# CHI CAGO PUBLI C SCHOOLS PUBLI C BUDGET HEARI NG <br> hel d on <br> Wednesday, August 23, 2017 

STENOGRAPHI C REPORT OF PROCEEDI NGS had in the above-entitled matter at Chi cago Public Schools Loop Office, 42 West Madi son Street, Garden Level, Board Room Chi cago, Illinois, commencing at 12: $30 \mathrm{p} . \mathrm{m}$

MEMBERS PRESENT:
MR. FRANK CLARK, Presi dent
MR. MARK FURLONG
DR. MAHALI A HI NES
MS. GAI L WARD

Reported By: Karen Fatigato, CSR Li cense No.: 084-004072

ALSO PRESENT: MR. FORREST CLAYPOOL, Chi ef Executive Of ficer MR. RONALD MARMER, General Counsel DR. JANI CE JACKSON, Chi ef Education Of ficer MS. ESTELA BELTRAN, Secretary to the Board

12: 38: 1120
12: 38: 1321
12: 38: 1922
12: 38: 2223
12: 38: 2524

PRESI DENT CLARK: Good morning, I adi es and gentlemen. I'm Frank Cl ark. Some of you sai d good morning back, l'm not accustomed to that, thank you. On behal f of my fellow Board Members, I want to thank you for coming today. The purpose of this hearing is to comply with the School Code provisions regarding Fiscal Year 18 Budget.

Madam Secretary, please state for the record the notice procedure for this hearing. SECRETARY BELTRAN: Thank you, Mr. Presi dent.

Notice of this public hearing was published in the Chi cago Sun- Ti mes, a newspaper of general circulation in the City of Chi cago, and posted at the Board Room Princi pal Office, 42 West Madison Street I obby on August 18, 2017. The notice was al so posted on CPSBOE. ORG website on August 14th, 2017. I will now read into the record the public notice as published:

Notice: Public Hearings FY18 Budget for the 2017-2018 Fiscal Year. Chi cago Board of Education, commonly known as Chi cago Public Schools.

12: 38: 251
12: 38: $27 \quad 2$
12: 38: 293
12: 38: 324
12: $38: 36 \quad 5$
12: 38: 396
12: 38: 417
12: 38: 438
12: 38: $47 \quad 9$
12: 38: 5010
12: 38: 5311
12: 38: 5812
12: 38: 5913
12: 39: 0314
12: 39: 0615
12: 39: 0916
12: 39: 1117
12: 39: 1318
12: 39: 1819
12: 39: 2120
12: 39: 2421
12: 39: 2622
12: 39: 2923
12: 39: 3324

To WhomIt May Concern: Publ ic notice is hereby gi ven by the Chi cago Board of Education that it has prepared an FY18 Budget for the 2017-2018 Fiscal Year in tentative form and that five copies ther eof available for public inspection have been filed and are now on file in the Office of the Board of Education of the City of Chi cago, commonly known as Chi cago Public Schools, One North Dearborn Street, Suite 950, Chi cago, Illinois, 60602, and available at WKWVN CPS. EDU/ BUDGET.

And that said Board of Education will hol d two public hearings upon said budget on the 23rd day of August 2017. The first hearing, Chi cago Public Schools Loop Office, 42 West Madi son Street, Garden Level, Board Room Chi cago, Illinois, 60602. The hearing time
 2: $30 \mathrm{p} . \mathrm{m}$, and the regi stration from 11 a. m to 12 p.m And the second hearing, Chi cago Public Schools Loop Office, 42 West Madi son Street, Garden Level, Board Room Chi cago, Illinois, 60602. The hearing time 3: 30 p.m to 5: $30 \mathrm{p} . \mathrm{m}$, and the regi stration from 2: 30 p.m to 3: 30 p.m

Dated at Chi cago, lllinois, August 11, 2017. Chi cago Board of Education. By, Frank M Clark President, and attested by Estel a G. Beltran, Secret ary.

And, Mr. President, I would al so like to note the Board Menbers who are present here today for this first hearing. And we have Board Member Furlong. We have Dr. Mahalia Hines. We have Board Menber Kard. President Clark.

And I would al so like to acknow edge Forrest Cl aypool, our CEO, our Gener al Counsel, Ronal d Marmer, and our Chi ef Education Officer, Dr. Jani ce Jackson. Thank you.

PRESI DENT CLARK: Thank you, Madam Secretary.

So let's begin with the Budget proceedings, I believe that's going to be Brian Hamer and Mchael Sitkowski. Pl ease proceed to the podi um

MR. HAMER: Thank you very much, President Clark. I'mBrian Hamer, the Di rector of $t$ he Office of Management and Budget for the Chi cago Public Schools. I am here this afternoon just to give a brief overview of the

12: 40: $51 \quad 1$
12: 40: $55 \quad 2$
12: 40: 583
12: 41: 014
12: 41: $04 \quad 5$
12: 41:07 6
12: 41: 117
12: 41: 188
12: 41: 219
12: 41: 2810
12: 41: 3211
12: 41: 3712
12: 41: 4113
12: 41: 4514
12: 41: 5115
12: 41:54 16
12: 41: 5717
12: 42:00 18
12: 42: 0319
12: 42:08 20
12: 42: 1221
12: 42: 1622
12: 42: 2123
12: 42: 2624
proposed 2018 Budget, of course, we are all primarily here today to hear fromthe members of the public, and I just want to say that my public -- my colleagues and l are very interested in hearing what peopl e have to say about the budget. I have a brief slide presentation and let us begi $n$.

I thi nk we'll start by doing a brief recap of the Fiscal Year 17 Budget and Budget Environment. As you may recall, we began with a Fiscal Year 17 amended budget which provided for $\$ 5.41$ billion of expenditures. In the very middle of the school year, the Gover nor vetoed $\$ 215 \mathrm{milli}$ on of State pensi on funding for CPS, whi ch was extremely troubling particularly gi ven the fact, as we all know, that the State provi des pension funding to all of the other school di stricts in the State of IIIinois but barely any funds to the Chi cago Public Schools.

The State thereafter del ayed about \$330 million of straight -- of State grant funding as of June 30th, 2017. These actions taken together equated to about 10 percent of CPS' s operating budget and didn't even take into

12: 42: 35
12: 42: $38 \quad 4$
12: 42: $41 \quad 5$
12: 42: $44 \quad 6$
12: 42: 497
12: 42:58 8
12: 43: 029
12: 43: 0810
12: 43: 1411
12: 43: 1612
12: 43: 1913
12: 43: 2314
12: 43: 2615
12: 43: 2816
12: 43: 2917
12: 43: 3118
12: 43: 3419
12: 43: 3620
12: 43: 4221
12: 43: 4622
12: 43: 5023
12: 43: 5424
account the fact that the State grossly underfunds CPS compared to ot her school districts throughout the State.

Neverthel ess, CPS was able to manage through these shortfalls through active management, creating internal efficiencies, i ncreased revenue and market access. CPS' s budget deficit has declined from \$1. 1 billion in Fiscal Year 16 to $\$ 544$ million begi nni ng in Fiscal Year 18. And this is the deficit that we' Il be addressing as part of the proposed budget. This decline, this significant decline in the deficit is despite various cost increases whi ch have been managed down through a whole variety of internal efficiencies.

PRESI DENT CLARK: Brian, bef ore you go on, and l know I'minterrupting you in the middle of your presentation, but this particular bullet I think is noteworthy, and I want to make sure that it is compl et el y understood.

Two years ago when we looked at \$1.1 billion deficit in Fiscal Year 16 and we find oursel ves today with still a deficit but a deficit that has declined down to 544 billion --

12: 44: 02
1
12: 44: $06 \quad 2$
12: 44: 11 3

12: 44: 184
12: 44: 215
12: 44: 266
12: 44: 287
12: 44: 348
12: 44: 369
12: 44: 4010
12: 44: 4511
12: 44: 4812
12: 44: 5013
12: 44:53 14
12: 44: 5615
12: 44: 5816
12: 45: 0217
12: 45: 0918
12: 45: 1219
12: 45: 1620
12: 45: 1921
12: 45: 2122
12: 45: 2523
12: 45: 2824

544 million in the Fiscal Year 18 budget, so a little bit better than half a billion dollars, $\$ 500$ million of deficit has been erased. Talk to us a little bit about that because the point that I want to make here is that some of this was done obvi ousl y through internal controls, efficiencies. There's a lot of issues around the use of consultants by the current management, but these consultants found a large, I arge sum tens of millions of dollars in savi ngs, far in excess of any costs associ at ed with payi ng these consultants. But the real reason l want to talk about this a bit more, it just shows the focus and dedication of the CPS I eadershi p, obviously the commitment of the Board and, frankly, the sacrifice and understanding of the CPS empl oyee base, mainly teachers. You don't get rid of a half a billion dollars without a lot of difficulty. So I did not want just the number to be heard without an understanding of what it has taken to get this far, and yet we still have a little bit over a hal f billion dollars that we're struggling with, but we' ve come a very, very long way.

MR. DeNARD: Excuse me, Brian. Presi dent Cl ark, if you don't mind, l can answer some of those questions. Ron DeNard, SVP of Fi nance.

The way that we were able to reduce the deficit was a combination of both increases of revenue and decreases of expenses. As you recall, last year we fought and the year bef ore we fought hard, 20 for 20 , we were asking for more revenue fromthe State, and we were able to get more revenue from the State. In addition, we were able to get the State to allow us to put $\$ 250$ million of increased property taxes, which is fromthe citizens of Chi cago, we increased thei $r$ property taxes in order to reduce our pensi on expense and that hel ps out with our deficit.

There were many thi ngs that we did as far as management efficiencies. For instance, we went to the State and we were able to work on our grant efficiency, and we were able to use an additional $\$ 60$ million in our grants that we coul dn't use before. he al so put better control s in place, and our schools hel ped us by

12: 47: $02 \quad 2$
12: 47:04 3
12: 47:06 4
12: 47: $10 \quad 5$
12: 47: 126
12: 47: 167
12: 47: 208
12: 47: 239
12: 47: 2610
12: 47: 3011
12: 47: 3412
12: 47: 3713
12: 47: 4014
12: 47: 4415
12: 47: 4716
12: 47: 5017
12: 47: 5518
12: 47: 5819
12: 48: 0120
12: 48: 0321
12: 48: 0422
12: 48: 0723
12: 48: 0924
spending grant money first, which we're rei mbursed for, and then spending on our operating funds. We al so put together standardizing purchasing contracts so that we could get rebates.

So there are many, many -- there are many, many activities that we had and management efficiencies that we put in place, in addition to, as people have al ways come up and said, you need more revenue. Well, we went to the State, both the teachers, the parents, our management team and fought for 20 or 20 . We're not there yet, but we're fighting to get more. And the mayor in addition hel ped out by we increased our property taxes. And remember, we're the onl y, the only school district that pays their own pensi on, the only one, and we increased our property taxes to hel p with the pension. So both local revenue, State revenue and management effici enci es.

PRESI DENT CLARK: Thank you very much, Ron. Brian, you want to continue.

MR. HAMER: Okay. Let's turn to the Fiscal Year 18 budget, whi ch incl udes \$5. 75

12: 48: 5110
12: 48: 5711
12: 49: 0012
12: 49: 0413
12: 49: 0914
12: 49: 1215
12: 49: 1716
12: 49: 2117
12: 49: 2218
12: 49: 2619
12: 49: 2820
12: 49: 3021
12: 49: 3422
12: 49: 3923
12: 49: 4124
billion in spending and the same amount in resources. This budget protects investments in the classroom which is al ways our focus, and provi des 5 percent increase in per pupil funding to schools compared to Fiscal Year 17. The budget al so incorporates an additional \$300 million of State revenue as proposed in Senate Bill 1, and $\$ 269$ million of new local resources. St epping back and looking at school s fundi ng generally. Schools have recei ved \$1.9 billion through student-based budgeting in their Fi scal Year 18 allocations. Schools recei ve the base rate of $\$ 4,290$ per student and then different amounts based on grade level and di verse learner I east restrictive envi ronment categories, but the base amount is $\$ 4,290$ per st udent.

School s al so recei ve foundation positions, namely, a princi pal, a counsel or and a clerk and adj ustments for teacher experience and if a school has multiple buildings.

Schools al so recei ve di scretionary funding from the State and the Feder al Gover nment, funds based on the percent age of I ow
i ncome students at each school. Funding for di verse learners is based on student I ndi vi dual ized Education Pl ans and specialized programs, such as, magnet, international baccal aureate and bilingual prograns. They're all allocated to schools in addition to the funding sources l stated above.

I think that we al ways need to keep focus on the fact that our efforts are to protect and build upon the academic achi evements that the district has experienced over the course of recent years, and so it's worth taking a moment and noting those achi evements at this presentation. And let me just mention a few of them

## In a I andmark study of statewi de

 educational out comes, the Uni versity of lllinois found that CPS students are out performing thei $r$ peers in every maj or racial and et hnic group in IIIinois. In its academic progress report, CPS reported dramatic i mprovements since 2011 on key metrics, incl uding partici pation in the arts, math and reading growth, graduation rates, freshman on-track to graduate, attendance and12: 51: $10 \quad 1$
12: 51: $17 \quad 2$
12: 51: 203
12: 51: 244
12: 51: 275
12: 51: 316
12: 51: 337
12: 51: 378
12: 51: 419
12: 51: 4410

12: 51: 4711
12: 51: 5112
12: 51: 5413
12: 51: 5814
12: 52: 0315
12: 52: 0516
12: 52: 0917
12: 52: 1218
12: 52: 1419
12: 52: 1920
12: 52: 2121
12: 52: 2422
12: 52: 2723
12: 52: 3324
dropout rates. For school year 15-16 the freshman on-track rate hit an all-time high of 87. 4 percent. The dropout rate was cut in hal f to 6.8 percent. And the attendance rate was 93. 4 percent.

CPS students have achi eved a record hi gh graduation rate with 73.5 percent of students earni ng a di pl oma. The graduation rate has steadily risen over the past six years, growing more than 16 percentage points since 2011 when $j$ ust over hal f of CPS st udents earned a hi gh school di ploma.

CPS students out pace nati onwi de peers in graduation rate growth. Wile students nationally recei ved a record high graduation rate of 83.2 percent for the 2014-15 school year, CPS students are out pacing thei $r$ peers with a graduation rate that is growing more than three times faster than the national rate.

According to a Uni versity of Chi cago study, roughl y 42 percent of CPS graduates enroll in a four-year college or uni versity, qui ckly approachi ng the national average of a 44 percent college enrollment rate.

12: 54: 0120
12: 54: 0521
12: 54: 0822
12: 54: 1523
12: 54: 2024
U. S. News and Wbrld Report heral ded seven CPS high school s among the top ten schools in Illinois. Five of those schools were al so ranked nationally.

These successes occur because CPS focuses on the classroom and as we can see from this pie chart 97 percent of staff provide direct support to schools.

Thi s next chart shows the allocation of CPS spending whi ch very much follows the same point. It al so notes that sal aries and benefits account for about two thirds of the Fiscal Year 18 Budget.

Not wi thstanding these i mpressi ve successes, let me make clear, as Ron DeNard just did as well, that it is essential that the State reformthe way that pensions are funded in Illinois. This graph here shows that pension contributions pursuant to State Iaw will conti nue to grow dramatically in coming years. And the following chart shows that those pensi ons are funded in a grossly unfai $r$ way. Even with the passage intolaw of Senate Bill 1, the I andmark school funding proposal, Chi cago

12: 54: 281
12: 54: $31 \quad 2$
12: 54: 323
12: 54: 354
12: 54: $40 \quad 5$
12: 54: 446
12: 54: 497
12: 54: 528
12: 54: 569
12: 54: 5810
12: 55: 0011
12: 55: 0312
12: 55: 0813
12: 55: 1314
12: 55: 2115
12: 55: 2416
12: 55: 2417
12: 55: 3018
12: 55: 3419
12: 55: 3820
12: 55: 4221
12: 55: 4222
12: 55: 4523
12: 55: 4824
schools will be treated in an extremel y unfair way.

Thi s chart indi cates that in Fiscal Year 18, even with SB 1, State fundi ng per student for teacher pensi ons outside of Chi cago will come to $\$ 2$, 801 , whereas State funding per student for Chi cago teacher pensions will amount to only \$612 million.

PRESI DENT CLARK: Brian, this is another one where l want to stop for a moment.

So your chart shows that the State's -thi s is Fiscal Year 2017, the State contributed \$32 per CPS child for pension, per student for pensi ons, versus $\$ 2,447$ per child outside of -for every other district?

MR. HAMER: That's correct, yes.
PRESI DENT CLARK: $\$ 32$ versus $\$ 2,447$ ?
MR. HAMER: That is correct. As I say, it is a grossly unfair way of allocating dollars to the school districts in the State of IIIinois.

PRESI DENT CLARK: I'mtrying to do the enl i ght ened math. Somebody here is really much at this than me. But I don't think this is 1

12: 56: $00 \quad 2$
12: 56: 033
12: 56: 044
12: 56: 055
12: 56: 096
12: 56: 107
12: 56: 118
12: 56: 129
12: 56: 1610
12: 56: 2211
12: 56: 2512
12: 56: 2813
12: 56: 3014
12: 56: 3515
12: 56: 3816
12: 56: 4217
12: 56: 4518
12: 56: 4619
12: 56: 5020
12: 56: 5621
12: 57:00 22
12: 57:04 23
12: 57:07 24
percent, is this one tenth of 1 percent?
MR. HAMER: It's a robust 1-and-a-hal f percent, l believe, yes.

PRESI DENT CLARK: So the rest of the State gets 98-and-a-half percent more than we do?

MR. HAMER: That's right.
PRESI DENT CLARK: I' m just trying to find ways to say it so people can appreciate it. It's unconsci onable. There's nothing to be said ot her than the i nequities are just grossly unf ai $r$ and everybody needs to understand that. That is one of the many hurdles that we encounter in financing the Chi cago Board of -the Chi cago Publ ic School system that even with Senate Bill 1, if we get it, it won't complet y erase that di sconnect.

MR. HAMER: And even anot her way of putting it is that we project that in Fiscal Year 18 the State will provi de \$4. 6 billi on to pensi on -- teacher pensi ons outside of the City of Chi cago and onl y $\$ 233$ milli on for the Chi cago pensi on system agai $n$, assuming that SB 1 becomes I aw.

12: 57: 143
12: 57: 154
12: 57: $20 \quad 5$
12: 57: 256
12: 57: 317
12: 57: 328
12: 57: 359
12: 57: 4110
12: 57: 4411
12: 57: 4812
12: 57:51 13
12: 57: 5614
12: 57: 5815
12: 58: 0316
12: 58: 0717
12: 58: 1218
12: 58: 1719
12: 58: 2120
12: 58: 2221
12: 58: 2622
12: 58: 3023
12: 58: 3624

PRESI DENT CLARK: Thank you, Brian. Conti nue.

MR. HAMER: Bef ore l cl ose l did want to say a few words about the proposed Fiscal Year 18 Capital Budget, whi ch we are al so asking the Board to consider and approve in the coming days.

The 18 Capital Budget would provi de \$136 million for capital projects, largely for emergency facility repair and deferred mai nt enance. And it builds upon the very substantial capital programthat the Board approved I ast year, whi ch amounted to \$938 million, of whi ch a substantial part was directed again to defer mai nt enance projects and other maj or repairs. We are al so hopef ul to seek a suppl emental pl an later in the year if we are able to identify additional resources.

Thank you very much.
PRESI DENT CLARK: Board Members, do you have any questions of Brian before he sits down?

The capital budget you emphasized is I argel y focused on emer gency repairs. I want to be clear, all the Board knows, as l'msure many

12: 58: 40

12: 58: 42 2

12: 58: 473
12: 58: 504
12: 58: $55 \quad 5$
12: 58: 586
12: 59: 027
12: 59: 058
12: 59: 109
12: 59: 1510

12: 59: 1811
12: 59: 2012
12: 59: 2213
12: 59: 2614
12: 59: 2715
12: 59: 2716
12: 59: 3217
12: 59: 3418
12: 59: 3619
12: 59: 3820
12: 59: 4221
12: 59: 4322
12: 59: 4623
12: 59: 4824
people in the audi ence, that the capital budget is drastically low and really cannot do the kinds of things that it should be -- that should be done in order to continue to improve the structural issues in some of our schools, that's why he used the word emergency facilities repair deferred maintenance. We recognize that at the Board, and we're optimistic that if the funding that we hope for materializes and Ron DeNard works his magic that there may, in fact, be some ot her opportunities to do more with the capital budget.

Mark, were you going to say something? MEMBER FURLONG: No, no, no, just listening.

PRESI DENT CLARK: Thank you.
MR. HAMER: Thank you very much.
PRESI DENT CLARK: Does that compl et el y concl ude the presentations? Is there any ot her -- okay.

Okay, if there are no other questions from Board Menbers, let's proceed with today's public comment segment. Madam Secretary, pl ease share the rules for public coments.

12: 59: $51 \quad 1$
12: 59: $51 \quad 2$
12: 59: 513
12: 59: 534
12: 59: $55 \quad 5$
12: 59: 596
13: 00: 017
13: 00:03 8
13: 00:06 9
13: 00: 0810
13: 00: 1211
13: 00: 1212
13: 00: 1513
13: 00: 1714
13: 00: 2415
13: 00: 2816
13: 00: 3117
13: 00: 3418
13: 00: 3619
13: 00: 3820
13: 00: 4121
13: 00: 4622
13: 00: 4723
13: 00: 5024

SECRETARY BELTRAN: Thank you,
Mr. Presi dent.
For the record I would like to note that regi stration for the public hearing was hel $d$ between the hours of $11 \mathrm{a} . \mathrm{m}$ and $12 \mathrm{p} . \mathrm{m}$ I ndi vi duals who regi stered to speak will have t wo minutes to comment, and l will call speakers in the order of registration. This hearing will concl ude after the last person who has si gned in to speak has spoken or at 2:30 p.m, whi chever occurs first. When called please state your name.

And then, Mr. President, l will start by calling Di an Pal mer from SEIU Local 73, she's a co-trustee for that Local 73, followed by speaker number 1, Dan Gonzal ez, and then speaker number 2, Mara Castillo.

PRESI DENT CLARK: Before the first speaker begi ns, Dr. Jackson, there was one question I forgot to ask. What is the number one school in the nation?

DR. JACKSON: Are you referring to the I ast report that called out halter Payton?

PRESI DENT CLARK: I'mjust waiting for
your answer.
DR. J ACKSON: Okay, hal ter Payt on College Prep Hi gh School.

PRESI DENT CLARK: The number one school in the United States is a Chi cago Publ ic School. Pl ease.

MG. PALMER: Thank you, I' m Di an
Pal mer, co-trustee of Local 73. At Local 73 our members are special education classroom assistants, school security officers, bus ai des, custodi ans and parent workers who of fer support to thousands of CPS students and thei $r$ parents every day. I amreally i mpressed about the Wal ter Payt on School, and that's why I' m so saddened that we're to a poi nt where we're doing l ayoffs of these workers that support these students every day.

Every year CPS asks more of our nembers and your employees. They've asked them to take furlough days, to forego wage increases, increase empl oyee's health insurance costs and they' ve done layoffs, and now they're asking them to take layoffs again. You cannot sustain your hi gh level of excellence if you don't have

13: 01: 571
13: 01: 592
13: 02:01 3
13: 02:04 4
13: 02:06 5
13: 02: 116
13: 02: 157
13: 02: 188
13: 02: 219
13: 02: 2410
13: 02: 2611
13: 02: 2812
13: 02: 3313
13: 02: 3614
13: 02: 3915
13: 02: 4016
13: 02: 4217
13: 02: 4618
13: 02: 4919
13: 02: 5320
13: 02: 5721
13: 02: 5722
13: 03: 0023
13: 03: 0324
the people there that will support the students. So we're asking the Board, you all are in charge of the school and you're supposed to set the di rection for the school, and we're asking you to take a stand with these employees to talk to Rauner and Mayor Rahm Emanuel about supporting these schools. These students are our future for tomorrow and we need them I know I do. I'mgoing to need the jobs that they're going to support with the fine education they'll get in the Chi cago Public Schools. And so l'masking you that rather than sit back and just accept whatever they -- you know, whatever bones they want to throw the way of the Chi cago Public Schools, that you stand up with these students and stand up with these workers so that we can get a workforce that's there, ready and able to support our students. And rather than Iay these empl oyees off, that you stand with themin making sure that our schools are in fine condition.

So l'masking you to resci nd these I ayoffs and return these workers to support the students of the Chi cago Public Schools.

13: 03: 269
13: 03: 3010
13: 03: 3111
13: 03: 3412
13: 03: 3713
13: 03: 4014
13: 03: $42 \quad 15$
13: 03: 4416
13: 03: 4617
13: 03: 4918
13: 03: 5119
13: 03: 5420
13: 03: 5821
13: 04: 0222
13: 04: 0623
13: 04: 1024

SECRETARY BELTRAN: Thank you, Ms. Pal mer.

MR. GONZALEZ: Good after noon, my name is Dan Gonzal ez, I ama special education cl assroom assistant or SECA, and I'ma proud steward and member of the Local -- SEI U Local 73.

Just like many of my coworkers who are SECAs who were laid off, my job is to support our children who have vari ous di sabilities, i ncl udi ng physi cal, cognitive, vi sual di sabilities. This al so includes of fering support to students who have behavi oral di sorder and emoti onal i mpai rments.

We report to work each day so that our children from our commenity have a quality educati on and they have the support they need to accompl ish those things and they have the advocates that are there to enable themto do what they can't do for themsel ves. We're of ten short staffed and over capacity. These I ayoffs mean -- these l ayoffs mean that come thi s school year SECAs, teachers and ot her support staff will be asked to take on more duties and

13: 04: 131
13: 04: $15 \quad 2$
13: 04: 173
13: 04: 194
13: 04: 225
13: 04: 266
13: 04: 287
13: 04: 308
13: 04: 339
13: 04: 3610
13: 04: 3911
13: 04: 4312
13: 04: 4613
13: 04: 5014
13: 04: 5215
13: 04: 5516
13: 04: 5717
13: 05: 0018
13: 05: 0419
13: 05: $07 \quad 20$
13: 05: 0921
13: 05: 1222
13: 05: 1323
13: 05: 1624
responsi bilities which ultimately impacts the time and attention and support that we give our students who need it the most. The support we provi de is vital to the kids we service, but each year CPS seens to resol ve its budget obstacles by cutting staff that are needed.

Today I'm here not only to speak on behal $f$ of SECAs but al so on on hal $f$ of our most affected and vul ner able children. I nstead of offering more support to our children who need it the most, our Governor Rauner, Mayor Rahm Enanuel and CPS have chosen to conti nue the political games and thus callously take the very support our very children need away fromthem CPS needs to demand more from those who hold the power instead of putting the burden on workers who have sacrificed enough. We are not pawns, we are not your ends to a means. Do the right thi ng please. Rescind the 950 I ayoffs and let us go back to work so we can continue to support our children so they can get the qual ity education they deserve.

And just to reiterate, we work here, we live her, we pay taxes and we come to work to

13: 05: 191
13: 05: 212
13: 05: 223
13: 05: 234
13: 05: $25 \quad 5$
13: 05: 296
13: 05: 337
13: 05: 358
13: 05: 389
13: 05: 3810
13: 05: 4111
13: 05: 4412
13: 05: 4813
13: 05: 5214
13: 05: 5715
13: 06: 0016
13: 06: 0417
13: 06: 0718
13: 06: 1219
13: 06: 1520
13: 06: 1821
13: 06: 2422
13: 06: 2723
13: 06: 3224
support these students. Thank you.
SECRETARY BELTRAN: Thank you,
Mr. Gonzal ez. Thank you for your comments.
As the next speaker approaches the microphone, we will then call speaker number 3, Nat asha Carlson, followed by speaker number 4 pl ease, Kat heri ne Osgood, and then speaker number 5, Max Castillo.

Pl ease state your name.
MS. CASTI LLO: Hi, my name is Mara, and today I' m here because of the CPS I ayoffs. And it's not fair, it's not right and it's horrible what CPS is doing to students, parents and staff. We must unite and fight back. CPS needs to manage thei r budget better and stop bullying hard working families like myself. I'ma single mom with three ki ds and it's al ready affecting my own kids who al so happen to be CPS students. I've been on the board for 12 years with out standing performance and they deci ded to cut my position just like this for no reason. I'ma school heal th ai de at Curie Hi gh School, every day I made a huge i mpact on students and parents by serving them The principal cl ai ns it was

13: 06: 341
13: 06: $37 \quad 2$
13: 06: 403
13: 06: 434
13: 06: 465
13: 06: 486
13: 06: 527
13: 06: 578
13: 07:00 9
13: 07:02 10
13: 07:07 11
13: 07:09 12
13: 07: 1213
13: 07: 1514
13: 07: 1915
13: 07: 2316
13: 07: 2517
13: 07: 2618
13: 07: 2719
13: 07: 2920
13: 07: 3321
13: 07: 3522
13: 07: 3723
13: 07: 3924

Rauner and the whol e budget thing. That's nothing but excuses, excuses and excuses.

I' malso an active member of Local 73, our goal is to get our job back and we're going to fight this back, but in order for us to do that we need your support, we need you to be our voi ce. We need to stand toget her and protect the people that has been affected by this tragedy like myself and other people around here. We need to j oin forces now and to tell Rauner and Rahm and the whole crew we are wat ching you and we are coming, to stop bullying us please and please protect us and hel p us. I'mborn and rai sed in Chi cago and I'mal ways here and l made a huge difference and please, pl ease support us.

SECRETARY BELTRAN: Thank you,
ME. Castillo.
Our next speaker please, speaker number 3, Nat asha Carl son.

MS. CARLSON: Good afternoon, unel ected School Board, my name is Natasha Carlson, the co- chai $r$ of the Special Education Committee that we have to sustai n and support our members since

13: 07: $41 \quad 1$
13: 07: $45 \quad 2$
13: 07: 463
13: 07: 494
13: 07: 515
13: 07:54 6
13: 07: 587
13: 08: 008
13: 08: 039
13: 08: 0610
13: 08: 0911
13: 08: 1112
13: 08: 1213
13: 08: 1414
13: 08: 1915
13: 08: 2016
13: 08: 2217
13: 08: 2518
13: 08: 2819
13: 08: 3120
13: 08: 3421
13: 08: 3722
13: 08: 4123
13: 08: 4424
our district and the ODLLS Department does not.
I am ent ering my ei ghth year of teaching, and I' m here today because last ni ght I broke down in tears. But those tears are because of the constant chaos that is fostered and perpet uated by this Board and our di strict, not because of the fault of my principal or my school. We have a Board that is hand pi cked by our mayor to continue to inflate the bl at ant lies around our schools rather than put into acti on the appropri ate supports and services that are needed to support our schools and comminities. A lack of action on the State does not equate to it being okay to not have a local action.

I cried because I haven't even made it to a full ten years yet, June 2020, and even then that's still three years of $f$ of having the potential of having an el ected school board that actually represents our commenities and is hel d account able, that represents the interests of us rather than interest of a mayor that onl y serves to the 1 percent. And since l'm stuck still with at least five years of an unaccount able

13: 08: 481
13: 08: $50 \quad 2$
13: 08: 51 3

13: 08: 534
13: 08: 585
13: 09:03 6
13: 09: 077
13: 09:09 8
13: 09: 139
13: 09: 1610
13: 09: 1911
13: 09: 2212
13: 09: 2413
13: 09: 2714
13: 09: 3015
13: 09: 3316
13: 09: 3717
13: 09: 3918
13: 09: 4019
13: 09: 4120
13: 09: 4121
13: 09: 4122
13: 09: 4323
13: 09: 4424
school board, except to our mayor, l amhere to plead for you to once do as a Board to choose to represent the people in our district and not the politics of our mayor. Your names are first on this budget, this 243-page budget book, before even our CEO. You are on a rubber stamp that are approving these lies. Do you even care that the budget relies on 570 million that doesn't exist? It is phantom money. Do you know that -- remenber, we had three budget hearings last year, is that what you're setting us up for agai $n$ since the Board is going to approve this budget no matter what likel y on Mbnday without funding fromthe city level sec, without funding fromthe State level sec? Unl ess you as a Board fight for the progressive revenue and not regressi ve revenue, we onl y can assume --

SECRETARY BELTRAN: Ms. Carlson.
MS. CARLSON: -- you will continue to cut when there's nothing left to cut. You will bankrupt our di strict bef ore we even get an el ected school board.

SECRETARY BELTRAN: Thank you for your comments.

13: 09: 441
13: 09: $50 \quad 2$
13: 09: 51 3

13: 09: 534
13: 09: 575
13: 10:00 6
13: 10: 027
13: 10: 048
13: 10: 079
13: 10: 0910
13: 10: 1111
13: 10: 1412
13: 10: 1613
13: 10: 1914
13: 10: 2215
13: 10: 2516
13: 10: 2717
13: 10: 2918
13: 10: 3119
13: 10: 3420
13: 10: 3721
13: 10: 4122
13: 10: 4323
13: 10: 4324

Our next speaker pl ease, speaker nunber 4, Katherine Osgood.

MS. OSGOOD: Hi, my name is Katie Osgood, I'mal so the co-chair of the Special Education Comittee at the CTU. And I'm here today to tal $k$ about this budget and especially around special education fundi ng, whi ch frankly it's atroci ous what you guys are doi ng.

Last year you guys commingled the speci al ed and general ed budgets together, thereby obscuring exactly what was going on with speci al education, we coul dn't see where the money was goi ng, whi ch is illegal, by the way. After outcry fromprinci pals and parents and teachers, you did uncomin ngle those budgets, however, you then lied about how much money each school actually needed to service thei $r$ children with special needs and then said that you were allocating more money this year, whi ch again is fal se. Thi s is just a clever trick to hide the massi ve cuts that you are actually placing on special education that is directly impacting schools.

> At my school we were told we only

13: 10: 45

13: 10: 49 2

13: 10: 53 3

13: 10: 554
13: 10: 585
13: 11:00 6
13: 11: 057
13: 11: 068
13: 11:09 9
13: 11: 1210
13: 11: 1411
13: 11: 1912
13: 11: 2113
13: 11: 2614
13: 11: 2815
13: 11: 3116
13: 11: 3417
13: 11: 3518
13: 11: 3619
13: 11: 3920
13: 11: 4221
13: 11: 4522
13: 11: 4723
13: 11:50 24
needed five diverse learner teachers for our K-8 program and this is on top of the $\$ 350,000$ cuts that we got due to enrollment. And as a result we lost two assistants, a dean who ran our restorative justice program we lost a ki ndergarten teacher, and that's on top of all the other cuts we' ve had over the past three to four years. We appeal ed three separate times for more funding last year and you rejected them each time in your racist appeals process. This year we appeal ed agai $n$, finally you just okayed our appeal less than a week before school begins, and we're frantically trying to hi re someone at this point. And we're not going to have enough SECAs, we actually had to cut more in order to fund two more SECA positions we needed just to meet the needs. Your methods for allocating SPED funds are just wrong. You cannot, you cannot tell -- this year you actually had your ODLSS, Office of Diverse Learner fol ks come in and you said you went school by school to fund special ed, but, l'm sorry, there's no way you looked at those tens of thousands of IEPs that are at every single

13: 11: 521
13: 11: $54 \quad 2$
13: 11: 563
13: 11: 574
13: 11: 595
13: 12:03 6
13: 12: 057
13: 12: 088
13: 12: $10 \quad 9$
13: 12: 1010
13: 12: 1211
13: 12: 1312
13: 12: 1413
13: 12: 1714
13: 12: 2115
13: 12: 2516
13: 12: 2617
13: 12: 2718
13: 12: 2819
13: 12: 2920
13: 12: 3021
13: 12: 3322
13: 12: 3723
13: 12: 3924
school. There's no way that each of those -SECRETARY BELTRAN: Ms. Osgood. MS. OSGOOD: And you are going ahead and it's impossi ble that you've done. I nstead you're bl at antly breaking I DA SPED I aw and i gnoring the indi vi dual needs and funding -your funding instead based for your own financi al conveni ence and it's harming our st udents.

SECRETARY BELTRAN: Ms. Osgood, thank you for your comments.

MS. OSGOOD: So l'd like some response to what you've done with these special ed changes because it's atroci ous. I' masking you guys to tell re why you conti nue to cut our most vul nerable l earners.

SECRETARY BELTRAN: Thank you, Ms. Osgood.

MS. OSGOOD: Thank you.
SECRETARY BELTRAN: Our next speaker pl ease, speaker number 5, Max Castillo, followed by speaker number 7, J oy Cl endenni ng, and speaker number 8, J er ry Ski nner.

MAX CASTI LLO: My name is Max. Can you

13: 12: 531
13: 12: $57 \quad 2$
13: 13: 103
13: 13: 154
13: 13: 325
13: 13: 336
13: 13: 477
13: 13: 578
13: 14: 009
13: 14: 0210
13: 14: 0511
13: 14: 0712
13: 14: 1013
13: 14: 1314
13: 14: 1415
13: 14: 1816
13: 14: 2117
13: 14: 2418
13: 14: 2719
13: 14: 3020
13: 14: 3321
13: 14: 3522
13: 14: 3723
13: 14: 4224
respect our schools, respect our teachers and respect all of us? Because all of us make a difference. We make a difference because you guys are just stopping us.

SECRETARY BELTRAN: Our next speaker pl ease, Joy Cl endenni ng .

MS. CLENDENNI NG: Good afternoon, l'm Joy Cl endenni ng, CPS parent of t wo current students and two graduates speaking today for Illin nois Raise Your Hand for public education.

In spite of its reliance on over $\$ 500$ million in new dollars whi ch have yet to be secured, this budget continues the cuts to nei ghborhood school s and to art, music and library services, as well as other courses and supports across the district. In their place it focuses on continued privatization and high stakes standardized testing, repl acing teachers with unproven, expensive technol ogy and treating public education as merel y a means to create workers rather than citizens.

Privatized schools and services now account for $\$ 1.1$ billion of the CPS budget, and CPS still consi ders new charters while

13: 14: 451
13: 14: $47 \quad 2$
13: 14: 503
13: 14: 524
13: 14: 535
13: 14: 566
13: 14: 577
13: 15: 008
13: 15: 039
13: 15: 0510
13: 15: 0811
13: 15: 0912
13: 15: 1313
13: 15: 1414
13: 15: 1615
13: 15: 1816
13: 15: 2017
13: 15: 2418
13: 15: 2619
13: 15: 3020
13: 15: 3221
13: 15: 3322
13: 15: 3523
13: 15: 3824
enrollment declines across the district and is flat at charter schools. Meanwhile, CPS nei ghborhood school s have taken the br unt of the cuts for the fourth year in a row, and the district allows schools like Harlan, Fenger, Kel vyn Park, Foreman, Julian and Kelly to Iose over a million dollars agai $n$. CPS has put many hi gh school s on a slow starvation pl an that's I eadi ng to death with no apparent sense of provi ding a well-rounded support education to the students in these buil di ngs.

CPS has attacked the State for i nequitable fundi ng practices, yet has not put in place thei $r$ own hold harmess protection for students at schools where budgets have not onl y been deci mated but targeted by CPS's own portfolio initiative. The City may like to tout test scores, but we don't hear them admitting that spending on librarians has decreased $\$ 9$ million over two years or that the decrease of 7 million -- there's a decrease of 7 million on full-time arts and music positions and that special ed appeal s have onl y been granted to maj ority white schools.

13: 15: 391
13: 15: $41 \quad 2$
13: 15: 453
13: 15: 484
13: 15: 515
13: 15: 536
13: 15: 567
13: 15: 578
13: 16: 009
13: 16: 0010
13: 16: 0211
13: 16: 0412
13: 16: 0713
13: 16: 0914
13: 16: 1215
13: 16: 1416
13: 16: 1517
13: 16: 1718
13: 16: 1919
13: 16: 2320
13: 16: 2621
13: 16: 2922
13: 16: 3323
13: 16: 3624

Rai se Your Hand is calling on you, Board of Education, call publ icly for the mayor and the City to do thei $r$ part by passing TIF surpl us and corporate head tax ordi nances because no matter what happens in Springfield, CPS will still be short the funding needed to provi de a hi gh qual ity educati on to every student and we need you to stand with us --

SECRETARY BELTRAN: Ms. Cl endenni ng.
MS. CLENDENNI NG: I'm al most fi ni shed.
We want you to commit to a hol d har mess for nei ghbor hood school s to el i mi nate thi s vi ci ous spi ral caused by student-based budgeting and reduced enrollment. We expect you to cut money from Of fice of Network Support, I nnovati on and I ncubati on and Assessment and i nstead put this money i nto nei ghbor hood schools. We told the press the ot her day that the Gover nor has been trying to di vi de and conquer public school supporters in Chi cago and those downstate with his anti-Chi cago rhetoric. What better way to di sarmthat di vi sive vitriol than by stepping up and showing that the Chi cago Board of Education is doing everything it can

13: 16: 381
13: 16: 392
13: 16: 433
13: 16: 444
13: 16: 465
13: 16: 486
13: 16: 517
13: 16: 548
13: 16: 579
13: 16: 5910
13: 17: 0111
13: 17: 0212
13: 17:02 13
13: 17:03 14
13: 17:05 15
13: 17:08 16
13: 17: 1217
13: 17: 1218
13: 17: 1319
13: 17: 1620
13: 17: 2021
13: 17: 2222
13: 17: 2423
13: 17: 2624
to, one, fulfill its fiduciary duties within CPS and, two, to advocate fiercel y for sustai nable revenue fromthe City of Chi cago.

We really hope that you will not approve this budget next week, that you'll step back and say we can't do this, we need to read through the whole thing, we need to get the rhetoric out of the budget, we need to think about our val ues and what we really want and work together for the school s that our students deserve. Thank you.

SECRETARY BELTRAN: Thank you, MB. Cl endenni ng.

Our next speaker pl ease, speaker nunber 8, Jerry Ski nner, followed by speaker 9, Chris Baehrend, followed by speaker number 10, Summer Al exander.

MR. SKI NNER: I'mJer ry Ski nner, I was a 22-year veteran teacher and Local School Council member at Kel vyn Park Hi gh School.

Presi dent Cl ark, you mentioned that CPS has the number one school in the country, but that is not enough, sir, you need to look at what's going on at the typi cal schools in CPS.

13: 17: 301
13: 17: $32 \quad 2$
13: 17: 343
13: 17: 374
13: 17: 405
13: 17: 426
13: 17: 457
13: 17: 488
13: 17: 519
13: 17: 5510
13: 17: 5911
13: 18: 0312
13: 18: 0513
13: 18: 0914
13: 18: 1315
13: 18: 1616
13: 18: 1917
13: 18: 2118
13: 18: 2419
13: 18: 2720
13: 18: 2921
13: 18: 2922
13: 18: 3023
13: 18: 3224

You have 1, 000 position cuts. You have tens of millions of dollars in budget cuts. The schools I know best are in the 31st Ward, incl uding Kel vyn Park. Kel vyn Park we had 11 positions cut this year on top of the same cuts that have been going on for four, five, six years now. We see that students are losing out on many opportunities in prograns in the 31st Vard. We' ve had in the 31st Ward al one $\$ 8$ million in budget cuts. 19 percent of the funding in the 31st Ward has been cut. 100 positions, number one in all Chi cago. So this budget is the latest chapter in an ongoing crisis, manmade crisis in public education Chi cagoans. It's man made because this Board ref uses to consi der i mmedi ate and practical ways to generate more progressi ve funding for our students.

So please, l urge you, reject this budget, stop CPS, stop Chi cago Board of Education bei ng broke on purpose. Thank you.

SECRETARY BELTRAN: Thank you,
Mr. Ski nner.
Our next speaker pl ease.
MR. BAEHREND: Hello there, my name is

13: 18: 381
13: 18: 392
13: 18: 423
13: 18: 444
13: 18: 485
13: 18: 526
13: 18: 547
13: 18: 568
13: 18: 599
13: 19: 0110
13: 19: 0411
13: 19: 0712
13: 19: 0813
13: 19: 1114
13: 19: 1315
13: 19: 1516
13: 19: 1717
13: 19: 2018
13: 19: 2219
13: 19: 2520
13: 19: 2821
13: 19: 3022
13: 19: 3623
13: 19: 3824

Chris Baehrend, I'mpresident of the Chi cago Alliance of Charter Teachers and Staff, it's the uni on that represents 25 percent of the charter school s in Chi cago. And l'm here to remind you that charter expansi on and these budget cuts, no matter how they get dressed up in the presentation, are affecting not just district schools but al so charter schools. I'mhere to support all di strict and charter schools, but thi s expansi on, a couple of the budget cuts has caused drops in enrollment at the maj ority of the school s that we represent, budget cuts there obvi ously. And we' ve had two rounds of layoffs at the maj ority of school s that we represent, two or more rounds of layofs.
l'm not here to bl ame you, l'mhere to ask for your hel p. I think about this presentation you had here, and I imagi ne that like if my boss cut my sal ary, l probably woul dn't go home to my kids and take food out of their mouth when I could find the funds to pay for their -- what they need somewhere el se. If you're going to wait for Trump -- l'msorry, for Rauner to do something, right, or for the Trump

13: 19: $41 \quad 1$
13: 19: $43 \quad 2$
13: 19: 45 3

13: 19: 474
13: 19: 505
13: 19: 516
13: 19: 537
13: 19: 568
13: 19: 599
13: 20: 0110
13: 20: 0511
13: 20:07 12
13: 20: 1013
13: 20: 1314
13: 20: 1515
13: 20: 1916
13: 20: 2117
13: 20: 2418
13: 20: 2719
13: 20: 3020
13: 20: 3421
13: 20: 3522
13: 20: 3623
13: 20: 3824
admi ni stration to do somet hing, right, we're going to be waiting forever and it's going to get worse and worse. Rahm picked all of you to be on this Board, he obvi ously has a lot of faith in you.

I know that with the Chi cago Teachers Uni on you signed a letter this year in the most recent negotiations agreeing to search for more revenue not just at the State level. So I'd like to encourage you to engage with the Chi cago Teachers Uni on or just publ icly advocate for some of the thi ngs mentioned here, the corporate head tax, TIF surpl us. There are lots of ot her progressi ve sol utions -- progressi ve revenue sol utions out there. Personal property lease transaction tax, that would create a wi der base for like sal es tax, many ot her states do that, that would generate $\$ 35 \mathrm{milli}$, or ride share tax could generate $\$ 15$ million, New York City does that. There's a hotel tax that would generate $\$ 30$ million, New York City, rai sing the hotel tax to where New York has it would generate $\$ 30$ million. Many other cities have a hi gher level.

13: 20: 381
13: 20: 392
13: 20: 413
13: 20: 434
13: 20: $43 \quad 5$
13: 20: 456
13: 20: $47 \quad 7$
13: 20: 538
13: 20: 589
13: 21: 0210
13: 21: 0411
13: 21: 1112
13: 21: 1413
13: 21: 1914
13: 21: 2215
13: 21: 2616
13: 21: 2917
13: 21: 3318
13: 21: 3719
13: 21: 4020
13: 21: 4421
13: 21: 4722
13: 21: 5123
13: 21:55 24

SECRETARY BELTRAN: Mr. Baehr end.
MS. BAEHREND: So pl ease do the right thing by our kids. Thank you.

SECRETARY BELTRAN: Thank up.
And our next speaker please, Summer Al exander.

MS. ALEXANDER: Hi Hello, my name is Summer Al exander, and like many of my coworkers we' re at least -- we're recently lai d off. I work with special needs students throughout the district, the support we provi de ensures our children to get a fighting chance in this world. We often are working short staffed while heavy demands are pl aced upon us. It is i nconcei vable $t$ hat CPS woul d even consi der I aying of $f$ a thousand workers, whi ch of them are SECAs, bus ai des, security officers and teachers who protect, nurture our students. Once again, the Board of Education is choosing to under resource our children. CPS needs to stop counting on a Gover nor who has no i nterest in our future children. The fact is Governor Rauner made it -- hi s i ntent clear when he vetoed the Senate Bill 1, a bill that would have given the remedy

13: 21: 591
13: 22:03 2
13: 22:08 3
13: 22: 114
13: 22: $13 \quad 5$
13: 22: 176
13: 22: 217
13: 22: 238
13: 22: 249
13: 22: 2510
13: 22: 2611
13: 22: 2912
13: 22: 3113
13: 22: 3514
13: 22: 3815
13: 22: 3816
13: 22: 4017
13: 22: 4318
13: 22: 4419
13: 22: 4520
13: 22: 4821
13: 22: 5122
13: 22: 5423
13: 22: 5724
to the unequal, unf ai r, unrel i able State funding of I ocal school s and ensuring that our children would recei ve equal ity and qual ity educati on to secure thei r future.

It's time that the people in power stop pl aying this political foot ball game with our I i ves and our kids' I i ves and the peopl e who support them Thank you.

SECRETARY BELTRAN: Thank you,
Ms. Al exander.
Our next speaker -- speakers,
Mr. President, will be speaker number 11 please, Nori ne Gutekanst, followed by speaker number 12, Pam Witmer, and our I ast speaker will be Martin Ritter.

MS. GUTEKANST: Good afternoon, si nce we've got some deci si onmakers in the rooms, l've got some questions and l've got some recommendations.

So i n October of 2016 CPS and CTU
settled a contract and the Board agreed that the Board shall obtai $n$ funding to fund up to 55 sustai nable comminity schools. This is to address i nequi table resource allocation in our

13: 23: 011
13: 23: 042
13: 23: 073
13: 23: 094
13: 23: 125
13: 23: 146
13: 23: 167
13: 23: 198
13: 23: 229
13: 23: 2510
13: 23: 2711
13: 23: 3012
13: 23: 3213
13: 23: 3514
13: 23: 3815
13: 23: 4016
13: 23: 4317
13: 23: 4618
13: 23: 4919
13: 23: 5220
13: 23: 5521
13: 23: 5922
13: 24: 0223
13: 24: 0424
hi gh poverty nei ghbor hoods and al so the persistent issues of vi ol ence and inequality, lack of opportunity that pl ague our poorest nei ghborhoods and fuel the exodus of bl ack and brown families from Chi cago and fromour schools.

CTU fought for this initial pool of money because we want to see CPS work to get sustai nable revenue, not just so we can have a few better schools, but so that we can have a sustai nable commity school district where every school fully meets the needs of the students in those nei ghborhoods. And we want these funds to be used to fund additional staff, prograns, trai ni ngs and that support our students in accordance with the desires of the parents in those commities and al so address the toll that poverty and viol ence are taking on our students and their families. And any conversation you have with a CPS employee is goi ng to articulate the real toll that we see every day when we work in those schools.

What I'masking is where is the sustai nable source of seed money that's going to

13: 24: 071
13: 24: 112
13: 24: 13 3

13: 24: 164
13: 24: 185
13: 24: 206
13: 24: 237

13: 24: 268

13: 24: 299

13: 24: 3210

13: 24: 3411

13: 24: 3712
13: 24: $40 \quad 13$
13: 24: 4114

13: 24: 4215
13: 24: 4416
13: 24: 4617
13: 24: 4918
13: 24: 5219
13: 24: 5620
13: 24: 5821
13: 25:00 22
13: 25: 0323

13: 25: 0624
fund this initiative so that these 20 to 55 schools can actually begin to make a difference? And what is the long-termplan for funding these sustai nable commity schools? So at the end l'd like you to answer this please.

CPS' s unel ected school board and thei $r$ mentor Rahm we're asking you to i mmedi ately demand new sources of revenue that are sustai nable, not additional taxes on our working families who are al ready overtaxed and over bur dened. There are numer ous Iocal opposition -- Iocal options available to the City.

SECRETARY BELTRAN: Ms. Gut ekanst. MS. GUTEKANST: Just wrapping up.

Rei nstate and increase corporate head tax. Freeze and surpl us additional TIF funds. Increase the personal property lease tax rate. I mpl ement a higher ride share tax. And increase the Chi cago Hotel Accommdations Tax.

Now, is there anybody here who can address my question about funding for the sustai nable commity schools initiatives?

DR. HINES: Can I ask one question? I

13: 25: 081
13: 25: $10 \quad 2$
13: 25: 123
13: 25: 164
13: 25: 185
13: 25: 196
13: 25: 217
13: 25: 228
13: 25: 259
13: 25: 2810
13: 25: 3111
13: 25: 3312
13: 25: 3413
13: 25: 3514
13: 25: 3815
13: 25: 4216
13: 25: 4417
13: 25: 4618
13: 25: 4719
13: 25: 4920
13: 25: 5121
13: 25: 5422
13: 25: 5723
13: 25: 5824
just want to ask you one question because three out of those four things that you mentioned actually are not up under our purvi ew but the al dermen. Have you worked with the al dermen?

MS. GUTEKANST: Absol utel $y$, we tal $k$ to the al dermen all the time.

DR. HINES: Well, then you know that it's not under our purview, it really isn't. It's the al dermen who deci de where TIF money goes. It's the al dermen who deci de where those taxes go. If we could deci de, we' d be better of $f$ here.

MS. GUTEKANST: You are the stewards of our schools and you should be advocating for what is in the best interest of the 400,000 students who attend those school s every day.

DR. HI NES: I just want to say one thi ng to you and then l'mgoing to let our Presi dent. I know the difference bet ween advocating and deci ding. I al so have been a public school teacher and principal in education for 34 years, that's why 1 vol unteer to sit here. So l know the difference in the definition. I can advocate all I want, but if I

13: 26: 02
1
13: 26: 062
13: 26: 10 3

13: 26: 114
13: 26: 155
13: 26: 186
13: 26: 207
13: 26: 238
13: 26: 269
13: 26: 3010
13: 26: 3211
13: 26: 3512
13: 26: 3813
13: 26: 4114
13: 26: 4415
13: 26: 4616
13: 26: 4917
13: 26: 5118
13: 26: 5319
13: 26: 5620
13: 26: 5921
13: 27:03 22
13: 27:06 23
13: 27: 1024
can't make that decisi on -- you can advocate, but I'm not a deci si onmaker. Thank you. Frank, go ahead.

PRESI DENT CLARK: I thought that your questions were to the point. I appreciate your questions, if the answers -- your questions are easy, the answers and sol utions frankly are much more difficult and complex. You may thi nk that a corporate tax sol ves the problem the corporations say they will leave. I don't know if that's true or not, but they do say that. There's an effort in Springfield to have a millionai res tax, some of which we would probably see, that has not succeeded so far.

There are a number of sources that peopl e are looking at, but frankly they just haven't happened. We don't legi slate what happens in Springfield, what we do do is the money that we do generate, whether it's from property taxes or anything within our control, we make the hard choi ces. What you heard here are the results of those hard choi ces. And that's exactly what happens, people who actually are affected by those hard choi ces come to us

13: 27: 121

13: 27: 152
13: 27: 183
13: 27: 204

13: 27: 235
13: 27: 246
13: 27: 257
13: 27: 278

13: 27: 289

13: 27: 2910

13: 27: 3211

13: 27: 3712
13: 27: 4013
13: 27: 4214
13: 27: 4515

13: 27: 4716
13: 27: 4917
13: 27: 5118
13: 27: 5419
13: 27: 5620
13: 27: 5821
13: 28: 0122

13: 28: 0223

13: 28: 0624
and they gi ve us thei $r$ thoughts and thei $r$ opi ni ons, all of which frankly we listen to, and sometimes we have to make some modifications because we have uni ntended consequences. Thank you very much.

SECRETARY BELTRAN: Thank you, Ms. Gutekanst. Thank you for your coments.

Mb. GUTEKANST: One more comment.
SECRETARY BELTRAN: l'msorry.
Our next speaker, ME. Wtmer.
MS. WTMER: Good after noon, thank you for your time today. My name is Pam Witmer, and l'mthe seni or policy manager at the lllinois Net work of Charter Schools. As al ways INCS recognizes that the district is faced with a multitude of funding challenges. The charter school community is committed to working with the district to ensure that all of its students are equitably funded.

We are appreciative that the Board el im nated the 4 percent hol dback for special education fundi ng this year, and we look forward to more streamined and equitable appeal s process for those schools that need additional

13: 28: 081
13: 28: $10 \quad 2$
13: 28: 123
13: 28: 134
13: 28: $15 \quad 5$
13: 28: 166
13: 28: 197
13: 28: 218
13: 28: 249
13: 28: 2710
13: 28: 3011
13: 28: 3012
13: 28: 3113
13: 28: 3414
13: 28: 3615
13: 28: 3916
13: 28: 4117
13: 28: 4518
13: 28: 4719
13: 28: $47 \quad 20$
13: 28: 4821
13: 28: 4822
13: 28: 5123
13: 28: 5124
special education funds to serve thei r students with special education needs.

I n addition, while we understand that the di strict is faced with a cash flow challenge, we still encourage you all to event ually move for ward with provi di ng charter publ ic schools special education funds in the begi nni ng of each quarter $r$ ather $t$ han as $a$ rei mbursement at the end. The current process does pl ace a strain on charter school s' budgets as they have to dip i nto ot her funds to pay for those servi ces.

As you are forced to make additional tough funding decisions throughout the year, we trust that you will treat and fund all of your students, includi ng charter publ ic school students, equitably in order to ensure that every child reaches their full potential. Thank you.

SECRETARY BELTRAN: Thank you, Ms. Witmer.

And our next speaker please, Martin
Ritter.
MR. RI TTER: I had a speech, but then

13: 28: 551
13: 28: 582
13: 29: 013
13: 29: 054
13: 29:08 5
13: 29: 116
13: 29: 147
13: 29: 188
13: 29: 219
13: 29: 2410
13: 29: 2711
13: 29: 3112
13: 29: 3313
13: 29: 3514
13: 29: 3915
13: 29: 4216
13: 29: 4517
13: 29: 4818
13: 29: 5019
13: 29: 5420
13: 29: 5721
13: 30: 0122
13: 30:03 23
13: 30:06 24
you ki nd of went hard at my boss so l-Dr. Hi nes, you mentioned talk to the al der men, talk to the al der ren. So l personally am one of CTU's represent at i ves who speaks to the al der men on a weekly basis, and over 40 al der men si gned the TIF surpl us ordi nance, but the person that appoi nted all of you to your positions has put the stop on it. So l would ask you as the -all of you as the stewards of publ ic education to as a group collectively ask for a sitdown with Mayor Emanuel and say, hmmmm we could use more money, the teachers have come up with a plan, let's work with the teachers to fund through an enor mous TIF surpl us. Cl erk Orr said that a potential surpl us this year could reach up to a hundred milli on dollars. Don't you want that? Or do you want that to sit in special funds that move around? And I bel i eve the Tri bune found one that got maneuvered bet ween a hot el and then a convention center and then Navy Pier. But you guys di dn't say anything. That's money that you could get. If I went home to my wife and said there's money on the table that l j ust won't get, l'msleepi ng on the couch, okay.

13: 30: 091
13: 30: $12 \quad 2$
13: 30: 163
13: 30: 184
13: 30: 215
13: 30: 246
13: 30: 267
13: 30: 298
13: 30: 319
13: 30: 3410
13: 30: 3511
13: 30: 3712
13: 30: 3913
13: 30: 4214
13: 30: 4515
13: 30: 4816
13: 30: 5217
13: 30: 5518
13: 31: 0019
13: 31: 0320
13: 31: 0421
13: 31: 0722
13: 31: 0923
13: 31: 1424

Don't be the ones who sleep on the couch, fight for more revenue please. Put your words and hearts where you promised in our contract to work with us to fight for sustai nable progressive revenue at the State and in the City. There's a corporate -- you heard all the examples, put -- earn some credi bility with the teachers that work in your schools and the support staff and our SECAs, clerks and cl ini ci ans.

## Dr. Jackson, you said on Twitter

 yesterday, you said there's a thousand brand new teachers. I hope you want themto be there for 25 or even 34 years. You will gain their credi bility and commitment if you work with us to get sustai nable revenue and stop doing these pay day Ioan schemes with Wall Street and spending $\$ 70,000$ a day on interest. Terrible. Do better.SECRETARY BELTRAN: Mr. Presi dent, this concl udes public participation.

PRESI DENT CLARK: Thank you very much.
Ron DeNard, do you have a mic?
MR. DeNARD: Yes.

PRESI DENT CLARK: Can you, just in round numbers, how much does CPS get in TIF f unds.

## A VOI CE: Get more.

MR. DeNARD: Well, there's t wo thi ngs. So last year we got an increase in TIF surpl us of up to $\$ 87$ million. And as they figure out that there's more TIF surpl us, they give it to us. That's 22 million.

And I want to address that issue you sai d about interest because l'mgoing to say this agai $n$. You talk to us about the interest, but let me tell you something, the State owed us $\$ 330$ million, they di dn't pay us so we bor rowed it and we made sure that our teachers got paid, our clerks got paid, our administrators got paid and our pensi on got paid. Now, the way we were able to do that was because we had to borrow. So when you stand up here and tal $k$ about why we' re bor rowing, then go down and make sure that the State pays us the money that they owed us, not that we were asking for, that they owed us. So we made sure that our teachers got paid because we had to borrow it. Thank you.

13: 32: 271
13: 32: $28 \quad 2$
13: 32: 313
13: $32: 374$
13: 32: 395
13: 32: $40 \quad 6$
13: $32: 427$
13: $32: 458$
13: $32: 489$
13: 32: 5110
13: 32: 5411
13: 32: 5712
13: 32: 5813
13: 32: 5914
13: 33: 0115
13: 33: 0616
13: 33: 0917
13: 33: 1218
13: 33: 1619
13: 33: 1820
13: 33: 2221
13: 33: 2622
13: 33: 2923
13: 33: 3124

PRESI DENT CLARK: Thank you, Ron.
And one more comment about TIF funds. One of the drawbacks that it's a source is it tends to be a one-year sol ution, is that a correct statement?

MR. DeNARD: That is correct. A TIF surpl us is just a one-year source, it's not dependable. So if I hi red you based on a TIF surpl us, we may not have it the next year. So that's something that we appreci ate when we get it, but it's not, as you say, sustai nable revenue.

PRESI DENT CLARK: Thank you very much. And al l of you that spoke, thank you for your comments. I don't bel i eve that from your perspective and your understanding, and I thi nk sore of you have a deep understanding, I don't assume that you don't of the budgetary process, but the very simple thing that Ron DeNard poi nted out, yes, we borrow and, yes, we bor row at rates that I wi sh we did not have to pay. But when we borrow we borrow because we have absol utel y no ot her i mredi ate option. Some of the $t$ hi ngs that you $t a l k$ about that you woul d

13: 33: 341
13: 33: 392
13: 33: 43 3

13: 33: 45 4

13: 33: $47 \quad 5$
13: 33: 506
13: $33: 547$
13: $33: 598$
13: 34:00 9
13: 34: 0310
13: 34: 0511
13: 34: 0912
13: 34: 1313
13: 34: 1614
13: 34: 1715
13: 34: 1916
13: 34: 2317
13: 34: 2818
13: 34: 3219
13: $34: 3520$
13: 34: 3721
13: 34: 4022
13: 34: 4323
13: 34: 4624
like to see done, even if they are doable, take time and when we're forced to make an immedi ate decision. When you expect the State to pay you the money that they have al ready agreed to pay, this is not an area of di spute and you don't get it and a payroll comes due, to the extent that we can still borrow, we do. And as Ron points out, that's how you got paid.

You can talk about ot her options or you can certainly point to things that you thi nk we should do that we're not doing, but we borrow under emergency circumstances when we seemto have no other short-termvi able option.

Neverthel ess, I listened to everything that was said. I listened to some of the recommendations. I thi nk that you're trying to be thoughtful. And in all candor, l think we all want to get to the same game, we want to have a strong, strong financial institution where some of the problens that we're faced with today ultimatel y go away. None of you in your coments made reference to the fact that the budget deficit in two years has been cut in hal f, that means frankly that we have to borrow

13: 34: 50
13: 34: 52 2

13: 34: 55 3

13: 35: 004
13: 35: $04 \quad 5$
13: 35: 056
13: 35: 087
13: 35: 108
13: 35: 139
13: 35: 1510
13: 35: 1811
13: 35: 2012
13: 35: 2213
13: 35: 2514
13: 35: 2815
13: 35: 3016
13: 35: 3217
13: 35: 3418
13: 35: 3419
13: 35: 3620
13: 35: 4121
13: 35: $42 \quad 22$
13: 35: 4423
13: 35: 4624
l ess, that al so means that your financi al fut ures are a bit more secure. Whet her you like the decisions or not, some of you, most of you were here from CTU and you have a perspective, others that were here fromthe charters. The CTU bel i eves I thi nk, at least fromthe comments you made, that every dollar we spend with the charters is a dollar poorly spent. Well, that's a perspective. For the parents who send thei $r$ ki ds to charter schools, frankly, they have a different perspective.

Neverthel ess, it is our job tolisten to all of you and all of your perspectives and make the best judgments we can. When you make a judgment you pl ease some peopl e and you displ ease ot hers. Thank you very much.

Board Members, are there any ot her questions?

MEMBER FURLONG: Frank, I have one.
Ron, on the special education, so we' ve been through this threefold. Can you say whet her we're goi ng to spend more money this year than last year just so that everybody can hear where you're at on $\mathrm{thi} s$ ?

13: 35: $48 \quad 1$
13: 35: $52 \quad 2$
13: 35: 563
13: 35: 594
13: 36: 035
13: 36: 046
13: 36: 067
13: 36: 108
13: 36: 159
13: 36: 1810
13: 36: 2211
13: 36: 2312
13: 36: 2513
13: 36: 2614
13: 36: 3015
13: 36: 3416
13: 36: 3717
13: 36: 4118
13: 36: 4219
13: 36: 4420
13: 36: 4621
13: 36: 4922
13: 36: 4923
13: 36: 5224

MR. DeNARD: We will spend more on special education, slightly more than last year. And there will be more than -- l think we' re hiring more teachers and paraprof essional s.

PRESI DENT CLARK: Thank you very much, Ron.

A VOI CE: Mbre on the school s?
A VOI CE: They're all laid of $f$.
PRESI DENT CLARK: I don't want -- we have an orderly process, let's maintain it. If there are no ot her questions -Forrest.

CEO CLAYPOOL: I was just goi ng to say to Mark's point, there are 661 school s, and we' ve I ost 20, 000 students in the last two years al one. Enrollment is very different at every school. And you have 55, 000 IEP students that change throughout. So you're going to see school s hiring. You're going to see schools I aying off. It's what happens every single year at the school district and has for a long, Iong time. It's the nature of a hi ghly decentralized school system with each school bei ng very different and with the enrollment changes that's

13: 36: 531
13: 36: 552
13: 36: 573
13: 37: 014
13: 37: 035
13: 37:04 6
13: 37: 087
13: 37: 108
13: 37: 129
13: 37: 1710
13: 37: 2011
13: 37: 2212
13: 37: 2513
13: 37: 2614
been particul arly pronounced in recent years.
But what Ron is pointing out is that there are overall special education funding will be flat up. And we particularly put additional dollars into the areas where the students are the most di sabled, what we call Level 3. In many of our cluster prograns you'll see a si gni ficant increase in the number of staff in those Iocations, despite enrollment issues.

PRESI DENT CLARK: Thank you very much.
If the Board Members have no other comments, then this concl udes the Budget ary Hearing. Thank you very much. Thank you all for partici pating.
( Wer eupon, these were all the proceedi ngs had at this time.)

STATE OF I LI NOT S )
) SS :
COUNTY OF CO OK )

Karen Fat gat, being first duly sworn, on oath says that she is a court reporter doing business in the City of Chi cago; and that she reported in shorthand the proceedi gs of said public hearing, and that the foregoing is a true and correct transcript of her shorthand notes so taken as af oresai d, and cont ai ns the proceedings gi ven at said public hearing.


Karen Fatigato, CSR
LI C. NO. 084-004072

| A | 37:8 | 31:14 | 22:13 | brown | 45:5 |
| :---: | :---: | :---: | :---: | :---: | :---: |
| a.m | ahead | articulate | believe | 40:5 | challenges |
| 4:19 19:5 | 30:3 43:3 | 40:21 | 5:17 16:3 46:18 49:15 | bru | 44:16 |
| able | aide | arts | believes | 32:3 | chan |
| 7:4 9:5,10,12,20,21 | 24:22 | 12:22 32:22 | 51:6 | budget | 38:12 |
| 17:18 21:18 48:18 | aides | asked | Beltran | 1:2 3:8,21 4:3,13 5:16 | change |
| above-entitled | 20:10 38:17 | 20:19 22:24 | 2:5 3:11 5:4 19:1 22:1 | 5:22 6:1,6,9,9,11,24 | 52:18 |
| 1:7 | aldermen | asking | 24:2 25:17 27:18,23 | 7:8,12 8:1 10:24 11:2 | changes |
| absolutely | 42:4,4,6,9,10 46:2,3,4 | 9:9 17:5 20:22 21:2,5 | 30:2,10,17,20 31:5 | 11:6 14:13 17:5,8,22 | 30:14 52:24 |
| 42:5 49:23 | 46:5 | 21:12,22 30:14 40:23 | $33: 9$ 34:12 35:21 | 18:1,12 23:5 24:15 | chaos |
| academic | Alexander | 41:7 48:22 | 38:1,4 39:9 41:14 | 25:1 27:5,5,8,10,13 | 26:5 |
| 12:10,20 | 34:17 38:6,7,8 39:10 | as | 44:6,9 45:20 47:20 | 28:6 31:13,23 34:5,8 | chapter |
| accept | all-time | 20:18 | benefits | 35:2,10,12,19 36:5 | 35:13 |
| 21:13 | 13:2 | Assessment | 14:11 | 36:10,12 50:23 | charge |
| access | A | 3 | b | budgetary | 21:3 |
| 7:7 | 36:2 | assistan | 35:3 42:15 51:14 | 49:18 53:12 | chart |
| Accommodations | allocate | 22:5 | better | budgeting | 14:7,9,21 15:3,11 |
| 41:20 | 12 | assistants | 8:2 9:23 24:15 33:22 | 11:11 33:1 | charter |
| accomplish | allocating $15: 1928: 19 \text { 29:18 }$ | 20:10 29:4 associated | 40:10 42:11 47:1 <br> bilingual | budgets $28: 10,1532: 1545: 10$ |  |
| 22:18 <br> account | allocation | $\begin{gathered} \text { assoc } \\ 8: 11 \end{gathered}$ | $12: 5^{\circ}$ | build | $\begin{aligned} & 44: 16 \\ & 51: 10 \end{aligned}$ |
| 7:1 14:12 31:23 | 14:9 39:2 | assum | bill | 12:1 | charte |
| accountable | allocations | 27:17 49:18 | 11:8 14:23 16:16 38:24 | buildings | 31:24 51:5,8 |
| 26:21 | 11:12 | assuming | 38:24 | 11:21 32:11 | Chicago |
| accustomed | allow | 16:23 | billion | builds | 1:1,7,9 3:14,15,22,23 |
| 3:3 | 9:12 | atrocious | 6:12 7:8,22,24 8:2,18 | 17:11 | 4:2,8,8,10,15,17,20 |
| achieved | allows | 28:8 30:14 | 8:23 11:1,11 16:20 | bullet | 4:22 5:1,2,23 6:19 |
| 13:6 | 32:5 | attacked | 31:23 | 7:19 | 9:14 13:20 14:24 |
| achievements | amended | 32:12 | bit | bullying | 15:5,7 16:14,15,22 |
| 12:10,13 | 6:11 | atten | 8:2,4,13,22 51:2 | 24:15 25:12 | 16:22 20:5 21:11,14 |
| acknowledge | amoun | 42:16 | black | burden | 21:24 25:14 33:20,23 |
| 5:10 | 11:1,16 15:7 | attenda | 40:4 | 23:16 | 34:3 35:12,19 36:1,4 |
| action | amounted | 12:24 13 | blame | bus | 37:6,10 40:5 41:20 |
| 26:11,13,15 | 17:13 | atten | 36:16 | 20:10 38:16 | 54:7 |
| actions | amo | 23: | blata | bus | Chicagoan |
| 6:22 | 11:14 | atteste | 26:9 | 54:7 | 35:14 |
| active | answer | 5:3 | blatantl |  | Chief |
| 7:5 25:3 | 9:2 20:1 41:5 | audi | 3 | C | 2:2,4 5:12 |
| activities | answers | 18:1 | board | C | child |
| 10:7 | 43:6,7 | Augus | $1: 92: 53: 4,16,22$ 4:2,7 | 54:3 | 15:13,14 45:18 |
| addition | anti-Chicago | 1:4 3:17,19 4:14 5: | 4:12,16,22 5:2,6,7,9 | call | children |
| 9:11 10:8,14 12:6 45:3 | 33:21 | available | 8:16 16:14 17:6,12 | 19:7 24:5 33:2 53:6 | 22:10,16 23:9,10,14,21 |
| additional | anybody | 4:5,10 41:1 | 17:20,24 18:8,22 | called | 28:17 38:12,20,22 |
| 9:22 11:6 17:18 40:14 | 41:21 | average | 21:2 24:19 25:22 | 19:11,23 | 39:2 |
| 41:9,17 44:24 45:13 | apparen | 13:23 | 26:6,8,19 27:1,2,12 | calling | choices |
| 53:4 | 32:9 |  | 27:15,22 33:2,24 | 19:14 33:1 | 43:21,22,24 |
| address | appeal | B | 35:15,19 37:4 38:19 | callously | choos |
| 39:24 40:17 41:22 | 29:12 | baccalaureate | 39:21,22 41:6 44:20 | 23:13 | 27:2 |
| 48:10 | appealed | 12:5 | 51:17 53:11 | candor | choosing |
| addressing | 29:8,11 | back | bon | 50:17 | 38:19 |
| 7:11 | appeals | 3:3 11:9 21:12 23:20 | 21:14 | capacity | chos |
| adjustments | 29:10 32: | 24:14 25:4,5 34:6 | book 27.5 | 22:21 | $23: 12$ |
| 11:20 | appointed $46: 7$ | Baehrend $34: 1635: 2436: 138: 1$ | 27:5 | capital 17:5,8,9,12,22 18:1,11 | $\begin{aligned} & \text { Chris } \\ & 34: 1536: 1 \end{aligned}$ |
| administration $37: 1$ | appreciate | 34:16 35:24 36:1 38:1 $38: 2$ | 25:14 | 17:5,8,9,12,22 18:1,11 care | circulation |
| administrators | 16:9 43:5 49:10 | bankrupt | borrow | 27:7 | 3:15 |
| $48: 16$ | appreciative | 27:21 | 48:18,24 49:20,21,22 | Carlson | circumstances |
| admitting | $44: 20$ | barely | 49:22 50:7,11,24 <br> borrowed | $24: 625: 20,21,2227: 18$ | $50: 12$ |
| $32: 18$ | approaches $24: 4$ | 6:19 base | borrowed $48: 14$ | 27:19 | $\begin{aligned} & \text { cities } \\ & 37: 23 \end{aligned}$ |
| advocate $34: 237: 1142: 2443: 1$ | approaching | base 8:17 11:13,16 37:16 | borrowing | cash $45: 4$ | citizens |
| advocates | 13:23 | based | 48:20 | Castillo | 9:14 31:21 |
| 22:19 | appropriate | 11:14,24 12:2 30:7 | boss | 19:17 24:8,10 25:18 | city |
| advocating | $26: 11$ | $49: 8$ | 36:19 46:1 | $30: 21,24$ | $\begin{gathered} 3: 154: 8 ~ 16: 21 ~ 27: 14 \\ 32: 17 ~ 33: 3 ~ 34: 3 \end{gathered}$ |
| $42: 14,20$ | approve <br> 17:6 27:12 34:5 | basis | brand $47: 12$ | categories | $\begin{aligned} & 32: 1733: 3 \text { 34:3 } \\ & 37: 19,2141: 1347: 6 \end{aligned}$ |
| aforesaid $54: 11$ | 17:6 27:12 34:5 approved | $\begin{gathered} 46: 5 \\ \text { began } \end{gathered}$ | breaking | $\begin{gathered} 11: 16 \\ \text { caused } \end{gathered}$ | 37:19,21 41:13 47:6 $54: 7$ |
| afternoon | 17:13 | 6:10 | 30:5 | 33:13 36:11 | claims |
| 5:24 22:3 25:21 31:7 | approving | beginning | Brian | center | 24:24 |
| 39:16 44:11 | 27:7 | 7:9 45:8 | 5:17,21 7:16 9:1 10:22 | 46:20 | Clark |
| ago | area | begins | $\underset{\text { 15:9 17:1,21 }}{ }$ | CEO | 1:14 3:1,2 5:3,9,14,21 |
| 7:21 | 50:5 | 19:19 29:13 |  | 5:11 27:6 52:13 | 7:16 9:2 10:21 15:9 |
| agreed | areas 53:5 | behalf 3.423 .8 | 5:24 6:6,8 broke | certainly | 15:17,22 16:4,8 17:1 <br> 17:20 18:16,18 19:18 |
| $\begin{aligned} & \text { 39:21 50:4 } \\ & \text { agreeing } \end{aligned}$ | art | 3:4 23:8 behavioral | broke 26:4 35:20 | 50:10 <br> challenge | 19:24 20:4 34:21 |


| 43:4 47:22 48:1 49:1 | 7:20 16:16 18:18 | 38:20 | 17:7 20:20 | difficult | 36:6 |
| :---: | :---: | :---: | :---: | :---: | :---: |
| 49:13 52:5,9 53:10 | complex | country | dean | 43:8 | dropout |
| classroom | 43:8 | 34:22 | 29:4 | difficulty | 13:1,3 |
| 11:3 14:6 20:9 22:5 | comply | COUNTY | Dearborn | 8:19 | drops |
| Claypool | 3:6 | 54:3 | 4:9 | dip | 36:11 |
| 2:25:11 52:13 | Concern | couple | death | 45:11 | due |
| clear | 4:1 | 36:10 | 32:9 | diploma | 29:3 50:6 |
| 14:15 17:24 38:23 | conclude | course | decentralized | 13:8,12 | duly |
| Clendenning | 18:19 19:9 | 6:1 12:12 | 52:22 | direct | 54:5 |
| 30:22 31:6,7,8 33:9,10 | concludes | courses | decide | 14:8 | duties |
| 34:13 | 47:21 53:12 | 31:15 | 42:9,10,11 | directed | 22:24 34:1 |
| clerk | condition | court | decided | 17:15 |  |
| 11:20 46:14 | 21:21 | 54:6 | 24:20 | direction | E |
| clerks | conquer | coworkers | deciding | 21:4 | earn |
| 47:9 48:16 | 33:20 | 22:8 38:8 | 42:20 | directly | 47:7 |
| clever | consequences | CPS | decimated | 28:22 | earned |
| 28:20 | 44:4 | 6:14 7:2,4 8:14,17 | 32:16 | Director | 13:11 |
| clinicians | consider | 12:18,20 13:6,11,13 | decision | 5:21 | earning |
| 47:10 | 17:6 35:15 38:15 | 13:17,21 14:2,5,10 | 43:1 50:3 | disabilities | 13:8 |
| close | considers | 15:13 20:12,18 23:5 | decisionmaker | 22:10,12 | easy |
| 17:3 | 31:24 | 23:12,15 24:11,13,14 | 43:2 | disabled | 43:7 |
| cluster | constant | 24:18 31:8,23,24 | decisionmakers | 53:6 |  |
| 53:7 | 26:5 | 32:2,7,12 33:6 34:1 | 39:17 | disarm | $28: 10,10 \text { 29:22 30:13 }$ |
| co-chair | consultants | 34:21,24 35:19 38:15 | decisions | 33:22 | 32:23 |
| 25:23 28:4 | 8:8,9,12 | 38:20 39:20 40:8,20 | 45:14 51:3 | disconnect | education |
| co-trustee | contains | 48:2 | decline | 16:17 | $2: 43: 234: 3,7,125: 2$ |
| 19:15 20:8 | 54:11 | CPS's | 7:12,12 | discretionary | 5:12 12:3 20:9 21:10 |
| Code | continue | 6:23 7:7 32:16 41:6 | declined | 11:22 | 22:4,17 23:22 25:23 |
| 3:7 | 10:22 14:20 17:2 18:4 | CPSBOE.ORG | 7:8,24 | disorder | 28:5,7,12,22 31:10 |
| cognitive | 23:12,20 26:9 27:19 | 3:18 | declines | 22:13 | 31:20 32:10 33:2,7 |
| 22:11 | 30:15 | create | 32:1 | displease | 33:24 35:14,20 38:19 |
| colleagues | continued | 31:20 37:16 | decrease | 51:16 | 39:3 42:21 44:22 |
| $6: 4$ | 31:17 | creating | 32:20,21 | dispute | 45:1,2,7 46:9 51:20 |
| collectively | continues | 7:6 | decreased | 50:5 | $52: 253: 3$ |
| 46:10 | 31:13 | credibility | 32:19 | district | educational |
| college | contract | 47:7,15 | decreases | 10:16 12:11 15:15 26:1 | 12:17 |
| 13:22,24 20:3 | 39:21 47:3 | crew | 9:7 | 26:6 27:3,21 31:16 | efficiencies |
| combination | contracts | 25:11 | dedication | 32:1,5 36:7,9 38:11 | $7: 6,158: 7 \text { 9:19 10:8,20 }$ |
| 9:6 | 10:4 | cried | 8:14 | 40:11 44:15,18 45:4 | efficiency |
| come | contributed | 26:16 | deep | 52:21 | 9:21 |
| 8:24 10:9 15:6 22:22 | 15:12 | crisis | 49:17 | districts | effort |
| 23:24 29:21 43:24 | contributions | 35:13,14 | deferred | 6:18 7:3 15:20 | 43:12 |
| 46:12 | 14:19 | CSR | 17:10,15 18:7 | diverse | efforts |
| comes | control | 1:23 54:15 | deficit | 11:15 12:2 29:1,20 | 12:9 |
| $50: 6$ | 43:20 | CTU | 7:8,10,13,22,23,24 8:3 | divide | eighth |
| coming | controls | 28:5 39:20 40:7 51:4,6 | 9:6,17 50:23 | 33:19 |  |
| 3:5 14:20 17:6 25:12 | 8:6 9:24 | CTU's | definition | divisive | elected |
| commencing | convenience | 46:4 | 42:24 | 33:22 | 26:19 27:22 |
| 1:10 | 30:8 | Curie | delayed | doable | eliminate |
| comment ${ }_{\text {l }}$ | convention | 24:22 | 6:20 | 50:1 doing | $33: 12$ |
| 18:23 19:7 44:8 49:2 comments | 46:20 | current ${ }^{\text {d }}$ ( 31.845 .9 | demand | doing | eliminated |
| comments 18:24 24:3 27:24 30:11 | conversation $40: 20$ | 8:8 31:8 45:9 custodians | 23:15 41:8 demands | $\begin{gathered} 6: 8 \text { 20:15 24:13 28:8 } \\ 33: 24 \text { 47:16 50:11 } \end{gathered}$ | $44: 21$ |
| $18: 2424: 3 ~ 27: 24 ~ 30: 11 ~$ $44: 749: 1550: 22$ | copies | custodia 20:11 | demands | 33:24 47:16 50:11 54:6 | Emanuel 21:6 23:12 46:11 |
| 51:6 53:12 | 4:5 | cut | DeNARD | dollar | emergency |
| commingled | corporate | 13:3 24:20 27:20,20 | 9:1,3 14:15 18:9 47:23 | 51:7,8 | $17: 10,2318: 650: 12$ |
| 28:9 | 33:4 37:12 41:16 43:9 | 29:15 30:15 33:15 | 47:24 48:5 49:6,20 | dollars | emotional |
| commit | 47:6 | 35:5,11 36:19 50:23 | 52:1 | 8:2,10,19,23 15:19 |  |
| 33:11 | corporations | cuts | Department | $31: 1232: 735: 2$ | emphasized |
| commitment | 43:10 | 28:21 29:2,7 31:13 | $26: 1$ | 46:16 53:5 | $17: 22$ |
| 8:15 47:15 | correct | $32: 435: 1,2,5,1036: 5$ | dependable | downstate | employee |
| committed | 15:16,18 49:5,6 54:10 | $36: 10,12$ | 49:8 | $33: 21$ | $8: 17 \text { 40:20 }$ |
| 44:17 | cost | cutting | deserve | Dr | employee's |
| Committee | 7:13 | 23:6 | 23:22 34:11 | 1:16 2:4 5:8,13 19:19 | 20:21 |
| 25:23 28:5 | costs | D | desires | $\begin{aligned} & 19: 22 \quad 20: 241: 24 \\ & 40.7: 1746 \cdot 2 \quad 47 \cdot 1 \end{aligned}$ | employees |
| commonly | 8:11 20:21 | $\xrightarrow{\text { D }}$ | $40: 16$ | $42: 7,17 \text { 46:2 47:11 }$ | $20: 1921: 5,19$ |
| $3: 234: 8$ <br> communities | couch | Dan | despite $7: 13$ 53:9 | dramatic $12: 21$ | enable |
| communities 26:13,20 40:17 | Council | 19:16 22:4 Dated | Dian | dramatically | 22:19 encounter |
| community | 34:20 | 5:1 | 19:14 20:7 | 14:20 | 16:14 |
| 22:16 39:23 40:11 41:4 | Counsel | day | difference | drastically | encourage |
| 41:23 44:17 | 2:3 5:11 | 4:14 20:13,17 22:15 | 25:15 31:3,3 41:2 | 18:2 | 37:10 45:5 |
| compared | counselor | 24:23 33:18 40:22 | $42: 19,23$ | drawbacks | ends |
| $7: 211: 5$ <br> completely | 11:19 counting | 42:16 47:17,18 | different $11: 1451: 1152: 16,24$ | $49: 3$ <br> dressed | 23:18 |
| completely | counting | days | 11:14 51:11 52:16,24 | dressed | engage |


| 37:10 | 31:19 | 3:7,22 4:4 6:9,11 7:9 | fuel | 29:14 30:3 34:24 | 20:21 24:22 |
| :---: | :---: | :---: | :---: | :---: | :---: |
| enlightened | experience | 7:10,22 8:1 10:24 | 40:4 | 35:6 36:23 37:2,2 | hear |
| 15:23 | 11:20 | 11:5,12 14:12 15:3 | fulfill | 40:21,24 42:18 48:11 | 6:2 32:18 51:24 |
| enormous | experienced | 15:12 16:19 17:4 | 34:1 | 51:22 52:13,18,19 | heard |
| 46:14 | 12:11 | five | full | Gonzalez | 8:20 43:21 47:6 |
| enroll | extent | 4:5 14:3 26:24 29:1 | 26:17 45:18 | 19:16 22:3,4 24:3 | hearing |
| 13:22 | 50:6 | 35:6 | full-time | good | 1:2 3:6,10,13 4:14,17 |
| enrollment | extremely | flat | 32:22 | 3:1,3 22:3 25:21 31:7 | 4:20,23 5:7 6:5 19:4 |
| 13:24 29:3 32:1 33:14 | 6:15 15:1 | 32:2 53:4 | fully | 39:16 44:11 | 19:8 53:13 54:9,12 |
| 36:11 52:16,24 53:9 |  | flow | 40:12 | Government | hearings |
| ensure | F | 45:4 | fund | 11:24 | 3:21 4:13 27:10 |
| 44:18 45:17 | faced | focus | 29:16,22 39:22 40:14 | Governor | hearts |
| ensures | 44:15 45:4 50:20 | 8:14 11:3 12:9 | 41:1 45:15 46:13 | 6:13 23:11 33:19 38:21 | 47:3 |
| 38:11 | facilities | focused | funded | 38:22 | heavy |
| ensuring | 18:6 | 17:23 | 14:17,22 44:19 | grade | 38:13 |
| 39:2 | facility | focuses | funding | 11:14 | held |
| entering | 17:10 | 14:6 31:17 | 6:14,17,21 11:4,10,23 | graduate | 1:3 19:5 26:20 |
| 26:2 | fact | folks | 12:1,7 14:24 15:4,6 | 12:24 | Hello |
| environment | 6:16 7:1 12:9 18:10 | 29:21 | 18:8 27:14,14 28:7 | graduates | 35:24 38:7 |
| 6:10 11:15 | 38:22 50:22 | followed | 29:9 30:6,7 32:13 | 13:21 31:9 | help |
| equality | fair | 19:15 24:6 30:21 34:15 | 33:6 35:10,17 39:1 | graduation | 10:18 25:13 36:17 |
| 39:3 | 24:12 | 34:16 39:13 | 39:22 41:3,22 44:16 | 12:23 13:7,8,14,15,18 | helped |
| equate | faith | following | 44:22 45:14 53:3 | grant | 9:24 10:14 |
| 26:14 | 37:5 | 14:21 | funds | 6:21 9:21 10:1 | helps |
| equated | false | follows | 6:19 10:3 11:24 29:18 | granted | 9:16 |
| 6:23 | 28:20 | 14:10 | 36:21 40:14 41:17 | 32:23 | heralded |
| equitable | families | food | 45:1,7,11 46:18 48:3 | grants | 14:1 |
| 44:23 | 24:16 40:5,19 41:10 | 36:20 | 49:2 | 9:22 | Hi |
| equitably | far | football | Furlong | graph | 24:10 28:3 38:7 |
| 44:19 45:17 erase | 8:11,22 9:19 43:14 | 39:6 forced | 1:15 5:8 18:14 51:19 furlough | $14: 18$ grossly | hide |
| erase 16:17 | faster $13 \cdot 19$ | forced $45: 1350: 2$ | furlough 20:20 | grossly 7:1 14:22 15:19 16:11 | high |
| erased | Fatigato | forces | future | $\underset{12.19}{\text { group }}$ | 13:2,7,12,15 14:2 20:3 |
| 8:3 | 1:23 54:5,15 | 25:10 | 21:8 38:21 39:4 | 12:19 46:10 | 20:24 24:22 31:17 |
| especially | fault | forego | futures | grow | 32:8 33:7 34:20 40:1 |
| 28:6 | 26:7 | 20:20 | 51:2 | 14:20 | higher |
| essential | Federal | foregoing | FY18 | growing | 37:24 41:19 |
| 14:16 | 11:23 | 54:9 | 3:21 4:3 | 13:10,18 | highly |
| Estela | fellow | Foreman | G | growth |  |
| $2: 5 \text { 5:3 }$ | 3:4 | $32: 6$ | G | $12: 2313: 14$ | Hines |
| ethnic | Fenger | forever | G | Gutekanst | 1:16 5:8 41:24 42:7,17 |
| 12:19 | 32:5 | 37:2 | 5:3 | $39: 13,1641: 14,1542: 5$ $42 \cdot 1344: 7,8$ | 46:2 |
| eventually 45:6 | fiduciary | forgot $19: 20$ | GAIL | ¢uys | $29: 13$ |
| everybody | 34:1 fiercely | form | 1:17 gain | 28:8,9 30:15 31:4 | hired |
| 16:12 51:23 | 34:2 | 4:4 | 47:14 | 46:21 | 49:8 |
| exactly | fight | Forrest | game |  | hiring |
| 28:11 43:23 | 24:14 25:5 27:16 47:1 | 2:2 5:11 52:12 | 39:6 50:18 | H | 52:4,19 |
| examples | 47:4 | forward | games | half |  |
| 47:7 | fighting | 44:22 45:6 | $23: 13$ | $8: 2,18,2313: 3,1123: 8$ | 13:2 |
| excellence | $10: 1338: 12$ | fostered | Garden | $50: 24$ | hmmmm |
| 20:24 | figure | 26:5 | 1:9 4:16,22 | Hamer | 46:11 |
| excess | 48:7 | fought | general | 5:18,20,21 10:23 15:16 | hold |
| 8:11 | file | 9:8,9 10:12 40:7 | 2:3 3:15 5:11 28:10 | 15:18 16:2,7,18 17:3 | 4:13 23:15 32:14 33:11 |
| Excuse | 4:7 | found | generally | 18:17 | holdback |
| 9:1 | filed | 8:9 12:18 46:19 | 11:10 | hand | 44:21 |
| excuses | 4:6 | foundation | generate | 26:8 31:10 33:1 | home |
| 25:2,2,2 | finally | 11:18 | 35:16 37:18,19,21,23 | happen | 36:20 46:22 |
| Executive | 29:11 | four | 43:19 | 24:18 | hope |
| 2:2 | Finance | 29:8 35:6 42:2 | gentlemen | happened | 18:9 34:4 47:13 |
| exist $27: 9$ | $9: 4$ financial | four-year | 3:2 | 43:17 | hopeful $17: 16$ |
| exodus | financial 30:8 50:19 51:1 | fourth | give $5: 24$ 23:2 44:1 48:8 | happens 33:5 43:18,23 52:20 | horrible |
| 40:4 | financing | 32:4 | given | hard | $24: 12$ |
| expansion | 16:14 | Frank | 4:2 6:15 38:24 54:12 | 9:9 24:16 43:21,22,24 | hotel |
| 36:5,10 | find | 1:14 3:2 5:2 43:2 51:19 |  | $46: 1$ | 37:20,22 41:20 46:20 |
| expect | 7:22 16:9 36:21 | frankly | 7:16 23:20 36:20 42:11 | Harlan | hours |
| 33:14 50:3 | fine | 8:16 28:7 43:7,16 44:2 | 43:3 48:20 50:21 | 32:5 | 19:5 |
| expenditures | 21:10,20 | 50:24 51:10 | goal | harming | huge |
| 6:12 | finished | frantically | 25:4 | 30:8 | 24:23 25:15 |
| expense | 33:10 | 29:13 | goes | harmless | hundred |
| 9:16 | first | Freeze | 42:10 | 32:14 33:12 | 46:16 |
| expenses | $4: 145: 7 \text { 10:1 19:11,18 }$ | 41:17 | going | head | hurdles |
| $9: 7$ | 27:4 54:5 | freshman | $5: 17 \text { 18:13 21:9,10 }$ | 33:4 37:13 41:16 | 16:13 |
| expensive | Fiscal | 12:24 13:2 | 25:4 27:12 28:11,13 | health |  |

\begin{tabular}{|c|c|c|c|c|c|}
\hline I \& inequitable \& K-8 \& legislate \& 3:9 5:14 18:23 \& mention \\
\hline IDA \& 32:13 39:24 \& 29:1 \& 43:17 \& Madison \& 12:14 \\
\hline 30:5 \& inequities \& Karen \& let's \& 1:8 3:17 4:16,21 \& mentioned \\
\hline identify \& 16:11 \& 1:23 54:5,15 \& 5:16 10:23 18:22 46:13 \& magic \& 34:21 37:12 42:2 46:2 \\
\hline 17:18 \& inflate \& Katherine \& 52:10 \& 18:10 \& mentor \\
\hline IEP \& 26:9 \& 24:7 28: \& letter \& magnet \& 41:7 \\
\hline 52:17 \& initial \& Katie \& 37:7 \& 12:4 \& merely \\
\hline IEPs \& 40:7 \& 28:3 \& level \& Mahalia \& 31:20 \\
\hline 29:24 \& initiative \& keep \& 1:9 4:16,22 11:14 \& 1:16 5:8 \& methods \\
\hline ignoring \& 32:17 41:1 \& 12:8 \& 20:24 27:14,15 37:9 \& maintain \& 29:17 \\
\hline 30:6 \& initiatives \& Kelly \& 37:24 53:6 \& 52:10 \& metrics \\
\hline illegal \& 41:23 \& 32:6 \& librarians \& maintenance \& 12:22 \\
\hline 28:13 \& Innovation \& Kelvyn \& 32:19 \& 17:11,15 18:7 \& mic \\
\hline Illinois \& 33:16 \& 32:6 34:20 35:4,4 \& library \& major \& 47:23 \\
\hline \[
1: 9 \text { 4:10,17,22 5:1 6:18 }
\] \& inspection \& key \& 31:15 \& 12:19 17:16 \& Michael \\
\hline 12:17,20 14:3,18 \& 4:6 \& 12:21 \& LIC \& majority \& 5:18 \\
\hline 15:21 31:10 44:13 \& instance \& kids \& 54:16 \& 32:24 36:11,14 \& microphone \\
\hline 54:1 \& 9:19 \& \[
23: 4 \text { 24:17,18 36:20 }
\] \& License \& making \& 24:5 \\
\hline imagine \& institu
50:19 \& 38:3 51:
kids' \& 1:24 \& 21:20 \({ }^{\text {man }}\) \& middle
\[
6: 137: 1
\] \\
\hline \begin{tabular}{l}
36:18 \\
immediate
\end{tabular} \& insurance \& kids
\(39: 7\) \& - \& \(\operatorname{man}_{35: 14}\) \& million \\
\hline \[
35: 16 \text { 49:23 }=
\] \& 20:21 \& kind \& lies \& manage \& 6:14,21 7:9 8:1,3 9:13 \\
\hline immediately \& intent \& 46:1 \& 26:10 27:7 \& 7:4 24:15 \& 9:22 11:7,8 15:8 \\
\hline \[
41: 7
\] \& 38:23 \& kindergarten \& listen \& managed \& 16:22 17:9,14 27:8 \\
\hline impact \& interest \& 29:6 \& 44:2 51:12 \& 7:14 \& 31:12 32:7,20,21,21 \\
\hline 24:23 \& 26:22 38:21 42:15 \& kinds \& listened \& management \& 35:9 37:18,19,21,23 \\
\hline impacting \& 47:18 48:11,12 \& 18:3 \& 50:14,15 \& 5:22 7:6 8:9 9:19 10:7 \& 46:16 48:7,9,14 \\
\hline \[
28: 22
\] \& interested \& know \& listening \& 10:11,19 \& millionaires \\
\hline impacts \& 6:5 \& 6:16 7:17 21:9,13 27:9 \& 18:15 \& manager \& 43:13 \\
\hline 23:1 \& interest \& \(35: 3\) 37:6 42:7,19,23
\(43: 10\) \& little \& 44:13 \& millions \\
\hline impairments \& \begin{tabular}{l}
26:21 \\
internal
\end{tabular} \& known \& live \& \[
\begin{aligned}
\& \text { maneuvered } \\
\& 46: 19
\end{aligned}
\] \& mind \\
\hline 22:14 \& 7:6,15 8:6 \& 3:23 4:8 \& 23:24 \& manmade \& 9:2 \\
\hline \[
41: 19
\] \& international \& knows \& lives \& 35:13 \& minutes \\
\hline impossible \& 12:4 \& 17:24 \& 39:7,7 \& Mara \& 19:7 \\
\hline 30:4 \& interrupting \& \& loan \& 19:17 24:10 \& modifications \\
\hline impressed \& \[
\begin{gathered}
7: 17 \\
\text { invest }
\end{gathered}
\] \& \(\xrightarrow[L]{\text { Lack }}\) \& 47:1 \& Mark
\[
1: 15 \quad 18: 13
\] \& \[
44: 3
\] \\
\hline 20:13 \& investm
\(11: 2\) \& lack
\[
26: 13 \text { 40:3 }
\] \& lobby
\(3: 17\) \& 1:15 18:13
Mark's \& \[
\underset{24: 17}{\operatorname{mom}}
\] \\
\hline 14:14 \& issue \& ladies \& local \& 52:14 \& moment \\
\hline improve \& 48:10 \& 3:1 \& 10:19 11:8 19:14,15 \& market \& 12:13 15:10 \\
\hline 18:4 \& issues \& laid \& 20:8,8 22:6,6 25:3 \& 7:7 \& Monday \\
\hline improvements \& 8:7 18:5 40:2 53:9 \& 22:9 38:9 52:8 \& \(26: 1434: 19 ~ 39: 2\)
\(41: 11,12\) \& Marmer
2.35 .12 \& \begin{tabular}{l}
\[
27: 13
\] \\
money
\end{tabular} \\
\hline \[
\begin{aligned}
\& \text { 12:21 } \\
\& \text { includes }
\end{aligned}
\] \& J \& landmark \& locations \& 2:3 5:12 \& money
10:1 \(27: 928: 13,16,19\) \\
\hline 10:24 22:12 \& Jackson \& large \& 53:9 \& 39:14 45:22 \& 33:15,17 40:8,24 \\
\hline including \& 2:4 5:13 19:19,22 20:2 \& 8:9,10 \& long \& massive \& 42:9 43:19 46:12,22 \\
\hline 12:22 22:11 35:3 45:16 \& 47:11 \& largely \& 8:24 52:21,21 \& 28:21 \& 6:23 48:21 50:4 \\
\hline income \& Janice \& 17:9,23 \& long-term \& materializes \& 51:22 \\
\hline 12:1 \& 2:4 5:13 \& latest \& 41:3 \& 18:9 \& morning \\
\hline inconceivable \& Jerry \& 35:13 \& look \& math \& 3:1,3 \\
\hline 38:14 \& 30:23 34:15,18 \& law \& 34:23 44:22
looked \& 12:23 15:23
matter \& mouth
\[
36: 21
\] \\
\hline incorporates \& job
22:9 25:4 51:12 \& 14:19,23 16:24 30:5
lay \& looked
\(7: 2129: 23\) \& \[
1: 7 \text { 27:13 33:5 36:6 }
\] \& move \\
\hline \[
\begin{aligned}
\& 11: 6 \\
\& \text { increase }
\end{aligned}
\] \& \[
\begin{gathered}
22: 9 \\
\text { jobs }
\end{gathered}
\] \& \[
\begin{aligned}
\& \text { lay } \\
\& 21: 19
\end{aligned}
\] \& looking \& Max \& 45:6 46:18 \\
\hline 11:4 20:21 41:16,18,19 \& 21:9 \& laying \& 11:9 43:16 \& 24:8 30:21,24,24 \& multiple \\
\hline 48:653:8 \& join \& 38:15 52:20 \& Loop \& mayor \& 11:21 \\
\hline increased \& 25:10 \& layoffs \& 1:84:15 \& 10:14 21:6 23:1126 \& multitu \\
\hline 7:7 9:13,14 10:14,17 \& Joy \& \[
20: 16,22,2321: 23
\] \& lose
32:6 \& \[
\begin{aligned}
\& \text { 26:22 27:1,4 } 33: 2 \\
\& 46: 11
\end{aligned}
\] \& \begin{tabular}{l}
44:16 \\
music
\end{tabular} \\
\hline increases
7.139 .620 .20 \& 30:22 31:6,8
judgment \& 22:21,22 23:19 24:11
\(36: 13,15\) \& 32:6
losing \& \begin{tabular}{l}
46:11 \\
mean
\end{tabular} \& \[
\begin{aligned}
\& \text { music } \\
\& 31: 1432: 22
\end{aligned}
\] \\
\hline 7:13 9:6 20:20
INCS \& judgment
51:15 \& 36:13,15
leadership \& 35:7 \& mean
22:22,22 \& 31.1432 .22 \\
\hline 44:14 \& judgments \& 8:15 \& lost \& means \& N \\
\hline Incubation \& 51:14 \& leading \& 29:4,5 52:15 \& 23:18 31:20 50:24 51:1 \& name \\
\hline 33:16 \& Julian \& 32:9 \& lot \({ }^{\text {l }}\) / 71937.4 \& meet \& 19:12 22:3 24:9,10 \\
\hline indicates \& 32:6 \& learner \& 8:7,19 37:4 \& 29:17 \& 25:22 28:3 30:24 \\
\hline 15:3 \& June \& 11:15 29:1,21 \& lots

$37: 13$ \& meets \& 35:24 38:7 44:12 <br>
\hline individual \& 6:22 26:17 \& learners \& 37:13 \& 40:12 \& names <br>
\hline 30:6 \& justice \& 12:2 30:16 \& $\xrightarrow{\text { low }}$ \& member \& 27:4 <br>
\hline Individualized \& 29:5 \& lease

$37 \cdot 1541.18$ \& 11:24 18:2 \& $$
\begin{aligned}
& \text { 5:8,9 18:14 22:6 } 25: 3 \\
& 34: 2051: 19
\end{aligned}
$$ \& Natasha <br>

\hline Individuals \& K \& leave \& M \& members \& nation <br>

\hline 19:6 \& $$
\mathbf{K}
$$ \& 43:10 \& M \& \[

$$
\begin{array}{r}
1: 133: 55: 66: 2 \text { 17:20 } \\
18: 2220: 9.1825: 24
\end{array}
$$

\] \& \[

19: 21
\] <br>

\hline inequality \& 54:3 \& left \& 5:2 \& $$
\begin{aligned}
& 18: 22 \text { 20:9,18 } 25: 24 \\
& 51: 17 \text { 53:11 }
\end{aligned}
$$ \& national

$$
13 \cdot 19.23
$$ <br>

\hline
\end{tabular}

| nationally | 28:11 | outcry | 48:17 | points | 5:18 18:22 |
| :---: | :---: | :---: | :---: | :---: | :---: |
| 13:15 14:4 | obstacles | 28:14 | pensions | 13:10 50:7 | proceedings |
| nationwide | 23:6 | outpace | 14:17,22 15:5,7,14 | policy | 1:6 5:17 53:16 54:8,11 |
| 13:13 | obtain | 13:13 | 16:21 | 44:13 | process |
| nature | 39:22 | outpacing | people | political | 29:10 44:24 45:9 49:19 |
| 52:22 | obviously | 13:17 | 6:5 10:9 16:9 18:1 21:1 | 23:13 39:6 | 52:10 |
| Navy | 8:6,15 36:13 37:4 | outperforming | 25:8,9 27:3 39:5,7 | politics | program |
| 46:20 | occur | 12:18 | 43:16,23 51:15 | 27:4 | 17:12 29:2,5 |
| need | 14:5 | outside | percent | pool | programs |
| 10:10 12:8 21:8,9 | occurs | 15:5,14 16:21 | 6:23 11:4 13:3,4,5,7,16 | 40:7 | 12:4,5 35:8 40:15 53:7 |
| 22:17 23:3,10,14 | 19:11 | outstanding | 13:21,24 14:7 16:1,1 | poorest | progress |
| 25:6,6,7,10 33:8 34:6 | October | 24:20 | 16:3,5 26:23 35:10 | 40:3 | 12:20 |
| 34:7,8,23 36:22 | 39:20 | overall | 36:3 44:21 | poorly | progressive |
| 44:24 | ODLLS | 53:3 | percentage | 51:8 | 27:16 35:17 37:14,14 |
| needed | 26:1 | overburdened | 11:24 13:10 | portfolio | 47:5 |
| 23:6 26:12 28:17 29:1 | ODLSS | 41:11 | performance | 32:17 | project |
| 29:17 33:6 | 29:20 | overtaxed | 24:20 | position | 16:19 |
| needs | offer | 41:10 | perpetuated | 24:21 35:1 | projects |
| 16:12 23:15 24:14 | 20:11 | overview | 26:6 | positions | 17:9,15 |
| 28:18 29:17 30:6 | offering | 5:24 | persistent | 11:19 29:16 32:22 35:4 | promised |
| 38:10,20 40:12 45:2 | 22:12 23:10 | owed | 40:2 | 35:11 46:7 | 47:3 |
| negotiations | Office | 48:13,21,22 | person | posted | pronounced |
| 37:8 | 1:8 3:16 4:7,15,21 5:22 |  | 19:9 46:6 | 3:16,18 | 53:1 |
| neighborhood | 29:20 33:15 | P | personal | potential | property |
| 31:14 32:3 33:12,17 | Officer |  | 37:15 41:18 | 26:19 45:18 46:15 | 9:13,15 10:15,18 37:15 |
| neighborhoods | 2:2,4 5:12 | $1: 104: 18,18,19,20,23$ | personally | poverty | 41:18 43:20 |
| 40:1,4,13 | officers | 4:23,24,24 19:5,10 | 46:3 | 40:1,18 | proposal |
| Network | 20:10 38:17 | paid | perspective | power | 14:24 |
| 33:15 44:14 | okay | $48: 15,16,16,17,2350: 8$ | 49:16 51:4,9,11 | 23:16 39:5 | proposed |
| Nevertheless | 10:23 18:20,21 20:2 | Palmer | perspectives | practical | 6:1 7:11 11:7 17:4 |
| 7:4 50:14 51:12 | 26:14 46:24 | 19:14 20:7,8 22:2 | 51:13 | 35:16 | protect |
| new | okayed | Pam | phantom | practices | 12:10 25:7,13 38:18 |
| 11:8 31:12,24 37:19,21 | 29:11 | 39:14 44:12 | 27:9 | 32:13 | protection |
| $37: 22 \text { 41:8 47:12 }$ | on-track | paraprofessionals | physical | Prep | 32:14 |
| News | 12:24 13:2 | $52: 4$ | 22:11 | 20:3 | protects |
| 14:1 | once | parent | picked | prepared | 11:2 |
| newspaper | 27:2 38:18 | 20:11 31:8 | 26:8 37:3 | 4:3 | proud |
| 3:14 | one-year | parents | pie | present | 22:5 |
| night | 49:4,7 | 10:11 20:12 24:13,23 | 14:7 | 1:13 2:1 5:6 | provide |
| 26:3 | ones | 28:14 40:17 51:9 | Pier | presentation | 14:7 16:20 17:8 23:4 |
| Norine | 47:1 | Park | 46:21 | 6:7 7:18 12:14 36:7,18 | 33:7 38:11 |
| 39:13 | ongoing | 32:6 34:20 35:4,4 | place | presentations | provided |
| North | 35:13 | part | 9:24 10:8 31:16 32:14 | $18: 19$ | 6:11 |
| 4:9 | operating | $7: 11 \quad 17: 1433: 3$ | $45: 10$ | president | provides |
| note 5.619 .3 | 6:24 10:3 | participating | placed | $\begin{array}{r} 1: 143: 1,125: 3,5,9,14 \\ 5: 217: 169: 210: 21 \end{array}$ | $6: 1711: 4$ |
| 5:6 19:3 notes | opinions $44: 2$ | $53: 14$ | 38:14 | $\begin{aligned} & 5: 217: 16 \text { 9:2 10:21 } \\ & 15: 9,17,22 \quad 16: 4,8 \end{aligned}$ | providing $32: 1045: 6$ |
| notes 14:11 54:10 | opportunities | participation 12:22 47:21 | placing | 17:1,20 18:16,18 | provisions |
| noteworthy | 18:11 35:8 | particular | plague | 19:2,13,18,24 20:4 | 3:7 |
| 7:19 | opportunity | 7:18 | 40:3 | 34:21 36:1 39:12 | public |
| notice | 40:3 | particularly | plan | 42:19 43:4 47:20,22 | 1:1,2,7 3:13,20,21,23 |
| 3:10, 13, 18,20,21 4:1 | opposition | $6: 15 \text { 53:1,4 }$ | 17:17 32:8 41:3 46:13 | 48:1 49:1,13 52:5,9 | 4:1,6,9,13,15,20 5:23 |
| noting | 41:12 | passage | Plans | 53:10 | 6:3,4,19 16:15 18:23 |
| 12:13 | optimistic | 14:23 | 12:3 | press | 18:24 19:4 20:5 |
| Notwithstanding | 18:8 | passing | playing | 33:18 | 21:11,15,24 31:10,20 |
| 14:14 | option | 33:3 | 39:6 | primarily | 33:20 35:14 42:21 |
| number | 49:23 50:13 | pawn | plead | 6:2 | 45:7,16 46:9 47:21 |
| 8:20 19:16,17,20 20:4 | options | 23:17 | 27:2 | principal | 54:9,12 |
| 24:5,6,8 25:19 28:1 | 41:12 50:9 | pay | please | 3:16 11:19 24:24 26:7 | publicly |
| 30:21,22,23 34:14,16 | order | 23:24 36:21 45:11 | 3:9 5:18 18:23 19:11 | 42:21 | 33:2 37:11 |
| 34:22 35:11 39:12,13 | 9:15 18:4 19:8 25:5 | 47:17 48:14 49:22 | 20:6 23:19 24:7,9 | principals | published |
| 43:15 53:8 | 29:16 45:17 | 50:3,4 | 25:13,13,15,16,19 | 28:14 | 3:14,20 |
| numbers | orderly | paying | 28:1 30:21 31:6 | privatization | pupil |
| 48:2 | 52:10 | 8:12 | 34:14 35:18,23 38:2 | 31:17 | 11:4 |
| numerous | ordinance | payroll | 38:5 39:12 41:5 | Privatized | purchasing |
| 41:11 | 46:6 | 50:6 | 45:22 47:2 51:15 | 31:22 | 10:4 |
| nurture | ordinances | pays | podium | probably | purpose |
| 38:18 | 33:4 | 10:16 48:21 | 5:19 | 36:19 43:14 | 3:6 35:20 |
|  | Orr | Payton | point | problem | pursuant |
| 0 | 46:14 | $19: 2320: 2,14$ | 8:4 14:11 20:15 29:14 | 43:9 | 14:19 |
| O | Osgood | peers | 43:5 50:10 52:14 | problems | purview |
| 54:3,3 | $24: 7 \text { 28:2,3,4 30:2,3,10 }$ | $12: 19 \text { 13:13,17 }$ | pointed | $50: 20$ | 42:3,8 |
| oath | $30: 12,18,19$ | pension | 49:20 | procedure | put |
| $54: 6$ | outcomes | $6: 14,179: 1610: 17,18$ | pointing | $3: 10$ | $\begin{array}{r} 9: 12,23 \quad 10: 3,8 \quad 26: 10 \\ 32: 7.13 \quad 33: 1746: 7 \end{array}$ |
| obscuring | 12:17 | 14:18 15:13 16:21,23 | $53: 2$ | proceed | $32: 7,1333: 1746: 7$ |


| 47:2,7 53:4 | recommendations | response | 54:6 | 11:7 14:23 16:16 38:23 | 49:4 |
| :---: | :---: | :---: | :---: | :---: | :---: |
| putting | 39:19 50:16 | $30: 12$ | SB | send | solutions |
| 16:19 23:16 | record | responsibilities | 15:4 16:23 | 51:9 | 37:14,15 43:7 |
|  | $\begin{aligned} & 3: 10,2013: 6,15 \quad 19: 3 \\ & \text { reduce } \end{aligned}$ | 23:1 | scheme | senio | solve |
| Q |  | rest | 47:17 | 44:13 | 43:9 |
| quality | 9:5,15 | 16:4 | school | sens | Somebody |
| 22:16 23:21 33:7 39:3 | reduced | restorativ | 3:7 6:13,18 7:2 10:16 | 32:9 | 15:23 |
| quarter | 33:14 | 29:5 | 11:21 12:1 13:1,12 | separat | sorry |
| $45: 8$ | reference | restrictive | 13:16 14:24 15:20 | 29:8 | 4:18 29:23 36:23 44:9 |
| question | 50:22 | 11:15 | 16:15 19:21 20:3,4,5 | serve | source |
| 19:20 41:22,24 42:1 | referring | result | 20:10,14 21:3,4 | 45:1 | $40: 24 \text { 49:3,7 }$ |
| questions | 19:22 | 29 | 22:22 24:22,22 25:22 | serves | sources |
| 9:3 17:21 18:21 39:18 | reform | results | 26:8,19 27:1,22 | 26:22 | 12:7 41:8 43:1 |
| $43: 5,6,651: 1852: 11$ | 14:17 | 43:22 | 28:17,24 29:12,22,22 | servic | speak |
| quickly | refuses | retur | 30:1 33:20 34:19,20 | 23:4 28:17 | 19:6,10 23:7 |
| 13:23 | 35:15 | 21:23 | 34:22 40:11,12 41:6 | services | speaker |
|  | regarding | revenue | 42:21 44:17 45:16 | 26:11 31:15,22 45:12 | 19:16,16,19 24:4,5,6,7 |
| R | $\begin{aligned} & 3: 7 \\ & \text { registered } \end{aligned}$ | $\begin{array}{r} 7: 79: 7,10,1110: 10,19 \\ 10: 1911: 727: 16,17 \end{array}$ | 52:17,21,23,23 | serving | 25:19,19 28:1,1 |
| racial |  |  | schools | 24:24 | 30:20,21,22,23 31:5 |
| 12:19 | 19:6 | 34:3 37:9,14 40:9 | 1:1,8 3:24 4:9,15,21 | set | 34:14,14,15,16 35:23 |
| racist | registr | 41:8 47:2,5,16 49:12 | 5:23 6:19 9:24 11:5,9 | 21 | 38:5 39:11,12,13,14 |
| 29:10 | 4 | rheto | 11:10,12,18,22 12:6 | settin | 4:10 45:2 |
| Rahm | re | 33:21 | 14:2,2,3,8 $15: 118$ | 27:11 | 19:7 39: |
| $\begin{aligned} & 21: 623: 1125: 1137: 3 \\ & 41: 7 \end{aligned}$ | $\begin{aligned} & 27: 17 \\ & \text { reimbu } \end{aligned}$ | rid | $21: 7,11,15,20,24$ | settled |  |
|  | $\begin{gathered} \text { reimbu } \\ 10: 2 \end{gathered}$ | 8:18 ride | $31: 14,22 \text { 32:2,3,5,8 }$ | 39:21 seven | speaking $31: 9$ |
| Raise 31:10 33:1 | reimbursement | 37:18 41:19 | 32:15,24 33:12,18 | $14: 2$ | speaks |
| 31:10 33:1 raised |  | right | 34:10,24 35:2 36:4,8 | share | 46:4 |
| raised 25:14 | Reinstate | 16:7 23:18 24:12 36:24 | 36:8,9,12,14 39:2,23 | 18:24 37:18 41:19 | special |
| raising | 41:16 | 37:138:2 | 40:6,10,22 41:2,4,23 | short | 20:9 22:4 25:23 28:4,7 |
| 37:21 | reiterate | risen | 42:14,16 44:14,24 | 22:21 33:6 38:13 | 28:10,12,18,22 29:22 |
| ran | 23:23 | 13:9 | 45:7 47:8 51:10 52:7 | short-term | 30:13 32:23 38:10 |
| 29:4 | reject | Ritter | 52:14,19,19 | 50:13 | 44:21 45:1,2,7 46:17 |
| ranked | 35:18 | 39:15 45:23,24 | schools' | shortfall | 51:20 52:2 53:3 |
| 14:4 | rejected $29 \cdot 9$ | robust | 45:10 scores | 7:5 | specialize |
| rate | 29:9 relianc | 16:2 | Sco | shorthan | 12:3 |
| 11:13 13:2,3,4,7,8,14 | relianc | $\begin{aligned} & \text { Ron } \\ & 9: 3 \text { 10:22 14:15 18:9 } \end{aligned}$ | $32: 18$ search | 54:8,10 <br> showing | SPED 29:18 30:5 |
| $13: 16,18,19,24 ~ 41: 18 ~$ rates | relies | $9: 3 ~ 10: 22 ~ 14: 15 ~ 18: 9 ~$ | search $37: 8$ | $\begin{gathered} \text { Showin } \\ 33: 23 \end{gathered}$ | speech |
| rates $12: 23 \text { 13:1 49:21 }$ | 27:8 | 51:20 52:6 53:2 | sec | shows | 45:24 |
| Rauner | remedy | Ronald | 27:14,15 | 8:14 14:9,18,21 15:11 | spend |
| $\begin{gathered} 21: 623: 1125: 1,11 \\ 36: 2438: 22 \end{gathered}$ | 38:24 <br> remember | 2:3 5:12 | SECA | signed | 51:7,22 52:1 |
|  |  | Room | 22:5 29:16 | 19:9 37:7 46:5 | spending |
| reach | $\begin{aligned} & \text { remember } \\ & 10: 15 \text { 27:10 } \end{aligned}$ | 1:9 3:16 4:16,22 | SECAs | significant | 10:1,2 11:1 14:10 |
| 46:15 | remind | rooms | 22:9,23 23:8 29:1 | 7:12 53:8 | 32:19 47:18 |
| reaches |  | 39:17 | 38:16 47:9 | simple | spent |
| 45:18 | 36:4 repair | rough | second | 49:19 | 51:8 |
| read | repair 17:10 18:6 | 13:21 | 4:20 | single | Spiral |
| 3:19 34:6 | repairs$17: 16,23$ | round | Secretary $2: 53: 9,115: 4,15 \text { 18:23 }$ | 24:16 29:24 52:20 <br> sir | $\begin{aligned} & 33: 13 \\ & \text { spite } \end{aligned}$ |
| reading |  | rounds | 19:1 22:1 24:2 25:17 | 34:23 | 31:11 |
| 12:23 | $31: 18$report | 36:13,15 | 27:18,23 30:2,10,17 | sit | spoke |
| ready |  | row | 30:20 31:5 33:9 | 21:12 42:22 46:17 | 49:14 |
| $21: 17$ real | $\begin{aligned} & \text { report } \\ & 1: 6 \quad 12: 20 \quad 14: 1 \quad 19: 23 \end{aligned}$ | 32:4 | 34:12 35:21 38:1,4 | sitdown | spoken |
| $8: 12 \text { 40: }$ | $\begin{aligned} & 1: 612: 2014: 119: 23 \\ & 22: 15 \end{aligned}$ | rubber | 39:9 41:14 44:6,9 | 46:10 | 19:10 |
| really | $\begin{gathered} 22: 15 \\ \text { reported } \end{gathered}$ |  | 45:20 47:20 | Sitkowski | Springfield |
| 15:23 18:2 20:13 34:4 | $\begin{aligned} & \text { reported } \\ & 1: 23 \quad 12: 21 \quad 54: 8 \end{aligned}$ | 27:6 rules | secure | 5:18 | 33:5 43:12,18 |
|  | reporter | 18:24 | $\text { 39:4 } 5$ <br> secured <br> 31:13 | sits | SS |
| reason | 54:6 <br> represent | S |  | 17:21 | $54: 2$ |
| 8:13 24:21 |  | S | 31:13 security | $\begin{aligned} & \operatorname{six} \\ & 13: 935: 6 \end{aligned}$ | staff <br> 14.7 22.23 23.6 24.14 |
| rebates | representatives | 8:16 | security 20:10 38:17 | Skinner | 36:2 40:14 47:9 53:8 |
| 10:5 recall | $46: 4$ <br> represents |  | see14:6 28:12 35:7 40:8 | 30:23 34:15,18,18 | staffed |
| 6:10 9:8 |  | 23:17 |  |  | 22:21 38:13 |
| recap | represents 26:20,21 36:3 |  | $14: 628: 1235: 740: 8$ $40 \cdot 2143 \cdot 1450 \cdot 1$ | sleep | stakes |
| recap 6:9 | rescind 21.22 23.19 | saddened 20:15 | $52: 18,1953: 7$ | 47:1. | 31:18 |
| receive | 21:22 23:19resolve | 20:15 | seed | sleeping | stamp |
| 11:12,18,22 39:3 |  | 14:11 | 40:2 | 46:24 | 27:6 |
| received | 23:5 | salary | seek | slide | stand |
| $11: 10 \quad 13: 15$ | resource 38:19 39:24 | $36: 19$ | 17:17 <br> segment | 6:6 <br> slightly | $\begin{gathered} 21: 5,15,16,1925: 7 \\ 33: 848: 19 \end{gathered}$ |
| recognize | 38:19 39:24 resources | sales <br> 37:17 | segment $18: 23$ | slightly $52: 2$ | 33:8 48:19 <br> standardized |
| 18:7 | resources 11:2,8 17:18 | $37: 17$ savings | SEIU | slow | $31: 18$ |
| recognizes $44 \cdot 15$ | respect | $\begin{aligned} & \text { savings } \\ & 8: 11 \end{aligned}$ | 19:14 22:6 | 32:8 | standardizing |
| 44:15 | 31:1,1,2 | says | Senate | solution | 10:4 |


| start | 12:16 13:21 | teacher | 27:10 29:7,8 42:1 | U.S | W |
| :---: | :---: | :---: | :---: | :---: | :---: |
| 6:8 19:13 | substantial | 11:20 15:5,7 16:21 | threefold | 14:1 | wage |
| starvation | 17:12,14 | 29:6 34:19 42:21 | 51:21 | ultimately | 20:20 |
| 32:8 | succeeded | teachers | throw | 23:1 50:21 | wait |
| state | 43:14 | 8:18 10:11 22:23 28:15 | 21:14 | unaccountable | 36:23 |
| 3:9 6:14,16,18,20,21 | successes | 29:1 31:1,18 36:2 | TIF | 26:24 | waiting |
| 7:1,3 9:10,11,12,20 | 14:5,15 | 37:6,11 38:17 46:12 | 33:3 37:13 41:17 42:9 | uncommingle | 19:24 37:2 |
| 10:10,19 11:7,23 | Suite | 46:13 47:8,13 48:15 | 46:6,14 48:2,6,8 49:2 | 28:15 | Wall |
| 14:16,19 15:4,6,12 | 4:9 | 48:23 52:4 | 49:6,8 | unconscionable | 47:17 |
| 15:20 16:5,20 19:11 | sum | teaching | time | 16:10 | Walter |
| 24:9 26:13 27:15 | 8:10 | 26:3 | 4:17,23 23:2 29:10 | underfunds | 19:23 20:2,14 |
| 32:12 37:9 39:1 47:5 | Summer | team | 39:5 42:6 44:12 50:2 | 7:2 | want |
| 48:13,21 50:3 54:1 | 34:16 38:5,8 | 10:12 | 52:22 53:16 | understand | 3:5 6:3 7:19 8:5,13,20 |
| State's | Sun-Times | tears | times | 16:12 45:3 | 10:22 15:10 17:3,23 |
| 15:11 | 3:14 | 26:4,4 | 13:19 29:8 | understanding | $21: 1433: 1134: 9$ |
| stated | supplemental | technology | today | 8:17,21 49:16,17 | 40:8,13 42:1,17,24 |
| 12:7 | 17:17 | 31:19 | 3:5 5:7 6:2 7:23 23:7 | understood | 46:16,17 47:13 48:10 |
| statement | support | tell | 24:11 26:3 28:6 31:9 | 7:20 | 50:18,18 52:9 |
| 49:5 | 14:8 20:11,16 21:1,10 | 25:10 29:19 30:15 | 44:12 50:21 | unelected | Ward |
| states | 21:18,23 22:9,13,17 | 48:13 | today's | 25:21 41:6 | 1:17 5:9 35:3,8,9,11 |
| 20:5 37:17 | 22:23 23:2,3,10,14 | ten | 18:22 | unequal | watching |
| statewide | 23:20 24:1 25:6,16 | 14:2 26:17 | told | 39:1 | 25:12 |
| 12:16 | 25:24 26:12 32:10 | tends | 28:24 33:18 | unfair | way |
| steadily | 33:15 36:9 38:11 | 49:4 | toll | 14:22 15:1,19 16:12 | 8:24 9:5 14:17,22 15:2 |
| 13:9 | 39:8 40:15 47:9 | tens | 40:18,21 | $39: 1$ | 15:19 16:18 21:14 |
| STENOGRAPHIC | supporters | 8:10 29:23 35:1 | tomorrow | unintended | 28:13 29:23 30:1 |
| 1:6 | 33:20 | tentative | 21:8 | 44:4 | 33:22 48:17 |
| step | supporting | 4:4 | top | union | ways |
| 34:5 | 21:7 | tenth | 14:2 29:2,6 35:5 | 36:3 37:7,11 | 16:9 35:16 |
| stepping | supports | 16:1 | tough | unite | we'll |
| 11:9 33:23 | 26:11 31:16 | Terrible | 45:14 | 24:14 | 6:87:11 |
| steward | supposed | 47:18 | tout | United | we're |
| 22:6 | 21:3 | test | 32:17 | 20:5 | 8:23 10:1,12,13,15 |
| stewards | sure | 32:18 | tragedy | university | 18:8 20:15,15 21:2,4 |
| 42:13 46:9 | 7:20 17:24 21:20 48:15 | testing | 25:9 | 12:17 13:20,22 | 22:20 25:4 29:13,14 |
| stop | 48:20,23 | 31:18 | training | unproven | 37:1 38:9,9 41:7 |
| 15:10 24:15 25:12 | surplus | thank | 40:15 | 31:19 | 48:20 50:2,11,20 |
| 35:19,19 38:20 39:5 | 33:4 37:13 41:17 46:6 | 3:4,5,11 5:13,14,20 | transaction | unreliable | 51:22 52:3 |
| 46:8 47:16 | 46:14,15 48:6,8 49:7 | 10:21 17:1,19 18:16 | 37:16 | 39:1 | we've |
| stopping | 49:9 | 18:17 19:1 20:7 22:1 | transcript | urge | 8:24 29:7 35:9 36:13 |
| 31:4 | sustain | 24:1,2,3 25:17 27:23 | 54:10 | 35:18 | 39:17 51:20 52:15 |
| straight | 20:23 25:24 | 30:10,17,19 34:11,12 | treat |  | website |
| 6:21 | sustainable | 35:20,21 38:3,4 39:8 | 45:15 | 8:8 9:21,23 46:11 | 3:18 |
| strain | 34:2 39:23 40:9,11,24 | 39:9 43:2 44:4,6,7,11 | treated |  | Wednesday |
| 45:10 | 41:4,9,23 47:4,16 | 45:18,20 47:22 48:24 | 15:1 | V | 1:4 |
| streamlined | 49:11 | 49:1,13,14 51:16 | treating | values | week |
| 44:23 | SVP | 52:5 53:10,13,13 | 31:19 | 34:9 | 29:12 34:5 |
| Street | 9:3 | thereof | Tribune | variety | weekly |
| 1:8 3:17 4:9,16,21 | sworn | 4:5 | 46:19 | $7: 15$ | 46:5 |
| 47:17 | 54:5 | thing | trick | various | well-rounded |
| strong | system | 23:19 25:1 34:7 38:3 | 28:20 | 7:13 22:10 | 32:10 |
| 50:19,19 | 16:15,23 52:23 | 42:18 49:19 | troubling | versus | went |
| structural |  | things | 6:15 | 15:14,17 | 9:20 10:10 29:21 46:1 |
| 18:5 | T | 9:18 18:3 22:18 37:12 | true | veteran | 46:22 |
| struggling | table | 42:2 48:5 49:24 | 43:11 54:9 | 34:19 | West |
| 8:23 | 46:23 | 50:10 | Trump | vetoed | 1:8 3:17 4:15,21 |
| stuck | take | think | 36:23,24 | 6:13 38:23 | whichever |
| 26:23 | 6:24 20:19,23 21:5 | 6:8 7:19 12:8 15:24 | trust | viable | 19:10 |
| student | 22:24 23:13 36:20 | 34:8 36:17 43:8 | $45: 15$ | 50:13 | white |
| $\begin{gathered} 11: 13,1712: 2 \quad 15: 5,7 \\ 15 \cdot 1333 \cdot 8 \end{gathered}$ | 50:1 | 49:17 50:10,16,17 $51: 652 \cdot 3$ | trying $15: 22 \text { 16:8 29:13 33:19 }$ | vicious | 32:24 |
| 15:13 33:8 <br> student-based | taken | $51: 652: 3$ | $\begin{aligned} & \text { 15:22 16:8 } 29: 1333: 19 \\ & 50: 16 \end{aligned}$ | 33:13 | wider |
| student-based 11:11 33:13 | 6:22 8:21 32:3 54:11 talk | thirds $14: 12$ | 50:16 | violence | 37:16 |
| students | talk 8 8,3,13 21:6 28:6 42:5 | thought | 10:23 | 40:2,18 <br> visual | wife |
| 12:1,18 13:6,8,11,13 | 46:2,3 48:12,19 | 43:4 | Twitter | 22:11 | wish |
| 13:14,17 20:12,17 | 49:24 50:9 | thoughtful | 47:11 | vital | 49:21 |
| 21:1,7,16,18,24 | targeted | 50:17 | two | 23:4 | Witmer |
| 22:13 23:3 24:1,13 | 32:16 | thoughts | $4: 137: 21 \quad 14: 1219: 7$ | vitriol | 39:14 44:10,11,12 |
| 24:18,23 30:9 31:9 | tax | 44:1 | 29:4,16 31:8,9 32:20 | 33:22 | 45:21 |
| 32:11,15 34:10 35:7 | 33:4 37:13,16,17,19,20 | thousand | $34: 236: 13,1548: 5$ | voice | word |
| 35:17 38:10,18 40:13 | 37:22 41:17,18,19,20 | 38:16 47:12 | 50:23 52:15 | 25:7 48:4 52:7,8 | 18:6 |
| 40:16,19 42:16 44:18 | 43:9,13 | thousands | typical | volunteer | words |
| 45:1,16,17 52:15,17 | taxes | 20:12 29:24 | 34:24 | 42:22 | 17:4 47:2 |
| 53:5 | 9:13,15 10:15,18 23:24 | three 13:19 24:17 26:18 | U | vulnerable | work |
|  | 41:9 42:11 43:20 | 13:19 24:17 26:18 | $\underline{\mathbf{U}}$ | 23:9 30:16 | 9:20 22:15 23:20,23,24 |


| 34:10 38:10 40:8,22 | 6:23 34:16 | 269 | 7 |
| :---: | :---: | :---: | :---: |
| 46:13 47:4,8,15 | 100 | 11:8 | 7 |
| worked | 35:11 |  | 30:22 32:20,21 |
| 42:4 | 11 | 3 | 70,000 |
| workers | 4:19 5:1 19:5 35:4 | 3 | 47:18 |
| 20:11,16 21:16,23 | 39:12 | 24:5 25:20 53:6 | 73 |
| 23:16 31:21 38:16 | 12 | 3:30 | 19:14,15 20:8,8 $22: 7$ |
| workforce | 4:20 19:5 24:19 39:13 | 4:23,24 | $25: 3$ |
| 21:17 | 12:30 | 30 | 73.5 |
| working | 1:10 4:18,18,18 | 37:21,23 | 13:7 |
| 24:16 38:13 41:9 44:17 | 136 | 300 |  |
| works | 17:9 | 11:6 | 8 |
| 18:10 | 14th | 30th | 8 |
| world 14.138 .12 | 3:19 | 6:22 | 30:23 34:15 35:9 |
| 14:138:12 | 15 | 31st | 83.2 |
| worse | 37:19 $\mathbf{1 5 - 1 6}$ | 35:3,8,9,11 | 13:16 |
| 37:3,3 | 15-16 | 32 | 87 |
| worth | 13:1 | 15:13,17 | 48:7 |
| 12:12 | 16 | 330 | 87.4 |
| wouldn't | 7:9,22 13:10 | 6:20 48:14 | 13:3 |
| 36:20 | 17 | 34 |  |
| wrapping | 6:9,11 11:5 | 42:22 47:14 | - 9 |
| 41:15 | 18 | 35 | 9 |
| wrong | 3:8,17 7:10 8:1 10:24 | 37:18 | 92.19 34.15 |
| 29:18 | 11:12 14:13 15:4 | 350,000 | $32: 1934: 15$ $\mathbf{9 3 . 4}$ |
| WWW.CPS.EDU/BU... | $]^{16: 2017: 5,8}$ | 29:2 | $\begin{gathered} \mathbf{9 3 . 4} \\ 13: 5 \end{gathered}$ |
| 4:11 | $\begin{aligned} & 19 \\ & 35: 10 \end{aligned}$ | 4 | $\begin{aligned} & 13: 5 \\ & \mathbf{9 3 8} \end{aligned}$ |
| X |  | 4 | $\begin{aligned} & \text { 17:13 } \\ & \mathbf{9 5 0} \end{aligned}$ |
|  | 2 | 24:6 28:2 44:21 | 950 <br> $4 \cdot 10$ <br> 10.19 |
| Y | 2 19:17 | 4,290 | 4:10 23:19 $\mathbf{9 7}$ |
| year |  | 11:13,16 | 14:7 |
| 3:7,22 4:4 6:9,11,13 | 2,447 | 4.6 | 98-and-a-half |
| 7:9,10,22 8:1 9:8,8 | 15:14,17 | 16:20 | $16: 5$ |
| 10:24 11:5,12 13:1 | 2,801 | 40 |  |
| 13:17 14:12 15:4,12 | 15:6 | 46:5 |  |
| 16:20 17:5,13,17 | 2:30 | 400,000 |  |
| 20:18 22:23 23:5 | 4:19,24 19:10 | 42:15 |  |
| 26:2 27:11 28:9,19 | 20 | 42 |  |
| 29:9,11,19 32:4 35:5 | 9:9,9 10:12,12 41:1 | 1:8 3:17 4:15,21 13:21 |  |
| 37:7 44:22 45:14 | 20,000 |  |  |
| 46:15 48:6 49:9 | 52:15 | 13:23 |  |
| 51:23,23 52:2,20 | 2011 |  |  |
| years | 12:21 13:11 | 5 |  |
| 7:21 12:12 13:9 14:20 | 2014-15 | 5 |  |
| 24:19 26:17,18,24 | 13:16 | 11:4 24:8 30:21 |  |
| 29:8 32:20 35:6 | 2016 | $\mathbf{5 . 4 1}$ |  |
| 42:22 47:14 50:23 | 39:20 | 6:12 |  |
| 52:15 53:1 | 2017 | 5.75 |  |
| yesterday | 1:4 3:17,19 4:14 5:2 | 10:24 |  |
| 47:12 | 6:22 15:12 | 5:30 |  |
| York | 2017-2018 | 4:23 |  |
| 37:19,21,22 | 3:22 4:4 | 500 |  |
|  | 2018 | 8:3 31:11 |  |
| Z | 6:1 | 544 |  |
|  | 2020 | 7:9,24 8:1 |  |
| 0 | 215 | 55 |  |
| 084-004072 | 6:14 | 39:22 41:1 |  |
| 1:24 54:16 | 22 | 55,000 |  |
|  | 48:9 | 52:17 |  |
| 1 | 22-year | 570 |  |
| 1 | 34:19 | 27:8 |  |
| 11:8 14:23 15:4,24 | 23 | $6$ |  |
| 16:1,16,23 19:16 | 1:4 | $\bigcirc 6$ |  |
| 26:23 38:24 | 233 | 6.8 |  |
| 1-and-a-half | 16:22 | 13:4 |  |
| 16:2 | 23rd | 60 |  |
| 1,000 | 4:14 | 9:22 |  |
| 35:1 | 243-page | 60602 |  |
| 1.1 | 27:5 | 4:10,17,23 |  |
| 7:8,21 31:23 | 25 | 612 |  |
| 1.9 | 36:3 47:14 | 15:8 |  |
| 11:10 | 250 | 661 |  |
| 10 | 9:13 | 52:14 |  |

