 25 | And so I think today is a big gift that |
|  | 175 |  | 177 |
| 1 | School Division as you moved through this process. | 1 | you heard. And I wasn't sure -- when I came in |
| 2 | I just wish there was more communication around | 2 | today after lunch, I wasn't sure if anybody was |
| 3 | that. | 3 | going to show up, to be honest. And I think that's |
| 4 | With that said, for me, personally, I | 4 | an opportunity and, hopefully, another element for |
| 5 | think the -- you know, I think there's some things | 5 | you to build upon. Just like the academic results |
| 6 | that we can build upon on your -- from where you are | 6 | that are starting to show a positive increase, that |
| 7 | right now. | 7 | you recommit to that sacred connection that you have |
| 8 | I think the biggest thing that matters to | 8 | with the leadership here and with the tribal |
| 9 | me, Commission -- and if it didn't happen today, I'd | 9 | education department, and we use this as a moment to |
| 10 | probably have a very different opinion -- was the -- | 10 | really, like, transform -- transform the school and |
| 11 | the way the leadership showed up today for you, the | 11 | have a clear plan. |
| 12 | way the Jemez leadership showed up. | 12 | Have a clear plan. That's what I'm |
| 13 | That matters so much to me. I mean, the | 13 | leaving wanting with, to have that -- to |
| 14 | business that I do, I'm a -- you know, I'm a farmer | 14 | Commissioner Manis's point, like, every organization |
| 15 | now, but I'm an educator. I helped open up many | 15 | has a plan. |
| 16 | different schools across Native communities here and | 16 | I got a book -- over break, one of my good |
| 17 | elsewhere. | 17 | friends runs the Culture and Language Division. She |
| 18 | Some of my dearest friends are -- their | 18 | says, "Do you want a book?" |
| 19 | home is Jemez. To have tribal leadership stand up | 19 | I said, "I want a book, yeah." |
| 20 | and support your school, to have Mr. Shendo stand up | 20 | This book says, Trying Hard Is Not Good |
| 21 | and support the school for a reauthorization, from | 21 | Enough. And this is a new book that the Culture and |
| 22 | the tribal education department standpoint, that | 22 | Language Division -- or the Language and Culture |
| 23 | matters a lot to me. Because the number one thing I | 23 | Division -- are going to be using for some of their |
| 24 | care about in education is both tribal control and | 24 | training. Trying Hard Is Not Good Enough. |
| 25 | local control. | 25 | And that -- I think about all the work |


|  | 178 |  | 180 |
| :---: | :---: | :---: | :---: |
| 1 | that your school is doing. All of you individually | 1 | school district, has the -- do you use the process |
| 2 | are doing things. But culturally -- not Towa | 2 | that the school district uses for evaluation and/or |
| 3 | culture, not Jemez culture, culturally at your | 3 | do they come in and do an evaluation? Or have you |
| 4 | school, you need to get that right. You need to get | 4 | engaged in that process? Because I'm not real clear |
| 5 | that right. | 5 | on that, necessarily. |
| 6 | To Commissioner Clahchischilliage's point | 6 | MS. MARGIE CREEL: We've engaged in a |
| 7 | of view, and your good points, like having clarity | 7 | state evaluation for our principals -- or for our |
| 8 | of what is your -- what are the things -- "What is | 8 | administrator -- at the end of the school year. But |
| 9 | our why and how are we going to get there," and | 9 | as far as, like, the hiring process, we -- we |
| 10 | having that clarity, this is an opportunity. | 10 | don't -- I don't know what the school district, |
| 11 | And so I don't know if you wanted to | 11 | Jemez, the Jemez Valley School District uses. |
| 12 | respond to that. But those are my thoughts after | 12 | COMMISSIONER GIPSON: The school district |
| 13 | hearing about all the litany of questions that we | 13 | wasn't involved in the hiring process. And you |
| 14 | had. | 14 | simply used the form that -- because as a charter, |
| 15 | Tribal sovereignty matters the most to me, | 15 | you can if you want waive -- that is a waiver that |
| 16 | and I'm going to make a decision based upon that, | 16 | you can get. |
| 17 | based on what I saw there, even though I have a lot | 17 | But I didn't know what you were using. So |
| 18 | of questions, and maybe some of my other | 18 | that it's a -- so that in your board minutes, it |
| 19 | Commissioners are going to be, like, "Alan, you | 19 | shows an evaluation and a public decision that was |
| 20 | can't make that decision on that decision alone." | 20 | made? |
| 21 | But I think with that, there's a gift and | 21 | MS. MARGIE CREEL: It was mainly made |
| 22 | a responsibility to do all the other things that are | 22 | amongst the board at a board meeting, yes. It |
| 23 | easy. There are some low-hanging fruits here that | 23 | was -- well, we shared the information at a board |
| 24 | are unacceptable. | 24 | meeting. And then the board went into executive |
| 25 | Five GC members. That's fine. It's | 25 | session and we talked about it, and then we offered |
|  | 179 |  | 181 |
| 1 | unacceptable that that will ever be an issue again. | 1 | Mr. Tompson the position, yes. |
| 2 | Getting your trainings done. You know, reviewing | 2 | COMMISSIONER GIPSON: Okay. But then -- |
| 3 | data from your school and your meetings monthly. | 3 | okay. That's the hiring. But then the -- is there |
| 4 | Having clear professional development. | 4 | a yearly evaluation process that you engage in? |
| 5 | There's a lot of things that, you know, | 5 | MS. MARGIE CREEL: Yes. I'll do a -- once |
| 6 | it's going to take the work. It's going to take | 6 | or twice a year, I have the staff and faculty input. |
| 7 | hard work. But the hard work is not going to be | 7 | So I send out a survey, so to speak. Then we get |
| 8 | enough. | 8 | the input from that, and we evaluate based on that, |
| 9 | There needs to be commitment, for sure. | 9 | and based on what we have worked with him, yes. |
| 10 | So those are my thoughts. Go ahead. | 10 | COMMISSIONER GIPSON: Okay. Thanks. |
| 11 | COMMISSIONER GIPSON: So -- and I | 11 | THE CHAIR: Commissioner Carrillo. |
| 12 | appreciate your thoughts. I think I'm standing in | 12 | COMMISSIONER CARRILLO: I wanted to make a |
| 13 | the same place. Through lunch, I worried, because I | 13 | motion, but I need to talk to Julia first. |
| 14 | really had the sense that there wasn't tribal | 14 | THE CHAIR: Commissioner Carrillo, if it's |
| 15 | support for this. | 15 | okay, we're going to take a five-minute break. And |
| 16 | The letter that Mr. Tompson had submitted | 16 | then I have had, from -- because of the school being |
| 17 | to us kind of indicated that. So to me, if the | 17 | in the specific Commissioner's district, that |
| 18 | tribe wasn't going to support the school, I'm | 18 | person, Vice Chair Burt, was interested in making |
| 19 | certainly not going to. So it was a 360 with the -- | 19 | the motion. |
| 20 | with the show-up for that. | 20 | COMMISSIONER CARRILLO: But she didn't |
| 21 | But I do have one question, 'cause the | 21 | speak up soon enough. |
| 22 | number one responsibility of a governance council is | 22 | THE CHAIR: She spoke up. She whispered |
| 23 | the hiring of the head administrator. And I don't | 23 | that to me about 30 seconds ago. |
| 24 | know -- I guess I need a little clarification, only | 24 | COMMISSIONER CARRILLO: That was off the |
| 25 | in the sense that because you have been with the | 25 | record. That's why we have open meetings, and |


|  | 182 |  | 184 |
| :---: | :---: | :---: | :---: |
| 1 | that's why we have all this stuff. | 1 | required by the Open Meetings Act, including |
| 2 | THE CHAIR: Thank you, Attorney General. | 2 | providing an adequate head administrator evaluation |
| 3 | I appreciate the reminder. | 3 | process and evaluation tool that conforms to |
| 4 | COMMISSIONER CARRILLO: I don't know. It | 4 | national best practices; and |
| 5 | may come back. We'll take the five. | 5 | d., conformance with generally accepted |
| 6 | THE CHAIR: Let's take a five-minute | 6 | standards of fiscal management, beginning with |
| 7 | break. We'll be quick on this, and then we'll come | 7 | specific immediate action to correct the |
| 8 | back and close up. | 8 | unsatisfactory performance related to the fiscal |
| 9 | (Recess held.) | 9 | management, which must include oversight by a |
| 10 | THE CHAIR: All right. Thank you, all. | 10 | trained, legally compliant finance and audit |
| 11 | Commissioner Burt -- or Vice Chair Burt. | 11 | committee, adequate internal control policies and |
| 12 | VICE CHAIR BURT: Thank you. This is | 12 | procedures, and improved audits. |
| 13 | going to be a little long. So you all bear with me. | 13 | The specific item -- sorry. |
| 14 | I move that the Public Education | 14 | The specific immediate actions needed on |
| 15 | Commission approve the application for San Diego | 15 | Items 4.a. through d. above will be outlined in the |
| 16 | Riverside Charter School for a three-year term, 2024 | 16 | school's negotiated performance framework. |
| 17 | to 2027, with the following conditions: | 17 | The first annual report will confirm |
| 18 | No. 1: That the data from the '23-'24 | 18 | completion of each item, or, if the concern is not |
| 19 | school year be considered as baseline to show | 19 | corrected, will identify the uncorrected |
| 20 | improvement during the ' 24 to ' 27 contract term. | 20 | unsatisfactory performance on each item that will be |
| 21 | No. 2: That by March 1st, 2024, the | 21 | subject to further PEC action. |
| 22 | school complete the transition year checklist, as | 22 | COMMISSIONER GIPSON: Second. |
| 23 | approved by -- and be approved by the PEC, which | 23 | THE CHAIR: Thank you. We have a motion |
| 24 | shall include any unaddressed items identified from | 24 | and a second. |
| 25 | the Jemez Valley Public School Corrective Action | 25 | Vice Chair Burt? |
|  | 183 |  | 185 |
| 1 | Plan. | 1 | VICE CHAIR BURT: Thank you. So I do -- |
| 2 | No. 3: That the school hire a mentor or | 2 | I'm actually very grateful for Chair Brauer in the |
| 3 | mentors for administration and governing board to | 3 | way which he said -- I mean, the strength of the |
| 4 | assist in the creation of the strategic -- of a | 4 | community supporting the school is such a treasure |
| 5 | strategic vision and plan for the school to achieve | 5 | that not many schools get. Like, I don't know if |
| 6 | the growth goals for the students and ensure that | 6 | you all really truly understand how incredible it is |
| 7 | the governing board is providing effective adequate | 7 | that the leadership of your community, the |
| 8 | oversight. | 8 | leadership of your tribe is involved so deeply in |
| 9 | And, No. 4: That the school's record of | 9 | the school. |
| 10 | performance for the charter term demonstrates: | 10 | And I think that that's an incredible gift |
| 11 | a., student academic growth beginning with | 11 | to your community that should not be wasted. So I |
| 12 | specific immediate action to correct student | 12 | am supportive of a three-year, because I do think |
| 13 | academic growth that is presently below State | 13 | this is an emergency. We need to see action today, |
| 14 | standards, including identification of a robust, | 14 | and it has to be sustainable, strategic growth over |
| 15 | strategic educational plan and a comprehensive | 15 | the course of the next three years. |
| 16 | teacher training program; | 16 | So I don't think -- I think this is, |
| 17 | b., sufficient tribal consultation to | 17 | like -- it's not going to feel like -- this is |
| 18 | ensure that the Jemez Pueblo leadership and Jemez | 18 | urgent. And I really think that this is going to |
| 19 | Pueblo Education Department are consulted on key | 19 | feel like a lot, especially in the next coming |
| 20 | Pueblo issues, including consultation on the Towa | 20 | 60 days or so, as you're putting together a plan. |
| 21 | language curriculum, and the outcomes of tribal | 21 | And I think bringing in some people from outside who |
| 22 | consultation reflect that the Jemez Pueblo and Jemez | 22 | are expertise -- have expertise in this kind of work |
| 23 | Pueblo Education Department concerns are addressed; | 23 | is going to probably suit best. |
| 24 | c., satisfactory oversight by a trained | 24 | So that's why we -- I included those items |
| 25 | legally compliant governing board that operates as | 25 | very specifically in the conditions as well. |


|  | 186 |  | 188 |
| :---: | :---: | :---: | :---: |
| 1 | I know we weren't specific about getting | 1 | And I'm not saying Jemez -- you know, I |
| 2 | to what percentage of proficiency or growth. I just | 2 | think, clearly, they didn't provide the oversight |
| 3 | want to see an upward trajectory, like, it needs to | 3 | they should have. |
| 4 | be consistent upward trajectory, year over year. | 4 | So I'm not going to support the motion. I |
| 5 | And I think you guys have so many of the | 5 | don't think the kids have three years to wait. |
| 6 | pieces laying around, just bringing them all | 6 | These little kids here that are in kinder -- most of |
| 7 | together and making it sustainable to where the next | 7 | them, I imagine, were anywhere between five and |
| 8 | 117 years, this school is in a place where people | 8 | eight. So that means they're going to be eight and |
| 9 | know exactly -- when you come on board to this | 9 | eleven. |
| 10 | school, people understand what it means to be an | 10 | And, so, you know, there's no time -- I |
| 11 | employee of the school, they know what it looks | 11 | just don't think there's time. And, often, when |
| 12 | like, they know what the culture of it is. | 12 | we're going to look at a -- and this is part of, I |
| 13 | And I think you all are going to -- you | 13 | think -- legislatively, I think this exists -- that |
| 14 | get the opportunity to lay that foundation now. | 14 | if we're ever planning to non-renew or close, we are |
| 15 | So I think this is a lot. And it doesn't | 15 | also to consider -- and maybe this is just one of |
| 16 | leave wiggle room. It's a high bar, a very urgent | 16 | our internal, like, ethos things. |
| 17 | bar. And so that's why I'm going to support the | 17 | We have to consider what other options are |
| 18 | movement, and I think, once again, from what Chair | 18 | there for these children. And let's face it. Jemez |
| 19 | Brauer said, I think because you have the support of | 19 | Valley Schools is not doing great. But it's not as |
| 20 | your community is why I support giving it this | 20 | though they're so, so bad relative to where you are; |
| 21 | opportunity. Otherwise, if it was just on paper, it | 21 | right? And so you're not sending kids to the Gulag |
| 22 | would be very difficult. | 22 | if you, for some reason, non-renew. There are |
| 23 | MS. MARGIE CREEL: Thank you for that. I | 23 | options. |
| 24 | appreciate that. | 24 | And so I'm concerned -- and I know that |
| 25 | THE CHAIR: I'm sorry, ma'am. We're not | 25 | she probably means more than -- when you said an |
|  | 187 |  | 189 |
| 1 | able -- it's not a question. We had a motion. And | 1 | upward trajectory, Vice Chair Burt, you know, one or |
| 2 | now we're only discussing amongst us about the | 2 | two points is upward trajectory. But somebody who's |
| 3 | motion itself. So apologies for cutting you off, | 3 | reading on second-grade level that's already in |
| 4 | but -- any other comments from the Commission? | 4 | fifth grade, that's not going to do them very much |
| 5 | Commissioner Carrillo. | 5 | good. |
| 6 | COMMISSIONER CARRILLO: So I am | 6 | That's why I said also, at the end of |
| 7 | understanding of the comments that you made earlier, | 7 | three years, where are we? Are we right back here, |
| 8 | Chair Brauer, and what Ms. Burt just said relative | 8 | and now all of these five- to eight-year-olds, what |
| 9 | to the support of community. | 9 | have we done with them? I believe that we as a |
| 10 | And it is huge. It's absolutely huge. | 10 | Commission will have failed them. Because, |
| 11 | And, really, no school survives without it, any | 11 | ultimately, it's about reading and writing -- |
| 12 | charter, and, actually, you know, any district | 12 | reading, writing, basic math skills, oral -- you |
| 13 | school, you know. | 13 | know, oral competencies, to be able to speak to |
| 14 | And -- and I'm reminded of, you know, when | 14 | groups or to lead or whatever it might be. |
| 15 | I was with SFPS, the different surveys that we would | 15 | And I'm -- you know, some kids, college, |
| 16 | do sometimes, like 360-degree surveys and things. | 16 | great. You know, it's just -- sometimes, |
| 17 | And, pretty much universally, people -- and no | 17 | culturally, we focus way too much on college, |
| 18 | matter how bad a school was, people loved their | 18 | because there are so many happy kids that get a |
| 19 | school, but they hated the district; right? The | 19 | certification in construction or welding or |
| 20 | district was just causing all these problems. | 20 | whatever, they're making bank, they're totally |
| 21 | But everything in their little world of | 21 | happy, they're building their families, societies, |
| 22 | the, you know, 30 schools that we had -- at the | 22 | and everything else. It's not all about secondary |
| 23 | time -- I can't remember -- they were in their | 23 | education and college and everything else. |
| 24 | bubble where everything was great, but it was the | 24 | I'm looking at the -- so -- I mean, it |
| 25 | district that was the problem. | 25 | was -- you probably got a sense of what my thinking |


|  | 190 |  | 192 |
| :---: | :---: | :---: | :---: |
| 1 | was going, you know, into this. And so I was going | 1 | three, if there's not substantive improvement. |
| 2 | to make a motion to deny, which is just the hardest | 2 | And so, you know, again, I'm going to come |
| 3 | thing ever, you know, I think, for a -- well, | 3 | back worrying about the five- to eight-year-olds. |
| 4 | really, for a Commission. | 4 | And, you know, and I -- because you've |
| 5 | Because districts all too often just let | 5 | been in existence so long -- and I'm respectful of |
| 6 | schools continue to fail, and they don't even change | 6 | that, you know, Chair Brauer. But because you've |
| 7 | their leadership. They just move right along. But | 7 | been in existence so long, why is it like this? |
| 8 | at least we have the option to have something else | 8 | Where were the -- I mean, even though there was |
| 9 | for kids -- for kids and families to look for | 9 | tribal consultations -- but if they came today -- |
| 10 | something else. | 10 | and I think that's fantastic. But where have they |
| 11 | And when I look -- and I would like the | 11 | been the last 20 years in examining the school? |
| 12 | Commission to consider the five- to eight-year-olds | 12 | Because these are your -- these are all of |
| 13 | and what are -- man, I'm going to use this word -- | 13 | our kids. But, I mean, I think, especially, when it |
| 14 | what are we condemning them to in the next three | 14 | comes to schools on tribal land, and they become -- |
| 15 | years if they're not -- do you know how long it | 15 | there's a special relationship and oversight that |
| 16 | takes to write a really good strategic plan and then | 16 | should happen. And with all due respect to the |
| 17 | to implement a good strategic plan and to hire | 17 | tribal elders, clearly, it didn't. Everybody |
| 18 | people who can help you do that and to come up with | 18 | dropped the ball -- okay? -- on oversight in this |
| 19 | the professional development for teachers? | 19 | school. |
| 20 | Not meetings -- not PLC meetings and | 20 | And I don't necessarily have the |
| 21 | things like that, but, I mean, really, lessons for | 21 | confidence in the team right now that they can pick |
| 22 | teachers in how to be better. Lessons for | 22 | up this ball and run with it and make substantive |
| 23 | administrators in how to be -- in how to have | 23 | change. |
| 24 | effective classroom observation and then provide | 24 | The -- for the board -- I'll get into |
| 25 | effective feedback. | 25 | this. But, you know, for the board, vigilance. I |
|  | 191 |  | 193 |
| 1 | I mean, all this has to happen. | 1 | mean, you said that you look maybe once a month or |
| 2 | And my sense is too quickly. Not that I | 2 | at the end of the year or something -- can't |
| 3 | would ever -- I'm not a fan of five years for most | 3 | remember exactly, but I'm sure it's part of the |
| 4 | of anything unless a school is excelling. And when | 4 | record -- in examining the academics for the school. |
| 5 | I look under the different elements of why I | 5 | You should be looking at that every board meeting. |
| 6 | believe -- and I'm speaking to Commissioners -- why | 6 | Every board meeting. |
| 7 | a denial is the appropriate move, academically, | 7 | And at every board meeting, either a |
| 8 | yeah, there's been some increase in the Vistas | 8 | teacher or a head of department or somebody needs to |
| 9 | designation. | 9 | be making a presentation to you about, "This is what |
| 10 | But, you know, I don't live and die on | 10 | we're doing; these are the results we've seen." |
| 11 | Vistas, by any means, because then when you start to | 11 | What was it, Ms. Gipson? -- who -- RBA. |
| 12 | drill down into Vistas, you see, "Oh, look how this | 12 | What are we doing? Who did it help? What's the |
| 13 | school is really doing." | 13 | thing? |
| 14 | And people often use this as, "Oh, yeah, | 14 | COMMISSIONER GIPSON: What did we do? How |
| 15 | we moved from an 18 to a 32." | 15 | much did we do? And is anyone better off? |
| 16 | It's, like -- but you're still batting | 16 | COMMISSIONER CARRILLO: Every meeting, you |
| 17 | 100, okay? | 17 | guys ought to be asking that, and it's got to be a |
| 18 | And, you know, it's, like, there's a point | 18 | mantra. Also, I would say the school meetings that |
| 19 | to which -- I use sports analogies a lot. There's a | 19 | happen on Fridays. |
| 20 | point at which you allow a certain amount of time -- | 20 | There have been three to four audit |
| 21 | in high school, if you can't turn that team around | 21 | findings each year in the charter. Didn't hear |
| 22 | in four years, you're getting a new head coach. | 22 | anything today how you're going to increase |
| 23 | Four is the max in high school athletics to turn | 23 | financial -- how you're going to operate more |
| 24 | something around, probably less. Contracts in | 24 | soundly financially. |
| 25 | professional sports, I would say never more than | 25 | THE CHAIR: Commissioner, I just want to |


|  | 194 |  | 196 |
| :---: | :---: | :---: | :---: |
| 1 | make sure that we are discussing the actual motion | 1 | And I haven't seen that happen, and don't |
| 2 | itself. | 2 | have the confidence that it will. |
| 3 | COMMISSIONER CARRILLO: I'm discussing the | 3 | I can't support the motion for those |
| 4 | motion, because I'm discussing not supporting it. | 4 | reasons. |
| 5 | And I'm giving you the reasons why. | 5 | Our charge is to make sure kids -- |
| 6 | THE CHAIR: You're just going back into -- | 6 | culturally, let's face it. You guys are knocking it |
| 7 | thank you for clarifying that. It sounded like | 7 | out of the park. But our charge is also to make |
| 8 | you -- yeah. | 8 | sure that kids have the academic foundation to do |
| 9 | COMMISSIONER CARRILLO: Thank you, Chair | 9 | whatever they want to do that's next. Whatever they |
| 10 | Brauer. | 10 | want to do that's next, they have to have the |
| 11 | And -- you know, and this is a hard thing | 11 | academic foundation to be able to do that. |
| 12 | to say -- well, maybe not so hard. I am -- you | 12 | And this is taxpayer money. And I think |
| 13 | know, so when we have a new school that comes before | 13 | all too often people have an idea, and they want to |
| 14 | us, I mean, one of the things that I'm going to do | 14 | open a small charter because they're doing something |
| 15 | more than ever, based on especially the last two | 15 | different, and then it doesn't work out, and we give |
| 16 | conferences we went to, but the one in Oakland, | 16 | them five years, and then we give them another five |
| 17 | drill down more than I ever have in the last three | 17 | years. Ten years has passed. It's all taxpayer |
| 18 | years in speaking with proposed boards, because, | 18 | money, by then easily close to \$10 million, even for |
| 19 | obviously, if it's a new school, they're bringing | 19 | a very small school. |
| 20 | people forward that, obviously, they want us to meet | 20 | It's, like, somewhere, somewhere we have |
| 21 | and everything else and propose -- usually, it's a | 21 | to say, "You know what? We have to find better |
| 22 | founder at that point and -- who's going to be the | 22 | options." |
| 23 | new head administrator. | 23 | And this is about the motion, maybe -- |
| 24 | But really drilling down to the extent | 24 | it'll be a comment that I have after the vote, if |
| 25 | what is their management experience, what is | 25 | you would allow me to do that, because I have some |
|  | 195 |  | 197 |
| 1 | their -- where are the successes to point to over | 1 | really strong ideas about this, the subject in |
| 2 | the years? | 2 | general. That's all I have for now. |
| 3 | And I think, in general, I don't have | 3 | THE CHAIR: Commissioner Ingham. |
| 4 | confidence in this team to take you where you need | 4 | COMMISSIONER INGHAM: Yeah. Here's -- I'm |
| 5 | to be. | 5 | just going to state -- I've got to say that it seems |
| 6 | And I know putting it that way sounds | 6 | to me that you guys tried to change horses very |
| 7 | super-duper harsh. It is what it is. And I always | 7 | quickly, and from a tragic place that you were in |
| 8 | circle back to the five- to eight-year-olds. It's, | 8 | and that it doesn't appear that you've had time to |
| 9 | like, they don't have time; right? Because they're | 9 | put together a coherent and cohesive proposal. And |
| 10 | going to end up at Walatowa, and then they're going | 10 | the presentation was pretty much the same. It was |
| 11 | to be the responsibility of Dr. Wilkinson. He's | 11 | scattered and not cohesive. |
| 12 | going to have to be the one to catch them up in | 12 | And what I would suggest -- I actually can |
| 13 | grade nine when they're reading at a fourth-grade | 13 | support the motion, because -- because at this point |
| 14 | level. He came to us and told us that's the | 14 | I think you do have some -- some -- you do have a |
| 15 | situation that he gets all the time when kids come | 15 | lot of pluses. |
| 16 | from the Jemez Valley Schools to his school. | 16 | But you've got to get on task and be |
| 17 | So I'm very concerned. I respect the | 17 | cohesive and coherent; okay? So what I would |
| 18 | things that Vice Chair Burt said. I love the | 18 | suggest is that -- we had a facilitator help us with |
| 19 | support of the community. Community support can't | 19 | a mission statement. And I'm going to tell you it |
| 20 | happen once a year; okay? The oversight needs to | 20 | was transformational for me. And we did it. And it |
| 21 | happen all the time. Whether it's an elementary | 21 | didn't take six months to do. |
| 22 | school in Albuquerque Public Schools, or a charter | 22 | But I'm going to say you're going to have |
| 23 | that happens to be -- even in the Northeast Heights, | 23 | to put a priority on that, to go and do a retreat |
| 24 | who cares? You got to have oversight and | 24 | between some of the tribal members, some of the |
| 25 | accountability. | 25 | staff, and your board, and go through and figure out |


|  | 198 |  | 200 |
| :---: | :---: | :---: | :---: |
| 1 | what you're about. | 1 | three-year renewal, there's a moment of |
| 2 | And I'm supportive of a short term to turn | 2 | reconciliation as a group of people. And, |
| 3 | this around. If you can't get coherent, if you | 3 | hopefully, the doors will open bidirectionally, both |
| 4 | can't -- then that's -- I'm sad about that. I would | 4 | ways, that we're working together in unison to come |
| 5 | be really excited if you could come back to us the | 5 | up with a plan that Commissioner Clahchischilliage |
| 6 | next time you're reporting to us and have a -- a | 6 | said so eloquently earlier. |
| 7 | plan that you can articulate without stumbling | 7 | So any other comments before we -- |
| 8 | around, articulate a plan, and you're heading in | 8 | Commissioner Gipson. |
| 9 | that direction. If you can do that, I will be | 9 | COMMISSIONER GIPSON: So -- and I support |
| 10 | thrilled. So that's all I wanted to stay. | 10 | all that you said. I'm not a fan of three-year |
| 11 | I do hope and pray that you guys can make | 11 | contracts. I'm not going to get into that. But I |
| 12 | this school what it should be, but it's going to | 12 | know that the alternative would not be good. |
| 13 | take the adults in the room to turn it around. | 13 | So I will support a three-year contract, |
| 14 | THE CHAIR: Thank you, Commissioner | 14 | you know. But I think the statement of where -- we |
| 15 | Ingham. | 15 | do have to take into consideration where students |
| 16 | Seeing no other hands, I'm just going to | 16 | would go. And it takes -- you know, it's -- I think |
| 17 | share that I think that we see that this is a -- | 17 | someone said there's options. Well, there isn't. |
| 18 | this is -- we're thinking a lot about this vote. | 18 | It's a plural -- it's not a plural. It's a |
| 19 | We're thinking a lot about, to Commissioner | 19 | singular. |
| 20 | Carrillo's point, the five- to eight-year-olds, the | 20 | There's only one option, really. And I |
| 21 | teenagers in your school -- I don't want to leave | 21 | don't think taking students and putting them into |
| 22 | your teenagers behind that shined today -- the | 22 | mediocrity again helps those students and supports |
| 23 | community at large, and what this school -- when | 23 | those students in a thoughtful and mindful way. |
| 24 | this school was at its best, what that means for the | 24 | So it's a best practice on us. Where |
| 25 | community. | 25 | would these students go if they didn't have you? |
|  | 199 |  | 201 |
| 1 | And, you know, for me, Commissioner | 1 | And choice is gone. |
| 2 | Carrillo, I think the -- I hear what you're saying. | 2 | And it is parents' choices for their |
| 3 | I don't disagree with what you shared. I may | 3 | children to go to. They do -- I also think |
| 4 | disagree with your vote, based on what my vote will | 4 | sometimes parents don't fully understand the full |
| 5 | be. But what I do feel like, there is some nuance | 5 | scope of, you know, what a school is supposed to be |
| 6 | here that I feel important to share, that there is | 6 | helping children with. |
| 7 | an idea -- there is community support. And then | 7 | But that being said, I will fully support |
| 8 | something that's very different for me is tribal | 8 | this at this moment in time. |
| 9 | sovereignty, the support from the tribe that says | 9 | THE CHAIR: Thank you. |
| 10 | this school is supporting our inherent future around | 10 | Commissioner Carrillo, briefly. |
| 11 | language and culture revitalization. | 11 | COMMISSIONER CARRILLO: May not be brief. |
| 12 | And that is such a difference for me than | 12 | THE CHAIR: Just, I was hoping. |
| 13 | somebody supporting a school or not. And I feel | 13 | COMMISSIONER CARRILLO: I have a question |
| 14 | like this is something that I just wanted to nuance | 14 | for Vice Chair Burt. |
| 15 | and put on the record. That's the reason I'm going | 15 | So I'm looking at this, the language of |
| 16 | to vote yes for this. | 16 | your motion. And I don't see it. So I'm wondering |
| 17 | And I hope this is an opportunity -- some | 17 | if I'm missing something, and that's the requirement |
| 18 | said fire, said get fire in the belly going. I | 18 | for annual review. Is that in your motion? |
| 19 | think we just need to amp it up. And it does | 19 | VICE CHAIR BURT: So this is more than an |
| 20 | take -- I think this could be an opportunity. | 20 | annual review. There's -- I'm not making it to |
| 21 | I think there are so many people who have | 21 | where it's, like, they have to come back -- I think |
| 22 | cared about this school for such a long time. I | 22 | it's going to be more than every summer for this |
| 23 | know that's the case. And now is an opportunity to | 23 | school. Like, the first deadline is March 1st. And |
| 24 | hopefully -- this is the moment of reconciliation. | 24 | then I think -- then we have contract negotiation |
| 25 | If the votes happen and you have a | 25 | work to be in here as well. Part of it will be |


|  | 202 |  | 204 |
| :---: | :---: | :---: | :---: |
| 1 | taken by contract negotiation. Then -- then it's | 1 | That's not it. It's the way time is used. |
| 2 | annual report. | 2 | And the time before 3:00 is all academic. And the |
| 3 | COMMISSIONER CARRILLO: Okay. Because I | 3 | time after 3:00, because the kids are making this |
| 4 | was thinking of an amendment for some kind of annual | 4 | commitment, is all arts, music, all of that stuff. |
| 5 | review to come to us. But I'm looking at that | 5 | And, granted, they do have a really |
| 6 | March 1st thing and some of the others, and -- | 6 | wealthy foundation to be able to support all of |
| 7 | VICE CHAIR BURT: I think all this will be | 7 | this, I believe it's the State's responsibility to |
| 8 | added to their annual report as well. | 8 | really support schools in meeting the requirements |
| 9 | COMMISSIONER CARRILLO: Yeah. Okay. | 9 | of Yazzie-Martinez on maybe the academic side, but |
| 10 | Thank you. | 10 | also in meeting the Yazzie-Martinez on the cultural |
| 11 | THE CHAIR: Great. Are we ready to do a | 11 | side by providing extra funds so that schools such |
| 12 | roll-call vote? | 12 | as yours or Walatowa, or any other that is so |
| 13 | Vice Chair Burt. | 13 | culturally based, has all this dedicated time and |
| 14 | VICE CHAIR BURT: I'm not. I was ready | 14 | resources to support it; so really focusing on both. |
| 15 | the whole time. All right. | 15 | And I don't know. I just -- I feel like |
| 16 | Commissioner Carrillo. | 16 | that is a way to address some of the inequities that |
| 17 | COMMISSIONER CARRILLO: No. | 17 | we face, and also really nurture whether it's art or |
| 18 | VICE CHAIR BURT: Commissioner -- or -- | 18 | culture or something else. And it needs to be a PED |
| 19 | Chair Brauer. | 19 | and State responsibility. It can't fall on a small |
| 20 | THE CHAIR: Yes. | 20 | school such as yourselves. I mean, let's face it. |
| 21 | VICE CHAIR BURT: Commissioner Gipson. | 21 | None of the pueblos are rolling around in cash. |
| 22 | COMMISSIONER GIPSON: Yes. | 22 | Well, maybe the ones with big casinos are. |
| 23 | VICE CHAIR BURT: Commissioner | 23 | But, yeah, they're not. So it's the |
| 24 | Clahchischilliage. | 24 | State's responsibility morally, I think, to support |
| 25 | COMMISSIONER CLAHCHISCHILLIAGE: Yes. | 25 | the culture and the academics. That's all. |
|  | 203 |  | 205 |
| 1 | VICE CHAIR BURT: Commissioner Beck. | 1 | THE CHAIR: Thank you. |
| 2 | COMMISSIONER BECK: Yes. | 2 | Congratulations. We look forward to |
| 3 | VICE CHAIR BURT: Commissioner Manis. | 3 | working with you, and that is it for us. It's 6:02. |
| 4 | COMMISSIONER MANIS: A reluctant yes. | 4 | I'll see you tomorrow morning at 5:30 a.m. No. At |
| 5 | VICE CHAIR BURT: Commissioner Ingham. | 5 | 8:00 tomorrow morning. We are going to recess. |
| 6 | COMMISSIONER INGHAM: Yes, hopefully. | 6 | (Proceedings in recess at 6:02 p.m.) |
| 7 | VICE CHAIR BURT: Commissioner Taylor. | 7 |  |
| 8 | COMMISSIONER TAYLOR: No. | 8 |  |
| 9 | VICE CHAIR BURT: And Vice Chair Burt, | 9 |  |
| 10 | yes. | 10 |  |
| 11 | So that passes, seven-to-two. | 11 |  |
| 12 | THE CHAIR: Congratulations. Thank you so | 12 |  |
| 13 | much for joining us for the long haul today. | 13 |  |
| 14 | Commissioner Carrillo, I think you wanted | 14 |  |
| 15 | to say something, if you still felt moved. | 15 |  |
| 16 | COMMISSIONER CARRILLO: You know, I do. | 16 |  |
| 17 | Because this is a challenge in the state. And one | 17 |  |
| 18 | of the models that I look to sometimes, especially | 18 |  |
| 19 | when people are -- when schools want to do | 19 |  |
| 20 | something, especially that might be either cultural, | 20 |  |
| 21 | or artistic or something -- and I use NMSA -- and I | 21 |  |
| 22 | don't want you to think because it's New Mexico | 22 |  |
| 23 | School for the Arts and it's in Santa Fe, it's like, | 23 |  |
| 24 | "Oh, they can do anything. They have more money | 24 |  |
| 25 | than God." | 25 |  |



BEFORE THE PUBLIC EDUCATION COMMISSION
STATE OF NEW MEXICO

REPORTER'S CERTIFICATE
I, Cynthia C. Chapman, RMR, CCR \#219, Certified Court Reporter in the State of New Mexico, do hereby certify that the foregoing pages constitute a true transcript of proceedings had before the said NEW MEXICO PUBLIC EDUCATION COMMISSION, held in the State of New Mexico, in the matter therein stated.

In testimony whereof, I have hereunto set my hand on January 2, 2024.

## Oynthen Chaprnen

Cynthia C. Chapman, $\overline{R M R} \bar{C} \bar{R} R$
New Mexico Certified Reporter \#219
BEAN \& ASSOCIATES, INC.
201 Third Street, NW, Suite 1630
Albuquerque, New Mexico 87102 License Expires: 12/31/2024

BEFORE THE PUBLIC EDUCATION COMMISSION
STATE OF NEW MEXICO

REPORTER'S CERTIFICATE
I, Cynthia C. Chapman, RMR, CCR \#219, Certified Court Reporter in the State of New Mexico, do hereby certify that the foregoing pages constitute a true transcript of proceedings had before the said NEW MEXICO PUBLIC EDUCATION COMMISSION, held in the State of New Mexico, in the matter therein stated.

In testimony whereof, I have hereunto set my hand on January 2, 2024.

## Oynthen Chaprnen

Cynthia C. Chapman, $\overline{R M R} \bar{C} \bar{R} R$
New Mexico Certified Reporter \#219
BEAN \& ASSOCIATES, INC.
201 Third Street, NW, Suite 1630
Albuquerque, New Mexico 87102 License Expires: 12/31/2024

| A |
| :--- |
| A-B-Cs 165:23 |
| A-d-a 57:4 |
| A-r-c-h-u-l-e-t-a 37:14 |
| A-r-l-a-n 36:11 |
| a.m 205:4 |
| abhorrent 126:10 |

abhorrent 126:10
ability $142: 10$
able 5:5,16 8:8 29:15,15 31:1 32:3 33:16 34:3,3 52:2 53:23 54:7,11 55:9,11,17,21 59:2 66:15 67:11 68:16,23 75:12 78:3,15 80:10 92:7 122:2 145:1 154:19 159:17 161:18 162:19 162:20,21 169:16 174:11 187:1 189:13 196:11 204:6
abounds 65:23
absolutely 44:23 72:1 123:16 187:10
abysmally $72: 2$
academic 20:15 25:15 32:21 60:25 66:17 94:17 111:3 133:19 165:19 177:5 183:11,13 196:8 196:11 204:2,9
academically $18: 8$ 118:16 119:22 120:7,10,12 148:25 191:7
academics 22:19 46:13 48:25 85:10 101:8 118:21 123:23 193:4 204:25
Accelerated 48:3
accept 7:12
accepted 5:7 20:3 184:5
accommodate 51:22
accomplishment 145:10
accountability 25:20 134:2 195:25
accountable 22:15 161:4
accounting 70:12 77:6 110:9
accurate 14:9
achieve 49:10 93:8 150:18 183:5
achievement 133:19
acknowledge 10:1 50:12 82:12
acknowledged 73:5
acknowledging 52:19
acronyms 132:23,24
Act 21:14 63:1 184:1
action 7:18 20:18 22:10 132:13
182:25 183:12 184:7,21 185:13
actions 22:8 184:14
activates 96:15
activities 17:10 53:14
activity 17:8 151:17
actual 97:22,23 194:1
Ada 46:22 50:12,15,17 53:21
55:25 56:10 57:4,4
adapt 103:5
add 6:12 9:18 28:13 56:22
145:20 147:1 155:16 159:1,23
added 52:21 159:5 202:8
addendum 157:15
addition 20:7
additional 4:18 5:5 6:13,22 8:14 8:20 22:3,14 78:11 79:11
Additionally 66:9
address 28:21 33:17 78:21 79:3 105:21 113:8,10,16,21 132:12 147:8 204:16
addressed 7:22 20:19 21:7,9,21
73:8 76:21,25 77:9,14,18 79:1,5
79:9,18 82:23 85:2 132:7,8
133:1 134:16,16 141:4 183:23
addressing 10:8 73:20 81:13,23
adequate 183:7 184:2,11
adequately $33: 16$
adhere 161:12
adjustment 78:8
adjustments 51:16
administration 33:22 70:5 183:3
administrative 70:9,15,23
administratively 130:5
administrator 2:16,18 16:3
36:20,22 71:9 125:15 133:12,17 172:20 179:23 180:8 184:2 194:23
administrators 30:9 70:16 148:9 190:23
ado 45:4
adult 22:7,8 88:17 97:16 121:21
adult-to-student 120:5
adults 16:10,21 17:3,6,7 56:9
83:5 88:11,12 105:12 198:13
advance 108:4
advantage 49:21
advice 171:9
advisory 27:21
Affairs 137:25 138:5
affiliated 36:17
afford 97:5
after-school 147:1
afternoon 4:2 14:4 29:5 36:15
37:22,25 43:19 45:14 47:3 50:8
50:11,17 57:7 58:8 61:14,16 89:1 90:5 106:4 160:7
agenda 28:12,13 29:14 34:18
42:25 68:3 109:3,24
agendas 108:4
aghast 75:7
ago 26:24 68:10 70:18 112:7
125:3 134:17 181:23
agree 71:23 106:13 120:13 135:6 142:22
agreeable 123:15,16
agricultural 66:11
ahead 7:19 11:4 37:11 55:19
59:19 64:14 91:13 113:16
179:10
AIAI 152:2
aim 23:20
aims 18:7
airport 69:18
Alamos 87:7,22 93:23 101:21
Alan 2:3 29:19 178:19
alarming 112:2
Albuquerque 1:22 69:17 153:4,5
153:7 195:22 206:20
Alfred 137:21
align 13:22 32:1,3
aligned 66:18
alive 165:7,11
Allegiance 44:8
allow 191:20 196:25
allowed 10:12 104:8 155:4
allowing 37:7
allows 49:13
alluded 150:11
alternative 200:12
alumni 46:22
Amen 45:1
amendment 202:4
Americans 96:16 114:25
amount 77:13 138:14 191:20
amounts 12:15
amp 199:19
Amplify 147:3
analogies 191:19
analysis 6:24 10:13 23:16,16
analyze 145:23
analyzing 24:10 146:2
and/or 21:10 83:17 171:1 180:2
Anecdotally 152:1
anecdotes 86:25 92:22 93:10
Annotated 20:14
annual 184:17 201:18,20 202:2,4 202:8
answer 28:23 81:10 143:4 151:11
169:18 171:17 174:11
answered 111:23 132:17 133:1
141:9 149:20
answering 82:1 $144: 17$
anybody 159:7 177:2
anymore 115:22 131:8, 11 151:24
Anyway 39:15
apart 154:15
Apodaca 1:12
apologies 141:9 187:3
apologize 5:3 12:24 13:25 43:1
app 144:13
Apparently 112:5
appeal 129:18
appear 78:7 197:8
appears 5:12
Appell 46:18 49:2,3 87:2,3
102:13,14 141:23 143:22,22 145:8
Appell's 145:20
appendix 20:21 21:1
applaud 82:24 86:20
applic- 10:16
applicant $8: 7$ 73:16
applicants 7:23 8:7
application 5:6,7,10,11,22,25 6:1 6:2,6 7:7 9:13 10:9,9,12,17,23 22:2,6 23:10 25:11 29:20 73:9
73:13,17 74:6,11,14,22,25
79:20 85:3 86:22 87:18 88:2
97:20 170:23,25 172:1,5,13 182:15
applications 5:12,13,16 9:19
applied 14:11 49:17
apply 58:20 121:24 138:13
appointment 65:18
appreciate 36:13 37:15 61:15
64:19 68:6,18 69:25 70:2 72:24
82:11 86:19 88:9 105:13 106:15 122:17 136:13 150:12,15

158:24 179:12 182:3 186:24
appreciated 68:7,9 171:10
appreciation 149:25
appreciative 171:3
approach 56:19 141:11
approaches 56:11
appropriate 24:22 141:15 176:24 191:7
approval 64:5,24 110:24
approve 150:21 182:15
approved 14:18 62:10,25 123:4
141:21 182:23,23
approximately $62: 3$
April 100:8 157:8
arc 104:5
Archuleta 36:15 37:10,13,14,14
70:16 87:6 106:7 112:5,9 113:6
129:19 172:4,8
area 73:20 126:15 167:8,9 176:1
areas 32:15 48:17 51:1 53:17
73:14,20 77:17 102:21 146:5
160:8 166:1
argue 73:1
Arlan 35:6 36:5,11
arms 53:7
Arrow 66:24 67:4 124:21 125:4 129:15 134:15
Arsenio 133:24
art 50:9 152:3 204:17
articulate 198:7,8
artistic 203:21
arts 49:3 87:3 102:14 203:23
204:4
artwork 16:12
ashamed 126:12
aside 84:25
asked 5:3 23:19 76:24 78:14 82:5 82:7 85:20 113:8 120:18 131:13 132:7 139:12,13,14 141:6 168:21 171:15 172:15
asking 9:11 15:18 83:8 91:3
142:7 149:12 154:22 193:17
asks 23:10
aspect 57:16
aspects 50:21
assessed 47:10,13
assessment 21:13 47:8 71:20
100:8 119:6 170:6
assessments 47:14 79:25 97:21

98:21,23 102:17 119:4
assist 59:18 164:5 183:4
Assistance 2:13,16
assistant 48:23
assisting 58:14 60:12
Associates 1:20 206:19
assume 113:15
assure 64:4
athletics 191:23
atmosphere 16:11
attached 130:5
ATTACHMENT 3:12
attempt 129:1,21,24
attend 35:13 93:3,4 117:11,12 155:5
attendance 11:16,20 12:4,12 13:20 14:25 78:6
attended 63:11 168:5
Attendees 3:13
attending 26:16 64:8
attention 77:3 78:18 115:24 131:5
attorney 100:18 123:13 182:2
attribute 49:7
audience 26:13 29:6
audit 20:2,4,6 21:19 24:9 25:7 32:14,15 33:13,14 64:2,7 112:11 184:10 193:20
audits 24:11,12 32:22 33:7
184:12
August 45:17 109:10 151:13
172:10
auspices 148:16
authenticity 149:24
authorities 31:19
authorization 26:9 31:9,22
authorized 15:2 30:17
authorizer 15:6 21:11 22:16 131:8,11,19 157:1,3 173:25,25
authorizers 15:7 28:18
Authorizing 2:18
autonomy 130:4
available 171:5
average 22:20 23:8 80:3,21 81:12
aware 148:18
awesome 65:5

## B

b 143:10 170:25 183:17
back 7:10 8:19 10:15 14:13,24
26:25 30:18 39:4,7 41:12 52:10
53:16 55:9,19 56:7 64:25 65:4,8
65:11 69:7,15,17 73:12 74:16
74:19 75:10,13,17 87:21,23
93:12 95:19,23 106:6 109:18
110:5 112:17 113:17 115:4
116:8 120:19 122:7 127:7,12
131:12 137:14,16,20 138:3
152:25 153:7 156:25 158:23
172:9 182:5,8 189:7 192:3
194:6 195:8 198:5 201:21
backing 134:2
bad 39:21 187:18 188:20
Baines 69:7 91:14,15 92:5 104:12 146:25,25
bait 135:4
ball 192:18,22
bamboo 149:8,8
bang 71:4
banging 135:25
bank 110:13 189:20
bar 98:4,6 105:12 119:2 143:2 186:16,17
Barbara 62:14,21
Barnes 2:22,23 28:22 100:19
barrel 150:5
BARs 110:14
based 21:22 33:5 148:2,2 178:16 178:17 181:8,9 194:15 199:4 204:13
baseline 182:19
bases 32:23
basic 189:12
basis 127:15, 16
basketball 59:25 60:2 84:14
88:19 152:6
batting 191:16
Bean 1:20 206:19
bear 182:13
bearing 122:18
beat 69:16,18
beautiful 17:13 40:6,7 95:11
beauty $54: 10$
Beck 2:4 68:5,6 69:25 70:20 71:6 71:7,25 73:22 76:16 101:9 160:4 203:1,2
becoming 17:21 129:12,13
began 70:22 129:19
begging 64:23
beginning 47:17 48:12 71:10 73:9 78:18 92:6 96:8 142:13 169:21 172:19 183:11 184:6
behalf 29:10 33:24 35:15 38:1
behavior 84:13
believe 26:8 27:15 28:1 31:25
46:21 58:4 59:22 61:5 82:9
86:2 87:14 88:14,16,16 95:21
97:15 101:6 103:8,9 107:24
113:25 131:6,8,9 132:16 137:17
143:13 146:24 150:2,23 157:8
165:20 166:7,8 168:7 173:15
189:9 191:6 204:7
believes 25:20
belly 199:18
belongs 137:9
benefit 82:8 91:18
Benny 27:25 28:1 62:13,16
Bernadette 46:16 47:3,4 49:5,21 59:13 72:14 74:24 75:2 78:20 81:7,9 143:8 145:15,19 154:10 159:1,3 171:23
Bernalillo 163:17
best 10:21 32:21 38:4 39:19 131:20 142:5,6,9 148:14 162:22 184:4 185:23 198:24 200:24
better 83:10 94:21 95:19,23
97:16 114:11 122:10,11 135:8 151:8 190:22 193:15 196:21
beyond 8:14 67:10,12 70:24
BIA 138:25 139:24,25 140:5,9,13 140:16,20
bias 82:12
bidirectionally 200:3
BIE 139:23
big 96:23,24 98:2,4 147:25 148:10,11 153:12 155:11 159:22 176:25 204:22
biggest 114:9 145:21 175:8
bilingual 66:6 91:21 96:12
bilingualism 96:15
binder 109:25
bird's 135:18
bit 27:16 29:10 41:13 57:11,11 73:19 76:6 79:23 81:16 118:22 151:12 158:6 165:21 170:12 176:10
bits 172:16
blah 9:21,21,21,21,21 144:19,19 144:20
blame 133:7
blaming 167:2
blank 170:1
blend 51:19 53:23
blending 51:19 54:14
blessed 58:13 143:7
block 92:7
blunt 123:19
blurriness 166:23
board 19:11,16,18,21 20:8 21:19
29:25 30:8 32:13 33:6,11,21
34:4 38:18 45:22 60:19 61:21
63:8,10,11,14,17,20,24 64:2,6
67:20 78:4 90:7 94:13 102:9,11
105:20,23,25 106:16 107:13,15
107:24,25 108:1,17,21,25 109:2
109:11,15 110:3,11 111:4,17
112:17,18 113:20 114:11,15,17
119:22 120:20 121:7,18 126:13
126:16 128:10 130:19 131:9
133:13 134:6 145:17 146:1,11
146:16 148:3,3,9 151:10 152:13
153:13 160:21,22,23 161:8,10
161:17 162:8 163:17,17 164:13
170:11 180:18,22,22,23,24
183:3,7,25 186:9 192:24,25
193:5,6,7 197:25
boards 31:14 170:14 194:18
body 19:17 20:5 52:17,21 53:8
54:7 173:19
bolo 59:14
bombing 41:4
book 100:17 177:16,18,19,20,21
books 113:1
born 50:18
bottom 90:4
bounds $84: 13$
boy $11: 8$ 84:1 $134: 4$
boys $43: 11,16$ 45:11, 12 60:3
brain 52:25 96:16
brand 107:4
Brauer 2:3 6:20 8:16 11:7 14:4
27:19 43:10 45:15 61:14 64:12 64:23 65:15 136:18 185:2
186:19 187:8 192:6 194:10
202:19
bread 17:10,12 42:1
bread-making 53:12
break 4:3 41:25 177:16 181:15 182:7
breakfast 16:2
breakout 46:11
Brian 49:2,3 84:9 87:2,3 89:10 102:13,13 141:23,23 143:20,22 143:22 145:8,13
bridge 86:15
bridged 119:5
brief 65:9 201:11
briefly 59:16 201:10
Brigette 2:11 15:11 171:5
bring 4:9 7:2 46:4,4 59:16 94:1 103:15 126:15 130:7 146:18 154:20 156:19 160:9
bringing 89:22 122:23 145:22 155:2 185:21 186:6 194:19
brings 121:8
broader 49:13
brother 27:25 62:14
brought 4:8 46:6,6 52:5 79:12 89:20 124:5 130:18 131:5 135:7 147:7 158:13
Brown 2:16 27:3 42:16 59:8 65:15 66:24 67:2,18 170:22 171:22
bubble 187:24
buck 71:4
budget 110:7,8,11
build 70:23 86:14 138:11 152:19 164:19 175:6 177:5
building 1:12 14:16 58:24 84:23 125:19 143:7 150:1 174:16 189:21
built 17:11 49:20 66:10 137:10
bullet 132:12
bulleted 19:9 31:4 33:5
bullying 17:16,18 51:5
buoying 89:17
Bureau 137:24 138:5 155:21
Bureau/Division 29:8
burning 99:16
Burt 2:3 65:1 72:18 88:6,7,24 90:10,24 91:10,25 92:21 93:16 93:17 95:4 101:15 103:9 104:14 105:23 106:15 107:8 110:6,22 111:1,21 113:24 114:7 116:20 117:23 121:6 122:17,21 124:5

124:13 181:18 182:11,11,12 184:25 185:1 187:8 189:1 195:18 201:14,19 202:7,13,14 202:18,21,23 203:1,3,5,7,9,9
bury 169:24
bus 69:12
buses 4:8
business 50:14 110:10 121:12
169:10 175:14
button 59:6
bylaws 19:23,25 108:12,24 113:1

## C

c 1:16,20 2:1 3:1,4 44:16,23 45:6 45:6,7 143:10 183:24 206:8,18
C-r-e-e-1 61:19
cacique 35:6 51:20 52:18
cafeteria 15:25 16:2,13 158:14 158:15 159:20
call 39:5 71:19 89:16 127:12 158:18
called 25:13 87:23 109:15 112:7 112:7
calling 134:8 154:22,22
calls 109:12
campus 42:4
cannery 159:6,13
canning 159:10,13
cap 14:19,20
capacity 38:17 39:25 70:23 73:3
79:21 83:5,21 87:25
care 56:3 108:19 175:24
cared 118:20 199:22
career 36:18 65:24 117:12
career-prepared 176:21
career-ready 32:8
cares 195:24
caring 159:18
Carlos 72:5 100:15
Carolina 94:15 130:9
carries 46:22
Carrillo 2:4 5:18,19 7:6,19,20 88:6 122:19,20 123:18 128:2,6 129:3 130:23,25 132:3,22 135:5 135:22 150:11 181:11,12,14,20 181:24 182:4 187:5,6 193:16 194:3,9 199:2 201:10,11,13 202:3,9,16,17 203:14,16
Carrillo's 198:20
carry 41:7 65:24 66:19 71:2 carrying 39:18
case 11:21 32:25 46:15 61:16
76:12 165:16 199:23
cash 204:21
casinos 204:22
casually $16: 9$
catch 124:15 195:12
catch-up 129:1
categories 160:18
category 25:13 160:19
Catholic 41:12 58:3 62:1,15 cause 5:9 11:11 171:19 179:21
causing 187:20
CC 1:25
CCR 1:20 206:8
celebrate 89:23
cell 41:7
center 115:24 123:21
centered 66:18
central 70:6 141:17
ceremony $40: 8,10$
certain 18:13 59:24 113:9 191:20
certainly 15:7 28:10 88:8 125:19
136:11 179:19
CERTIFICATE 3:11 206:7 certification 91:21 189:19
Certified 206:8,19
certify 206:10
cetera 53:12 89:24
Chair 2:3,3 4:1 5:1,18 6:17,19
7:3 8:12,16 11:1,6 13:4,11,18 14:4 26:12 27:4,18 28:17 34:12 36:3,8,13 37:10,15 38:8 42:10 42:19 55:24 57:2,10 61:14 65:1 65:6,10 66:22 67:1,16,21 68:1 72:18,18 85:22 88:5,5,7,24 90:10,24 91:10,25 92:21 93:17 95:4 101:15 103:9 104:14 105:23 106:15 107:8 110:6,22 111:1,21 113:24 114:7 116:20 117:23 121:6 122:17,19,20 136:18,19 140:3,24 148:21 156:12 157:12 159:25 160:3 167:22,25 168:11,20 169:4 171:15 173:11 181:11,14,18,22 182:2,6,10,11,12 184:23,25 185:1,2 186:18,25 187:8 189:1 192:6 193:25 194:6,9 195:18

197:3 198:14 201:9,12,14,19
202:7,11,13,14,18,19,20,21,23
203:1,3,5,7,9,9,12 205:1
Chairman 43:9 64:11
chairperson 61:21
chairs 85:10
chalkboard 144:9
challenge 9:2 133:4 203:17
challenged 17:1
challenges 107:14
challenging 104:1 124:23 134:23 135:2
chance 4:20 40:14 42:13,22 56:6 128:14 136:5 149:13 168:22
change 10:2 19:19 31:23 70:12
81:15 82:9 103:5 119:7,7 145:1
145:3 153:16 190:6 192:23
197:6
changed 5:12,13,16 14:20 18:18 108:12
changes 6:24 76:3,4,4 98:21
changing $8: 10$
Chapman 1:20 206:8,18
chapter 146:14
charge 51:17 196:5,7
chart 47:16
charter 1:10,16 2:10,12,14,17
3:3,4 4:6 11:14 13:8 14:11 15:5
18:2,10 19:14,17,20 20:23 21:8
22:5,18 25:21,25 26:16 27:20
28:3 29:7,18 30:14,16,18,21
31:8,11,12,16 35:8,16,25 36:17
36:18,25 37:5 43:21 48:14,16
49:4 50:10 54:11 58:4 61:17,22
62:7,9,9,10,12,23,24,25 63:1,4
63:7,22 64:5,18 65:25 66:4,15
66:16 67:5 77:21 87:21 112:13
129:5,7,20 131:25 137:14,17,19 155:7 157:3 165:2 166:21
171:13,21 172:5,13 174:25
180:14 182:16 183:10 187:12
193:21 195:22 196:14
chartered 112:13 131:4
chartering 31:19
charters 93:24 126:8,14 134:1
charts 146:3
chat 65:18
Chavez 2:9 8:12,16 11:3,6 13:4,7
13:13,19 26:12 27:6,15,18 29:7

30:17 38:14 41:22 61:25 78:23 check 105:8 110:13
checklist 9:20 20:11, 12,16 26:3 78:19 182:22
Cheryl 15:11 76:3
Cheryl's 171:3
chief 35:6 36:7,8,13 52:18
child 16:19 41:14 45:24 53:6 162:23,25
children 35:12,18 39:15,22 42:7 43:13 45:18 52:1 53:25 54:17 56:6,8 57:19 59:21 60:15 73:5 83:19 124:20 162:19,20,21 163:6,7,8 168:14 170:5 188:18 201:3,6
chime 74:9
choice 51:2,3 56:5 201:1
choices 201:2
choir 166:13
chooses 39:12
choosing 118:7
chose 106:25
Christine 69:7 91:14,15 92:14,20 94:24 104:12 146:25,25
Chromebook 84:11
circle 195:8
CKLA 147:3
Clahchischilliage 2:5 160:4,6,7
162:10 200:5 202:24,25
Clahchischilliage's 178:6
claim 62:22
clamoring 118:14
clarification 9:11 10:4 151:7 179:24
clarify $149: 2$
clarifying 194:7
clarity 164:4,4 178:7,10
class 44:16 120:18 163:3,12
classes 59:5 106:4 108:18
classroom 16:16,18,19 17:9
48:23 58:1 115:25 144:1 190:24
classrooms 16:24 48:21
cleaned 109:17
clear 5:9 7:6,9 10:10,20 161:14 177:11,12 179:4 180:4
cleared 10:7
clearly 10:18 61:7 133:6 176:9 188:2 192:17
Cleveland 68:8

Cliff 43:9 45:12 60:16,24 61:4 64:21 69:6 70:14 71:23 74:3 77:5,19 78:17 79:15 81:5 83:22 83:25 85:5 87:4 88:23 89:1
90:17 91:9,13 92:3 93:3 94:12 100:2 115:9 123:16 127:8 128:5 128:19,20 130:6 133:9 135:3,6 141:22 143:20 145:10,12 148:11,22 152:1 153:23 158:1,4 167:23 171:2
clip 59:4
clock 43:12
close 127:23 130:13 135:11
142:24 148:13 150:7 164:7
182:8 188:14 196:18
closing 61:10,23 127:23
closure 27:13 28:20
club 39:6
coach 46:18 59:25 191:22
coaches 92:5
coaching 60:3
Cochiti 163:2,12 165:8
coherent 197:9,17 198:3
cohesive 197:9,11,17
coincidentally 94:14
collaboration 58:20
collaborative 66:17
college 32:7 54:23 117:11 125:17
147:12 176:20 189:15,17,23
colleges 55:8
collegial 101:4
collegially 90:9
Colorado 62:18
Columbo 136:17
column 12:13 47:19
columns 47:20 48:5
combination 46:12
combining 117:4
Combs 130:9
come 6:3,3,12 34:22,25 36:14
39:1 40:14 43:17 46:4 59:12 60:16 61:9 65:8,11 69:11 75:17
82:25 83:11 84:9 85:7 86:25
87:20 88:10 95:19,22 100:12
106:11 112:21 113:2 116:1
118:8,25 128:8,10 129:18
130:12 132:11 136:25 137:18
143:5 149:7 150:22 155:8,9
157:5 174:3,20 176:13 180:3

182:5,7 186:9 190:18 192:2 195:15 198:5 200:4 201:21 202:5
comes 7:1 14:9 60:6 72:13 97:3 100:13 130:19 141:25 143:8 192:14 194:13
comfortable 51:13
coming 7:22 71:3 72:23 82:19 84:13 86:12 87:11 89:4 100:8 103:22 105:19 129:9 133:3 164:8 173:24 185:19
commend 90:6 127:22
comment 4:17 26:18 34:15,19,24 42:13,18,20,22 46:11 65:8,12 65:14,17,18,21 71:8 74:24 196:24
comments 3:7,8 4:16 34:24 35:4 50:22 55:20 132:14 136:15 187:4,7 200:7
Commission 1:1 4:2 11:1 14:5 15:4 25:20 26:5 29:5,20,21 30:3 30:15 31:6,21 33:4,19 45:14 61:15 63:7,22 64:9,12 75:6 76:24 123:12 141:2 142:21 150:21 153:24 169:20 171:12 175:9 182:15 187:4 189:10 190:4,12 206:1,12
Commissioner 5:1,2,18,19 6:16 6:17,19 7:6,19,20 10:1 13:21 45:15 64:23 65:15 68:5,6 69:25 70:20 71:6,7,25 72:19,21 73:22 74:9 76:15,16 77:7,19,25 78:24 79:16 81:6,10 82:11 83:22,24 84:22 85:7,18 86:19 88:5,6 93:16 97:4 100:19 101:9,19 122:19,20 123:18 128:2,6 129:3 129:21 130:23,25 131:13 132:3 132:6,22 135:5,16,22 136:20 139:22,25 140:15,23,24,25 143:16 144:22 147:5 148:20,22 150:11,14 152:12 153:15 156:12,14 157:11,12,17 158:3 158:24 159:2 160:1,3,4,6,7 162:10 167:22,24,25 168:3 169:17 177:14 178:6 179:11 180:12 181:2,10,11,12,14,20,24 182:4,11 184:22 187:5,6 193:14 193:16,25 194:3,9 197:3,4 198:14,19 199:1 200:5,8,9

201:10,11,13 202:3,9,16,17,18
202:21,22,23,25 203:1,2,3,4,5,6 203:7,8,14,16
Commissioner's 181:17
Commissioners 2:2 7:24 8:17,22 9:24 11:7 13:25 24:16 26:13 27:19 38:14 40:17 65:10,16 68:2 71:15 75:14 76:9 77:11 79:11 127:22 134:25 136:14 149:12 178:19 191:6
commit 72:20
commitment 18:7 179:9 204:4 committed 17:25 91:23
committee 27:21 184:11
committees 20:6 21:19 25:7 64:8 85:9
committing 104:7,9
common 58:23
communally-driven 51:25
communicate 30:5
communicated 24:20 163:18,19
communicating 61:6 161:9 173:5
communication 58:20 175:2
communion 154:17
communities 52:7 54:12 154:14 175:16
community $11: 8$ 15:21 17:22
18:4,5 29:6 34:17 38:7 42:5
49:15 50:13 52:16 54:3,20
55:10,15 56:14,14 57:16 62:5
66:20 68:12,18 72:25 88:10
89:21,23 95:13,17,20,22 118:5
121:12 152:15 154:13,25 159:9
161:1,5,7,11 162:16,17 163:15
163:19 176:19 185:4,7,11
186:20 187:9 195:19,19 198:23 198:25 199:7
community-based 18:2
commute 69:8
compared 47:17 172:20
compassion 53:4
competencies 189:13
complain 41:15
complete 20:11 75:4 168:7
182:22
completed 19:21 47:15
completing 19:12
completion 184:18
compliance 20:13,25 32:19 33:12

107:19 110:3 111:24
compliant 183:25 184:10
component 24:10 141:18 159:5
165:19
comprehension 49:11
comprehensive 183:15
concept 142:19
concern 5:4,14,20 8:23 10:22 73:8 76:21 77:3 79:17 82:16 93:19 94:2,4,8 97:2 103:10,21 103:25 105:6,6 136:24 147:25 148:10,11,12 184:18
concerned 10:5 15:16,17 24:7
32:16 82:21 98:20 105:25 132:15 188:24 195:17
concerning 5:8 71:15 73:15
concerns 6:15,21 7:4 9:24 21:10
32:12 73:2,7 76:23 77:8,14
79:11 81:12 106:13 132:5
183:23
concluding 60:19
concrete 147:16
condemning 190:14
condition 19:7 20:1,10 26:8 41:16
conditions 18:20 19:2,9 24:15,23 64:13,13,15 123:13 182:17 185:25
conducted 15:9 16:16
conference 68:10
conferences 194:16
confess 75:23
confidence 105:15 192:21 195:4 196:2
confirm 30:3 75:17 184:17
conformance 184:5
conforms 184:3
confused 140:16
Congrats 88:20
Congratulations 203:12 205:2
connecting 18:5
connection 33:8 42:1 159:21
177:7
consensus 113:3
consider 35:18 86:11 173:22 188:15,17 190:12
consideration 87:19 200:15
considered 6:1,5 8:5 19:3 73:16 98:18 182:19
consistency 26:6
consistent 18:12 19:24 25:24
168:8 186:4
consistently 15:1 19:10
constantly 5:22 98:15
constitute 206:10
construction 189:19
consultation 3:6 4:14 25:18
26:15 27:7,8 28:14 29:24 30:7
31:14 34:4 170:24 183:17,20,22
consultations 192:9
consulted 183:19
contemplating 27:12 28:19
Contemporary 152:3
continue $35: 25,25$ 48:1,9 50:3,3
57:18 66:15 86:17 98:22 103:7
103:24 137:3 190:6
continued 51:6
continues 48:15 82:16
continuing 50:1
continuously 19:15
contract 21:24 22:1 23:13 172:12
182:20 200:13 201:24 202:1
contracts 191:24 200:11
control 20:8 21:18 53:1 175:24
175:25 176:2 184:11
controls 20:2 25:6
conversation 17:2 28:6,9 29:18
30:1 80:10 148:17
conversations 93:12 142:1
143:11 170:24
convey 52:8
cooked 54:4
coordinate 49:19
coordinated 166:18
coordinating 106:17
coordinator 47:5 81:8 143:8,18
copy $11: 19$ 12:2 $153: 23$
core 56:19
Corina 2:9 8:16 11:6 13:7,13,19
27:18 29:7,17 30:2 46:9 78:19
149:16 171:5,6
correct 12:16,17 77:12 129:6
170:18 183:12 184:7
corrected 8:19 12:15 14:9 184:19
Corrective 20:18 132:13 182:25
correctly 71:18 108:6
corrupted 75:12
costs 70:15 71:5
council 29:13 30:20 31:7,13 33:9 34:7 38:21,22,24,25 60:19 131:24 139:2,19 170:9 174:18 179:22
councilman 39:24 42:6,10 51:21
counsel 2:21 28:24 112:10,16 136:3,8 156:22 157:4
counseling 67:12
counselor 115:4
country 46:18 51:18
county 126:9, 12 159:6
couple 8:22 26:24 29:14 44:8
93:9 114:12 116:5 144:24 148:4 151:18 154:21 156:18 168:6,24 171:24
course 21:24 44:7,23 95:8 171:5 185:15
court 1:21 35:3 84:14 206:9
Covey 85:8 130:15 141:10
COVID 72:11 115:20
cracking 115:23
cracks 151:23
crazy 40:21,22,24 41:4
create 104:16 114:10
created 52:21 80:3 90:7 151:16
creates 26:10
creating 31:25 110:23,23
creation 183:4
creative 69:22 70:25
creativity 58:21
creator 52:19
credit 169:5,5,11,11
Creel 60:18 61:12,18 64:21 67:20
68:9 90:6 94:13 105:21,22
107:7,23 110:8,25 111:4 112:4
114:3, 12 115:13 117:21 120:11
122:5 131:1 137:6 139:24 140:2
140:5,18 152:11,13 155:17
156:24 158:5 160:2 162:9
168:19 169:2 171:17 180:6,21
181:5 186:23
crisis 41:1
critical 32:20 58:20
cross 46:18
cross-country 152:7
crossed 27:23
crystal-clear 7:25
CSD 22:9 123:2 132:13 170:24
CTE 20:25
cultural 18:1 50:21 56:24 66:10
82:12 118:2 123:21 125:21
164:25 203:20 204:10
cultural-based 56:12,18
culturally $51: 3$ 54:3 56:11,13 95:9 116:25 118:16 120:9 123:24 124:1 178:2,3 189:17 196:6 204:13
culture 17:5 46:13,23 48:25
50:23 51:9 52:7,11 53:23 54:14
54:17,18 55:18 56:21 58:24
89:18 95:10 101:8 117:2,5,9
155:25 156:2 158:21 165:5,6,10 177:17,21,22 178:3,3 186:12 199:11 204:18,25
culture-based 30:24 31:3
cultures 165:7
curious 16:7 123:10 127:3 128:3 128:6 134:24 146:1
current 19:3 47:7
currently 13:13
curriculum 32:3 49:8 50:2 53:18 66:6,9,19 97:22,24 98:12 99:10 100:13 143:25 144:13, 19 147:3 155:23 183:21
curriculums 49:19
Cursing 84:5
cursive 165:24
customarily 92:8
cut 93:6 135:4
cutting 187:3
cycle 5:11 26:4 71:19
Cynthia 1:20 206:8,18

## D

d 3:1,1 26:17 184:5, 15
D-a-v-i-d 38:12
dance 53:14 57:24
DASH 21:13 25:6
data 9:2 10:2 18:25 19:2,4,5,8
22:10 23:17 68:17 72:2,13 79:8
93:1,2 102:21,25 104:17,18,25
111:2,3,6,14,20 142:9 145:16
146:2 179:3 182:18
data-driven 102:15
date 5:25 6:1 8:4 10:10 113:9,14
dated 77:10
daughter 69:12
David 38:11,11 67:20 138:22

DAVIS 2:18
day 6:13 7:7 13:1 16:15 17:4,8,14 35:13 37:9 40:11,12 41:7 42:3 46:20 53:20 54:6 75:5 76:1 84:10 89:3 90:3 98:11,11 154:4
days 45:17 74:23 113:10 185:20
deadline 5:22 6:10,10 8:11 74:21 76:11,11 201:23
deal 153:13 174:17
dealing 33:6
dealt 36:16
dearest 175:18
December 1:11 63:23 89:22
112:21 114:4,17 139:5,6 156:25
decide 53:8 123:12 174:24
decided 131:20,25
deciding 45:18
decision 8:1 18:14,23 176:6 178:16,20,20 180:19
decisions 41:10
dedicated 204:13
deeply $185: 8$
deficiences 78:4
deficiencies 41:13 110:20 113:3 114:25
deficiency 24:13
deficient 146:4 157:9 167:8,8
deficits 15:18
define 143:24
definitely 7:21 32:24 107:11 134:19
degree 55:3 95:18
degrees 55:4
deliver 161:19
delivered 98:12
delivering 75:24
delve 102:18 103:5
demographic 116:22 144:21
demonstrate 25:13
demonstrated 25:12
demonstrates 183:10
Demonstrating 25:9
denial 191:7
deny 190:2
department 3:5 29:11 30:4,5,12 30:25 33:1,8,17,25 114:13 138:6 139:10 175:22 177:9 183:19,23 193:8
depends 66:20
depth 49:13 143:12
Deputy 2:11
derelict 133:6
described 87:17 148:23
description 9:9 39:21
deserve 98:5,6 105:11,12 122:10 122:10
designation 22:21 191:9
designed 20:12
desire 34:10 99:16 164:4
desires 95:17
detail 77:4 141:19
details 28:11
DeVargas 2:23
develop 66:17 163:15
developed 91:7 106:3
developing 18:4 45:24 66:11
development 62:16 88:25 90:11
91:5,11 92:1,2 98:14 106:1,2,10
106:21,23 124:14 132:16 133:2 179:4 190:19
develops 161:23,25
diagramming 144:10
dichotomy 118:17
die 191:10
Diego 1:16 3:4 4:6,23 11:4,7 14:6 16:7 18:3,20 19:12,15 20:2,10 20:24 21:9 22:19 23:2 28:2,7 30:14, 19 31:8,23 33:3 35:7,16 35:25 36:19,24 43:20 47:7 48:14,16 49:4 50:19 61:22 62:8 62:24 65:22,25 66:3,4,16 67:6 67:15 87:11 104:24 105:22 112:12 128:24 129:4,7 168:5 182:15
difference 98:4 143:17 199:12
differences 125:21 127:25
different 6:8 15:8 31:19 51:24
54:12 64:12 88:3 89:16 96:19
99:17 106:25 107:7 121:8
132:18 144:16 148:1 155:23
158:13 164:22 166:13,14 172:8
172:18,20,21 175:10,16 187:15 191:5 196:15 199:8
differentiate 49:24 144:1
differently 27:7 166:19 176:8
difficult 8:25 96:5 103:18 104:3
104:4 167:14 186:22
difficulties 59:9
diligently 150:22
dinner 127:11
direct 13:5 34:3 70:7,11 144:8
direction 161:21 198:9
directly 30:10 33:12 34:4
director 2:9,11 8:12,16 11:3,6
13:4,7,13,19 26:12,23 27:6,15
27:18 38:14 61:25 62:16
disagree 199:3,4
disappointed 94:20
disbursements 110:12
discontinuing 32:23
discovered 12:25
discuss 89:8,13 90:3 152:13
discussed 26:5 152:15,17
discussing 176:7 187:2 194:1,3,4
dismiss 64:24
disrespectful 160:11
district 14:12 23:1,4,7 31:9 63:4 77:21 78:2 112:10,12,14 113:19 118:11 126:5 128:8,23 129:13 131:3,8,16 133:14 157:1,2 173:25 180:1,2,10,11,12 181:17 187:12,19,20,25
districts 30:4 129:23 133:25
134:4 190:5
disturbing 137:12
diverse 143:25
Division 2:10,12,15,17 11:14
13:9 18:10 21:8 25:21 26:1 29:18 171:13 175:1 177:17,22 177:23
document 74:18 75:7 76:5
documents 11:22 75:10 157:13
doing 44:4 72:21 83:2 84:6 85:12
91:16,17,19 93:25 97:1 98:21
98:22 99:1,2 104:19,22 124:2,3
125:2,3,10,11 130:22 134:7
135:12 146:2 166:9, 10 174:7
176:24 178:1,2 188:19 191:13
193:10,12 196:14
Domingo 163:2,6 165:9
Dominic 57:6,7,10,14 59:18,20
140:10
Dominick 46:25
Don 1:12
door 152:16,16 158:8
doors 130:13 135:12 200:3
double 9:6 121:2
doubled 22:22
doubt 22:20
dozen 46:7
Dr 2:11 66:24 67:3,4 74:13,17
111:22 125:5 129:11 134:16, 19
137:16 171:4 172:4,11 195:11
draconian 8:6
dreams 41:19,19,20 96:23,24
dress 40:7
drill 191:12 194:17
drilling 194:24
drive 11:23,25 13:14 102:22 104:13 153:6,7
drives 69:8
drop 110:4
dropped 35:1 109:1 192:18
drumming 53:15
dual 96:17
due 7:8 9:14 20:1 60:12 169:5,11 192:16
duties 63:16 70:22
duty 133:7
dwelling 69:18
dwindled 130:11
dying 118:8
dynamic 108:17 125:10

## E

E 2:1, $13: 1,1,1$
e-mailed 28:10 172:25
e-mailing 74:13
e-mails 30:2 113:17,19,20 172:23 172:24
E-Occupancy 174:16
E.B 130:9
earlier 25:5 70:17 82:22 83:25
96:11 129:11 157:7 172:22
187:7 200:6
early 55:12 79:9 87:21 96:13
152:25
earth 46:20 53:6 125:6
EAs 17:21
easier 163:21 165:17,18
easily 196:18
East 40:25
easy 51:15 65:21 142:7 178:23
eating 16:1
echo 5:20 6:15,21 141:1 145:12
Ed 17:20 58:11, 12
editing 75:20
education 1:1,12 3:5 15:4 18:4 21:14 26:20,23 29:11,21 30:2,4 30:12,15 31:3,6,21 32:1 33:2,3 33:9,17,25 37:1 51:2 52:24 53:5 56:11 60:13 78:1 86:4 95:10 100:3 117:2,5 118:18 120:17 121:9 139:10 155:21 169:9 175:22,24 176:3 177:9 182:14 183:19,23 189:23 206:1,12
educational 25:17 32:21 62:3 78:9 98:24 141:8,18,20 143:19 147:24 183:15
educator 175:15
educators 121:7
effect 158:16
effective 20:14 58:17 85:14 130:16 144:20 146:23 183:7 190:24,25
effectively 37:2 49:20
effort 63:3
efforts 83:6
eight 17:17 47:23 48:8 92:6
149:10 188:8,8
eight-minute 144:5
eight-to-one 48:18 49:22
eight-twelve 124:24
eight-year-olds 189:8 190:12
192:3 195:8 198:20
eighth 47:10,12 96:4 154:6
eighth-graders 72:8
either 34:17 144:18 193:7 203:20
ELA 23:9 84:2 87:7 93:7 141:24
ELAs 89:11
elders 192:17
elected 31:15 139:20
element 89:3 177:4
elementary 32:9 66:5 86:4 89:7
100:21 105:10 130:9 195:21
elements 191:5
eleven 188:9
ellipsis 119:10,11,15
eloquently 200:6
embarrassing 126:17
embraced 51:9
emergency 118:2,3,4 185:13
emotional 68:14,14
emotions 53:1
emphasis 90:14 93:19
emphasize 66:3 155:25 156:1
employee 186:11
empowering 170:7
empty $75: 7$
en 11:8
enacted 62:2,11
encourage 50:20 56:1 142:5
150:20
encourages 18:3
encouraging 170:7
engage 32:1 106:12 107:1,3 181:4
engaged 17:8 34:3 180:4,6
engagement $33: 10,20$ 56:14
engages 54:3
engaging 16:15,20 60:10
English 16:14 53:16 55:12,14
59:6,20 66:7 81:20 82:2,14 87:3
91:25 96:10 98:13,16 102:14
125:20
enjoy 90:6
enjoyed 54:4
enjoying 60:22
enrolled 61:20
enrollment 11:17 12:20 13:21
130:11 153:25
ensure 20:12 21:18 117:10
176:18 183:6,18
entire 18:4
entirety 76:19
entities 164:24
entity 164:25 165:1
entrepreneur 50:14
environment 51:6
equitable 66:6
equity 26:7
equity/identity $25: 17$
equivalent 170:1
era 142:17
Española 72:5 127:9
especially 32:20 93:24 174:25
185:19 192:13 194:15 203:18 203:20
ESQ 2:22
essential 58:24
establishing 154:8
esteem 171:14
et 53:12 89:24
ethos 188:16
evaluate 181:8
evaluation 3:5 4:12 11:5 14:6
18:17 21:4 180:2,3,7,19 181:4 184:2,3
evaluator 160:13
evening 69:13
evenings 69:20
everybody 7:23 40:20 42:7 55:5 60:16 123:9 130:18 151:2 192:17
Everybody's 104:18,19
everyday 57:16
everyone's 78:22 166:11
evolution 128:7,15
exactly 46:2 96:19 112:6 186:9 193:3
exam 84:2
examining 192:11 193:4
example 11:19 47:20 48:6 53:11 59:24 60:9 95:9
examples 52:10 53:22
exceed 23:21 127:17
exceeded 23:23,25 24:2,4
excel 117:16 163:8 165:21
excelled 86:7
excellence 121:22
excellent 92:13,14 143:7
excelling 96:15 191:4
exception 19:19 63:12 123:7
excited 198:5
excuse 110:1 146:13 173:8
excused 39:1
excuses 172:2
executed 75:24
executive 180:24
exempted 19:14
exhibits 47:16
exist 30:19,21 126:6
existence 133:5 192:5,7
existing 126:7
exists 70:24 125:19,19 188:13
expect 15:22 24:22 34:8 96:10
expectancy 142:18
expectation 77:12 79:12 90:19
125:13
expectations 104:25
expected 169:21
expecting 17:9 149:20
experience 103:14 173:13 194:25
experienced 17:16 173:1
experiences 166:4
experimental 53:11
expertise 185:22,22
Expires 206:21
explain 59:16,19 68:11 141:10
explained 97:19
explaining 159:4
express 105:14
extension 136:23
extent 194:24
extra 98:1 121:16 204:11
eye $135: 17,18$
eye-opening 116:7

## F

F 136:21
face 188:18 196:6 204:17,20
face-to-face 9:16
Facebook 151:16 152:9,19 153:22 154:11
faced 155:1
facilitator 197:18
fact 10:12 12:5,6,19 46:15 62:24 86:25 149:13
factor 71:5
factors 18:13
faculty 45:16 56:20 66:14 84:7
88:3 89:2 101:4 130:17 148:9 181:6
fail 190:6
failed 20:3 142:25 150:8 189:10
fails 124:19
fair 148:12 169:1,2
fairly $101: 4$
fall 14:13 204:19
false 118:17
familiar 51:12 54:7 141:12 144:6 169:19
families 2:10,12,15,17 26:15 117:7 189:21 190:9
family 45:23 58:22 108:20 162:24
fan 39:6 191:3 200:10
fantastic 192:10
far 4:11 21:2,2,4 95:3 110:19 111:14 142:20 146:2 151:3 152:20 154:10,14 156:9 172:1 180:9
farm 159:12
farm-to-table 157:23 159:4
farmer 175:14
farming 159:23
fast 106:8
fault 63:8 140:15,16
favor 10:6 35:9
Fe 1:13 2:24 126:13 203:23
federal 32:18 155:22 156:2
feedback 8:23 9:23 22:14 25:24
190:25
feeder 67:8 117:15 154:3
feel 13:3 34:21 48:11 53:3 83:20
94:10,20 95:2,5 99:8 100:23,25
105:2 118:19,22 122:6 132:25
134:20 135:14 143:16 146:13
160:12 176:8 185:17,19 199:5,6
199:13 204:15
feeling 132:9 134:21
feels 106:25
feet 149:10
Felipe 163:11 165:8
fell 151:22
fellow 52:19 58:11
Fellows 17:20
Fellowship 58:12
felt 16:14 51:4 110:2 129:25
134:15,17,19 203:15
field 5:16 57:25 74:5
fieldwork 143:12
fiestas 40:17
fifth 47:21 96:14 115:20 124:9 189:4
fifth-grade 48:21 92:12
fifth-grader 120:22
figuratively $145: 14$
figure 107:9 167:15 197:25
figured 82:20
figures 12:3
figuring 59:10
filed 128:25 140:13
files 75:12
fill 88:3
filled 73:14
final 4:25 6:25 18:16 20:21 25:2
finally $44: 14$ 136:2
finance 20:6 21:19 25:7 32:20
64:7 68:21 114:13,14,20 184:10
finances 24:7 64:1 70:13 76:14

76:16,17,21 122:13 157:6
financial 20:15 24:8, 15 25:16 32:22 33:7,13 73:23 74:7 77:8,8 193:23
financially 193:24
find 21:10 109:20 196:21
finding 34:13
findings 20:2,5 32:15 33:6,13, 14 64:3 193:21
fine 100:2 142:14 178:25
finest 149:14
finger 40:4
finger-pointed 127:20
finish 38:20
finished 114:5
fire 17:11 97:11 99:8 100:12 134:13,13,14,15,17,19 199:18 199:18
first 5:4 12:21 14:11 15:3 21:22
22:3 27:21 28:2,3,12 30:16,18 36:9 37:19,23 38:8,13 43:22 44:2 45:16 46:17 47:19,20 49:6 55:13 62:9,23,25 70:22 72:23 73:8 74:5,11,12 76:2 86:10 87:5 87:15 88:19 92:23 94:15 95:1 100:22 111:10 122:25 127:17 127:19,23 128:3,10,15 129:17 131:7 145:8,13,21 146:9 154:17 160:16,19 168:12 169:4 181:13 184:17 201:23
first-124:10
first-grade 85:25
fiscal 19:20 20:4 70:4 184:6,8
fish 135:4
fit 166:5 167:17
Fitzgerald 46:19 50:6,9 52:13 56:10 152:4
five 13:17 17:17 19:16,23 47:22 63:22 80:15,24 92:5 95:8 107:16 108:12,13,17 110:5 114:1 123:9 135:8 137:4 142:20 149:21 178:25 182:5 188:7 191:3 196:16,16
five- 189:8 190:12 192:3 195:8 198:20
five-minute 65:7 181:15 182:6 fix 75:9
fixed 158:19
flag 44:17,21,24
flags 32:16 43:23
flippant 169:7
floor 27:5,17 28:25 43:8 60:23
61:1
Florida 108:18,20
fluently 53:13
focus 17:15 61:1,2 66:11 88:12
88:18 121:14 189:17
focused 78:18 121:10
focuses 48:25
focusing 72:10 80:9 204:14
folks 105:16 127:12
follow 12:2 19:18 30:8 99:12 156:2
followed 30:1 46:17 108:2 109:3
following 182:17
font 21:6
food 53:9 54:6 158:13,22 165:10
foods 54:8,8
for-profit 150:17
foregoing 206:10
forget 119:8
forgetting 132:20
form 180:14
formal 28:5 29:23,24 30:6 33:7
34:1 52:14 168:16
former 16:17 46:18
forth 53:17 74:16 93:13 113:18
forward 9:17 34:10 41:21 50:1 63:6 64:5,14 85:2 105:19 194:20 205:2
found 9:12 21:8 22:12 25:6 70:21 70:25 75:11 85:10 112:23 120:14 130:19 173:4
foundation 85:15 86:2,15 186:14 196:8,11 204:6
founder 194:22
Founding 62:12
four 12:9,19,23 24:4,12 45:17
69:2 76:23 87:13 96:6 128:25
191:22,23 193:20
fourth 96:14 115:20
fourth- 92:12
fourth-grade 195:13
frame 142:10
framework 24:19,21,24 101:6 184:16
frameworks 58:18
Franklin 85:8
frankly 94:20
free 34:21
frequently 141:24
Friday 26:25 89:1 90:5 93:5 106:4
Fridays 132:18 193:19
friends 175:18 177:17
front 34:22 43:13 44:15 84:1
158:7
fruition 106:11 152:19
fruits 85:17 178:23
frustration 84:6 150:9
fry 17:10 41:25
frying 17:12
fulfill 63:16 161:3
full $51: 1167: 6,1478: 981: 3$
130:20 168:14,14 201:4
fully $10: 1$ 30:23 31:24 32:10 33:2
48:20 59:21 80:20 82:12 97:19
132:17 201:4,7
function 37:2 89:15 135:21
144:14
functioning 114:11 166:12
funded 155:22
funding 31:5 64:1 131:17 133:2
funds 77:21 204:11
further 45:4 102:22 149:2
156:13 184:21
future 36:1 45:25 46:3 56:23
61:24 103:7 114:11 199:10
futurism 176:16
fuzzy 162:11,12 163:25
FYI 153:22

|  | G |
| :--- | :--- |
| G 3:1 |  |
| Gachupin 140:11 |  |
| gains 103:8 | $145: 9$ |

Gallup-McKinley 126:6,11
game 8:10 60:2 88:20 152:7
gaps $88: 4$
Garcia 46:16 47:3,4 81:7,9 86:6
145:19 154:10 159:1,3 171:20
171:23
garden 158:7,9, 13
Gaspar 1:12
gather 43:13
GC 178:25
gear 96:6
general 107:20 124:18 182:2 195:3 197:2
generally 20:3 107:11 184:5
generations 17:22 48:15 62:6
gentlemen 43:15
getting 5:22 60:13 71:4 80:23 85:16 92:24 96:24 98:9 99:15 101:22 102:4 124:25 140:21 146:1 148:13 154:25 155:13 158:1,18 179:2 186:1 191:22
gift 176:11,12,25 178:21 185:10
gifted 99:23,25 100:1,8 102:4
Gipson 2:5 5:1,2 6:16 10:1 72:19 72:21 74:9 76:15 77:7,19,25 78:24 79:16 81:6 82:11 83:24 84:22 85:19 86:19 97:4 101:19 129:21 131:13 132:6 136:20 139:22,25 140:15,23 179:11 180:12 181:2,10 184:22 193:11 193:14 200:8,9 202:21,22
Gipson's 169:17
girls 43:11,16 45:11,13
give 13:15 52:10,10 55:9 56:7 58:22 61:9,23 64:18 65:2 98:2
117:7 121:24 128:19 131:23
136:5 138:8,11,14 140:17
142:23 169:5,10,23 173:2
196:15,16
given 52:21,25 64:5 91:4,6,7
113:15 171:9 172:14
giver 52:20
gives 17:19 90:8 111:12 162:3
giving 34:9 84:4 91:6 100:17 138:2 150:10 166:2,3,4 168:1 186:20 194:5
glad 28:16 35:8 38:1 71:8 glasses 35:1
glean 21:23
go 4:16 7:19 11:3 14:2 15:16 30:10 35:20 37:10 40:3 41:17 54:24 55:19 57:25 59:18,19 61:5 64:14 85:20 89:2 91:2,13 93:21,22,23,25 94:7 95:18,22 96:1,23,25 106:4,22 108:19 110:12 120:3 121:18 122:4 128:16 131:12,24 138:3,12 139:1,11 145:4 150:21 152:16 153:2,6 155:4 158:10,22 159:7 159:10,17 161:18 165:9 174:14

179:10 197:23,25 200:16,25 201:3
goal 23:22 24:5 93:11 145:4
goals 23:12, 13, 18 142:1 150:18 183:6
God 203:25
goes 54:6 67:10 79:21 105:9
going 4:4,11,15 8:2 9:5 11:10 22:17 26:14 34:14 36:1 41:6 42:24 43:17 51:14 52:9 54:23 56:8 60:13 63:6 65:11 68:2,20 74:16 76:4 79:3,5 80:17 83:1,13 83:15 86:14,15 88:12,13,18 96:4,4 98:3,22 99:7,9,11 100:10 101:14 106:12,20 107:5,6,22 108:8 112:15 113:7 114:10 115:7,8,9 116:7,13 117:8,9,10 117:13 118:19 119:6 121:18,18 121:19,23 122:1,6 124:15 125:23 129:5 130:1,2,12,13 134:10 135:9 139:5,7 142:15 143:1,13,18 144:13 145:5 146:6 147:2,21,22 149:1,7,17 150:23 151:2 152:21 156:19 160:9,14 161:8,16,18,21,22 162:4,5,6 167:3 168:24 169:16 172:8 174:3,4,14 176:10 177:3,23 178:9,16,19 179:6,6,7,18,19 181:15 182:13 185:17,18,23 186:13,17 188:4,8,12 189:4 190:1,1,13 192:2 193:22,23 194:6,14,22 195:10,10,12 197:5 197:19,22,22 198:12,16 199:15 199:18 200:11 201:22 205:5
$\operatorname{good} 4: 1,3$ 6:14 11:8 14:4 17:2 29:5 33:15 36:15 37:22 39:21 43:19 45:11,14 47:3 50:8,17 51:19 53:22 54:15 57:7 58:8 60:11 61:14 90:22 93:22 103:11 107:12 108:2 118:22 127:5 136:18 142:1 160:6 168:15 174:1,7,8 177:16,20,24 178:7 189:5 190:16,17 200:12
Google 11:23 13:14
gosh 115:18 145:15
gotten 74:24
governance 25:16 33:12 179:22 governing 19:11,17,18 20:5,7 21:19 29:25 30:8 31:14 32:13

33:6,11,21 34:4 52:17 60:18
94:13 102:9,11 105:20 106:16 107:13,15,24 148:3,8 151:10
170:9 174:18 183:3,7,25
government 155:22 156:2
government-to-government 27:9
governments 51:20
governor 37:20,23 38:19,20 39:8
39:15,24 51:21 115:16 137:20 137:21 138:8,22 140:11
Governor's 29:23
governors 29:25 30:9 38:25
39:11,11 139:2,3,6,7,11,12,19
grab 93:25
grade 43:20,22,22 44:6,6 47:10 47:17,19,21,21,24 48:7,7 49:18 49:18 86:10 87:9,13,14 96:4,14 111:10,11 115:20,20 124:9,9
142:11 154:5,6 189:4 195:13
graders 72:8 99:3 163:4
grades 17:17 41:6 47:9,23
graduate 95:25 117:13
granddaughter 168:5
grandmother 176:11
Grandpa 39:6
granted 204:5
grants 32:18
grasping 52:23
grateful 185:2
great 8:18 27:4 37:9 40:2 42:19 45:1 49:5 61:4,8 68:1,19 71:11 93:21,21,24,25 103:22 118:6,11 123:7 130:19 134:2 145:9,16 147:4 159:25 168:13 171:9 173:18 187:24 188:19 189:16 202:11
greater 33:20
green 24:17
greenhouse 157:22 158:16,17
grew 51:4,5 80:2,19,24 158:22 176:1
grocery $154: 16$
group 17:15 41:23 200:2
groups 189:14
grow 56:6 80:7,22 86:17 97:10 101:8,25 102:1 149:8 158:20 159:11 169:15,16
growing 14:25 55:17 56:23

145:16 158:11
grows 149:8,11
growth 23:6,8,8,20 24:6 49:25
60:25 71:18 80:8,15 81:4 94:18
94:23 97:6,7,13 101:18,18,24
102:1 103:24 111:15,18,19
115:17 118:1 142:8 149:5,7
169:21 170:1 183:6,11,13
185:14 186:2
Guadalupe 40:12
guarantee 42:6
guess 38:5 62:6 77:3 82:15 87:18
90:11 91:2 93:18 95:4 120:20
144:22 145:2 164:24 165:17
179:24
guide 103:3 160:24
guided 160:25 161:1
guidelines 156:3 161:3
guides 102:18
guiding 141:16
guilty 135:17 148:12
Gulag 188:21
gung-ho 101:20
guy 129:17
guys $40: 12,14,16,20,2165: 576: 5$ 96:7 102:3 133:8,8,23 149:3 151:16 172:2 186:5 193:17 196:6 197:6 198:11

## H

Habits 58:17,19,22 85:13 118:25 130:16 141:12,14
half 46:7 68:10 69:19
halfway 91:16
hall 1:12 66:23
hammer 135:25
hand 6:18 34:21 42:17 66:25
82:17 206:15
handle 6:9
hands 39:17 67:22 173:4,5 198:16
hands-on 53:10 57:24
happen 32:25 71:12 100:16 124:16 128:9,10 138:18 166:16 173:8 175:9 191:1 192:16 193:19 195:20,21 196:1 199:25
happened 76:7 107:21 108:16 110:2 128:18 140:20 173:9 happening 86:10 95:7 102:7
happens 41:9 195:23
happiness 42:4
happy 37:24 54:2,9 75:4 83:4 102:3 134:5,5,6,8 142:14 189:18,21
hard 5:14 11:19 12:2 45:21 83:12 116:11,14 121:3 143:24 177:20 177:24 179:7,7 194:11,12
hard-copy 109:6
hardest 82:1 190:2
harsh 123:22 133:21 195:7
Harvard 96:2
hated 187:19
haul 203:13
head 8:17 16:3 35:6 36:20,22 46:18 52:25 64:24 65:7 125:14 127:13 133:11,17 134:18 135:25 145:14 151:9 160:21 179:23 184:2 191:22 193:8 194:23
headed 127:11 143:14 148:25
heading 198:8
healthy 176:22
hear 8:24 9:4,23 21:14 45:2,10 80:18 83:4 93:10,19 94:8 97:25 100:3 102:3 113:14 124:12 126:19 131:2 134:25 135:22 136:14 163:24 164:4,16 165:10 193:21 199:2
heard 51:5,16,20,20 70:18 75:5 77:1 78:8 90:14 95:16 113:25 125:14 149:14 156:6 161:15 166:9 172:2 177:1
hearing 4:5 28:11,13 37:25 42:21 44:25 68:15 83:3,14 163:24 166:2 169:8 178:13
hearings 1:10 3:3 136:1,2
heart 40:1 45:25 53:3 65:25 88:10
heart-warming 88:9
heartburn 11:11
hearts 46:11
heck 167:11
Heights 195:23
held 65:9 182:9 206:12
Hello 49:2 61:12 87:2
help 18:8 26:10 43:7 49:9 55:11 57:22 58:19 60:12 74:6 79:4 81:16 87:11 91:23 116:15,15

119:1 124:18 146:7 151:2 159:11 160:15 164:6 190:18 193:12 197:18
helped 28:3 59:3 74:14 120:15 175:15
helpful 116:19 171:4,8
helping 131:19 142:3 143:4 171:20 201:6
helps 49:10,23 200:22
hereunto 206:14
heritage 66:7
hesitation 44:14
hey 74:25 87:23 114:21 131:6
hi $28: 15$ 143:23
high 18:9 25:23 31:11 51:2 54:22 66:15 67:5,12 84:19 87:21
93:13 95:25 96:5 98:4,6 100:21
102:2 104:25 105:11,12 106:18
117:14 119:2 120:5 147:4
155:19 169:13 186:16 191:21
191:23
high-achieving 84:19
high-school 32:7
higher 60:13 143:13 169:14
highest 39:9,9,10 171:14
highlight 47:6 95:12
highlighted 98:14
Highly 58:17 85:14 130:16
highway 143:15
hire 140:17,20 183:2 190:17
hired 112:10 157:4 161:10
hiring 179:23 180:9,13 181:3
historical 82:18
history 76:6 105:18 126:24 127:9
129:16 176:14,15
hit 14:23
hold 59:9 133:25 171:13
holding 44:16
holds 72:25 147:3
holiday 89:24
home 94:15 153:7 159:15,21,22 159:23 165:9,15 175:19
home-cooked 16:1,2
homegrown 55:7,7,8
honest 15:15 167:6 177:3
honestly 73:2 79:19,22 120:5 149:20
honor 43:23 142:21 176:4 honorable 52:18
hoop 158:18
hope 4:2 66:15 71:3 72:13 117:23 135:24 146:12 147:8 173:11,12 174:22 198:11 199:17
hopefully 35:24 50:2 73:21 81:16 177:4 199:24 200:3 203:6
hopes 153:17
hoping 74:1 145:2 147:1 148:6 150:25 153:15 201:12
hormones 115:22
horses 197:6
HOSFORD 2:22
hosting 29:12
hot 173:13
hour 46:10 69:19,20 90:4
hours 19:12,22 39:20 108:4
114:14 147:1
house 137:9 138:11,15 158:18 165:11
housing 103:18 138:10
Hózho 134:18
Hózhó 125:15
huge 48:12 81:20,21,22 82:8,8
146:7 159:21 187:10,10
huh 128:16
Hunter 134:19
hurt 41:8
hurts 118:21

| I |
| :--- |
| Idalee 62:13,15 |
| idea 6:14 26:2 68:24 117:18 |
| 125:18 128:10 196:13 199:7 |
| ideas 115:11 152:23 197:1 |
| identification 183:14 |
| identified 10:18 56:2 82:22 90:13 |
| 182:24 |
| identify 80:20 90:8 144:18 |
| 184:19 |
| identifying 99:23 102:4 |
| identities 54:15 |
| identity 18:1 176:21 |
| ignorance 108:23 |
| ignorant 63:9 $64: 4$ |
| image 52:4 |
| imagine 188:7 |
| immediate 183:12 184:7,14 |
| impacted 69:23 |
| impart 94:19 |

imperative 150:18 151:1
implement 50:2 114:10 161:6,22 164:24,25 165:1 190:17
implementation 14:14 105:8
implements 162:7
importance 53:4,16,19 82:18
important 19:1 36:25 37:5 51:8 52:9 54:13,15,19 57:15,18 59:23 60:14 71:5 89:19 93:11 98:11 101:24 104:16 119:21 121:17 151:23 152:10 169:15 170:2,19 171:25 176:2,5 199:6
importantly 86:3
impressed 15:12 54:16 125:16,17
improve 22:8 101:1 115:11 143:19
improved 47:21,22,23 49:6 61:2 72:6 84:2,12 142:12 184:12
improvement 9:22 15:19 71:21
74:18 145:1 182:20 192:1
improvements 75:21
improving 49:12 91:23
inaudible 129:18
inch 149:9
include 182:24 184:9
included 20:16 185:24
including 26:15 120:7 183:14,20 184:1
inclusive 162:2
incomplete 22:4 75:1
incompleteness 79:20
incomprehensible 69:10 90:4
inconsistencies 104:2
inconsistency 32:12
incorporated 52:11
increase 177:6 191:8 193:22
increased 22:24 48:6,7,8 70:10
increases 48:1
incredible 185:6,10
incredibly 125:10
independent 112:9,16 131:24 144:4 156:22 157:4
Indian 21:14 137:25 138:5 155:21
indicate 128:13
indicated 24:8 179:17
indication 136:22
indicators 24:23
indigenous 27:11 176:16
individual 16:8 23:19 24:6 105:3
individualized 48:18
individually 105:14 178:1
individuals 54:16
inequities 204:16
infancy 86:3
inform 56:13
information 5:6,23 8:9,14,20
9:15 10:3,23 11:11 13:5 14:9
18:19 22:3,14 23:11,14 43:3
70:1 75:24 77:24 78:5 81:2
98:10 102:18 103:5 111:13,25
113:1 151:10 156:17 160:18
161:17,25 162:3 166:4 167:3
169:22 171:18,19,22 180:23
informational 49:11
informative 93:15
Ingham 2:6 13:21 100:19 168:3
197:3,4 198:15 203:5,6
inherent 199:10
initial 36:12
initially 30:20
initiative 151:22 153:18
initiatives 89:19 148:2
inkling 128:16
innocent 41:10
innovative $99: 16$
input 181:6,8
insinuate 7:14
insisted 152:4
inspired 134:12
installed 139:7
instance 80:14
instilling 56:19
instills 56:14
institutionalized 133:20
institutions 67:13
instruction 32:3 48:18 49:24
70:11 72:12 102:22 117:1,9
144:2,8
instructional 48:23 70:7 88:22
146:17
instructor 46:25 50:9 87:4,7
92:15 145:22
instructors 102:16 144:14
integrate 117:9
integrated 49:8
integrating 95:10
integration 17:5 30:23 32:4

66:10 116:25 117:1
intend 149:21
intended 127:10
intense 60:2 93:12
interacting 16:10,13,20
interdisciplinary 49:9
interest 154:23
interested 22:15 107:17 147:2
181:18
interesting 130:6
interim 97:21 98:21,22 127:13 127:15,16
Interior 138:6
internal 20:2,8 21:17 25:6 184:11 188:16
interventionists 124:14
interventions 48:4,10 124:12
interview 126:21
intimately 120:6
introduce 43:21
introduction 52:14
invest 125:23
investment 126:1
invited 174:4
involved 32:5 113:5 120:24,24 180:13 185:8
involvement 18:3 33:20
issue 81:17,22 82:20 88:17 97:17 106:6 109:13 179:1
issues 20:1,25 32:20 33:12 81:13 83:16 108:19 111:24 112:3 148:15,15 183:20
Istation 48:2,9
it'll 116:5 160:15 196:24
item 26:14 42:24,25 184:13,18 184:20
items 20:17 21:20 25:6 29:14 109:5 110:14 112:22 113:7,10 113:22,22 157:9 182:24 184:15 185:24

## J

J 2:4 36:12
January 139:8 156:20 206:15
jars 159:14
Jemez 14:7,12 15:2,14 20:17,23
21:3,21 23:2 24:9 25:3 26:24 29:10,22 31:20 33:1 34:16 35:7 36:7 37:20,23 38:15,19 40:11

40:17 42:5 48:17 50:18 56:5,19 56:23 57:8,17 61:20 62:3 64:25 66:4,5,13 112:10,11,17 113:19 128:11,13 129:3,9 131:3 132:12 133:6 137:7 140:9 154:4 157:1 159:7 161:5,7 164:23 165:7 175:12,19 178:3 180:11,11 182:25 183:18,18,22,22 188:1 188:18 195:16
Jensen 69:10
Jerry 1:12
job 1:25 10:21 39:20 45:11 56:9
94:21 97:9 135:12 165:16 174:8
jobs 71:2
John 46:19 50:6,8 52:10,13
55:19 56:10 152:3
join 34:13 168:14 170:22
joining 203:13
Joseph 137:21
joy $45: 1$
Jr 62:13
judging 165:6
judgment 168:8,8
judicious 132:10
Julia 2:22 181:13
July 69:14 70:22
jumbled 172:24
jump 149:19
June 20:11 64:16 127:10 129:9
151:19
just-right 46:12

## K

K 31:16 116:9 117:21 155:8, 19 155:20 163:3
K-i-r-a 58:9
K-through-8 14:18
K.T 2:6

K12 77:6 110:9,22
keep 5:14 9:1 103:19 111:6 132:23
keepers 176:19
keeping 21:25
Kelly 43:14,25 44:5 45:10 85:6 85:19,20,24,24
kept 108:6 109:20 152:20 153:9 154:12
Kevin 26:23 27:25 28:5,16 29:3 62:13 139:15
key 58:18 75:8 183:19
kick 96:5
kicking 130:17
kid 86:9 120:2
kidding 106:24
kids 16:20 17:1 37:2 38:1,6 39:4 40:6,7,23,23,24 41:1,2,5,10,18 41:18 42:1 55:17 82:8 86:7,16 88:11,15,16,16 89:10 90:18 92:18 95:18 96:14 97:13 98:5,6 100:5 101:22 105:11,12 109:18 115:22 117:18 118:3,19,23 119:19,25 120:4,6 122:10,23 124:15,25,25 126:6 130:10,20 149:25 153:3 154:9 165:22,23 188:5,6,21 189:15,18 190:9,9 192:13 195:15 196:5,8 204:3
kids' 49:16 93:5
killed 41:2
kind 68:11,23 70:3 78:10 88:2 89:16 90:23 128:13 131:21 137:12 143:12 144:4 151:21 154:18 162:11 163:25 169:6,23 179:17 185:22 202:4
kinder 43:22 85:25 86:10 93:23 96:4 99:3 188:6
kinder/first 44:5
kinder/first-grade 86:13
kindergarten 16:17,18 47:10
48:6,21 86:4
kindergartener 55:12
kinds 54:11
Kira 46:25 58:7,8,9 59:15 60:19 84:14
knew 11:21 16:6 119:15 127:20 163:8,14
knocking 196:6
know 5:8,24 7:13,17 8:12,17
10:14,14,16 11:12 13:24 15:7 15:18 17:17 25:20 27:22,25 28:5,7,22 30:3 32:19 35:13,14 35:19 36:5 38:4 39:8,17,21,23 40:5,16,21 41:1,1 42:4,6 43:5 44:1,10,25 46:1 54:21 55:6 56:8 57:11 59:13 61:5 62:8,17 64:3 64:14 67:7 70:11,12 73:3 76:22 77:2 78:12,13,14,22 79:3,4,16 79:17,19 80:6,16,19 81:1,14,16 82:6,16,17,24,25 83:17 84:24

84:25 85:1,4 86:5,23,24 87:1,25
88:15 92:23 93:9 94:6 97:4,8,15
97:25,25 98:8 102:5,6,10
103:12,14,16,16,17,18,21 104:1
105:1,3,16 106:22 107:4,11,12
108:14 109:18,21 110:13
111:17 112:24 113:12 114:8,21
115:5,23 116:3,18 117:18
118:10,24 119:8,24 120:1,2,8,9
120:11,12,21 121:5,10,13,17,23
121:25 122:1 123:22 124:4,7,8 124:22 125:21,24 126:1,14 128:4,23,24 132:5,19 133:3,12 133:23 134:6,24 135:14,23 136:16,25 137:7 138:7 139:20 140:18 141:17 142:5,15 143:7 144:23 146:12,17,19,20,22 147:6 148:13 149:1,4,8,16 150:16 151:8,24 153:24 154:11 155:1,4,12,14,14 156:4,5,9 159:9,11,14,18,20 161:21 162:5 162:6,22 163:22 164:20,20,21 165:23 166:8 167:2,7,10 168:9 169:6,17 170:3 171:7,7,7,13,19 171:21 172:11,19,22,25 173:3 173:13,14,24,25 174:17,19 175:5,14 178:11 179:2,5,24 180:10,17 182:4 185:5 186:1,9 186:11,12 187:12,13,14,22 188:1,10,24 189:1,13,15,16
190:1,3,15 191:10,18 192:2,4,6 192:25 194:11,13 195:6 196:21 199:1,23 200:12,14,16 201:5 203:16 204:15
knowing 126:13 129:8 163:15
knowledge 49:20 66:11 144:6
145:22
known 120:6
knows 133:15
Kristi 85:7

## L

L-o-r-e-t-t-0 58:10
La 126:25,25 127:1,2,6,13,21
136:2
lack 77:3 107:18,19,19 133:18
ladies 43:15
laid 23:13
land 27:11 192:14
lands 4:13 30:19,22 123:25 137:8 137:9
language 7:12 17:5 25:10 29:4 30:24 31:3 37:21 40:9 43:24 44:11 46:13,24,25 48:25 49:3 50:7,15 55:13 57:6,9,15,17 58:23 59:2,24 66:7 81:20,21,24 82:2,3,14 85:9 87:3 96:17 102:14 113:13 119:3 125:20 155:25 156:1,6,7,8,10 176:19 177:17,22,22 183:21 199:11 201:15
large 21:9 96:20 198:23
largely 75:7
larger 103:8 148:19,23
lastly $71: 8$
late 10:3 63:18 69:12
law 2:23 19:13 30:18 62:10 100:22
lawyer 113:4,13
lay 186:14
laying 186:6
lead 44:9 189:14
leader 26:20,20 47:1 58:16,18 59:3,5,22,22,25 60:11,22 85:8 88:22 89:4 94:15,24 118:24 130:7 143:1 146:18
leaders 22:13 25:22 45:24 52:19 56:23 130:20
leadership 4:14 20:7 29:2,12 30:6 33:21,25 34:5 36:6 44:1,4 44:19 56:15 58:15,24 59:19 60:14 61:6 85:10 93:21 97:12 101:7 104:3 106:16 130:18 168:15,16,16 175:11,12,19 176:8,13 177:8 183:18 185:7,8 190:7
leads 148:4
leaps 84:13
learn 51:10,15,22,23 53:25 54:7 56:21 57:18 58:19 90:18 95:13 95:18 104:20 119:9 125:22 173:17
learned 54:21 55:11,14 72:4 90:3 116:18 119:11 159:13 174:22
learner 82:15 127:13 151:9
learners 45:24 81:21 82:2 96:10 98:13,16 125:20
learning 18:5 22:15 48:3 49:18

53:11,24 56:22 72:10 73:6 82:3 89:9 90:15 92:1 100:13 115:12 121:4 132:19 144:16 173:12
lease 136:22,22,23 137:5,22 138:3,4,10,12,12,21,24 139:23 140:1,6,6,12
leases 138:20 140:21
leave 42:7 65:17 104:9,11 128:1 128:7 186:16 198:21
leaves 69:16 94:6
leaving 104:8 177:13
led 44:24
lede 169:24
left 21:2 46:21 65:18,23 69:14 103:24 109:9
legacy 56:4
legal 28:24
legally 183:25 184:10
legislatively 123:3 188:13
legislator 62:17
lesson 174:22
lessons 59:19 190:21,22
let's 6:11 45:10 65:6,13 84:15 90:21 93:22,23,25 94:1 95:23 99:16,16 122:7 167:9,9 182:6 188:18 196:6 204:20
LETRS 91:18
letter 68:22 73:19,24 75:18,19 76:18,20,23 77:9,9 79:7,9,10,13 82:23 83:7 85:3 113:11 139:14 141:6 157:14 174:12 179:16
letters 139:12
letting 154:25 155:13
level 23:15 32:7 47:17,19,24 87:9 87:12,13,14 91:15 101:18 119:4 120:23 124:10, 19,23 136:8 145:10 147:4,12 162:24 189:3 195:14
level-up 91:16
levels 143:25
leverage 149:5
liaison 2:19 74:13
License 206:21
Lieutenant 37:20,23 38:8,23
life 42:2 46:24 52:20 54:18 159:22
lifetime 38:21,21
lift 119:1
lifting 103:13
light 18:14 156:23 157:24
Limbs 52:21
limit 4:22 70:14 136:15
limited 156:17
limiting 71:5
line 110:14
linear 105:4
lines 162:11
linguistic 66:10
linguistically 116:25
List 3:13
listed 148:24
listened 163:5
listening 68:15 101:5 135:19 160:17,22,24 161:13,14 162:11 164:12 167:4
litany 178:13
Literacy 48:2
literally 145:14 173:7
little 27:16 29:10 39:4,6 41:13 44:14 57:11 68:14 73:19 74:1 76:6 79:23 81:15 94:20 102:25 107:2 115:22 118:22 151:12 154:14,14 158:6 159:24 160:10 172:15 176:10 179:24 182:13 187:21 188:6
live 39:3,25 52:16 54:18 61:20 69:7,24 138:14 176:15 191:10
lives 51:17 57:16
living 56:15
Lobo 55:5
local 23:1 56:13 175:25 176:2
locally 33:10
located 14:7 15:14
lock 150:4
long 5:21 36:1 39:18 52:20 82:18 108:23 116:13 133:5,19 134:11 149:17,21 182:13 190:15 192:5 192:7 199:22 203:13
longer 112:14 128:12 151:12
longitude 105:5
longitudinally 100:24
look 9:9 24:25 31:2 34:10 41:21 45:18,20 46:2 50:1 51:11 52:3 104:25 105:9,18,19 110:17 115:1 116:4 124:17,17 126:4,5 153:21 164:17 188:12 190:9, 11 191:5,12 193:1 203:18 205:2
looked 23:16 75:6 104:18 129:8

136:21
looking 11:13,15 12:13 13:22,24 19:5 21:1 46:2 80:4 84:24,25 88:3 102:20 104:18 113:1 119:23 125:5 137:2 160:14,16 160:19,20,22 161:23,24,25 164:3 167:13,13 170:3 189:24 193:5 201:15 202:5
looks 71:17 102:19 106:17 112:11 153:20 186:11
Loretto 47:1 58:8,9,9 59:15 60:7 138:19,23,23 140:7,8
Los 87:7,22 93:23 101:21 115:10 lose 122:8 153:10
lost 174:6,10
lot 17:14,19 18:10 23:14 32:17
40:1 44:25 46:1 50:22 55:10
71:4 77:17 78:13 81:13 82:3,9
82:12,13 84:4 91:18,22 94:8,10
95:12 96:11 97:20,25 101:2 105:14 107:18 117:3 118:18 121:21 123:25 141:4 153:3
154:14,16,24 159:9 163:2,3
164:15 165:2,20 167:1,11 170:8 174:2,8,13 175:23 178:17 179:5 185:19 186:15 191:19 197:15 198:18,19
lots 92:11 148:1
louder 40:4
love 17:14 27:16 53:3 54:5,5
65:21,22 68:7 80:10 118:18
121:6,7 195:18
loved 118:19 187:18
loving 53:7 68:12
low 16:21 68:24 72:2 93:13 96:3
97:3 104:6
low-hanging 178:23
low-performing 98:3
lower 96:10,12
lowest-performing 84:17
luck 127:5
lucky 39:13 48:22
Lucy 2:13 13:14, 16,24 15:10
Lunas 115:10
lunch 4:3 16:3 41:17 177:2 179:13
$\frac{\text { M }}{\frac{\text { M-a-r-g-i-e 61:19 }}{}}$

M-e-l-t-o-n 57:5
ma'am 186:25
Mabry 1:12
Madalena 37:19,19,22
madness 69:19
magic 46:21
magnet 129:24,24 130:3,13,23
131:2 132:1
main 143:17
maintain 20:6 130:3 158:9
maintained 16:24
maintaining 66:12
maintains 158:8
major 49:21
majority 113:22
making 53:11 64:15 80:15 87:16
88:2 106:18 146:3 159:21 172:2
181:18 186:7 189:20 193:9
201:20 204:3
males 39:12
man 52:20 59:13 190:13
manage 32:18 162:4,5,6 164:18
164:19,21,21
management 20:4 184:6,9 194:25
manager 110:10
managing 164:20
mandate 163:20
mandates 163:20
Manis 2:6 6:17,19 140:24,25 143:16 144:22 147:5 148:21,22 150:14 153:15 156:12,14 157:11,13,17 158:3,24 159:2 160:1 203:3,4
Manis's 177:14
mantra 193:18
MAPs 23:20 47:9 102:20 111:16 150:3
March 109:9 115:19 182:21 201:23 202:6
Margie 60:18 61:9,12,18 67:20 75:16,17,20 90:6 105:21,22 107:7,23 110:8,25 111:4 112:4 114:3, 12 115:13 117:21 120:11 122:5 131:1 137:6 139:24 140:2 140:5,18 152:11,12 155:17 156:24 158:5 159:4 160:2 162:9 168:19 169:2 171:17 180:6,21 181:5 186:23
mark 145:6
market 166:20
marketing 166:24
MARTICA 2:18
masa 17:12
masse 11:8
material 5:23 6:3,4,4,13,23 49:13
math $21: 1323: 3,9,20,2524: 1,3,5$
25:6 47:11,18 48:5,9 61:3 69:14
72:6,7 84:3 89:12 92:12 124:3
142:12 162:21 163:8 165:22
189:12
mathematics 92:9 93:7
MATHia 48:10
matter 28:7 56:12 158:2 187:18 206:13
matters 175:8,13,23 178:15
Matthews 113:5
$\boldsymbol{\operatorname { m a x }}$ 191:23
Mayhew 137:15
meal 16:1 54:4
mean 7:5 8:6 35:19 47:18 81:11 90:15 97:25 98:5,16,24 99:3 101:18 104:7 107:1,17 112:1 116:21 117:3 118:9 120:1 123:11 125:18 129:25 136:7 160:23 163:18 166:5 175:13
185:3 189:24 190:21 191:1
192:8,13 193:1 194:14 204:20
means 13:1 18:24 46:1 51:22 55:6 68:12,17 88:17 170:5 186:10 188:8,25 191:11 198:24
meant 46:23 169:7
measure 142:4 148:24
measured 142:8
mechanism 33:19
media 151:15 152:14 153:17
Mediation 2:23
mediocrity 200:22
Medrano 111:22 113:18 129:11
meet 20:3 23:21 24:22 62:3 89:13 139:13 152:7 194:20
meeting 13:2 24:5 25:11 29:13 34:7 38:24 73:9 79:12 89:2 90:21 93:15 100:25 108:5,11 109:11 110:11,21 111:6,17 114:16,17 120:20 126:16 131:10 132:8 139:9 151:5 154:16 156:16 180:22,24 193:5

193:6,7,16 204:8,10
meetings 90:1,19 93:4 109:16
114:13 170:22 179:3 181:25
184:1 190:20,20 193:18
meets 25:16
MELISSA 27:3
melons 158:13
Melton 46:22 50:12,15,17 53:21
55:25 57:4,5
member 2:4,4,5,5,6,6,7 34:17 38:21,22 50:13 61:20 66:14 121:13 129:12 155:5,15 160:21 160:23
members 14:5 15:23 19:11,16,21 19:24 26:13, 15 29:5,6 34:16 45:14 49:14 58:23 62:12 63:17 63:20,24 64:7 66:22 67:20 89:20,22 90:7 107:19 108:13,13 108:17,21 109:1,2 110:4 114:1 121:7 141:2 158:9 159:9 170:12 176:20 178:25 197:24
membership 32:13 94:18
memory 53:1
mention 156:21
mentioned 18:24 25:5 30:17 36:5 49:22 58:15 59:1 62:1 73:22 144:24 157:25
mentor 183:2
mentors 183:3
mercy 64:18
merge 31:15 59:2 131:2 137:16
merging 129:15 132:1
message 26:25 54:24 161:19
messages 28:10
met 12:11,21 23:24 64:15 83:25
93:5 109:2 113:6 114:8,15 128:3
Mexico 1:2,13,22 2:24 15:5
20:13 37:6 44:21,24 55:4 62:17 62:22,23,25 63:1 100:20 117:4
124:19 134:6 203:22 206:2,9, 12 206:13,19,20
mic 85:24
MICHAEL 2:7
microphone 34:22 57:11 140:4
middle 8:10 15:14 36:11 40:25
47:17 48:13 65:3,4 71:10 72:5 79:24,24 81:1 87:4,8,22 89:10 93:5,14 100:15,21 115:21

125:17 141:23 142:13 154:9 169:22
middle-of-year 47:14
middle-school 87:12
million 196:18
mind 21:25 34:25 35:2,2 36:4,9
37:17 38:9,10 53:8 57:3 88:13
92:25 141:14
mindful 200:23
Minns 92:10
minute 104:13 109:23 126:2
minutes 4:16,17 11:25 13:17 43:3 69:9 90:12 91:5,12 92:5,19
108:6 109:6,7,11,14 148:3,3 151:6,14 156:17 180:18
misconception 155:11
missed 143:6,6,20 157:18
missing 73:17 201:17
mission 17:24 46:3 50:19 58:3
62:1,15 197:19
mission-specific 23:11,13,18
Missouri 127:12
Missy 2:16 42:14,16 43:7 59:8
65:13,15 66:24 67:2,16,18
mistake 12:24 14:1
mistrust 174:2
misunderstandings 170:18
model 25:24 48:24
modeling 53:19
models 203:18
moment 83:18 85:6 136:17 177:9 199:24 200:1 201:8
moments 70:18
Monday 15:10 92:4,16
money 63:3 106:1 110:15 114:22 114:24,24 116:17 121:24 122:2 122:7 135:12 140:9,17,19,19
196:12,18 203:24
monies 70:5,7,10
monitoring 25:24
Montessori 127:1,2
month 26:5 110:9, 11, 16, 18 111:8 111:20 114:18 122:13 139:20 193:1
monthly 179:3
months 16:4 70:21 114:1 197:21
morally 204:24
morning 5:4 38:24 44:7 125:16
152:2 205:4,5

officer 138:19 140:10 141:16
oh 10:20 34:25 80:18 82:20
115:18 116:2 122:6,9 191:12,14 203:24
Ohio 38:12
Ohkay 127:3
okay 6:9 13:19,24 14:3 27:4 35:1 43:8 52:13 59:15 67:1,21 71:7 83:4 88:21,24 90:10 93:17 105:17 107:23 108:24 112:23 123:18 124:6 131:22 132:4 140:23 146:24 147:17 157:11 158:3 162:9 164:13,18 167:15 169:10,24 181:2,3,10,15 191:17 192:18 195:20 197:17 202:3,9
old 13:23 41:14 124:8,9
older 27:24 43:19
oldest 37:5,7
OMA 107:18
once 41:25 53:6 96:13 97:16 106:3,19 111:5 116:24 120:8 181:5 186:18 193:1 195:20
one's 53:4 104:8
one-on-one 17:19 68:11 144:9
one-year 97:7 136:23 137:1,13
138:3,20 140:21
ones 35:12,13 92:23 172:5 204:22
online 4:18 34:23 42:14,17,21 57:12 63:14 65:13,16 75:1 108:11 109:10,11 110:21,21 116:2 153:10
open 9:10 14:15 22:14 92:11 101:5 175:15 181:25 184:1 196:14 200:3
opened 14:13,16
operate 15:8 193:23
operates 183:25
operating 24:18
operation 78:4
operations 20:15
opinion 175:10
opportunities 4:23 26:21 42:12 91:11
opportunity 4:13 10:15 27:10 29:9 33:24 34:9,15 37:8 43:2 74:10 146:20 168:1 169:1,15 174:6,10,23 177:4 178:10 186:14,21 199:17,20,23
option 130:3 190:8 200:20
options 188:17,23 196:22 200:17
oral 53:10,24 76:6 189:12,13
order 33:16 39:1 108:3 122:2
organization 150:16 167:18
177:14
organizational 20:15
organizations 49:15
originally $15: 15$
ought 46:7 193:17
outcome 34:10
outcomes 22:8 56:12 82:9 183:21
outfits 40:13
outlined 184:15
outside 10:15 17:11 57:25 91:11
96:21 121:14,16 141:10 148:16 185:21
overall 22:22 78:9
oversight 64:2 128:24 133:7
134:3 183:8,24 184:9 188:2
192:15,18 195:20,24
Owingeh 127:3
owned 158:6 159:6
owner 50:14 121:12
owns 137:7,8

| P |
| :--- |
| P 2:1,1 3:1 43:17,18 44:1,4 |
| 132:20 |
| P-e-c-0-s 57:5 |
| p.m 1:11 69:16 205:6 |
| P.S 43:20 |
| page 3:2 11:15 13:9 14:8 18:16 |

75:3 77:20 79:15 151:3,16 152:9,19 153:22
pages 23:17 25:1 76:23,23 206:10
paid 137:10
pain 57:12
painting 53:12
pamphlet 100:17
pamphlets 152:16
pandemic 14:22 63:13 108:8 109:19 153:3
Papa 39:6
paper 54:24 55:1,2 125:6 147:20 186:21
par 23:3 116:5,6,9
parents 2:10,12,14,17 17:21 53:7

56:16 75:18,19 112:25 153:3,9
154:22 155:2 156:4 201:4
parents' 201:2
park 196:7
parochial 14:17 50:19
part 6:1 11:13, 13 13:8,8,10 14:8
18:23 19:4,7 22:5 24:23,24
25:10 28:1 33:18 50:11,23
58:12,13 63:19 68:3 74:5,7,11
76:13 79:9,10 82:1,23 86:22
95:15,21 96:16,20 110:10
116:12 129:2 136:21 139:3,17
148:5 151:11 157:5 159:18,22
166:22 170:25 188:12 193:3
201:25
part-time 115:3
partake 17:13
participate 40:1
particular- 102:23
partners 77:6
parts 96:19 173:2
party $154: 18$
pass 27:17 46:5 55:19
passed 62:21 70:22 119:16
196:17
passes 203:11
pathos $88: 8$
paths 27:23
patience 43:15
Patricia 2:5 89:12
Patty 113:5
pause 80:18
paused 59:10
pay 140:10
PC 2:23
PCSNM 114:5
Pearson 144:19
PEC 2:19,21 3:9 4:21 12:11 26:9 28:8,13,18 41:21 63:15 68:3 128:17 134:1 145:16 182:23 184:21
PEC's 11:24 19:18
Pecos 50:12,15,17 53:21 55:25
57:4,5
PED 2:8,19 11:5 14:6 25:22 41:21 133:25 204:18
PED's 4:12
pendency 37:1
pending 21:12,20
penny 131:15
people 4:18 6:2 28:2 32:2,6 38:6
38:16 39:16 51:3,10,11,25 52:2
52:5 54:5 56:5 57:12 58:18
65:13 67:18 68:13,13 71:1
85:14 93:22,25 95:12 100:4 104:17 108:14 109:13 112:8 121:16 122:9 125:21 130:16 134:7 154:16 155:13 156:9 168:23 172:20 173:17 176:12 185:21 186:8,10 187:17,18 190:18 191:14 194:20 196:13 199:21 200:2 203:19
people's 61:6
percent 11:20 12:5,6,12,14,15,17 12:19,22,23 23:3,8,9,19,21,21
23:24,24 24:1,1,3,3,5,6 69:1,1,3 72:7,9,9 77:21,22 78:2 86:8 87:8 96:9 99:21,24 100:16,16 101:9 102:6 106:14 119:16 120:13 131:15 135:9,10 142:24 145:5,6 150:4,6,24 153:25
percentage 131:14 186:2
PEREA 2:19
perform 40:13
performance 21:24 22:18 24:8 24:15,17,18,21,24 25:15 183:10 184:8,16,20
performing 166:19
period 92:11
permit 85:18
persist 67:9 82:16
persistently 104:6
person 6:4 42:17 65:16 67:17,19
120:21,21 152:20 181:18
person-based 93:20 94:4
personal 108:19
personally 63:10 120:9 171:14 175:4
personnel 94:25 128:21 158:2
perspective $121: 8$
perspectives 147:7
persuade 46:15
pertaining 65:23
Peter 37:19,19,22
ph 84:10 92:10
phone 28:9 127:12 173:21
phones 41:8
photos 151:18
physically 29:15
Pia 89:11
pick 103:23 154:5 158:12 192:21
picked 159:12 173:21
picking 159:19
picture 81:4
pictures 57:20
piece 4:20 31:4 114:20 159:24
pieces 73:10,23 172:16,21 186:6
piggyback 73:18
pitch 106:20 107:2
pivoted 83:2
place 7:11 9:10 15:20 16:4 21:5 21:16 28:12 32:5 33:19 36:25 39:3 50:23 53:25 65:22 69:6,24 72:24 73:4,6 94:11 97:5 101:7 103:23 118:6 147:13 155:15 179:13 186:8 197:7
placed 33:8 39:17 53:3,6 142:18
places 67:12 122:3
plan 20:18 21:13 49:7 78:9 85:1 124:11 125:10 132:13 141:7,10 141:18,20 142:8 147:10,13,16 147:24 148:7 149:14 150:17,23 151:2 177:11,12,15 183:1,5,15 185:20 190:16,17 198:7,8 200:5
planned 145:15
planning 147:12 188:14
plans 149:15
planting 159:17
plaque 127:11
play 7:1 59:6 118:25
playgrounds 41:20
playing 5:15 60:3
Plaza 40:13
PLC 89:10,16 93:4,4 142:2 190:20
PLCs 89:6,7,15,25 132:19
please 55:20 59:9,12 85:18 86:11 113:12 128:22 135:13 136:5,5,5 136:6 140:4
pleased 74:22
Pledge 44:8, 10
plenty 132:9
plural 200:18,18
pluses 197:15
point 6:22 7:5 19:4 57:13 73:25
77:18 78:14 92:25 101:3 148:19 148:23 166:11 169:16,17

171:25 177:14 178:6 191:18,20
194:22 195:1 197:13 198:20
pointing 142:21
points 10:2 47:21,22,24 48:6,7,8
80:2,4,7,19,22,23 81:11 84:2,3
86:8 102:25 132:12 151:7 178:7
189:2
policies 20:9 21:18 126:7 184:11
politically 51:24
politicians' 41:10
poor 40:23 41:5 122:10,12 147:8
poorly 75:23
populated 10:23
populations 82:15 126:11,15
portfolio 82:14
portion 40:6 42:5 72:4
posed 25:3
position 27:22 39:10 80:12 181:1
positive 157:20 177:6
possibilities 129:8
possibility 9:11
possible 31:18 52:24
post 151:19 153:20 154:17
posted 13:11,14 16:12 75:1 108:3
108:4,5 109:3 152:1,5,7,7
153:21
posting 13:15
postpone 108:5
posts 152:10
potential 27:13 28:19 99:23
130:21
pottery 53:11
pour 127:21
poured 63:4
practice 49:15 75:14 200:24
practices 2:18 184:4
practicing 53:13
pray 40:15 198:11
prayers 40:10,18,19
predecessor 129:19 133:9
predominantly 27:11 98:13
prehensile 52:23
preliminary 6:24 9:14 10:13
18:18 23:16
preparation 32:8
prepare 14:15 17:10
prepared 18:8 132:11
prepares 11:14 13:9 26:9
preparing 11:12 12:25 13:1

40:12 96:21 117:16 170:23,25 171:1
preschool 100:20
presence 39:13
present 29:12 55:11 61:16,24
64:7 72:17 88:8 157:16 160:9 160:15
presentation 6:13 45:9 49:5
50:11 77:15 86:22 150:10
167:20 168:18 174:11 193:9
197:10
presented 23:14 111:16
presenters 115:15
presently 183:13
presents 135:1
preservation 176:17
preserve 156:11
president 46:21 63:10 94:13
105:23 160:21,23
pressure 121:17,22,24
presumption 137:2
pretty 35:21 70:10 74:21 101:5
115:7 121:9 173:19 174:15
187:17 197:10
previous 106:7 141:1
pride 18:1 40:9,9
primary 67:8
principal 72:6 106:7 111:7 112:6 130:14 133:11,15,16 139:15 154:8
principal's 111:7 156:18
principals 52:5 180:7
principle 51:7
principles 54:21 56:15
prior 9:14,18 49:20 70:16 106:9
prioritized 98:19
priority 94:9 197:23
private 32:19
privilege 96:17
proactive 60:7,20 84:15
probably 7:16 10:5 45:2 94:20
101:17 111:5 112:6 120:22
130:25 165:21 167:11 174:2
175:10 185:23 188:25 189:25
191:24
problem 44:18 69:23 86:21
148:5 187:25
problems 84:4 90:9 187:20
procedural 123:1
procedure 7:25
procedures 20:9 21:18 184:12
proceed 11:4
proceedings 1:10 205:6 206:11
process 7:11 9:10 58:19 59:22
99:22 110:6 126:22 150:22
170:23 175:1 180:1,4,9,13
181:4 184:3
processed 54:8 138:24
processes 25:25
professional 1:21 88:25 90:11 91:5,11 92:1 98:14 106:1,2,10 106:21,23 124:13 132:16 133:2 179:4 190:19 191:25
professionally 106:3 171:14
professionals 102:15 103:4
proficiences 71:14
proficiencies 22:20,25 96:3,11,13 97:3 118:11 147:8
proficiency 22:25 72:6 80:8,9 101:20,22 145:5 186:2
proficient 72:7,9,9 80:13 101:10 101:23 135:9,11 150:6
program 17:20 25:17 32:22,24
58:12,13 60:11 78:9 81:7 85:8 85:12 91:16 98:25 99:11 100:3 144:5,13 147:4 183:16
programming 30:24 32:4
programs 32:18
progress 23:7 25:8,10,12,14 50:4 87:17 89:13 94:5,7 103:1,1,7
141:8,20 143:19 147:24 148:6
project 157:23,23
projects 157:24
promise 117:6 150:1
promote 20:14
proof 94:17
proper 12:1 128:24
properly 109:4
property 137:7
proportion 168:15
proposal 197:9
propose 194:21
proposed 194:18
protect 39:18
protection 176:17
protocol 19:19
proud 36:18 44:15 52:1 54:17
56:6 94:16
proven 101:2 150:8
provide 8:13 14:5 23:11, 15 27:5 30:25 37:1 43:3 56:1,5 67:8,11 128:23 133:7 188:2 190:24
provided 8:20 20:20,21 88:25 151:19
provides 50:25 51:1 66:6 116:17
providing 31:3 110:24 183:7
184:2 204:11
provision 69:11,15
provisions 19:13
provost 62:18
public 1:1 3:5,8 4:16 7:24 14:12 15:2,4 20:17,23 21:3,21 23:3 24:9 25:3 26:18 29:21 30:2,15 30:21 31:5,20,21 33:3 34:15,19 34:23 42:12,18,20,22 63:22 65:8,12,14,17 67:4 126:13 127:9 129:3 153:21 155:7,22 159:7 166:20,20 180:19 182:14 182:25 195:22 206:1,12
pueblo 14:7,17 15:14 26:24 27:1 29:10,22 33:1 35:7 36:7 37:20 37:23 38:15,19 48:17 56:4,14 56:17 57:8,17 61:20,21 62:2,4 64:25 66:4,13 129:13 136:23 137:6,7,10 140:9 154:4 183:18 183:19,20,22,23
pueblos 165:8 204:21
pull 193:22 136:9 165:18
pulling 100:5
purpose 30:11
pursuant 26:16
push 7:9
pushed 118:23,23,23
put 5:5 8:8 19:1 21:5,15 32:16
33:19 40:3 45:22 57:10 68:16
74:14 78:19 84:8 86:21 91:22
109:7,14 147:20 160:17 174:10 176:13 197:9,23 199:15
puts 70:1
putting 161:1,2 185:20 195:6 200:21
puzzle 172:21 173:6,7

| Q |
| :--- |
| qualified 79:6 |
| quality 18:4 51:2 106:18 |
| quarter 110:17 127:17 |

question 5:3,17 8:18 74:4 76:14 76:15,17,19 77:6,8 78:11 81:10 82:1 99:14,19 122:25 123:19 126:23 131:7,12 132:16 136:21 141:5 143:4,21 144:18 149:20 152:12 155:1 165:13 170:20 171:6 179:21 187:1 201:13
questions 3:9 4:21,23 20:25 24:25 25:2 28:17,23 68:4,20 79:1 102:9 107:14 111:23 126:3 141:4,6 148:2 151:5 154:23 156:13,15 158:25 168:21,22 170:8 174:12,13 178:13,18
quick 13:4 42:14 57:10 59:4 60:17,17 65:6 75:9 85:23 168:1 182:7
quickly 43:11 123:10 136:19 191:2 197:7
quite 58:5 107:13,14 153:11 170:12
quorum 108:23,24

## R

R 2:1 3:1 130:15
raging 115:22
raise 6:22 81:17 121:22
raised 6:18 21:3 42:16 50:18
76:16 106:6
raising 7:3
Raleigh 94:14 130:8
Rancho 69:8
rapidly $84: 18$
rate 68:25 87:9 94:3
rated 25:9
rates 22:25
ratings 22:5
ratio 16:22,24 48:19 49:23 120:6
RBA 193:11
reach 26:22 27:12 32:6 136:4
reached 27:15 139:11 173:20
reaction 22:7
reactive $60: 8$
read 12:2 97:18 112:2 120:19
133:24 148:20 162:20 163:4,7
Reader 48:3
reading 23:1,20,24 24:1,2,3,4 47:11,18,20 49:12 61:3 91:24 99:4 120:22,23 124:2,8,10 142:12 148:3 165:22 167:4

189:3,11,12 195:13
ready 11:2 26:9 45:7 78:15 95:25 96:2,2,6,23,24 117:11,13,16 202:11,14
real 13:4 42:14 54:10 57:10 60:17,17 85:23 102:2 104:15 136:8 148:15 149:25 180:4
reality 31:22
realize 63:14
really 10:21 15:20 17:2,13 26:19 40:2 50:20,20 51:2,9 52:8 53:22 54:2,9,13,14,16,19 60:14,15 71:13 73:13 78:8,15 80:20,21 80:23 83:1,12 90:6,22 95:6 96:5 98:4,6,6,6,20 99:8 101:24 102:14 104:3 105:7,10 116:11 117:23 119:23 121:3 124:11,14 125:9 132:11,17 133:5 136:3 138:17 142:4 143:6,24 147:3,23 149:4 151:1,17 154:14,15 159:16 165:20 166:5,7 167:6,7 167:14 174:7,10 176:5 177:10 179:14 185:6,18 187:11 190:4 190:16,21 191:13 194:24 197:1 198:5 200:20 204:5,8,14,17
Realtor 140:17
realty 138:18 140:8,10
reason 120:12,13 134:3 147:11 161:1 163:1 171:15 188:22 199:15
reasons 65:23 194:5 196:4
reauthorization 30:14 31:5
32:11 33:2,18 175:21
reauthorized 46:8 50:3
REBEKKA 2:3
receive 64:11 78:1
received 24:11 30:6
receiving 53:4
recess 65:9 182:9 205:5,6
rechartered 146:20
recognize 8:25 82:24
recognized 10:14 83:5 92:10
recognizing 119:3
recommend 18:21 19:2 33:18
recommendation 6:25 18:17
20:21 21:22 25:2 33:5 123:2,14 164:2
recommendations 9:15 18:11,15
18:16 131:23 164:3
recommending 55:21
recommit 177:7
reconciliation 110:13 199:24 200:2
reconvene 4:4 90:2
record 21:23 22:17 127:2 157:13 181:25 183:9 193:4 199:15
record-keeping 107:19 108:2
recorded 90:25 109:12
recruit 93:21 103:18 151:15
recruited $87: 6,10,25$
recruitment 87:20 151:22 152:14
152:21,24 153:12,16 154:11,15 156:4
recurrent 11:17 12:20 13:20
red 21:6 24:17 32:16
reduction 78:7
referenced 46:10
refers 156:23
refined 174:7
reflect 183:22
reflection 45:19 72:3
regard 153:17 170:5
regarding 74:5,6 76:13 111:23
regardless 174:23
regards 23:18 28:6 34:7 146:7
rehash 170:10,15
rehiring 92:10
reinforcing 49:10
reins 44:15
reiterate 105:24
related 20:1 27:9 29:1 151:5 184:8
relation 174:25
relationship 66:18 130:1 168:4 168:10 174:1 192:15
relationships 149:6 154:8
relative 6:4 187:8 188:20
relatively 68:24
relaxed 16:8,11
released 133:25
relevant 21:11 51:3
religious 120:17
reluctant 203:4
remained 47:24
remarks 60:19 61:10,23 76:10
166:3
remediation 96:25
remember 119:9 125:2,4,7

134:18 135:23 187:23 193:3
remembering 45:16
reminded 60:7 187:14
reminder 182:3
remote 51:1
removed 166:24
Renaissance 48:2
renew 125:6 130:2 137:2
renewal 1:10 3:3,10 4:5 7:23 8:5 9:9 15:3,6 18:25 19:4,6 22:2,6
23:10 25:11 26:3 28:8,13,19,20
29:20,24 30:7 31:10,12 55:21
56:1 61:17 64:18 67:14 101:16 123:3 125:4 126:20 129:20
137:14 157:3 171:21 200:1
renewals 7:9 9:6
renewed 18:22 78:10 128:14 137:3
replaced 70:19
replicate 165:13
report 25:8 69:21 111:8,12 131:24 145:23 156:18 157:7
184:17 202:2,8
reported 1:20 17:15 78:6,7
reporter 35:3 206:9,19
REPORTER'S 3:11 206:7
reporting 1:21 198:6
reports 110:23 128:25
represent 51:21
representation 26:4 36:6
representing 36:19
request 30:7 111:22
requested 68:23
requests 22:13
required 19:11,12 32:14 53:18
75:24 184:1
requirement 201:17
requirements 204:8
reservation 60:14 138:11
resigned 172:7
resolution 30:21 31:7,17 138:9
resonate 145:17
resource 50:24 52:11 55:18 56:21
resources 56:24 63:3 122:14 204:14
respect 26:6 135:20 149:15 167:1 192:16 195:17
respectful 192:5
respectfully 160:10 167:20
respond $10: 11,15$ 68:24 78:12,16 83:8 99:14,18 113:12,14 169:1 171:16 178:12
responded 73:11 112:3 139:16 170:9
response 7:4 67:25 75:2 132:21 150:15
responses 5:13 25:1,4 158:25
responsibilities 56:16
responsibility 161:6 170:17 178:22 179:22 195:11 204:7,19 204:24
responsible 122:3
responsive 22:13 56:11 117:1
rest 15:23 62:21
result 55:9 83:10 159:19 161:20 163:15
results 177:5 193:10
retention 11:16 12:14 13:20 68:25 94:3
retest 144:5
retired 127:9
retirement 65:24
retiring 172:9
retreat 197:23
returned 36:22,23
review 20:8 93:2 111:2 156:22 157:5 201:18,20 202:5
reviewed 93:1
reviewing 6:23 110:7 179:2
revise 20:8
revised 11:22
revising 21:17
revitalization 199:11
Reynosa 43:14,25 44:5,10,20 45:10 85:24,25
rich 123:24 124:1
right 4:1 7:4 11:3 13:25 21:2,4 39:25 40:21 44:23 45:5,10 58:14 60:8 65:10 68:1 72:1 74:15 75:22 76:10 78:1 85:20 87:14,17 88:20 90:24 92:24 93:22 94:25 95:2,7,17,20,23 96:17,22 97:1,6,9 98:1,1,25 99:4,8 101:18,25 103:17 104:5 105:16,20 106:10 107:1 108:9 108:10 109:18 112:2 113:24 115:3 116:14 117:4,14,15,19,24

117:25 118:22 119:6,9,20 120:1
121:10,14,20 122:5 123:20
127:7,24 133:9 134:7 135:15
137:15 145:9 148:19,23 149:19
152:9,18 153:12 158:4,7 160:11
164:14 168:11 175:7 178:4,5
182:10 187:19 188:21 189:7
190:7 192:21 195:9 202:15
rigor 17:1 25:23
rigorous 22:16 98:4 117:10
121:3
Rio 69:8
RIT 47:18 81:11 169:18,20
Riverside 1:16 3:4 4:6,24 11:7 14:6 16:8 18:3,20 19:13,15 20:3 20:10,24 21:9 22:19 23:2 28:2,8
29:21 30:8,14,16,19 31:1,8,20
31:23 33:3,22 35:8,16 36:1,19
36:24 38:18 39:3 41:12 43:21
47:7 48:14,16 49:4 50:10 61:22
62:8,24 65:22,25 66:3,4,16 67:7
67:7,10,15 87:11 89:17,25
104:21,23,24 105:22 112:13
128:24 129:4,7 168:6 182:16
Riverside's 11:4
RMR 206:8
RMR-CRR 1:20 206:18
road 158:7
Roberts 108:3
robust 183:14
role 44:20 76:8 135:21 176:23
roll-call 202:12
roll-up 24:16
rolling 204:21
Romero 133:24
room 4:19 9:22 15:19 43:13
67:23 146:22 168:13,14 186:16 198:13
Rowe 15:11
royal 72:21
rubric 22:5 25:15
Rule 108:3
rules 8:10 108:3 109:3
run 52:22 89:20 90:1 138:5
192:22
running 133:8 141:25
runs 154:4 177:17
rural 51:1 176:1
rush 69:17,19
rushed 39:1 75:25
Russell 2:11 15:11

## S

S 2:13:1
S-a-n-d-o 36:12
S-h-a-w 65:20
S.T.A.R.S 14:10 78:6 sacred 176:3,4 177:7
sad 122:6 198:4
safe 51:4,6 53:25 73:4,6
sagaciously 45:23
saluting 44:20,24
San 1:16 3:4 4:6,23 11:4,7 14:6 16:7 18:3,20 19:12,15 20:2,10 20:24 21:9 22:19 23:2 28:2,7 30:14,19 31:8,23 33:3 35:7,16 35:25 36:19,24 43:20 47:7 48:14,16 49:4 50:19 61:22 62:8 62:24 65:22,25 66:3,4,16 67:6 67:15 87:11 104:24 105:22 112:12 128:24 129:4,7 163:11 165:8 168:5 182:15
Sando 35:6 36:5,11,12 39:9 sang 44:17
Santa 1:13 2:24 126:13 203:23
Santo 163:2,6 165:9
sat 115:15,16 129:10
satisfaction 78:22
satisfactory 183:24
save 129:23 142:12 156:11
saw 6:17 15:13 16:8,10 17:1,1,5,6 17:11,14 35:22 51:5 61:9 68:13 72:19 92:13 99:24 111:17,19 123:14 127:19 178:17
saying 8:11 45:2 79:3 82:19
88:11 109:20 112:9 123:11 125:4,7 128:11 135:23 136:13 137:15 148:6 164:9 165:24 171:6 172:11,22 176:13 188:1 199:2
says 7:12 11:19 13:21 79:13 83:8 99:22 111:24 112:23 138:23
143:9 177:18,20 199:9
scaffolding 49:18
scattered 197:11
schedule 90:5 92:11,17
school 1:10,16 3:3,4,7 4:5,6,13
4:16 6:12 10:6,11 12:11,21 13:8

13:9 14:11,12,16, 17,18,18,21
15:1,3,9,13, 15, 17,21 16:6,25
17:19,23,25 18:2,7,9,10,21
19:14,18,25 20:7,16,18,25 $21: 5$
21:7,11,15,25 22:11,12,13 23:6
23:14,17,23,25 24:2,4,8,9,11,20
25:4,9,12,16,19 26:3,16 27:10
27:13,24 28:19,20 30:15,16,18
30:21 31:8,11,12,16 32:2,11
33:11 34:24 35:8,11,14,16,22
37:5,6 41:11,12,20 43:21 44:9
45:17,22 46:12 48:14,16,20,24
49:4 50:10,18,19,20,22,25
51:14,23 52:4,23 54:4,20,22
55:7,16 56:17,22 58:2,3,4,13,16
58:25 61:22,24 62:2,2,5,7,7,9,9
62:10,12,15,20,23,24,25 63:1,4
63:5,7,22 65:3,4,25 66:4,5,15
66:16 67:5,8,10,12 70:5 72:5,12 72:25 77:14,22,23,25 78:2,19 81:4,14 82:17 83:20 86:14 87:4 87:8,21,22 88:22 89:10,18 90:16 91:19 93:5,14 94:3,5,16 95:5,13,25 96:20,22 97:5 98:12 99:24 100:15,20,21,21,21,22 102:2 103:16 104:2,15 105:10 105:23 106:8,10 109:9,18 111:2 111:4,6,18 112:10,11,12,13,17 112:18 113:19 114:23 115:3,10 115:21 117:14 118:8,9,10,15 120:14,19,20 121:21 122:9,12 122:12 123:21 125:16 126:5,16 127:3,19,23 128:21 129:5,7,13 129:25 130:8 131:3 132:1 133:8 133:11,12,22 134:2,6 141:7,23 142:12 143:1,9,17 145:10 147:9 148:15 151:3,9,11 152:13 153:7 154:4,9,19 155:3,6,8,15,18,19 155:20,21,22 156:21 157:1,5,14 157:24 158:8 160:22 163:17 164:7 165:4,14,15 166:21,21 168:5,9 172:6,8 175:1,20,21 176:14,23 177:10 178:1,4 179:3 179:18 180:1,2,8,10,11,12 181:16 182:16,19,22,25 183:2,5 185:4,9 186:8,10,11 187:11,13 187:18,19 191:4,13,21,23
192:11,19 193:4,18 194:13,19 195:16,22 196:19 198:12,21,23

198:24 199:10,13,22 201:5,23 203:23 204:20
school's 17:24 19:23 21:23 22:2,6 25:1 27:20 41:14,15 43:2 66:9 123:24 133:4 144:24 183:9 184:16
School/Options 2:10,12,14,17 schools 4:11 5:5,21,24 6:8 8:13 8:19 9:12,18 10:14,19 11:14 15:2,6 17:18 18:12,13 20:23 21:3,8,21 23:3,10 24:9 25:3,21 25:25 26:9, 11 28:3 29:7,18 30:4 31:2,14,15,20 34:2 36:17,18,25 54:11 62:22 67:8 73:4 82:13,25 83:8,11 93:24 96:12 98:1 100:25 112:24 117:3 123:25 124:18 126:13 127:10 128:12 128:13 129:3 153:5,10 154:3 159:7 165:3 171:13 175:16 185:5 187:22 188:19 190:6 192:14 195:16,22 203:19 204:8 204:11
schoolteacher 141:24
science 23:4 47:13 61:3 84:3
89:12 99:2,3 124:3
scope 49:13 201:5
score 22:22 81:11 142:13 143:5
scores 10:3 47:18 86:5 91:24
92:14 93:6 102:20 141:25
142:14 143:13 169:12,18,20
scratching 145:13
screen 47:16
seamless 31:25
season 89:24
seat 173:13
seated 45:13
second 22:2 43:22 44:6 47:20 60:4 74:15 76:13 79:10 94:24 111:11 114:18 124:8 127:18 184:22,24
second-grade 120:22 124:10 189:3
second-to-the-last 77:20
secondary 189:22
seconds 181:23
secret 41:25
section 28:14 75:3
sections 75:1
secure 176:21
see 11:9 12:10 15:19 18:15 39:5
40:5,25 41:7,8 48:11 51:10 52:1
53:21 57:9,15,20,23 61:7 65:4
67:22 69:12 71:2,11,13 72:20
81:2,16 83:15 90:21 101:17
103:2 104:5 105:7 109:21 110:8
110:17,20 111:15,19 112:16,18 115:10 122:13,23 125:25 126:4 126:20 130:15,20 132:3 133:23 137:13 142:14,16 145:25 147:13 152:20 157:2 158:11 164:4,15 165:5,9,10,11 166:16 166:18,21 167:19 169:20,20 185:13 186:3 191:12 198:17 201:16 205:4
seeing 71:9 85:17 94:17,23
110:19,20 159:19 198:16
seek 46:14
seeking 9:11 28:8 64:19 109:1
seen 41:24 49:25 74:25 78:24
79:18 86:16 92:20 138:18 145:9
193:10 196:1
select 139:5,7 165:17
selected 143:10
self-reflection 119:18
sell 89:23
semester 49:6 71:3 84:18 87:15
send 16:19 34:7 74:19 75:12
96:25 106:4 122:7 181:7
sending 188:21
sense 116:9 150:9 170:16,18
179:14,25 189:25 191:2
sent 8:19 20:24 21:5 28:9 73:19
75:18,19,21 76:3 111:22 113:11
139:15 141:7 157:14 174:12
sentence 144:10
September 69:15 74:12
serious 124:11
seriously 76:7 84:12 142:4
serve 32:2 39:25 95:19
served 38:18 67:7
serves 48:16
service 1:21 136:8
services 70:6
serving 19:16 27:11 62:5 112:25
118:12,15 122:24
session 7:22 77:11 180:25
sessions 115:15
set 85:9 98:17 106:9 130:10

176:19 206:14
sets 9:2
setting 93:6 133:14 141:25 142:3 164:22,23
settings 37:3
seven 17:22 19:24 36:17 47:21
58:17,19,22 62:6 74:16 85:13
87:14 108:12,13 118:25 124:8
130:16 141:12,14 149:9,22 154:20
seven-to-two 203:11
seventh 72:8 154:6
severe 84:6,7
sewer 72:17
SFPS 187:15
share 4:20 26:21,22 27:6,16 29:1
29:1,9,16 35:4 37:8 42:12,22 43:6 46:7 60:9 132:5 157:12 158:5 168:1,2,24 169:5 198:17 199:6
shared 29:17,19 56:15,16 90:3 90:20 135:20 180:23 199:3
sharing 42:11 57:3 59:9 101:6
SHARON 2:5
SHARYN 2:19
Shaw 65:20 70:17 74:25 172:4,7 she'Il 46:17
shed 156:22 157:24
sheet 166:15
Shendo 26:23 27:3,14,17,20,22 28:6,25 29:3 34:12 42:15 62:13 62:16 139:10,15 175:20
Shendo's 62:14
shift 135:21
shined 198:22
shining 95:9
Shinn 85:7
shock 112:4
short 71:19 126:24 140:22 198:2
short-cycle 47:8 79:25
short-term 102:16
shot 14:24
shoulders 56:7
shout 101:12
shout-out 65:3
show 39:2 44:12 103:7 110:10 113:21 142:11 143:2,13 145:1 145:16 158:20 169:24 177:3,6 182:19
show-up 179:20
showed 11:8 23:6 142:9 175:11 175:12
showing 49:5 53:14 154:23
shown 150:2
shows 83:5 180:19
shrine 40:15
side 107:2 173:15,16 204:9,11
sign 59:11,12 139:23 140:1,5
signed 21:25 42:18 65:16 67:17 137:22 138:22 140:6,12,13,14 153:5
significant 6:24 22:12 24:13
71:13,21 73:10,23 82:14 103:1
significantly 70:10 169:12
signing 138:20
similar 4:10 26:18 107:6,8
simple 174:15
simply 75:12 83:8 101:13 180:14
sing 40:4 43:23
singing 40:3 166:15
single 110:9,11, 16, 18 111:20 117:20 119:14 142:11
singled 24:14
singling 123:8
singular 200:19
sir 34:25 36:14 37:15 69:6 72:17 128:5 135:16 141:22,22 142:8 142:15 143:12,15 148:20
149:12,17 150:9
Sister 62:14,21
sit 38:25 41:18 61:5 85:20 99:13
site 9:12,13,15 13:12 15:9, 15 22:1,9
sits 143:9
sitting 15:25 16:5,9,10 74:8
situation 7:1 68:11 69:4,5 81:15 131:22 134:24 135:2 172:18 195:15
six 48:7 74:16 149:9 197:21
six-inch 109:24
sixth 43:20 48:7 96:14 154:4 163:4
sixth-grade 44:3
skill 98:17,17 176:19
skills 53:2 58:21 60:25 115:25 189:12
slap-happy 115:23
slide 57:15
slightly 23:1
small 71:1 144:5 152:15 154:14 196:14,19 204:19
small-school-size 78:8
snapshot 24:19
soapbox 126:2
social 49:3 115:25 124:4 151:15
152:14 153:17
social-emotional 58:21 115:12
socially $18: 8$
societies 189:21
sole $37: 1$
solutions 69:22
solve 69:23 90:9
somebody 27:1,1 106:9 134:13
146:15 189:2 193:8 199:13
somewhat 21:20
son 100:19
song 44:17 57:23
soon 115:7 176:7 181:21
sorry 42:25 55:23 72:18 76:8 91:3 133:21 156:15 184:13 186:25
sort 73:8
sought 15:3 94:18
soul 53:9 62:21
sound 59:9,16 146:13 160:10
sounded 194:7
soundly 193:24
sounds 120:8 123:22 133:21 195:6
sour 130:1
sovereignty 176:3 178:15 199:9
space $37: 1$ 103:18
Spanish 87:7
speak 6:3 29:16 30:13 33:24 34:9 34:18,21 55:12 57:18 67:24 71:16,24 73:21 78:23 81:8 92:24 94:12 110:1 128:22 130:15,24 131:1 138:17 140:14 156:7,10 157:20 176:9 181:7,21 189:13
speaker 35:5 44:2 46:17 48:22
speakers 46:6 57:22
speaking 17:6,7 33:24 53:13
100:24 124:21 156:25 157:7
191:6 194:18
speaks 79:19
special 36:24 39:3 40:11 42:3

65:3 67:13 69:11,15 78:1 192:15
specialist 2:14 69:11
specialty $98: 17$
specific 28:18 143:25 144:12,19 170:6 181:17 183:12 184:7,13 184:14 186:1
specifically 10:8 19:14 85:2 91:4 91:8 145:3 185:25
specifics $141: 3$
spell 36:9 37:11
spelled 58:9 125:11
spelling 35:3 37:18 38:10
spends $92: 15$
spent 18:10 63:2 77:23
spirit 52:17 89:18,24 160:15
spiritual $52: 18$
spite 149:13
spoke 70:17 100:18 181:22
spoken 29:4 37:21 50:7,16 57:7
67:19 167:24
sports 191:19,25
spots 75:8
spring 142:16 154:7
sprinklings 147:18
sprouts 149:10
squared 43:7
stab 143:21
staff 2:8 16:13 56:13,20 58:23
67:11 93:2 157:6 158:9 161:18 161:19,20 162:6,13 163:25 164:13 166:18 167:10 168:14 170:3 181:6 197:25
staffed 48:20
stage $7: 18$
stance 29:23 34:1
stand 45:8,15 86:18 129:5 175:19 175:20
standard 105:11 119:16
standards 20:4,13 25:11,16
121:10 183:14 184:6
standing 179:12
standpoint 175:22
stands 132:20
start 4:11 11:10 16:15 65:13 82:3 90:17,19 115:2 121:18 191:11
started 22:11 27:21 28:2 78:20
85:16 106:11 108:10,11 112:5 112:21 129:18 130:8 153:25

154:1 169:25 172:5
starting 37:17 38:9 79:3 96:3
125:12 133:25 146:3 177:6
starts 32:8 86:3,4 121:22
state 1:2 15:7,24 22:20 23:8 28:4 31:12 32:19 37:6 51:1 55:8 61:17 62:17 63:7 64:5,18 79:8 80:11 118:3 125:20 126:16 131:25 160:25 161:3,12 163:20 165:1,3 168:4 180:7 183:13 197:5 203:17 204:19 206:2,9,13
State's 204:7,24
stated 6:16 206:13
statement 45:22 46:4 64:11
197:19 200:14
statements 110:14
States 44:17
stating 35:2 37:17 105:24
statute 7:7
stay 104:8,11 149:17,21 198:10
stayed 86:9 109:10
staying 64:22
stays 92:18
step 9:18 56:8 75:13 106:16,17 153:14
Stephen 130:15 141:10
stepped 127:7
steps 147:14,16
STEVEN 2:4
STEWART 2:6
sticks 54:1
stipend 71:1
stock 150:5
stoled 84:10
stood 44:15 70:3
store 52:25 154:17
stories 90:22 93:9
story 75:16 84:20 90:20 96:19 174:7
storytelling 53:14
straight 16:17
strategic 147:10,12,13,24 148:7 150:17,23 151:2 183:4,5,15 185:14 190:16,17
streamline 9:7
Street 1:21 2:23 206:20
strength 185:3
strengthen 56:23 86:15 167:9
strengthening 17:25
strengthens 53:17
strengths 149:3
stress 60:15
strictly 6:5 167:3
strides 88:3
strikes 144:23
striving 89:4 93:11 145:7
strong 58:24 66:17 165:4,5,12 197:1
stronger 165:15
strongly 135:15
structure 26:10 161:24 162:1,2 164:15,16,19
structures 163:14
struggle 83:18 87:1 117:3,4 118:24
struggled 108:20
struggling 99:15
student 11:16,19 12:4,13,20 13:20 16:12 21:13 23:19 24:6 34:17 43:18, 19 44:3,9,19 45:9 49:25 78:5 80:6,14 89:14,14 101:25 102:1 111:2,14,14,20 120:18 141:16 183:11,12
student-adult 16:22
student-centered 26:7
student-teacher 48:19
student-to-teacher 49:22
students 14:19,21,24 15:25 16:9 16:11,14 17:3,6,7,10,15,16,20 18:2,5,8 26:16 27:12 31:2 35:9 44:22 45:11 47:9,12 48:16 49:6 49:9 53:19 56:16,19 58:19,22 60:6 61:8 62:4 63:8 64:22,24 65:2,3,7 67:9 72:4,11 80:1,19 80:20,22 81:25 84:16,18,23 87:13 93:6,14 95:11,24 96:10 96:21 97:6 99:23 100:1 101:8 102:25 111:9,10,10 112:25 115:19,21 116:8,12,14,21,22,23 117:8 118:3,6,7,12 119:10,15 119:16,25 120:16 141:16 142:3 143:5,9 144:3, 10 146:4 147:2,4 148:14 149:4 151:15 152:2 153:1,10,11 154:6,20 155:3,8 157:6 158:10,20 163:2,11 165:6 165:21 176:18 183:6 200:15,21 200:22,23,25
students' 86:2 91:24
studies 49:4 124:4 156:1
study 144:4
Study.com 144:4
stuff 40:8, 15 41:8 144:11 159:19
182:1 204:4
stumbling 198:7
styles 144:16
subject 141:25 184:21 197:1
subjectivity $134: 22$
submission 75:11
submit 10:19 73:16
submits 69:20
submitted 5:10 8:4 10:10,25 22:4
23:17 74:20 111:25 179:16
submitting 9:19
subsequent 22:9
substantial 25:9,12,14 33:14
76:4 77:13
substantive 192:1,22
succeed 162:23
success 48:12 49:16 61:8 84:20
87:8 90:20,22 92:19 100:14
101:2 130:19 141:16 143:15
150:1
successes 47:7 49:7 195:1
successful 26:11 32:6 92:9
150:16 154:12 164:6
successfully 49:17
succinct 174:11
such-and-such 8:4
sudden 134:8
sufficient $81: 3$ 183:17
sufficiently 133:1
suggest 8:2 197:12,18
suggesting 7:21
suggestion 74:17
suit 185:23
Suite 1:21 2:23 206:20
summarize 22:17
summary $61: 23$
summer 62:11 165:25 201:22
Summers 130:14
sunk 76:12
Sunport 69:18
super 133:13 170:19 176:2
super-duper 195:7
superintendent 129:12 130:11
superseded 26:3
support 2:16 17:20 25:23 26:10

30:13,23,25 31:2 32:5,5,10 33:2 33:10 35:7,9,16,18 37:4 39:2
56:13 67:6,8,14 77:22,23 78:3 89:24 101:16 121:20,25 126:8
139:12 161:18, 19 162:6,12
164:13 175:20,21 179:15,18
186:17,19,20 187:9 188:4 195:19,19 196:3 197:13 199:7,9 200:9,13 $201: 7$ 204:6,8,14,24
supported 30:20 31:7,17
supporting 66:12 99:5 105:4
185:4 194:4 199:10,13
supportive 31:24 34:2 164:10 185:12 198:2
supports 17:21 98:8 103:12,23 200:22
supposed 109:14 201:5
supposedly 133:16
sure 4:8,19 7:4,14 13:7 15:22
26:19 30:10 34:13 35:21 38:11 63:11,19 64:6,15 71:3,14,15,22
74:3 77:5 83:24 90:17 92:3
94:13 98:9 100:10,11 105:14
106:18 113:25 121:3 123:14
144:6,17 159:2 164:10 171:2
177:1,2 179:9 193:3 194:1
196:5,8
surely $133: 15$
surety 64:6
surpassing 23:7
surrounding 48:17 141:5
survey 181:7
surveys 187:15,16
survives 187:11
sustainable 150:1 185:14 186:7
sustaining 17:25
sways 176:6
switch 15:6
sworn 119:14
system 14:10 31:16 94:22 95:6
96:7,22 102:4 103:12,23 105:3 105:15
system-based 103:21
systemic 133:20
systems 31:25 32:2,5 94:11
104:16 162:3,3
systems-based 94:4
T

T 3:1 60:21,22 61:11 83:25 84:1 84:2,8
T-o-l-e-d-o 38:12
T-o-n-y 37:14
table 11:15,22 12:1 16:5 20:22 146:18
tables 16:1
take 44:9 45:7 58:12,13 59:20 65:6 82:10 89:18 108:17,19 112:17 114:14 116:5,7,13 121:4 123:7 131:14,22 142:3,25 143:21 147:16 170:17 179:6,6 181:15 182:5,6 195:4 197:21 198:13 199:20 200:15
takeaway 115:13,14 116:12 117:24
takeaways 114:9
taken 22:11 35:10 56:3 78:25 87:19 148:16 202:1
takes 9:10 149:24,24 190:16 200:16
talk 46:22 47:1 50:21 79:23 92:19 101:1 106:20 107:18 112:1 114:19 115:17 117:6 121:16 139:18 140:3 141:24 142:20 155:2 181:13
talked 73:12 78:4 85:13 115:4 119:10,12,13 129:14,14,15 148:8 151:14 173:21 180:25
talking 16:9 18:11 55:3 80:12 101:21 109:19,22 112:24 114:21 115:17 124:13 148:1 155:13 162:18 164:2
talks 11:16 82:17 97:20
Tamaya 114:5
Tamez 74:13,17 171:4 172:4,11
$\boldsymbol{\operatorname { t a p }} 115: 1$
tapped 114:23
target 12:5,11,11,14,21 80:6,24 122:2 146:5
targeted 48:3,10 90:12 154:2
targeting 102:1
task 134:9 197:16
tasked 173:3
tasks 145:23
taught 44:6 52:2 59:5 86:13
87:20 92:8 163:1 165:6
taxpayer 196:12,17
Taylor 2:7 203:7,8
teach 49:3 57:19,20,21,23 60:12 92:12 120:14 130:20 147:11 155:24,25 156:5
teacher 16:17 36:21 44:6,22 57:8 65:4 68:24 69:14 86:1,13 87:7 89:12,13,24 91:15 92:13 93:23 94:2 97:8 102:19 103:11,22 104:10,24 105:3 106:19 107:4,5 119:10,20 120:15,24 121:9 183:16 193:8
teacher-based 103:20
teachers 17:21 52:6 56:13,20 59:11 67:11 72:3 81:23 84:5 88:25 89:8 91:4,4,8 92:2,5,16 93:5 95:16 98:9 99:5,5 103:13 103:14,15,19 104:4 106:2,21 107:2,3,10 112:25 119:5 121:15 121:20 146:1,11 148:14 163:21 166:8,9 190:19,22
teaches 54:20
teaching 50:24 52:12 53:18
55:18 56:18 58:14 59:20 72:3
72:10 81:24 89:9 90:15 97:23
97:23 98:3,5,7,16 99:2,4 100:13 101:7 102:19 103:3,6 119:5,7 120:17 163:22
team 4:24 8:13 15:10,12,23 191:21 192:21 195:4
teaming 59:1
technical 2:13,16 59:8
teenagers 198:21,22
tell 13:6 41:25 42:17 44:22 55:1 60:24 70:20 74:1 75:14,16 78:17 127:8 128:17 142:23 146:21,22 151:24 155:3 162:17 167:11 197:19
ten 74:23 113:10 124:9 149:10 196:17
tend 8:3
tense 60:5
term 19:17,20 20:23 21:24 22:18 38:20 39:24 182:16,20 183:10 198:2
terms 22:19 23:6 25:8 31:4 32:10 38:19 68:17 82:4 124:2,4 126:16 132:6 136:8 144:10 145:9 153:16 170:1
terribly $37: 5$
TESOL 91:19 92:20

TESOL-endorsed 92:15
test 10:3 71:9 81:8 102:20 119:12 142:8 143:8 144:5 145:23
test-taking 81:19 83:17
tested 102:4
tester 120:24
testimony 206:14
testing 47:4 81:15,24 82:3 86:7 96:18 98:10 111:15,16 143:18 150:3
tests 81:21 82:10,13 142:3
text 28:10 49:12
thank 4:7 6:19 7:3 8:22 11:1,6 13:18 14:3 26:11,12 27:18 29:3 29:9 33:23 34:8,11,12,12 36:2,3 36:7,8,13 37:4,7,9,15 38:7,8,13 38:14,15 39:8 42:9,10,11 43:9 43:14,25,25 44:3,4 45:6 49:1 50:5 55:20,25 56:10,25 57:14 58:6 61:11,12 64:20,21,22 65:2 65:5 66:20,22 67:16,21 68:1 70:14 71:7,25 72:23 122:16,20 122:22,22 132:3,22 139:21,22 140:25 152:11 153:14 156:14 158:25 159:25 160:1,2 167:21 167:22,23 168:11,12,17,19 169:2 173:11 182:2,10,12 184:23 185:1 186:23 194:7,9 198:14 201:9 202:10 203:12 205:1
Thanks 45:12 61:4 88:7 122:17 181:10
Thea 84:10
theme 130:13,23
they'd 106:21
thick 109:24
thing 5:4 9:8 66:2 70:3 72:19 88:21 91:3 126:21 127:24 133:24 135:16 136:4 137:22 144:22 145:13,19 156:16 163:12 173:18 175:8,23 176:4 190:3 193:13 194:11 202:6
things 7:7,13 8:22 9:7 10:22 21:12,15 41:9 51:8 54:12,13,19 54:21 55:14,16 56:2 68:21 86:12 87:18 99:20 116:18 118:25 120:24 121:13 124:5 132:7,17,18 136:12 141:1,13 145:21 146:16,17 147:14,21

148:1 151:6 156:18 157:19,20
159:12 169:8,23 173:22 174:20
175:5 178:2,8,22 179:5 187:16
188:16 190:21 194:14 195:18
think 6:14,25 7:5,6,10,11,15
28:12 35:1 46:12 49:16 54:10
57:2 68:15,22 70:25 71:2 73:1
75:23 76:2,9 79:13 82:7,22 83:7
83:16 87:16 88:1 90:23 92:21
93:21 95:9,11,12,15 97:2,4
98:19 99:6 101:2,16,24 102:1
102:15,19 103:2,10,25 106:16
107:17 112:16,19 113:8 116:20
116:24 117:6 118:16 119:21
121:8 123:23,24 124:18 125:18
129:17,22 131:13 133:11,18,19
134:1,1 135:8 136:21 141:3,13
143:2,24 144:12,14 145:11
146:6,20 147:5 148:12 149:7
150:15 151:1 154:24 155:11,12
165:4 166:19,23,24 167:5 169:7
169:14 170:16,20 171:25
172:17 173:22 174:5,23 175:5,5
175:8 176:7,25 177:3,25 178:21
179:12 185:10,12,16,16,18,21
186:5,13,15,18,19 188:2,5,11
188:13,13 190:3 192:10,13
195:3 196:12 197:14 198:17
199:2,19,20,21 200:14,16,21
201:3,21,24 202:7 203:14,22 204:24
thinking 58:21 129:22 131:2,4 135:18 143:10 164:13,14,18 173:16 176:16 189:25 198:18 198:19 202:4
thinks 64:9 74:8 172:23
third 1:21 22:7 43:22 44:6 47:12 48:6 89:16 96:14 99:3 127:19 206:20
third-graders 169:25
thought 5:9 16:19 75:9 83:1,12
93:16 99:25 108:23 133:21
145:15 149:22 155:5 157:9
thoughtful 200:23
thoughtfully 135:20
thoughts 29:1 53:1 168:12,25
178:12 179:10,12
thousands 41:2
three 12:8,18,22 16:4 18:22 19:9

20:10 24:2,11 38:18 47:10,13 64:13 69:1,2 76:1 85:9 89:7 108:24,25 109:2 110:4 114:14 123:2,4,6,12 126:19 135:7,11 137:4 141:20 142:24 146:21 150:6,25 170:11 185:15 188:5 189:7 190:14 192:1 193:20 194:17
three-ring 109:25
three-year 18:25 19:6 101:17
142:19 182:16 185:12 200:1,10 200:13
thrilled 198:10
thrive 48:15
throw 34:21 108:8
throwing 152:23
Thurman 138:19,23 140:7,8
Thursday 92:4,16 114:18
tie 59:14
tied 34:6
Tierra 126:25,25 127:1,2,6,13,21 136:2
ties 77:2 78:10
time 4:22 5:20 6:12 10:5,21 15:3 16:4 18:11,19 20:22 28:12 31:8 34:9,13,16,18 39:5 45:25 49:1 52:20 56:25 58:6 60:20 63:2,2 64:23 65:11 69:13 73:25 77:18 78:15 83:19 85:6,19 90:2,8,13 92:8,15,22,24 96:21 98:1,2 100:6 101:11 102:2 103:2 108:7 110:4 112:6 113:12,13,15 116:2 117:24 118:20 120:18 124:5,16 127:21 128:3 129:9 130:4 131:10 132:9 133:5 135:3 137:21 142:10 149:24 150:6 152:14,25 170:12 187:23 188:10,11 191:20 195:9,15,21 197:8 198:6 199:22 201:8 202:15 204:1,2,3,13
timeline 8:15 65:24
timer 59:10
times 27:23 40:2 47:11,13 74:15 96:11 113:6 136:3 144:24
TIMOTHY 2:4
title 74:19 78:1
today 7:21 8:2,5 11:13 12:25
29:13 34:7,13 37:9 45:15 61:16 64:20 66:3 82:19 84:1 88:8

89:11 92:11 94:19 95:16 100:1 117:25 134:12 142:11 152:10 154:1 157:7 168:13 171:1 172:3 174:6 175:9,11 176:9,25 177:2 185:13 192:9 193:22 198:22 203:13
today's 132:8
told 55:2 60:20 84:14 93:9 100:14 127:14 149:3,22 171:10 195:14
Toledo 38:11,12,12 67:20 68:7,9 115:16 138:22
tomorrow 40:11,13 78:18 79:4 205:4,5
Tompson 16:6 43:9 45:12 58:15 60:16,24 61:4,13 64:21 69:6 70:14 71:23 74:3 77:5,19 78:17 79:15 81:5 83:22,25 85:5 87:4 88:23 89:1 90:17 91:9,13 92:3 93:3 94:12 100:2 104:10 109:20 115:9 121:19,19 123:16 126:23 127:8 128:5,19 130:6 135:3,6 141:22 143:20 145:12 146:12 148:11,22 152:1 153:20,23 158:1,4 161:9,16 164:13 167:23 169:6 171:2 172:10,15 179:16 181:1
Tony $36: 15$ 37:13,13 87:6,10,20 129:19
tool 50:24 52:12 54:15 100:10 152:14 184:3
toolbox 56:22
tools 115:6 144:15
top 8:17 11:15 14:8 133:13,14
topic 98:2
totally 172:17 189:20
touched 46:11
tough 18:23 118:17
toughest 136:11
Towa 16:14 17:6,7 43:23 44:11 44:18 46:25 47:2 48:22 53:13 53:16 57:9,15,21,21,21 59:5,21 66:7 156:6,6,7,7 176:18 178:2 183:20
town 153:4,6
Toya 46:19 50:6,9 52:13 56:10 57:6,7,14 58:14 59:2,2 137:21 152:4
track 5:14 76:10 95:2 111:6

135:15
tracking 71:17
traditional 22:21 37:3 53:12,13
53:19 118:8,10 168:15 169:14
traditionally $154: 5$
traditions 18:6 53:10,24 66:12 66:19
traffic 69:17
tragic 197:7
trained 63:25 183:24 184:10
training 2:14,16 19:12,21 63:14 63:16,22 91:18,20 94:14 108:15 114:2,6,19 115:7,8 116:6,19 177:24 183:16
trainings 32:14 63:12,21 64:8 179:2
trajectory 186:3,4 189:1,2
transcribe 57:13
transcribed 91:1
transcriber 55:24
transcript 1:10 206:11
transform 177:10,10
transformational 197:20
transition 20:11 25:19 26:2
78:19 182:22
translate 52:15
translates 54:6
translating 53:16
transparency 26:6
transparent 173:19
traveling 15:24
treadmill 80:16
treasure 39:18 185:4
treat 126:11,14
tremendous 23:7
tremendously 59:4
tribal 3:6 4:13,14,14 25:18 26:14 26:20,20,23 27:7,8,11 28:14 29:2,13 30:9,19,20,22 31:7,13 33:9 34:6 49:14 137:8,9 139:2 139:18 155:5,15 158:9 175:19 175:22,24 176:3 177:8 178:15 179:14 183:17,21 192:9,14,17 197:24 199:8
tribally 158:6
tribe 31:13 35:15 66:8 137:23,24 139:3,19 158:8 163:20 179:18 185:8 199:9
tricky 23:12
tried 82:25 197:6
trips 57:25
Trot 89:20
truculent 69:23
true 49:15 152:22 155:17 206:10
truly 72:24 83:20 87:1 185:6
trumpeting 72:14
trust 30:22
truth 84:5 173:9
try 31:15 59:16 83:6 139:9
146:21 155:2
trying 71:19,20 81:14 115:24
148:20 151:14 158:19,22
160:17 164:3 166:5,7 167:15,17
170:15 177:20,24
tube 40:25 41:7
Tuesday 92:4,16
tuned 135:24
Turkey 89:19
turn 43:16,17 45:5 58:6 59:20
60:18 85:6,19 135:9 191:21,23 198:2,13
turnaround 95:6 101:1
turned 58:4 76:1 138:21
turnover 103:17 104:2,3,3,15
tutor 120:15
tutored 165:25
tutoring 116:16,17 147:1
twice 181:6
two 5:15 12:7,17,22 19:8 20:1 23:25 33:5 47:20,23 48:5 67:18 68:25 69:1 70:15 74:23 76:1,1 80:2,4,19,22,23,25 81:11 89:15 100:7 102:25 108:25 109:1 114:1 136:3 157:24 160:20 164:24 165:2 171:19 189:2 194:15
two-day 130:15
two-part 74:4
type 27:6 77:24 109:14 167:17
typed 109:7
typically 89:5 96:12

## U

ugly 125:24
ultimately 122:24 189:11
umbrella 166:12
un- 168:8
unacceptable 170:11 178:24

179:1
unaddressed 182:24
unanswered 73:24
uncertain 126:16
unclear 164:1
uncorrected 184:19
underlying 103:12
underneath 94:11 104:16 105:4
understand 59:21 72:24 81:12
82:4 96:18 106:13 121:1 139:1
139:17 140:19 142:17 143:5
146:8,16 151:7 164:8,9 185:6 186:10 201:4
understanding 32:17 53:17 59:3 70:1 77:16 90:18 94:19 146:4 162:14,15 168:7 170:4 187:7
Understood 81:5
unfortunate 146:9
Unfortunately 11:10 29:11
UNIDENTIFIED 35:5
unions 134:5
unique 15:5 18:1 35:22,23 48:24
57:17 67:13 82:15 83:17 166:21
unison 200:4
unit 24:10
United 44:17
units 49:9
universally 187:17
university 46:19 55:4 62:19
100:23
unlevel 5:15
UNM 96:1,25
unsatisfactory 184:8,20
unscripted 60:17
unsure 12:18
upcoming 157:3
update 13:15 74:18
updated 22:10
updates 5:23 6:7
upfront 75:25
uploaded 11:23,24 12:1
uptick 71:14
upward 186:3,4 189:1,2
urgency 170:19
urgent 185:18 186:16
us-versus-them 131:21
use 27:7 52:22 53:23 54:17 55:14
56:21 100:10 102:21 114:10,22
115:6,11 122:7,7,14 147:2

| 177:9 180:1 190:13 191:14,19 | Vigil 72:5 100:15 | 78:12,23 81:17 92:22 93:10 |
| :---: | :---: | :---: |
| 203:21 | vigilance 192:25 | 95:24 96:1,1,2 100:3 102:10 |
| uses 180:2,11 | village 39:10,12,16 40:1,19 | 104:12 105:7,19,21,24 106:2 |
| usually 96:15 194:21 | violated 19:13 | 107:5,6,9 112:12 113:25 117:7 |
| Utah 46:19 | vision 45:20,22 183:5 | 117:11,12,12 121:2 122:9 123:6 |
| utilizing 26:7 48:2,9 144:15 | visit 9:13 15:9,16,18 22:1,9,9 | 123:9,17 124:12 127:21,22 |
| V | 38:15 40:14 41:22 46:10 94:24 | 128:11 131:6,7,11,18,21 136:13 |
|  | on 35:22 | 140:25 142:4 145:20 150:18 |
| V-a-l-e-r-i-e 65:19 | visited 15:13 16:23 20:24 | 152:23,24 153:24 156:10 |
| Valenzuela 2:13 13:16 15:11 | visiting 68:10 | 157:12,19 162:19,20,21,22,22 |
| Valerie 65:19 70:17 74:24 | visitor 85:7 | 162:23 166:22 168:12 169:5,10 |
| valid 122:14 | visits 9:12 | 171:12,16 172:1 177:18,19 |
| Valley 14:12 15:2 20:17,23 21:3 | Vista 169:12 | 180:15 186:3 193:25 194:20 |
| 21:21 23:2 24:9 25:3 31:20 | Vistas 22:10,22 79:8 191:8,11,12 | 196:9,10,13 198:21 203:19,22 |
| 66:5 112:10,12,17 113:19 | visuals 57:24 | wanted 7:2,18 11:12 15:16 26:19 |
| 128:11,13 129:3,9 131:3 132:12 | vital 49:16 | 27:5 38:3,4,5 43:6 60:9 65:1 |
| 133:6 157:1 159:7 180:11 | vocabulary 49:11 | 73:20 82:23 86:24 93:7 115:11 |
| 182:25 188:19 195:16 | Vogel 62:13,15 | 137:16 151:7 155:16 157:2 |
| value $25: 23$ 52:7 53:18 | voice 40:3 | 159:23 163:6,6,7,8,16,19 |
| value-added 56:18 | voiced 9:24 | 167:25 168:2,3,9 169:4 178:11 |
| values 18:6 26:4 56:19 94:10 | voicing 8:23 | 181:12 198:10 199:14 203:14 |
| vampire 174:3 | vote 3:10 4:25 78:25 79:2,6 | wanting 46:2 101:17 129:2 |
| van 15:24 | 110:14 112:18 131:9 134:21 | 177:13 |
| varied 18:12 | 196:24 198:18 199:4,4,16 | wants 73:16 102:12 128:7 161:7 |
| variety 144:15 | 202:12 | 161:10,11 162:16,17 |
| various 93:3 | voted 45:23 131:10 157:2 | war 41:3 52:18 |
| vast 127:25 | votes 199:25 | wares 89:23 |
| vegetables 158:14 | vowed 46:14 | warm 16:15 |
| verbal 155:12 |  | wasn't 10:24 15:15,22 31:10 |
| verbalized 77:12 | W | 55:13 75:3,12 76:15 83:6 84:24 |
| verbatim 20:14 49:25 130:9 | W 2:23 | 87:17 108:4 134:12 138:24 |
| 152:3 | wait 34:19,23 42:20 188:5 | 149:19 151:17,23 152:20 174:9 |
| verified $22: 8$ | waiting 45:6 102:23 | 177:1,2 179:14,18 180:13 |
| version 13:22 75:13,22 128:20 | waitlist 118:9 | waste 117:24 |
| versions 9:174:16 | waive 180:15 | wasted 185:11 |
| versus 23:2,4 131:25 | waiver 180:15 | wasting 135:12 |
| vertically 66:18 | Walatowa 31:11,21 45:25 52:17 | watch 71:6 |
| veteran 46:16 107:6 128:21 | 66:14 67:5,6 87:21 95:25 96:6 | watering 159:18 |
| Vice 2:3 65:1 72:18 88:5,7,24 | 117:14 124:22 129:16 134:17 | wave 72:22 |
| 90:10,24 91:10,25 92:21 93:17 | 195:10 204:12 | wavering 94:3 |
| 95:4 101:15 103:9 104:14 | walk 52:22 | way 15:8 16:15 35:23 39:19 |
| 105:23 106:15 107:8 110:6,22 | walked 15:24 | 43:16 51:10 52:1 60:12 70:25 |
| 111:1,21 113:24 114:7 116:20 | walking 57:25 | 71:11 89:15 99:25 118:12 |
| 117:23 121:6 122:17 181:18 | walls 10:16 16:13 | 119:11,12 120:7 122:14 123:11 |
| 182:11,12 184:25 185:1 189:1 | want 5:2,19 6:2 7:18 9:6,7 12:2 | 125:6 126:7,8,10,14 129:23 |
| 195:18 201:14,19 202:7,13,14 | 13:14 26:22 28:7 32:24 33:4 | 130:1 134:10,21 135:4 159:17 |
| 202:18,21,23 203:1,3,5,7,9,9 | 35:10 37:24 38:13 40:4 45:18 | 161:2,2 169:7 171:8 175:11,12 |
| video 59:17 144:5 | 45:19,20 50:20,25 52:8 55:19 | 176:24 185:3 189:17 195:6 |
| view 43:4 80:5 135:18,18 178:7 | 60:15 63:7 65:2 66:2 71:13 | 200:23 204:1,16 |

ways 53:22,24 55:10 124:19
147:7 148:24 174:8,24 176:24 200:4
we'll 4:19,21,22,25 9:6,7 27:17 42:19 46:3 65:8 71:2 103:6 112:17 116:6 131:22,24 136:13 143:2 154:7 182:5,7,7
we're 4:4,11,15,15 7:25 9:5,19 26:14 35:23,24 42:24 43:12 45:6,23,24 46:2 51:19,25 54:8 59:8 61:8 65:11 68:2 72:14,16 72:17 79:3 80:4,11 81:13,14,19 82:19 83:2,8,14,14 85:12,15,15 85:16 87:16 89:4,22 92:7 94:17 94:23 95:1 97:21 98:21,22 99:7 99:9,11 100:10 101:4,5,13,21 102:15 103:4 108:24 110:5 112:15 117:8,9,10 118:19 119:3 121:9 122:24 125:22,25 130:13 130:22 131:19 134:2 135:12,15 139:5,6 142:15,20 143:7,14 145:13,16 147:21,22 148:25 149:12 150:4,10 153:24 154:1 156:9 158:22 164:2,3,5,5,7,8,9 164:10,10 167:15 169:9 173:19 174:14 181:15 186:25 187:2 188:12,14 193:10 198:18,19 200:4
we've 7:11 10:14,18 49:8,25 59:13 81:14 82:20,20 85:1,9 93:9 94:18 95:2 101:11 108:6 108:13 113:2 140:21 142:1 145:15 148:14,16 150:2 152:10 158:14 180:6 193:10
weak 166:11 167:8,8
weakness 102:21
weaknesses 56:2 103:6
wealthy 204:6
Webinar 1:14
webpage 11:24,24
website 13:15
Wednesday 92:4,17
week 8:8 47:15 60:1 63:24 68:10 75:18 89:5 91:7,7,12 106:3 113:10 125:3 127:18,19,19 152:6
weekend 133:24
weeks 26:24 44:8 74:24
welcome 11:7 142:18, 19 155:9

155:14
welding 189:19
went 14:23 15:17 16:17 18:19
27:24 41:11 50:18 51:22 54:4
54:25 55:7,8 58:2 62:20 63:21
69:2 70:5,6,7 75:10 79:7 87:22
100:15,20 106:8 108:14,14,17 108:18 109:10 113:5,16 114:13 115:4,19 127:11 131:16 141:3 152:2 159:12,13 169:12 180:24 194:16
weren't 17:8 29:15 34:2 73:10,24 132:8 169:13 186:1
whereof 206:14
whispered 181:22
whiteboard $144: 9$
wholeheartedly 142:22
wiggle 186:16
Wilkinson 66:24 67:3,5 125:5
134:16 137:16 195:11
willing 78:15
willingness 136:25
win $88: 19$
winner 100:24
wins $41: 3$
wish 25:13 86:5 174:9 175:2
withhold 77:21 78:2
wonder 41:6
wondered 151:21
wonderful 50:23 67:21 91:20
wondering 11:18 69:4 70:9 102:8 162:12,13,13 201:16
Woodcock-Johnson 100:9
Woof 55:5,5
word 25:14 125:7,7 134:13, 14 165:17 190:13
words 37:8 61:6 94:9
work 7:16,21 28:23 49:14 51:23 70:24 77:11 83:1,13,15 84:11 85:17 89:3,8 90:8,9 116:11,14 127:20 129:19 142:2 150:22 171:3 172:12 173:2 174:24 177:25 179:6,7,7 185:22 196:15 201:25
worked 45:21 75:11 83:12 153:4 163:10 165:8 171:4 181:9
working 17:12 22:11 28:22 41:21 46:3 47:2 66:16 78:21 83:6 85:16 89:9 105:15 144:9 146:5

158:17 173:3 200:4 205:3
works 66:19 69:19 100:5
workshop 130:16
world 40:21 51:24 156:9 187:21
worm's 135:17
worried 99:6 179:13
worries 79:22
worry 93:20
worrying 192:3
worst-behaved $84: 18$
worth 19:5,8 104:13
wouldn't 137:4 146:19
wounds $170: 10$
Wow 44:12
wrap 89:6
write 162:21 163:7 165:23,24 190:16
writing 49:12 124:3 165:22
189:11,12
written 53:24 88:1 139:14 156:8 156:8
wrote 75:19 123:20

## X

X 3:1

## Y

yards 39:4
Yazzie-Martinez 114:22,24
116:17,23 117:8 204:9,10
yeah 4:15 60:23 79:17,17 90:24 95:4 102:10 116:20 124:9 125:1 134:14,15 135:5 157:17 158:4 177:19 191:8,14 194:8 197:4 202:9 204:23
year 9:5 11:20 12:4,7,8,9,10,15 12:17,18,19,22,22,22,23 14:14 19:3,3,20 20:11 23:23,25 24:1,4 24:12,12 26:2 36:23 39:18,20 44:7,9 47:11,13,17,18 48:12,13 63:12,13,13,25 70:4,16 71:10 71:11 72:15,15,16 79:24,24
80:7 81:1 85:13 86:16 87:5
94:5 95:1 97:10,10,12 100:22
101:12 105:8 106:8,11 108:25
111:5,18 112:7,21 118:1 119:11
120:3 125:3 127:17 128:4 129:1 133:3 135:14 138:3 139:4
142:13 143:14 144:25 145:8,13

| 145:21 146:10 149:9,10 151:20 | 12 23:5 31:16 72:7 93:14 100:16 | 21-'22 22:23 |
| :---: | :---: | :---: |
| 153:25 154:19,20 156:20 158:6 | 116:10 | 219 1:20 206:8,19 |
| 159:5,10 169:13 172:6 180:8 | 12/31/2024 206:21 | 22 70:4 |
| 181:6 182:19,22 186:4,4 193:2 | 13 23:24 36:21 116:8,10 117:19 | 22-'23 22:23 |
| 193:21 195:20 | 136 14:19 | 22-1B-12.2C 26:17 |
| year's 19:5 80:15 97:6 118:1 | 14 86:8 | 23-'24 182:18 |
| yearly 181:4 | 14th 114:17 115:10 | 24 63:5 87:13 182:20 |
| years 18:22 32:9 33:14 41:14 | 15 23:4 36:21 | 25 138:13 |
| 58:5 63:5 68:25 69:1,2 80:15 | 15-plus 107:25 | 25-year 137:22 138:9,12 |
| 81:18 95:8 96:7 100:4 107:16 | 16 61:2 81:18 84:2,3 86:8 | 26 3:6 24:3 |
| 108:1,1 116:5,8,10 117:19,22 | 16-year 46:16 | 27 24:1 119:16 182:20 |
| 123:2,4,6,13 124:8,9 125:25 | 1630 1:21 206:20 | 28th 139:5,6 |
| 126:19 128:25 134:17 135:7,11 | 16th 15:10 46:9 | 2nd 74:20 |
| 136:12 137:4 138:2,13,18 | 17 22:23 23:2 |  |
| 141:21 142:20,24 146:21 148:4 | 178,800 70:6 | 3 |
| 149:9,21 150:25 168:6 176:14 | 18 23:2 36:22 117:17 191:15 | 3 3:7 11:20 43:1 84:3 183:2 |
| 185:15 186:8 188:5 189:7 | 1936:22 | 3:00 69:16 90:2 204:2,3 |
| 190:15 191:3,22 192:11 194:18 | 1906 62:3 | 30 4:16 43:3 92:19 101:9 135:9 |
| 195:2 196:16,17,17 | 1998 62:10 63:1 | 135:10 142:24 145:5,6 150:6 |
| years' 19:8 150:6 | 1999 14:12,13 30:18 | 181:23 187:22 |
| yellow 24:17 | 19th 89:22 | 30-minute 92:6 142:10 |
| you-all 35:21 88:15 95:9 111:2 | 1st 8:14 63:23 84:9 114:4 182:21 | 30-plus 150:24 |
| 117:2 | 201:23 202:6 | 300 1:12 130:11 |
| young 32:2,6 170:5 176:12 |  | 30s 72:16 101:12 |
| younger 49:19 | 2 | 30th 20:11 63:23 114:4 127:10 |
| Youth 56:21 | $\begin{gathered} 23: 6 \text { 18:16 26:14 61:3 77:21,22 } \\ 78: 2 \text { 131:15 182:21 206:15 } \end{gathered}$ | $\begin{aligned} & 129: 10 \\ & \mathbf{3 1} 24: 3 \end{aligned}$ |
| Z | 2-89:5 | $3272: 9$ 191:15 |
| zero 11:20 99:22,24 102:6 | 20 23:21,21 192:11 | 33 125:25 |
| Zoom 1:14 109:12 | 200 2:23 | $3475: 3$ |
| Zooms 171:24 | 2000-152:25 | 35th 46:20 |
|  | 2000s 87:22 | 36 22:24 |
| 0 | 201 1:21 206:20 | 360 179:19 |
| 00 99:21 | 2015 137:16 152:25 | 360-degree 187:16 |
| 1 | $201631: 6,11137: 18$ | $3872: 8$ 100:16 |
| 13:5,13 19:10 91:15 182:18 | 2019 14:21 | 39 24:5 |
| 1:00 89:2 | 2020 14:22 109:9 115:19 153:11 | 4 |
| 1:15 1:11 4:4 | 2020-2021 63:13 | 43:4,8 11:20 42:24 77:20 79:15 |
| 1:45 89:5 90:2 | 2021 63:15 109:10 | 86:9 183:9 |
| 10 4:17 23:21 196:18 | 2022 14:22 127:11 151:13 | 4.a 184:15 |
| 10-plus 108:1 | 2023 1:11 3:3 14:23 15:10 156:20 | 40 69:9,9 |
| $10012: 22$ 39:4 41:14 69:1 106:14 | 2023-'24 19:3 | 40-plus 23:17 |
| 120:13 150:4 191:17 | 2024 20:12 64:16 182:16,21 | 42 3:7 |
| 103 153:1 | 206:15 | 45 69:9 90:12 91:5,12 |
| 103,000 70:7 | 2027 182:17 | 46 24:5 69:3 |
| $\begin{aligned} & 111: 113: 536: 2148: 6 \\ & 117 \text { 176:14 186:8 } \end{aligned}$ | $2063: 11$ | 5 |
| 117th 135:14 144:25 | $\begin{aligned} & \text { 20s } 72: 15 \text { 101:12 } \\ & \mathbf{2 1} 14: 22 \text { 23:24 24:1 70:4 } \end{aligned}$ | 53:9 23:19 24:6 86:8 |



