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In the Matter of  
DEPARTMENT OF YOUTH & COMMUNITY DEVELOPMENT  
COMPASS  
SCHOOL-BASED ELEMENTARY PROGRAMS AND  
CENTER-BASED OR NON-PUBLIC SCHOOL  
ELEMENTARY PROGRAMS  
PRE-PROPOSAL CONFERENCE  
-----x

2 Lafayette Street, 14th Floor  
New York, New York 10007

February 4, 2015  
2:09 p.m.

Transcript of Proceedings

Reported By:  
Jennifer Cassella

STENO-KATH REPORTING SERVICES, LTD.  
139 MAMARONECK AVENUE  
MAMARONECK, NEW YORK 10543  
212.95.DEPOS (953.3767) \* 914.381.2061  
FACSIMILE: 914.722.0816  
EMAIL: stenokath@verizon.net

COMPASS  
February 4, 2015

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A P P E A R A N C E S

ZENAIDA MARIE WHITE, Assistance Deputy Agency Chief Contracting Officer

SUZY MULVIHILL, HHS Accelerator

DENICE WILLIAMS, Assistant Commissioner

SERGE ST. LEDGER, JR., Department of Education

ROBERT FRENZEL-BERRA, Administrative Staff Analyst

**COMPASS**  
**February 4, 2015**

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Proceedings

MS. WHITE: Good afternoon and welcome. On behalf of Commissioner Bill Chong, I'd like to welcome you to this pre-proposal conference for COMPASS Elementary School-Based Programs and Center-Based or Non-Public School Elementary Programs. Please note that this conference will cover two separate RFPs. The first, the COMPASS School-Based Elementary Programs RFP, and the COMPASS Center-Based or Non-Public Schools Elementary Programs RFP.

I am Zenaida Maria White. I'm representing the ACCO's office. I'm the Assistant Deputy Agency Chief Contracting Officer, and I get to stand here and welcome you, as well as present to you our stunning panel. We have Serge St. Ledger, Jr., from the Department of Education. We have our very own Denice Williams from COMPASS Programs. We have Bob Frenzel-Berra from the Planning, Research and Program Development Program, and we also have from HHS Accelerator,

1 Proceedings

2 Suzy Mulvihill.

3 So, to begin, I'd like to start with  
4 presenting to you the timeline, giving you  
5 some important dates, some deadlines that  
6 you will be responsible for meeting.  
7 Starting with the proposal due date,  
8 proposal due date is scheduled for  
9 February 27th, 2015, at 2:00 p.m. These  
10 proposals have to be submitted in the HHS  
11 Accelerator system. We have Suzy  
12 Mulvihill, who is going to come and give  
13 you more details on that submission  
14 process.

15 Also, please note that no proposals  
16 will be accepted after the specified due  
17 date and time. Award announcement for  
18 these awards is scheduled for early Spring  
19 and we will announce those through the HHS  
20 Accelerator system.

21 Contract term for these awards is  
22 scheduled to begin July 1st, 2015 through  
23 August 31st, 2018, with a program start  
24 date of September 1st, 2015. If you have  
25 questions after today, you may submit those

1 Proceedings

2 questions through e-mail at  
3 rfpquestions@dycd.nyc.gov, but there is  
4 another deadline; February 20th, 2015 is  
5 the last date for submission of these  
6 questions. We want to make sure that you  
7 get a timely response in time for your  
8 proposal submissions.

9 Also, please note that the following  
10 categories are the evaluation criteria, as  
11 stated in the RFP, are based on the  
12 following categories: Organizational  
13 experience, 20 points allocated; staffing,  
14 20 total possible points allocated; school  
15 partnership center-based expectations,  
16 maximum of 15 points; program design,  
17 maximum of 40 points; and budget  
18 management, maximum of 5 points.

19 So now we have a couple of brief  
20 presentations for you, and then we're going  
21 to get out of the way so you can do what  
22 you came to do, and that is to get  
23 clarifications and ask your questions. So  
24 please take notes as we go along with the  
25 presentations.

1 Proceedings

2 So again, we have Suzy Mulvihill for  
3 HHS Accelerator. Thank you.

4 MS. MULVIHILL: Good afternoon. So,  
5 I'm just going to run you through a quick  
6 little tutorial on submitting proposals in  
7 HHS Accelerator.

8 I think most people are probably  
9 pretty familiar with the system at this  
10 point, but it was launched to simplify and  
11 improve the contracting process between the  
12 City and providers. The way it works,  
13 Agencies publish the request for proposal  
14 in the system and then providers who are  
15 pre-qualified and have a relevant service  
16 app, can log in and actually submit a  
17 proposal. As has already been stated,  
18 everything has to be submitted in HHS  
19 Accelerator; no paper copies will be  
20 accepted. And please take note of the due  
21 date and due time.

22 All questions can be directed to  
23 this e-mail address at the bottom of your  
24 screen here, [info@hhsaccelerator.nyc.gov](mailto:info@hhsaccelerator.nyc.gov).  
25 That's our help desk. We staff it

1 Proceedings

2 throughout the day, so someone will help  
3 troubleshoot any issues you're having.

4 So when you log into the system, in  
5 order to access the procurement road map,  
6 you're going to click on the procurements  
7 tab at the top, and then the entire road map  
8 will display with all upcoming procurements  
9 and sort of what state they're in. You can  
10 filter this map in order to find things  
11 quickly by using the "filter items" button  
12 in the left-hand corner. This allows you  
13 to specify exactly what you're looking for.  
14 A quick way to find DYCD stuff is just  
15 filter by agency, there are other criteria  
16 there. Additionally, you can use our  
17 "favorites" tool, which is just by clicking  
18 the boxes next to the blue hyperlink then  
19 clicking "save to favorites". Anything  
20 you've selected in the "save to favorites",  
21 you click "display favorites" and only your  
22 favorites will display.

23 So once you're ready to access your  
24 proposal, you're going to click on the blue  
25 hyperlink, you'll be put into this page.

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Proceedings

In order to start the proposal, you just add "add new proposal". I should also note there are a couple of tabs across the top of the screen here: Procurement summary, which just provides basic details; services and providers will tell you other providers who are pre-qualified to compete for this RFP if you're looking for any partnerships, and then it will also tell you the other services associated with the RFP; RFP documents, very important, this is where you can download the RFP itself. It's also where any addendum that are released will be. And then lastly, as I mentioned already, the proposal summary page where you will find the option to actually add a new proposal.

So you click "add new proposal", it will put you into this first screen, which is proposal details. Anything with a red asterisk is a required field. You want to always pay attention to the competition pool; make sure if you have options to select one, make sure you're selecting the

1 Proceedings

2 correct one. And then the last component  
3 of this page is the site, and you want to  
4 make sure you're adding the site where the  
5 service is actually being delivered.

6 So you complete that and then you  
7 can go "save" and "next", and it puts you  
8 into this top screen here. This is very  
9 important. There is where you're going to  
10 upload all the required documentation. You  
11 must upload a document for every single  
12 field here, otherwise you will not able to  
13 submit your proposal. So you want to go  
14 through the RFP instructions, find out what  
15 lines up with each entry, upload a  
16 document. And then you have the little  
17 status column in the middle, which will  
18 tell you where you are. If it says not  
19 started, you have to upload a document; it  
20 if says complete, you're all good.

21 So, go through, upload everything  
22 that you need, and then you would click  
23 "next", and it will put you into this  
24 screen, which is our terms and conditions  
25 page and the overall submission page. You

1 Proceedings

2 want to agree to the terms and conditions,  
3 and then enter your NYC ID, which is your  
4 user name and your password, and then you  
5 click "submit". You will receive a green  
6 message bar across the top of the screen as  
7 an e-mail indicating a successful  
8 submission. If you get an error message,  
9 in all likelihood, you want to go back and  
10 check out the documents page because you're  
11 probably missing a required document.

12 So, once you have actually submitted  
13 a proposal, your proposal, you can check  
14 the status on this screen. You'll see  
15 there's a little status column again; it  
16 says submitted. We do encourage you to  
17 submit in advance of the deadline. If you  
18 do this and you realize that there's a  
19 mistake, you want to change something, you  
20 can come back in in advance of the  
21 deadline, I want to stress that, and  
22 retract your proposal and make the changes.  
23 The moment you retract it, it's pulled out  
24 of the submitted state, so you then have to  
25 resubmit the proposal after you made the

1 Proceedings

2 changes. I want to be really clear about  
3 that if you do that because we don't want  
4 you retracting your proposal and then  
5 thinking it's been submitted; it's not.  
6 You retract it, you have to resubmit it and  
7 you'll go through that entire submission  
8 process again of entering your user name and  
9 password.

10 So that sort of just sums up that.  
11 If you want to check your proposal status  
12 at any time, if you've retracted it and  
13 then resubmitted, you can always come to  
14 this page and it will tell you; if it says  
15 draft, you haven't submitted; if you  
16 submitted, it will say submitted.

17 And finally, we have our resources  
18 page on our website. This is our  
19 public-facing website. We have both  
20 trainings, and guides and videos where you  
21 can go to sort of get a closer look at what  
22 we're doing and for a step-by-step of what  
23 I just went through. And as I mentioned,  
24 you can always e-mail our help desk. Thank  
25 you very much.

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Proceedings

MS. WHITE: Thank you, Suzy.

Also, for your convenience, you should have received a handout from HHS Accelerator presentation.

Moving right along, we have Denice Williams who's going to present the COMPASS New York City and present on the overview.

MS. WILLIAMS: Good afternoon. I hope to be brief, but clear and transparent.

So one of the things I wanted to just raise, and we put this quote from the Mayor, is that it's really an exciting time to be working in after-school. We have a Mayor who's supportive of it, not just in his first year where he prioritized the expansion of after-school, but if you heard his State of the City Address yesterday, after-school was part of that kind of address and things that he listed of which he was most proud. So we continue to be excited about that.

So I wanted to just say that while

1 Proceedings

2 we're here talking about quality programs,  
3 COMPASS is a system. A system is not just  
4 that we have about, I guess 850 programs  
5 now, give or take, but that we also invest  
6 in capacity building and evaluation, and we  
7 think all those three things together make  
8 for a strong system. Also speaking to the  
9 facts that we are all over the City of New  
10 York, and I know my slide -- a few slides  
11 away that talks about schools and this RFP.

12 This RFP is actually an opportunity  
13 to maintain investments in schools and  
14 neighborhoods that we've been in, right.  
15 This does not, unlike SONYC, represent an  
16 expansion. So I've been getting calls from  
17 some of you, principles who are all making  
18 the case for these very needy schools and I  
19 agree, there are many, many, many very  
20 needy schools, but the focus of this RFP  
21 was to try to maintain services in schools  
22 and communities that we're already in. You  
23 advocates in the room, you want additional  
24 for elementary school, have that  
25 conversation later. So I'm trying to save

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Proceedings

you the time of coming up when Zenaida turns the microphone this way of trying to tell me about your wonderful school. But that's really what the purpose of this RFP is.

So we've been running, all of us, I think not just my team and ACCO, but all of us who value young people and providing services, we've been running at a sprinters pace since the Mayor started in 2014, lots has happened. I just want to call your attention to that we are all collectively working with about \$247.3 million in funding through COMPASS for after-school, which represents a tremendous investment of resources on behalf of this administration.

So while, you know, the past year has been primarily focused on SONYC, and I want to channel Rosanna here, who's always saying, what about my young people, what about my elementary school folks; we remain committed to elementary school, we remain committed to embedding in elementary school the quality that we've been able to do

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Proceedings

since the 2011 RFP, which is another thing we're hoping this RFP will do, will right-size what we have been doing in 2011 in these formally council-funded programs.

So the goals should be familiar to you all who have seen the 2011 RFP, it's the same. We have the same goals across our system. I wanted to just highlight one, which is foster academic social and emotional competencies. I was just in a meeting today, some of you were in there as well, talking about how do we want to assess this investment; what do we as after-school folks want to be held responsible for, and you always hear us talking about aligning, and Serge will talk about that, aligning with school day and competency. But did you know that in the common core they have competencies related to social and emotional competencies, right, called competencies of the mind, mindset, right. So I always hear this, that DYCD is too focused on academics, and that's not what we do in after-school, and

1 Proceedings

2 we're about youth development. But when we  
3 talk about, and you'll hear Serge talk  
4 about bringing those two things together,  
5 in the common core, which I personally like  
6 and Serge says there's lots of kind of  
7 angst about it, but if you were to read  
8 that, they are competencies that aren't  
9 just about academics. It's a lot about  
10 youth development, it's a lot about the  
11 skills that we try to build in after-school  
12 to help young people succeed. So, I  
13 encourage you to think about that.

14 Even at a young age, we want them to  
15 explore their interests, right, creativity,  
16 have an opportunity to be exposed to things  
17 that they might not ordinarily be exposed  
18 to. Yes, we committed to STEM and  
19 literacy. Why did we pick STEM? There's a  
20 lot of research that showed our young  
21 people of color, particularly girls were  
22 not being exposed to things related to  
23 STEM, and that even in the clubs or things  
24 that we had across the system, they did not  
25 tend to participate. So that is why we

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Proceedings

said we want all young people to have exposure to STEM and literacy.

The last thing that I would say is parent engagement; definitely in alignment with the interest of Chancellor Farina. Great partner for us. We're excited to be partnering with the DOE. You can hear her talk about after-school. She talks about after-school as bringing the joy to learning, right. She doesn't talk about after-school, necessarily, in the academic focus; the joy to learning, experiences, opportunities to explore, very much aligned with her vision around the Arts, and so I just wanted to highlight that for you.

RFPs and eligibility: Just again to say, the list of eligible schools were schools that were funded previously with council funding. So the competition is around different schools. It's the opportunity for the principal, if they so choose, to pick different providers. For the center-based ones, we could not list the centers. Those are private centers of

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Proceedings

non-profits. And so our commitment was to keeping the funding in the same community district. So you can ask questions later, but I just wanted to be clear about that because that's where we've been getting being a lot of questions from rfpquestions, and also from interested principals within the DOE.

The school-based programs, obviously all school-based, right. We are trying to move from being tenants to being partners, right, with the school. First step towards that is meeting with the principal and making sure we have a coming vision for after-school, for what after-school, what he or she wants after-school to bring or contribute to the school day, making sure that they understand what DYCD is expecting. Why do I say that? Most of the time that my staff spends on meeting with principals is because we promised the moon and the stars, right. We couldn't deliver the moon and the stars, or we promised, here's one of my favorites, that of course

1 Proceedings

2 we would only hire DOE teachers from their  
3 building; of course we'll do that. And  
4 then when we can't do that financially and  
5 the principal's saying, but that's what you  
6 promised me, that's a problem, or when the  
7 principal only wants academics like  
8 tutoring and DYCD is funding you to provide  
9 a balanced approach to after-school which  
10 has some academics or homework help, but  
11 enrichment, STEM, literacy, physical  
12 activity. So they want this, we told them  
13 we can give them this, but what DYCD is  
14 funding you for is different. So being  
15 clear on what you can deliver and having  
16 that conversation will save everyone a lot  
17 of heartache later.

18 We want a strategy for enrolling and  
19 identifying participants to participate in  
20 after-school, and most principles don't  
21 understand the SAC regulations; they don't  
22 have to deal with that during the school  
23 day, so making sure they understand that.  
24 That's another place where I have a lot of  
25 conversations because they want to know,

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Proceedings

you know, why staff didn't start on this day, and so them understanding the clearance procedures for the concerns of their teachers in the day school about why they still have to be fingerprinted even though they were fingerprinted by the DOE because that is a DOH regulation and that is the regulatory body that we report to. So it's very important just to be on the same page around those things.

You will note, and this came about as part of the SONYC expansion, that we're asking for a ten percent in-kind contribution, kind of their skin in the game. It doesn't have to be -- in-kind means it doesn't have to be cash. We encourage joint professional development, we encourage principals sharing curricula with you, we encourage -- there's possibilities for their paying for some staff, maybe teachers who might want to work participating in the homework or providing some specific interventions for young people who are struggling, that's

1 Proceedings

2 what we're talking about. And yes, we do  
3 have that expectation.

4 Things like space in the building,  
5 permits from 3:00 to 6:00, all of those  
6 kinds of things, not an in-kind  
7 contribution, not a cost to you; it is  
8 covered under the generosity of Tweed. So  
9 the Central DOE covers all of those things.  
10 So the principal cannot claim those as part  
11 of the in-kind contribution.

12 In terms of the center-based  
13 programs, you'll see that in the RFP we'd  
14 like to hear how are you planning to enroll  
15 kids, if you've identified a particular  
16 school that you expect to draw most of your  
17 kids from, do you have a relationship with  
18 that principal, did you have a conversation  
19 with that principal. These are elementary  
20 school kids; how are they getting to the  
21 site, what's your understanding of the  
22 school's role and your role, what's the  
23 school's understanding of your role in  
24 that. We want to really work with schools  
25 to communicate with families about their

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Proceedings

availability of your program, but you do not have to have, obviously, a school partnership agreement because you are not in the school. But we encourage you to look at the school partnership agreement and some of the discussion points, particularly for those schools where you expect to draw most of your young people from to guide conversations that you might want to have with principals.

And whether you're in the school or not, and I referred to the common core before, a lot in your program activities with the common core, which is not school-specific, all the schools have to align themselves with that, so that information is available to you, and I believe Serge will identify a link to that for you to address how your programs will meet those standards. Whereas school-based programs, we'll look at common core, but also at the standards the school has, at the curriculum they're thinking about implementing and how that might transition

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Proceedings

into the after-school; transition in a different way.

So, I'm going back to that. We're not asking you to replicate the school day. We're not asking you to extend the school day. I'm going to bring my SONYC kids into this. They deliberately chose Schools Out New York City as their name, and we had a whole bunch of other names that had reference to school in it, and they were very clear about that they didn't want to spend 15 more hours doing what they already did in school. So I am saying that, and one example that I like to use is around STEM, they have some STEM curricula during the school day; what a great opportunity to let them hands-on, build that volcano, or go to New York Hall of Science -- I like to stay blow things up, but I know that makes Serge nervous -- but do things that are much more hands-on, messy, project-based, tactile than they might be able to do in the school day.

So, I'm not asking you to take the

1 Proceedings

2 curriculum and just repeat what the teacher  
3 did, but how do we enhance that by using  
4 other senses that reinforce learning. And  
5 so I say that as well for center-based  
6 programs, because you have the opportunity,  
7 it's available to everyone, to know what  
8 the common core is expecting at each grade  
9 level.

10 So we're expecting Monday to Friday,  
11 three hours a day, 13 school closing days,  
12 otherwise known as holidays. I know the  
13 Chancellor has expressed particular  
14 interest in the Winter break and the Spring  
15 break. They lose what they have been  
16 learning from these breaks. As a parent,  
17 we don't get the concept of the Winter  
18 break at all. You were just off in  
19 December, why are you off again in  
20 February? And so you can think about that  
21 as you think about the 13 school closing  
22 days. We're expecting 10 hours per day.  
23 So in total, that's 670 hours of service.

24 There is no reference to Summer in  
25 this RFP. There will not be, we're not

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Proceedings

asking you to respond to that. If resources become available, that will be a separate conversation, but that will save you another question; there's no resources currently available, that is why it's not referenced in the RFP. So these are school year hours.

I eluded to this earlier. We're looking for two hours minimum literacy or STEM activities. The Chancellor is very interested in literacy, in kind of fostering the joy of learning. If you're fostering the joy of learning, that doesn't necessarily translate into reading, tutoring, that's not fostering the joy of learning. Think about plays. One of my favorite programs in elementary school had kids working on blogs, doing lots of different things; poetry, rap is poetry, right. So being creative in how we meet either the literacy or STEM activities. And homework help in small group individual tutoring, great opportunity for the school and principal to identify young people who

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Proceedings

need that extra support. Also for DOE teachers to work in the after-school. So the model is the same whether it's center-based or school-based, in terms of our expectation.

We very much want physical activity and healthy living. We've moved away from gym a lot during the school day; we need to have that. They've been sitting around for six hours, they certainly don't want to come and sit around for three more hours. How are we moving them around? Which is another thing, we're talking about physical activity, you better be having a conversation with the principal about use of the gym, because the trying to do physical activity in a classroom space, probably not good; dangerous, right. Physical activity, having them try out sports.

Healthy living: Some of you do a lot of great things that I've been able to see around nutrition, our kids understanding why we shouldn't be drinking

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Proceedings

that soda everyday. Yeah, I was for the soda ban, I must say. Why would you be drinking the soda or -- in high school, I lived off of Pepsi and chocolate chip cookies, kind of not a good thing. So the earlier we get them to understand nutrition, the better off we'll be. By the time they get to high school, they'll have bad habits like I did, hence the Pepsi and the chocolate chip cookies. But yes, we want 90 minutes, and we love to get them out when it's warmer and going to parks and doing all kinds of things.

But when you see this, you see why it's important to have the conversation with the principal about space you'll need to use in order to fulfill these. You'll see why it's important for the principal to understand we have this balanced approach and that it's not all academic support. And I always say this, COMPASS money isn't for everyone. So if he has a different vision for that, don't promise that all we can do is academic support because then

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Proceedings

when we come out and do site visits and that's what you're doing, and didn't do any of the rest of it, that's going to be a problem. So, I'm just encouraging you to be upfront about the expectations. And you should know that both DOE and DYCD shared the RFP with principals, so it should not come as a surprise to them.

Just key staffing: Program Director, BA or BS required for any program 90 or more participants. The Ed Specialist, which is a role we introduced in the 2011 RFP, very important. At least 25 percent time, they can serve up to four programs.

I had a great conversation with one of my team today explaining to me a fabulous CBO where they're in the Bronx and their programs are in close proximity, and they've hired an Ed Specialist and she is on site every day, and how she does joint facilitation of curriculum; she doesn't just train the staff and go away, but does joint facilitation of the curriculum, then

1 Proceedings

2 she observes them, implementing the  
3 curriculum. That's what this vision was.  
4 It wasn't just to go and research  
5 curriculum and hand it to folks, which I'm  
6 going to stop on that and just say this:  
7 It's not just having the curriculum, right,  
8 it's that the staff are trained in the  
9 curriculum.

10 And one of the worst things that  
11 we've seen, because people think if we come  
12 and you just hand us the curriculum that'll  
13 be good, but if we go into the room and the  
14 facilitator, that's the first time time  
15 they've seen it, which I have, or they're  
16 reading it and they say like, so now we're  
17 going to break into groups or -- right. So  
18 it's not about having curriculum, it's  
19 about it being useful and guiding the  
20 activities, and not just that just  
21 activities, but having a sense of how it's  
22 building skills over time. And getting up  
23 to professional development where I  
24 mentioned in-kind for the principal,  
25 opportunity for professional development,

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Proceedings

maybe the Ed Specialist is the one going to training right, with their school teachers. But it's a very critical role in terms of quality for us, and it's not just to have it on the budget.

Senior Supervisor: You're going to have multiple sites, right; who are those Program Directors reporting to? We found that my team often knows what's going on at a site -- more about what's going on at a site than the Central Office or the Agency to which that Program Director belongs. That's not good. We're the funder. We are not the staff developer, the staff coach, all of those kinds of things. We want to support, but that role, that's why we say Senior Supervisor.

Activity Specialist: This came up a lot in SONYC, but I don't want to forget the elementary school folks as well. Somebody who actually has expertise in teaching the content area. So I know the older kids we feel like we don't have to do as with much. For the the younger kids,

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Proceedings

not so. They should be taught and be excited by and energized, and learn from folks who have expertise in the content area. And I know we do this really well, we go to the DOE, and so we're really good at that and homework help; not so good in the Arts and other consent areas.

So Sata Management: That's so funny, Daniel and Imad -- I think Imad's around here -- there you go. COMPASS lives and dies by data. We have to report to so many stakeholders, not just on enrollment, but ROP, which is rate of participation, what activities the kids are in, et cetera, et cetera, et cetera. So we rely on you for that data. So be thinking about that and who will fill that role at the sites for you, but also who within your Agency, if you have multiple sites, is going to do quality control. By the time we catch it, the errors are months old, months old, which means you have to then go back and undo it. So you need somebody on your team that's looking at the quality of the data.

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Proceedings

School Liaison, is someone we ask the principal to appoint. Some of our schools it is the principal, the assistant principal, parent coordinator, but really the point person for the Program Director and the Agency, who will continue the planning that you started as part of the RFP. Biggest complaint from principals is that they don't hear from the Agency regularly. They have no idea what they're doing and then the Agencies say, we try to schedule meetings and they won't meet with us; both things are true. We have to continue to do that, we have to document what we're doing, we have to share it with the principal, the principal liaison, the teachers who are working in our programs, the parents, et cetera; we have to keep at it.

And then the ratios are what we are mandated to do by the Department of Health and Mental Hygiene. Just so you know, the Program Director cannot be counted in those ratios because our expectation is that

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Proceedings

they're not in one class, right, they are moving around, as is the Ed Specialist. And so you might want to think about redundancy as well when you're staffing, because if someone is out sick we have the ability to stay in ratio.

And this just really speaks to the fact that we are a system. For the center-based programs, I just want to highlight that, you know, food, which we generally get from the DOE as part of their partnership with us is available to the Child and Adult Food Care Program, so you can get reimbursed for that. And if you're funded, and we can talk more about that for those of you who don't know how to take advantage of that, you become part of our system, you have support and oversight from the Department of Health and Mental Hygiene, critical partnership, Department of Education, not just for the center-based -- I mean, the school-based programs, but center-based, and most of COMPASS is school-based programs so we rely

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Proceedings

on them a lot. And then you have access to a lot of capacity building to meet a lot of the standards I justifiy highlighted.

So I'm going to turn it over to Serge to talk a little bit about the Department of Education and then we'll answer your questions. Thank you.

MR. ST. LEDGER: Good afternoon, everybody. On behalf of Chancellor Farina, I want to welcome you to this pre-proposal conference.

I just came from a symposium about community schools this morning, and the Chancellor was there, among other people, and she touched upon CBO's working with schools and it really sort of struck a cord with me because it really relates to the after-school landscape as well. And she said this: She talked about building a seamless day inclusive of what goes on during the school day and after school, and this is what this is about. As was said before, this is an exciting time for after-school programming, one of the Mayor's

1 Proceedings

2 initiatives, but it's going to demand more  
3 from everyone; it's going to demand more  
4 from the service providers, the CBO's here  
5 in this room, and it's going to demand more  
6 of DYCD in order to support these programs,  
7 it's going to demand more of the Department  
8 of Education, it's going to demand more of  
9 my team in particular to make sure that  
10 these programs are running well and a  
11 seamless part of the school community.

12 So I wanted to start my remarks by  
13 saying that, just to sort of strengthen  
14 that message, to make sure that that's the  
15 approach that we take when it comes to the  
16 planning of this RFP and also once these  
17 RFPs are awarded, the approach that you  
18 have with your school partners and your  
19 staff at the schools.

20 So let me start with the  
21 Chancellor's priorities. As was mentioned  
22 before, the Chancellor wants you to nurture  
23 the love of reading, and not necessarily,  
24 here, read a book; give it some context.  
25 Also the Arts, mentoring, cultural

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Proceedings

activities, and the ability to give these kids choice and engagement. Now, we're talking about elementary school kids so they're sort of a more captive audience than high school and middle schools, but nonetheless, what they experience in the elementary school will hence carry them to middle school and high school.

So it's important that they realize that the after-school landscape is something where they get exposure to things that they otherwise never would have been exposed to, discover talents they otherwise never would have discovered in order for them to propel themselves into middle school, high school and beyond.

I mean, I think it's been -- well, let me sort of do it not in a deficit, but in a strength-based way. After-school programming, as it was seen in the past, sort of an addle, but as I started my remarks, we want after-school to move towards something that is really about the entire educational experience that our kids

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Proceedings

are having, starting with elementary school. So these are some of the priorities that the Chancellor wants the programs to be instilled with.

The nuts and bolts here of what costs will be covered by the Department of Education: Fingerprinting, snacks, security, nursing and facilities. Let me just say, nursing, you're not going to get a nurse because you just ask for one. There's some forms that need to be filled out, but once that form is filled out and approved, those costs will be covered, but everything else will be covered by the Department of Education.

Connecting learning opportunities between the after-school and school day: As was mentioned, there's a link there towards the common core. Common core is getting a lot of press, depending on your political affiliation; some people are for it, against it; some people used to be for it, and now they're against it. But common core is here to stay and I think common

1 Proceedings

2 core is a good thing. And I think,  
3 unfortunately, common core has been given  
4 sort of the short shirt, I think people  
5 mistake it as a curriculum. It is not a  
6 curriculum; it's a set of development goals  
7 that kids need to reach at each grade  
8 level. There are examples of curriculum  
9 that could be used in order to foster the  
10 common core ideas, but the common core or  
11 set of ideas on what kids should know once  
12 they graduate elementary school, middle  
13 school and high school, et cetera. So  
14 become familiar with the common core, and  
15 again, as was mentioned before, this is not  
16 something that we want you to be sort of  
17 cookie cutter and repeat what goes on  
18 during the school day into the after-school.  
19 That is not the reason.

20 Here's an example: If kids are  
21 learning -- reading Shakespeare, for  
22 example, during the school day, perhaps in  
23 the after-school is to have a play so they  
24 make that connection to what they're  
25 reading during the school day and what goes

1 Proceedings

2 on after school. That's one example.  
3 Another example is during a science class,  
4 if there's a way to actually make that  
5 science come to life in the after-school,  
6 where they can get dirty, get their hands  
7 sort of -- you know, like kinetic energy  
8 that a lot of younger kids have. That's  
9 another example of what could be used  
10 during the after-school. Even basketball,  
11 right, which is so ubiquitous in the City.  
12 That's even an opportunity to bring in  
13 literacy, have kids learn and read about  
14 their favorite player; find out which  
15 college their favorite player attended,  
16 find out where their favorite player grew  
17 up. All of these things that can sort of  
18 help building what goes on and what these  
19 kids are experiencing in the after-school  
20 landscape. And not to mention, it better  
21 makes connection to what goes on during the  
22 school day to the after-school.

23 Now, we're going to talk about the  
24 planning process. Now, I sort of try  
25 to -- I usually draw an analogy with

1 Proceedings

2 relationships, so I'm going to stick to  
3 that analogy. So the planning process is  
4 like the dating process, this is like the  
5 dating stage. When you get to know each  
6 other, you ask those awkward questions to  
7 get to know what you want and where you  
8 want to move in life, this is what the  
9 planning is about. But the planning does  
10 not start after the award. The planning  
11 starts today, tomorrow, when you meet with  
12 your principals and you begin to have those  
13 meetings, that's when planning starts. So  
14 you should begin those conversations as if  
15 those programs were going to be delivered  
16 the next day. That's how diligent that you  
17 should be when it comes to the planning  
18 process and putting together your RFP.

19 So plan together from the the start,  
20 that's obvious. Clarify your vision on  
21 both ends and know exactly what you can  
22 deliver and what you cannot. Do not over  
23 promise because that will be a mistake.  
24 Know what your capabilities are and stick  
25 to them, and be honest and be

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Proceedings

straightforward because you don't want to promise X and then when it comes down to actually when the RFP was awarded, that you're delivering Y. That will be, you know, a mistake for both parties.

Take time to get to know each other, even during the planning process. Let me say something that's obvious. Principals are very busy people, we all know this. Let me state another obvious statement, that schools are a very complicated organism, right, there's a lot of stakeholders in schools. And we understand that, but stick with it, keep meeting with the principal, and if it's not the principal, make sure the principal has a designee with which you're meeting.

Involve parents as partners, very important. Clarify the roles and responsibilities and be strategic, as I mentioned before. The planning starts as soon as the RFP process begins. So if you're meeting with principals tomorrow or next week, that's when the planning begins.

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Proceedings

The programming, to stick to my relationship analogy, this is when you sort of begin to settle in and you probably have your first fight and it's not the time to sort of bail out. That's the time where you actually get to know the person a little bit deeper. This is what the programming is about. Once the award is -- once you receive your award, you start talking about programming, what goes on Monday, Tuesday, Wednesday, Thursday, Friday.

So set the ground rules, and what we mean by ground rules is not only the dos and don'ts, but also seamless rules, so what is allowed during the school day is allowed in the after-school, and what is not allowed during the school day is not allowed in the after-school.

Get to know the safety of the schools, where the exits are. The safety procedures that are happening during the school day are also in line in the after-school, so that's part of some of the

1 Proceedings

2 ground rules. Start small and build  
3 gradually. You'd rather start small, you'd  
4 rather start where you have a group of ten  
5 kids and build from there instead of  
6 starting with a hundred kids and you  
7 dwindle down towards the end of the year to  
8 ten. So start small, and that's okay. You  
9 guys know better than I do. You guys are  
10 on the ground, this is not the first time  
11 you've gone through this process, so if  
12 you're starting small, stick with it and  
13 don't panic.

14 Share decision making: Three heads  
15 are better than one. You have your CBO,  
16 you have your parent partners, you have  
17 your school partners, everyone should be at  
18 the table making sure that there is a free  
19 and transparent exchange of ideas,  
20 complaints, right, in order to address  
21 whatever needs to be addressed.

22 Prepare your team members: And that  
23 means the teaching artists that will be  
24 delivering programs at your school, they  
25 need to be prepared, just like everyone

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Proceedings

else. They need to know exactly the population of kids they'll be serving, where their school is, the community in which the school resides, what type of community is it. It's very important for your teaching artists to have that information before they get to the school.

Stay focused: I think that's an obviously statement, right, because things happen, right, things happen. Sometimes, you know, testing that you didn't realize was going on is going on, some people call in sick, so stay focused and keep tending to the relationship. Again, this is the relationship stage, after the dating; it needs nurturing, it needs patience, it needs listening, active listening; same thing here with school and CBO relationships. So make sure you keep an open mind as well.

Now, before we go into questions, let me just state that, as you guys probably know this, that the Department of Education is undergoing some changes.

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Proceedings

There's going to be a new support structure for schools beginning in September. So we're going away from the networks and we're going back to a more geographically-based support system where the superintendents will have more authority and they'll be supported by borough support offices, one in Manhattan, one in the Bronx, two in Brooklyn, two in Queens, one in Staten Island. That's one thing to keep in mind.

Number two: Obviously DYCD will be helping you throughout the process, not only during the RFP process or once the awards are made, but you'll also have a team at the Department of Education to help you with all of the things that happen during the school; as far as facilities, if you have any challenges dealing with school staff. We have a team here. Part of my team, Michelle Rosa is my Senior Program Manager who will help support the COMPASS and SONYC programs, working very closely with DYCD, and we're hoping to bring on

1 Proceedings

2 very soon two other people to give her a  
3 hand as well.

4 So you have support on either end,  
5 DYCD side, the DOE side in order to make  
6 sure that these programs are more  
7 successful than they have been in the past.  
8 So we look forward to working with you and,  
9 I guess we'll open up to questions now.

10 MS. WHITE: Thank you, Serge.

11 So now is the time when you can ask  
12 your questions or seek clarity. Remember,  
13 this is two separate RFPs, so when you  
14 come to ask your question, if at all  
15 possible, if you can reference the RFP,  
16 also the page number and/or section.

17 So please don't be shy, come up to  
18 the podium. I'm going to turn the  
19 microphone, you can line up this way.  
20 State your name and your organization.  
21 You're not limited to the number of  
22 questions or the number of times you can  
23 come up, just every time you come to the  
24 microphone, because the session is being  
25 recorded, we need your name and

1 Proceedings

2 organization. So, thank you.

3 MS. MARINO: I'm Allison Marino, I'm  
4 from Phipps Neighborhoods. My first  
5 question is, we know that the budget breaks  
6 down to basically \$2,112 per person -- for  
7 participant, and we're wondering if you  
8 have any specific number or size in mind.

9 MS. WHITE: We apologize, it's a  
10 daily announcement for the fire alarm.  
11 Sorry.

12 MS. MARINO: So basically, we were  
13 wondering if there's a specific program  
14 size in mind that you're more willing to or  
15 looking to specifically fund by size.

16 MS. WILLIAMS: So the answer to that  
17 is no, and I'm glad you brought up the  
18 price per participant. I didn't say that  
19 if you're working with youth with special  
20 needs you can propose a higher price per  
21 participant.

22 MS. MARINO: Great. Thank you.

23 And my other question is, I know you  
24 spoke -- I know it's designed specifically  
25 for after-school programs, but one of the

1 Proceedings

2 principals that we work and partnership  
3 with specifically asked if there would be  
4 any opportunity to build in lunchtime  
5 activities, if they want to do their clubs  
6 during lunch or something like that.

7 MS. WILLIAMS: That was the  
8 opportunity for in-kind contributions from  
9 him to you to run the noontime. For us,  
10 it's after-school.

11 MS. MARINO: So we shouldn't -- if  
12 we're writing anything about lunchtime, it  
13 should be in reference to in-kind?

14 MS. WILLIAMS: You can write it if  
15 you want to show how the school or you guys  
16 are bringing additional resources, but the  
17 DYCD funding cannot support costs for staff  
18 and things that happen before the school  
19 day ends. But it is an opportunity for a  
20 conversation around the in-kind from the  
21 school, if he's interested in that.

22 MS. MARINO: Thank you.

23 MS. WOODS: Hi. I just have a small  
24 clarifying question. In the structured  
25 proposal form for the school-based RFP, the

1 Proceedings

2 end of the question it says, "Indicate how  
3 your organization" -- well, I'll just read  
4 from the beginning.

5 MS. WHITE: Please state your name.

6 MS. WOODS: Oh, I'm sorry.

7 Chavisa Woods with Henry Street Settlement.  
8 Sorry about that.

9 "Please summarize your organization  
10 strategy for operating the after-school  
11 programs listed above." That's fine.  
12 "Indicate how they fit into the  
13 organization's overall mission." My  
14 question is, "And the kinds of supports and  
15 oversight and the accountability staff at  
16 headquarters provide to the after-school  
17 programs", there, does headquarters refer  
18 to the school or to our organization? I  
19 was a little confused if this was a  
20 staffing section since there's such an  
21 extensive staffing section later.

22 MS. WILLIAMS: It refers to the CBO  
23 and it's kind of eluding to the points I  
24 was making earlier about how do the Program  
25 Directors get support so that multisite

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Proceedings

supervisor, those kinds of -- how does HR work, essentially, how does that get appropriate staff for the site, things like that; what things does the CBO do to support the success of the program.

MS. WOODS: So, I'm sorry, I need to clarify. This is in addition to the more comprehensive staffing section that comes at the end of the proposal?

MS. WILLIAMS: So for HR, I don't know if your HR person, for example, is on the budget, but anybody who works in after-school knows that HR is a very important function because of the design and the staffing model for after-school. So I wouldn't repeat it, but we're looking beyond the staff that you have on the budget, how does your agency support after-school overall.

MS. WOODS: Like how they communicate with the principals and teachers and things?

MS. WILLIAMS: Yes.

MS. WOODS: Thank you.

1 Proceedings

2 MR. SEQUER: Hi. I'm Elvid Sequer  
3 from Dimension Learning, and this is  
4 referenced to the center-based RFP. You  
5 had mentioned that it was three hours per  
6 day. Is that a maximum or can it be less  
7 than three hours per day?

8 MS. WILLIAMS: It cannot be less  
9 than three hours per day. I mean,  
10 historically, it has been, especially for  
11 elementary school young people, a way to  
12 support working parents, and so we commit  
13 to 3:00 to 6:00, or whenever the school day  
14 ends, for three hours. So it cannot be  
15 less than three hours a day.

16 MR. SEQUER: The reason I ask is  
17 because some of the centers have the hours  
18 of specific operations until 4:00, so  
19 that's why it would be maybe two hours.

20 MS. WILLIAMS: So, I think what I  
21 would say is a program design issue. I'm  
22 not sure how you'll get to the 640 hours if  
23 we're only -- so you still have to do 640  
24 hours. I don't know if that's more  
25 holidays or whatever, but if the kids that

1 Proceedings

2 you're joined from, it takes them that  
3 amount of time to get to the building, then  
4 we need to see how you're going to get to  
5 the 640 hours.

6 MR. SEQUER: Okay. Thanks.

7 MS. BANKS: Hi. My name is  
8 Kate Banks. I'm from Power Play NYC, a  
9 community-based organization. And I just  
10 wanted to get clarification on, would we  
11 have, as a community-based organization,  
12 total control over which school or  
13 community center we'd go into, or do the  
14 schools select us to work with them?

15 MS. WILLIAMS: I'm going to channel  
16 Serge, you have total control of who you  
17 want to date, so we're not telling you what  
18 school to go into. But if the principal  
19 does not sign a school partnership  
20 agreement, so they have ultimate control  
21 over who they choose to sign an agreement,  
22 and they can sign more than one, but if  
23 they choose not to sign with you, you're  
24 not able to submit a proposal on behalf of  
25 the school without the agreement of the

1 Proceedings

2 principal.

3 MS. BANKS: Okay. Gotcha.

4 And just one more question, to  
5 follow-up on --

6 MS. WILLIAMS: I'm sorry, that was  
7 school-based. Center-based we don't have  
8 that requirement; school partnership is not  
9 required. We're encouraging you to talk to  
10 local schools to see where you're going to  
11 draw participants from, but it's not a  
12 requirement.

13 MS. BANKS: Thanks.

14 And then as far as scope goes,  
15 there's no requirement for a scope of kids  
16 served over the three years?

17 MS. WILLIAMS: You're talking about  
18 the minimum number?

19 MS. BANKS: I'm sorry?

20 MS. WILLIAMS: Minimum number, is  
21 that what you're asking?

22 MS. BANKS: Yeah, I guess.

23 Basically just like, is there a range or do  
24 you have like any kind of -- I guess, when  
25 you are looking for evaluation from us, a

1 Proceedings

2 regular attendance, of course, but  
3 then -- yeah, I guess the minimum  
4 enrollment.

5 MS. WILLIAMS: So, let me answer it  
6 a little different. Historically,  
7 center-based programs have had smaller  
8 numbers, like the average number that we've  
9 seen is about 60 kids, whereas school-based  
10 because they have more space generally  
11 speaking, has been more than 120 and 150.  
12 It's been up to the provider. I will say,  
13 what's been interesting to me about SONYC,  
14 for example, is that we've had providers  
15 ask for 150 slots and there's like 180 kids  
16 in the school. So it should be, if you're  
17 a school-based, it should be relative to  
18 the number of kids. And then we do expect,  
19 and this is more contracting, that we have  
20 attendance. So once you enroll, we expect  
21 them to come pretty regularly.

22 MS. BANKS: Okay. Great.

23 MS. DALEY: Hi. Good afternoon. My  
24 name is Laura Daley from the East Side  
25 House, and I had a question about staffing

1 Proceedings

2 at the community-based centers,  
3 particularly the Program Director. We have  
4 a Program Coordinator who has been working  
5 at one of the sites that we're proposing  
6 for several years and has an Associate's  
7 Degree and is qualified with experience to  
8 run the program but hasn't reached those  
9 credits to earn a Bachelor's Degree. Is  
10 there any other way we can show his  
11 qualifications to operate effectively as a  
12 Program Director?

13 MS. WILLIAMS: In terms of the RFP,  
14 it's going to be judged based on whether  
15 the person meets the criteria or not. Some  
16 of you have current contracts and you know  
17 that you're able to apply for a waiver, but  
18 specific to how this will be judged is  
19 whether or not the proposed person, in  
20 terms of maximum points, has the background  
21 that we're looking for, which is the BA or  
22 BS. If you win, you could apply for a  
23 waiver. Just to be clear, the expectation  
24 is that they're enrolled in school and  
25 working towards that.

1 Proceedings

2 MS. DALEY: And just as a follow-up,  
3 we also have Admin Director who will be on  
4 site who has a Masters Degree. Does that  
5 come into consideration? He will be  
6 directly supervising him.

7 MS. WILLIAMS: No.

8 MS. DALEY: Okay. Thank you.

9 MS. HURRY: Hi. Good afternoon, I'm  
10 Nadine from KJK Tutoring Center. My  
11 question is: I notice for District 29 that  
12 you have P.S. 295, I.S. 238, P.S. 37 and  
13 P.S./I.S. 116. I was wondering if you will  
14 be adding more schools. I currently work  
15 with P.S. 181 and P.S. 251 and I already  
16 have a relationship with those two schools,  
17 and I was wondering if there's a  
18 possibility to still put in a proposal for  
19 those schools, but then I read you really  
20 can't, it has to be on the list. So I'm  
21 looking for a little bit of clarification.

22 MS. WILLIAMS: So, just for clarity  
23 and just restating what you said, if the  
24 school is not on the list, it is not  
25 eligible. The focus of this RFP, unlike

1 Proceedings

2 SONYC, was not about expansion. It's  
3 really about maintaining services in the  
4 schools and in the community districts that  
5 we have been in. So at the moment, there  
6 is no opportunity to add schools. I'm sure  
7 RFP -- we've got tons of folks, advocacy  
8 from DOE's, principals, which I'm excited  
9 about, and others, and we would really like  
10 to expand; the resources aren't there. So  
11 currently the focus is on just maintaining  
12 services in those schools and community  
13 districts that have historically had the  
14 funding.

15 MS. HURRY: So, do you recommend I  
16 go into the schools that are listed and  
17 possibly build a relationship and put in an  
18 RFP on behalf of my organization, or those  
19 already -- the schools listed already have  
20 an existing partner? I'm just trying to  
21 get a little clarity.

22 MS. WILLIAMS: The schools listed  
23 already have partners, but they can change  
24 partners, depending on how their school has  
25 evolved. I mean, this funding has been

1 Proceedings

2 there since 2005, I think, so the needs of  
3 the school, their vision for after-school  
4 may have changed. I don't know what's  
5 going on in particular schools, but  
6 principals have changed, there might be  
7 opportunities for -- you know, they may not  
8 have found one partner that does everything  
9 they want, can be subcontracting, those  
10 things. So I can't really say.

11 MR. ST. LEDGER: It's been messaged  
12 to the eligible principals that they can  
13 either remain with the CBO partner that  
14 they have or choose another CBO partner, so  
15 there's flexibility there.

16 MS. HURRY: So, I got what you're  
17 saying. More than one CBO can apply for a  
18 particular school; you're not really  
19 limited to who you already have existing on  
20 there?

21 MS. WILLIAMS: It's only limited to  
22 how many school partnership agreements the  
23 principal signs. A proposal cannot be  
24 submitted for DOE -- one of the DOE schools  
25 without a signed principal agreement. It

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Proceedings

will be deemed nonresponsive and not even eligible for review, so it's totally up to how many agreements the specific principals are on.

MS. HURRY: Thank you very much.

MS. SUKHRAJ: Hello. I'm Sheena Sukhraj, Queens Community House. Referring to the center-based proposal, page 12, Section E-3 regarding physical activity. I just had a question. I know the -- I understand the weekly 90 minutes, but it was stated that it was encouraged that at least 15 minutes are given to each -- for each child for each one hour program session. So, I just question that because in the past it was said 50 minutes for a three-hour program session. So, I was just wondering how was it envisioned schedule wise; is that something that every 15 minutes per program hour are we looking for physical activity?

MR. FRENZEL-BERRA: Well, that's an encouraged physical break, but it's not required. So it would be up to the

1 Proceedings

2 proposer to, if they want to do that, to  
3 schedule it in and show us that, but we  
4 have no recommendation for how to implement  
5 that.

6 MS. SUKHRAJ: Thank you very much.

7 MS. KU: Hi. Good afternoon. I'm  
8 Helena Ku, also of Queens Community House,  
9 and I'm focusing on the school-based RFP.  
10 Two questions with regards to staffing.  
11 One says, with regards to page seven, it  
12 says, "Group leaders are adult staff  
13 typically 25 years or older", and I'm just  
14 wondering because the DOH requirement is a  
15 minimum of just two years working  
16 experience, so I just wanted to just  
17 clarify if that's appropriate in terms of  
18 requirements of staffing.

19 MS. WILLIAMS: The minimum  
20 requirements are whatever the -- we fall  
21 within the --

22 MS. KU: DOH. I'm sorry. The DOH  
23 requirement.

24 MS. WILLIAMS: Right, that's what  
25 I'm saying. So, the minimum requirement is

1 Proceedings

2 always what the DOH says. We are under  
3 their, you know, rubric.

4 MS. KU: As long as we're abiding by  
5 the requirements of the DOE in terms of the  
6 staffing?

7 MS. WILLIAMS: I said minimally, so  
8 that's what I'm going -- I said that  
9 because then I would get the question about  
10 meet the DOH and do we still want the BA.  
11 It's not a -- so minimally there are  
12 certain standards and then there are things  
13 that DYCD wants like the Program Director  
14 with the BA.

15 MR. FRENZEL-BERRA: And I would add  
16 that you referenced typically 25 years or  
17 older, that's just a pattern that's been  
18 observed. You're not -- you don't have to  
19 hire someone who's 26.

20 MS. KU: Right. But typically it's  
21 not 25 or older, but --

22 MR. FRENZEL-BERRA: You can be  
23 younger.

24 MS. WILLIAMS: 18 is the minimum.

25 MS. KU: Yeah, 18 is the minimum,

1 Proceedings

2 exactly.

3 And with regards to the Director,  
4 can they -- it's a full-time Site Director,  
5 however, can they be carried on the budget  
6 for 12 months, even though right now there  
7 is -- the Summer is, you know, it's up for  
8 discussion. But budget wise, can they be  
9 carried on --

10 MS. WILLIAMS: Typically what we've  
11 seen for full-time staff and at the price  
12 per participant, they're on the budget for  
13 12 months, so they're doing professional  
14 development and planning, and all sorts of  
15 other things.

16 MS. KU: Yes, right.

17 And on both proposals, they have the  
18 community linkages and partnerships, and  
19 Denice, you just clarified that on the  
20 center-based, the school partnership does  
21 not need to be signed. But in terms of  
22 community linkages, there wasn't in the  
23 past, like linkage agreements or anything  
24 like that. Is that -- is that something we  
25 need to submit additional that I don't see

1 Proceedings

2 as part of the attachments?

3 MS. WILLIAMS: I think that's just  
4 narrative.

5 MS. KU: It says community linkages  
6 and partnership on page 3 for the  
7 school-based, for example, and also for the  
8 center-based it mentions that too.

9 MS. WILLIAMS: So that's an  
10 expectation in the narrative. If you see  
11 the attachments, there isn't an attachment  
12 for that in Accelerator, so we're not  
13 looking for a form; we're looking for you  
14 to describe that in there.

15 MS. KU: Just describe it. Thank  
16 you so much.

17 UNIDENTIFIED SPEAKER: You answered  
18 my question.

19 MS. WHITE: Don't be shy. This is  
20 your opportunity for clarification and  
21 questions.

22 Okay. Since there are no more  
23 questions, in concluding this pre-proposal  
24 conference session, I'd like to ask you to  
25 keep an eye out for a third addendum to

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Proceedings

this RFP, which will be issued in the HHS Accelerator system. Also, please be reminded about that proposal due date and time, February 27th at 2:00 p.m., in the HHS Accelerator system.

You've been great. All the best to you, and thank you.

(Time noted: 3:15 p.m.)

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C E R T I F I C A T E

STATE OF NEW YORK )  
) ss.:  
COUNTY OF RICHMOND )

I, JENNIFER CASSELLA, a Notary Public  
within and for the State of New York, do hereby  
certify:

I reported the proceedings in the within  
entitled matter, and that the within transcript  
is a true record of such proceedings.

I further certify that I am not related  
to any of the parties to this action by blood  
or marriage; and that I am in no way interested  
in the outcome of this matter.

IN WITNESS WHEREOF, I have hereunto set  
my hand this 5th day of January, 2015.

\_\_\_\_\_

Jennifer Cassella

**COMPASS**  
**February 4, 2015**

<b>A</b>		
<b>abiding (1)</b> 61:4	<b>align (1)</b> 22:17	<b>BA (4)</b> 28:11 55:21 61:10,14
<b>ability (2)</b> 33:7 36:2	<b>aligned (1)</b> 17:14	<b>Bachelor's (1)</b> 55:9
<b>able (6)</b> 9:12 14:25 23:23 26:23 52:24 55:17	<b>aligning (2)</b> 15:17,18	<b>back (5)</b> 10:9,20 23:4 31:23 45:5
<b>academic (4)</b> 15:10 17:12 27:21,25	<b>alignment (1)</b> 17:5	<b>background (1)</b> 55:20
<b>academics (4)</b> 15:24 16:9 19:7,10	<b>Allison (1)</b> 47:3	<b>bad (1)</b> 27:10
<b>Accelerator (11)</b> 2:5 3:25 4:11,20 6:3,7,19 12:5 63:12 64:3,6	<b>allocated (2)</b> 5:13,14	<b>bail (1)</b> 42:6
<b>accepted (2)</b> 4:16 6:20	<b>allowed (4)</b> 42:17,18,19,20	<b>balanced (2)</b> 19:9 27:20
<b>access (3)</b> 7:5,23 34:2	<b>allows (1)</b> 7:12	<b>ban (1)</b> 27:3
<b>ACCO (1)</b> 14:8	<b>amount (1)</b> 52:3	<b>Banks (7)</b> 52:7,8 53:3,13,19,22 54:22
<b>ACCO's (1)</b> 3:15	<b>analogy (3)</b> 39:25 40:3 42:3	<b>bar (1)</b> 10:6
<b>accountability (1)</b> 49:15	<b>Analyst (1)</b> 2:8	<b>based (2)</b> 5:11 55:14
<b>action (1)</b> 65:14	<b>and/or (1)</b> 46:16	<b>basic (1)</b> 8:6
<b>active (1)</b> 44:18	<b>angst (1)</b> 16:7	<b>basically (3)</b> 47:6,12 53:23
<b>activities (8)</b> 22:14 25:11,22 29:20 29:21 31:15 36:2 48:5	<b>announce (1)</b> 4:19	<b>basketball (1)</b> 39:10
<b>activity (8)</b> 19:12 26:7,15,18,20 30:19 59:10,22	<b>announcement (2)</b> 4:17 47:10	<b>beginning (2)</b> 45:3 49:4
<b>add (6)</b> 8:3,3,17,19 57:6 61:15	<b>answer (3)</b> 34:8 47:16 54:5	<b>begins (2)</b> 41:23,25
<b>addendum (2)</b> 8:14 63:25	<b>answered (1)</b> 63:17	<b>behalf (5)</b> 3:3 14:17 34:10 52:24 57:18
<b>adding (2)</b> 9:4 56:14	<b>anybody (1)</b> 50:13	<b>believe (1)</b> 22:19
<b>addition (1)</b> 50:8	<b>apologize (1)</b> 47:9	<b>belongs (1)</b> 30:13
<b>additional (3)</b> 13:23 48:16 62:25	<b>app (1)</b> 6:16	<b>best (1)</b> 64:7
<b>Additionally (1)</b> 7:16	<b>apply (3)</b> 55:17,22 58:17	<b>better (5)</b> 26:15 27:8 39:20 43:9,15
<b>addle (1)</b> 36:22	<b>appoint (1)</b> 32:3	<b>beyond (2)</b> 36:17 50:18
<b>address (5)</b> 6:23 12:20,22 22:20 43:20	<b>approach (4)</b> 19:9 27:20 35:15,17	<b>Biggest (1)</b> 32:9
<b>addressed (1)</b> 43:21	<b>appropriate (2)</b> 50:4 60:17	<b>Bill (1)</b> 3:4
<b>Admin (1)</b> 56:3	<b>approved (1)</b> 37:14	<b>bit (3)</b> 34:6 42:8 56:21
<b>administration (1)</b> 14:17	<b>area (2)</b> 30:23 31:5	<b>blogs (1)</b> 25:19
<b>Administrative (1)</b> 2:8	<b>areas (1)</b> 31:8	<b>blood (1)</b> 65:14
<b>adult (2)</b> 33:14 60:12	<b>artists (2)</b> 43:23 44:7	<b>blow (1)</b> 23:20
<b>advance (2)</b> 10:17,20	<b>Arts (3)</b> 17:15 31:8 35:25	<b>blue (2)</b> 7:18,24
<b>advantage (1)</b> 33:18	<b>asked (1)</b> 48:3	<b>Bob (1)</b> 3:22
<b>advocacy (1)</b> 57:7	<b>asking (6)</b> 20:14 23:5,6,25 25:2 53:21	<b>body (1)</b> 20:9
<b>advocates (1)</b> 13:23	<b>assess (1)</b> 15:14	<b>bolts (1)</b> 37:6
<b>affiliation (1)</b> 37:22	<b>Assistance (1)</b> 2:4	<b>book (1)</b> 35:24
<b>after-school (40)</b> 12:16,19,21 14:15 15:15,25 16:11 17:9,10,12 18:16,16,17 19:9,20 23:2 26:3 34:19,25 36:11,20,23 37:18 38:18,23 39:5,10,19,22 42:18,20 42:25 47:25 48:10 49:10,16 50:14,16,20 58:3	<b>Assistant (3)</b> 2:6 3:16 32:4	<b>borough (1)</b> 45:9
<b>afternoon (7)</b> 3:2 6:4 12:10 34:9 54:23 56:9 60:7	<b>Associate's (1)</b> 55:6	<b>bottom (1)</b> 6:23
<b>age (1)</b> 16:14	<b>associated (1)</b> 8:11	<b>boxes (1)</b> 7:18
<b>Agencies (2)</b> 6:13 32:12	<b>asterisk (1)</b> 8:22	<b>break (5)</b> 24:14,15,18 29:17 59:24
<b>agency (8)</b> 2:4 3:16 7:15 30:12 31:19 32:7,10 50:19	<b>attachment (1)</b> 63:11	<b>breaks (2)</b> 24:16 47:5
<b>agree (2)</b> 10:2 13:19	<b>attachments (2)</b> 63:2,11	<b>brief (2)</b> 5:19 12:11
<b>agreement (6)</b> 22:4,6 52:20,21,25 58:25	<b>attendance (2)</b> 54:2,20	<b>bring (4)</b> 18:17 23:7 39:12 45:25
<b>agreements (3)</b> 58:22 59:4 62:23	<b>attended (1)</b> 39:15	<b>bringing (3)</b> 16:4 17:10 48:16
<b>alarm (1)</b> 47:10	<b>attention (2)</b> 8:23 14:13	<b>Bronx (2)</b> 28:19 45:10
	<b>audience (1)</b> 36:5	<b>Brooklyn (1)</b> 45:10
	<b>August (1)</b> 4:23	<b>brought (1)</b> 47:17
	<b>authority (1)</b> 45:8	<b>BS (2)</b> 28:11 55:22
	<b>availability (1)</b> 22:2	<b>budget (8)</b> 5:17 30:6 47:5 50:13,19 62:5,8,12
	<b>available (5)</b> 22:18 24:7 25:3,6 33:13	<b>build (6)</b> 16:11 23:18 43:2,5 48:4 57:17
	<b>AVENUE (1)</b> 1:22	<b>building (8)</b> 13:6 19:3 21:4 29:22 34:3,20 39:18 52:3
	<b>average (1)</b> 54:8	<b>bunch (1)</b> 23:10
	<b>award (4)</b> 4:17 40:10 42:9,10	<b>busy (1)</b> 41:10
	<b>awarded (2)</b> 35:17 41:4	<b>button (1)</b> 7:11
	<b>awards (3)</b> 4:18,21 45:16	
	<b>awkward (1)</b> 40:6	
	<b>B</b>	

COMPASS  
February 4, 2015

2

C

**C (3)** 2:2 65:2,2  
**call (2)** 14:12 44:13  
**called (1)** 15:22  
**calls (1)** 13:16  
**capabilities (1)** 40:24  
**capacity (2)** 13:6 34:3  
**captive (1)** 36:5  
**Care (1)** 33:14  
**carried (2)** 62:5,9  
**carry (1)** 36:8  
**case (1)** 13:18  
**cash (1)** 20:17  
**Cassella (3)** 1:18 65:7,21  
**catch (1)** 31:21  
**categories (2)** 5:10,12  
**CBO (8)** 28:19 43:15 44:19 49:22  
50:5 58:13,14,17  
**CBO's (2)** 34:16 35:4  
**center (2)** 52:13 56:10  
**center-based (17)** 1:5 3:7,12 5:15  
17:24 21:12 24:5 26:5 33:10,23  
33:24 51:4 53:7 54:7 59:9 62:20  
63:8  
**centers (4)** 17:25,25 51:17 55:2  
**Central (2)** 21:9 30:12  
**certain (1)** 61:12  
**certainly (1)** 26:11  
**certify (2)** 65:9,13  
**cetera (5)** 31:15,16,16 32:19 38:13  
**challenges (1)** 45:20  
**Chancellor (7)** 17:6 24:13 25:11  
34:10,15 35:22 37:4  
**Chancellor's (1)** 35:21  
**change (2)** 10:19 57:23  
**changed (2)** 58:4,6  
**changes (3)** 10:22 11:2 44:25  
**channel (2)** 14:20 52:15  
**Chavisa (1)** 49:7  
**check (3)** 10:10,13 11:11  
**Chief (2)** 2:4 3:16  
**child (2)** 33:14 59:15  
**chip (2)** 27:5,11  
**chocolate (2)** 27:5,11  
**choice (1)** 36:3  
**Chong (1)** 3:4  
**choose (4)** 17:23 52:21,23 58:14  
**chose (1)** 23:8  
**City (6)** 6:12 12:8,20 13:9 23:9  
39:11  
**claim (1)** 21:10  
**clarification (3)** 52:10 56:21 63:20  
**clarifications (1)** 5:23  
**clarified (1)** 62:19  
**clarify (4)** 40:20 41:20 50:8 60:17  
**clarifying (1)** 48:24  
**clarity (3)** 46:12 56:22 57:21

**class (2)** 33:2 39:3  
**classroom (1)** 26:18  
**clear (6)** 11:2 12:11 18:5 19:15  
23:12 55:23  
**clearance (1)** 20:4  
**click (6)** 7:6,21,24 8:19 9:22 10:5  
**clicking (2)** 7:17,19  
**close (1)** 28:20  
**closely (1)** 45:24  
**closer (1)** 11:21  
**closing (2)** 24:11,21  
**clubs (2)** 16:23 48:5  
**coach (1)** 30:15  
**collectively (1)** 14:13  
**college (1)** 39:15  
**color (1)** 16:21  
**column (2)** 9:17 10:15  
**come (14)** 4:12 10:20 11:13 26:12  
28:2,9 29:11 39:5 46:14,17,23,23  
54:21 56:5  
**comes (4)** 35:15 40:17 41:3 50:9  
**coming (2)** 14:2 18:15  
**Commissioner (2)** 2:6 3:3  
**commit (1)** 51:12  
**commitment (1)** 18:2  
**committed (3)** 14:23,24 16:18  
**common (14)** 15:20 16:5 22:13,15  
22:22 24:8 37:20,20,24,25 38:3  
38:10,10,14  
**communicate (2)** 21:25 50:22  
**communities (1)** 13:22  
**community (14)** 1:3 18:3 34:14  
35:11 44:4,6 52:13 57:4,12 59:8  
60:8 62:18,22 63:5  
**community-based (3)** 52:9,11  
55:2  
**COMPASS (12)** 1:4 3:5,10,11,22  
12:8 13:3 14:15 27:22 31:11  
33:25 45:23  
**compete (1)** 8:8  
**competencies (5)** 15:11,20,21,22  
16:8  
**competency (1)** 15:19  
**competition (2)** 8:23 17:20  
**complaint (1)** 32:9  
**complaints (1)** 43:20  
**complete (2)** 9:6,20  
**complicated (1)** 41:12  
**component (1)** 9:2  
**comprehensive (1)** 50:9  
**concept (1)** 24:17  
**concerns (1)** 20:4  
**concluding (1)** 63:23  
**conditions (2)** 9:24 10:2  
**conference (5)** 1:6 3:5,9 34:12  
63:24  
**confused (1)** 49:19

**Connecting (1)** 37:17  
**connection (2)** 38:24 39:21  
**consent (1)** 31:8  
**consideration (1)** 56:5  
**content (2)** 30:23 31:4  
**context (1)** 35:24  
**continue (3)** 12:23 32:7,15  
**Contract (1)** 4:21  
**contracting (4)** 2:4 3:16 6:11 54:19  
**contracts (1)** 55:16  
**contribute (1)** 18:18  
**contribution (3)** 20:15 21:7,11  
**contributions (1)** 48:8  
**control (4)** 31:21 52:12,16,20  
**convenience (1)** 12:3  
**conversation (8)** 13:25 19:16  
21:18 25:4 26:16 27:16 28:17  
48:20  
**conversations (3)** 19:25 22:10  
40:14  
**cookie (1)** 38:17  
**cookies (2)** 27:6,11  
**coordinator (2)** 32:5 55:4  
**copies (1)** 6:19  
**cord (1)** 34:17  
**core (14)** 15:20 16:5 22:13,15,22  
24:8 37:20,20,25 38:2,3,10,10,14  
**corner (1)** 7:12  
**correct (1)** 9:2  
**cost (1)** 21:7  
**costs (3)** 37:7,14 48:17  
**council (1)** 17:20  
**council-funded (1)** 15:5  
**counted (1)** 32:24  
**COUNTY (1)** 65:5  
**couple (2)** 5:19 8:4  
**course (3)** 18:25 19:3 54:2  
**cover (1)** 3:9  
**covered (4)** 21:8 37:7,14,15  
**covers (1)** 21:9  
**creative (1)** 25:21  
**creativity (1)** 16:15  
**credits (1)** 55:9  
**criteria (3)** 5:10 7:15 55:15  
**critical (2)** 30:4 33:21  
**cultural (1)** 35:25  
**current (1)** 55:16  
**currently (3)** 25:6 56:14 57:11  
**curricula (2)** 20:19 23:16  
**curriculum (13)** 22:24 24:2 28:23  
28:25 29:3,5,7,9,12,18 38:5,6,8  
**cutter (1)** 38:17

D

**daily (1)** 47:10  
**Daley (4)** 54:23,24 56:2,8  
**dangerous (1)** 26:19

**Daniel (1)** 31:10  
**data (3)** 31:12,17,25  
**date (8)** 4:7,8,17,24 5:5 6:21 52:17  
64:4  
**dates (1)** 4:5  
**dating (3)** 40:4,5 44:16  
**day (32)** 7:2 15:18 18:18 19:23  
20:3,5 23:5,7,17,24 24:11,22  
26:9 28:22 34:21,22 37:18 38:18  
38:22,25 39:22 40:16 42:17,19  
42:24 48:19 51:6,7,9,13,15 65:18  
**days (2)** 24:11,22  
**deadline (3)** 5:4 10:17,21  
**deadlines (1)** 4:5  
**deal (1)** 19:22  
**dealing (1)** 45:20  
**December (1)** 24:19  
**decision (1)** 43:14  
**deemed (1)** 59:2  
**deeper (1)** 42:8  
**deficit (1)** 36:19  
**definitely (1)** 17:5  
**Degree (3)** 55:7,9 56:4  
**deliberately (1)** 23:8  
**deliver (3)** 18:23 19:15 40:22  
**delivered (2)** 9:5 40:15  
**delivering (2)** 41:5 43:24  
**demand (5)** 35:2,3,5,7,8  
**Denise (4)** 2:6 3:21 12:7 62:19  
**Department (12)** 1:3 2:7 3:20  
32:22 33:20,21 34:7 35:7 37:7,16  
44:24 45:17  
**depending (2)** 37:21 57:24  
**Deputy (2)** 2:4 3:16  
**describe (2)** 63:14,15  
**design (3)** 5:16 50:15 51:21  
**designed (1)** 47:24  
**designee (1)** 41:18  
**desk (2)** 6:25 11:24  
**details (3)** 4:13 8:6,21  
**developer (1)** 30:15  
**development (9)** 1:3 3:24 16:2,10  
20:18 29:23,25 38:6 62:14  
**dies (1)** 31:12  
**different (7)** 17:21,23 19:14 23:3  
25:20 27:23 54:6  
**diligent (1)** 40:16  
**Dimension (1)** 51:3  
**directed (1)** 6:22  
**directly (1)** 56:6  
**Director (10)** 28:11 30:13 32:6,24  
55:3,12 56:3 61:13 62:3,4  
**Directors (2)** 30:9 49:25  
**dirty (1)** 39:6  
**discover (1)** 36:14  
**discovered (1)** 36:15  
**discussion (2)** 22:7 62:8

**display (3)** 7:8,21,22  
**district (2)** 18:4 56:11  
**districts (2)** 57:4,13  
**document (5)** 9:11,16,19 10:11  
32:15  
**documentation (1)** 9:10  
**documents (2)** 8:12 10:10  
**DOE (13)** 17:8 18:9 19:2 20:7 21:9  
26:2 28:7 31:6 33:12 46:5 58:24  
58:24 61:5  
**DOE's (1)** 57:8  
**DOH (6)** 20:8 60:14,22,22 61:2,10  
**doing (9)** 11:22 15:4 23:13 25:19  
27:14 28:3 32:12,16 62:13  
**don'ts (1)** 42:16  
**dos (1)** 42:15  
**download (1)** 8:13  
**draft (1)** 11:15  
**draw (4)** 21:16 22:9 39:25 53:11  
**drinking (2)** 26:25 27:4  
**due (6)** 4:7,8,16 6:20,21 64:4  
**dwindle (1)** 43:7  
**DYCD (12)** 7:14 15:24 18:19 19:8  
19:13 28:7 35:6 45:13,25 46:5  
48:17 61:13

---

**E**

---

**E (4)** 2:2,2 65:2,2  
**E-3 (1)** 59:10  
**e-mail (4)** 5:2 6:23 10:7 11:24  
**earlier (3)** 25:9 27:7 49:24  
**early (1)** 4:18  
**earn (1)** 55:9  
**East (1)** 54:24  
**Ed (4)** 28:12,21 30:2 33:3  
**Education (9)** 2:7 3:20 33:22 34:7  
35:8 37:8,16 44:25 45:17  
**educational (1)** 36:25  
**effectively (1)** 55:11  
**either (3)** 25:22 46:4 58:13  
**elementary (18)** 1:5,6 3:6,8,11,13  
13:24 14:22,23,24 21:19 25:18  
30:21 36:4,8 37:2 38:12 51:11  
**eligibility (1)** 17:17  
**eligible (4)** 17:18 56:25 58:12 59:3  
**eluded (1)** 25:9  
**eluding (1)** 49:23  
**Elvid (1)** 51:2  
**EMAIL (1)** 1:24  
**embedding (1)** 14:24  
**emotional (2)** 15:11,21  
**encourage (6)** 10:16 16:13 20:18  
20:19,20 22:5  
**encouraged (2)** 59:13,24  
**encouraging (2)** 28:5 53:9  
**ends (3)** 40:21 48:19 51:14  
**energized (1)** 31:3

**energy (1)** 39:7  
**engagement (2)** 17:5 36:3  
**enhance (1)** 24:3  
**enrichment (1)** 19:11  
**enroll (2)** 21:14 54:20  
**enrolled (1)** 55:24  
**enrolling (1)** 19:18  
**enrollment (2)** 31:13 54:4  
**enter (1)** 10:3  
**entering (1)** 11:8  
**entire (3)** 7:7 11:7 36:25  
**entitled (1)** 65:11  
**entry (1)** 9:15  
**envisioned (1)** 59:19  
**error (1)** 10:8  
**errors (1)** 31:22  
**especially (1)** 51:10  
**essentially (1)** 50:3  
**et (5)** 31:15,16,16 32:19 38:13  
**evaluation (3)** 5:10 13:6 53:25  
**everybody (1)** 34:10  
**everyday (1)** 27:2  
**evolved (1)** 57:25  
**exactly (4)** 7:13 40:21 44:2 62:2  
**example (9)** 23:15 38:20,22 39:2,3  
39:9 50:12 54:14 63:7  
**examples (1)** 38:8  
**exchange (1)** 43:19  
**excited (4)** 12:24 17:7 31:3 57:8  
**exciting (2)** 12:15 34:24  
**existing (2)** 57:20 58:19  
**exits (1)** 42:22  
**expand (1)** 57:10  
**expansion (4)** 12:19 13:16 20:13  
57:2  
**expect (4)** 21:16 22:9 54:18,20  
**expectation (5)** 21:3 26:6 32:25  
55:23 63:10  
**expectations (2)** 5:15 28:6  
**expecting (4)** 18:20 24:8,10,22  
**experience (5)** 5:13 36:7,25 55:7  
60:16  
**experiences (1)** 17:13  
**experiencing (1)** 39:19  
**expertise (2)** 30:22 31:4  
**explaining (1)** 28:18  
**explore (2)** 16:15 17:14  
**exposed (4)** 16:16,17,22 36:13  
**exposure (2)** 17:3 36:12  
**expressed (1)** 24:13  
**extend (1)** 23:6  
**extensive (1)** 49:21  
**extra (1)** 26:2  
**eye (1)** 63:25

---

**F**

---

**F (1)** 65:2

COMPASS  
February 4, 2015

**fabulous (1)** 28:19  
**facilitation (2)** 28:23,25  
**facilitator (1)** 29:14  
**facilities (2)** 37:9 45:19  
**FACSIMILE (1)** 1:24  
**fact (1)** 33:9  
**facts (1)** 13:9  
**fall (1)** 60:20  
**familiar (3)** 6:9 15:6 38:14  
**families (1)** 21:25  
**far (2)** 45:19 53:14  
**Farina (2)** 17:6 34:10  
**favorite (4)** 25:18 39:14,15,16  
**favorites (6)** 7:17,19,20,21,22  
18:25  
**February (5)** 1:11 4:9 5:4 24:20  
64:5  
**feel (1)** 30:24  
**field (2)** 8:22 9:12  
**fight (1)** 42:5  
**fill (1)** 31:18  
**filled (2)** 37:12,13  
**filter (3)** 7:10,11,15  
**finally (1)** 11:17  
**financially (1)** 19:4  
**find (6)** 7:10,14 8:17 9:14 39:14,16  
**fine (1)** 49:11  
**fingerprinted (2)** 20:6,7  
**Fingerprinting (1)** 37:8  
**fire (1)** 47:10  
**first (8)** 3:10 8:20 12:18 18:13  
29:14 42:5 43:10 47:4  
**fit (1)** 49:12  
**flexibility (1)** 58:15  
**Floor (1)** 1:8  
**focus (4)** 13:20 17:13 56:25 57:11  
**focused (4)** 14:19 15:24 44:9,14  
**focusing (1)** 60:9  
**folks (6)** 14:22 15:15 29:5 30:21  
31:4 57:7  
**follow-up (2)** 53:5 56:2  
**following (2)** 5:9,12  
**food (2)** 33:11,14  
**forget (1)** 30:20  
**form (3)** 37:13 48:25 63:13  
**formally (1)** 15:5  
**forms (1)** 37:12  
**forward (1)** 46:8  
**foster (2)** 15:10 38:9  
**fostering (3)** 25:13,14,16  
**found (2)** 30:9 58:8  
**four (1)** 28:15  
**free (1)** 43:18  
**Frenzel-Berra (5)** 2:8 3:23 59:23  
61:15,22  
**Friday (2)** 24:10 42:13  
**fulfill (1)** 27:18

**full-time (2)** 62:4,11  
**function (1)** 50:15  
**fund (1)** 47:15  
**funded (2)** 17:19 33:16  
**funder (1)** 30:14  
**funding (8)** 14:15 17:20 18:3 19:8  
19:14 48:17 57:14,25  
**funny (1)** 31:10  
**further (1)** 65:13

---

**G**

**game (1)** 20:16  
**generally (2)** 33:12 54:10  
**generosity (1)** 21:8  
**geographically-based (1)** 45:6  
**getting (5)** 13:16 18:6 21:20 29:22  
37:20  
**girls (1)** 16:21  
**give (6)** 4:12 13:5 19:13 35:24 36:2  
46:2  
**given (2)** 38:3 59:14  
**giving (1)** 4:4  
**glad (1)** 47:17  
**go (18)** 5:24 9:7,13,21 10:9 11:7,21  
23:19 28:24 29:4,13 31:6,11,23  
44:22 52:13,18 57:16  
**goals (3)** 15:6,8 38:6  
**goes (7)** 34:21 38:17,25 39:18,21  
42:11 53:14  
**going (40)** 4:12 5:20 6:5 7:6,24 9:9  
12:7 23:4,7 27:13 28:4 29:6,17  
30:2,7,10,11 31:20 34:5 35:2,3,5  
35:7,8 37:10 39:23 40:2,15 44:13  
44:13 45:2,4,5 46:18 52:4,15  
53:10 55:14 58:5 61:8  
**good (15)** 3:2 6:4 9:20 12:10 26:19  
27:6 29:13 30:14 31:6,7 34:9  
38:2 54:23 56:9 60:7  
**Gotcha (1)** 53:3  
**grade (2)** 24:8 38:7  
**gradually (1)** 43:3  
**graduate (1)** 38:12  
**great (8)** 17:7 23:17 25:24 26:23  
28:17 47:22 54:22 64:7  
**green (1)** 10:5  
**grew (1)** 39:16  
**ground (4)** 42:14,15 43:2,10  
**group (3)** 25:23 43:4 60:12  
**groups (1)** 29:17  
**guess (5)** 13:4 46:9 53:22,24 54:3  
**guide (1)** 22:10  
**guides (1)** 11:20  
**guiding (1)** 29:19  
**guys (4)** 43:9,9 44:23 48:15  
**gym (2)** 26:9,17

---

**H**

**habits (1)** 27:10  
**Hall (1)** 23:19  
**hand (4)** 29:5,12 46:3 65:18  
**handout (1)** 12:4  
**hands (1)** 39:6  
**hands-on (2)** 23:18,22  
**happen (4)** 44:11,11 45:18 48:18  
**happened (1)** 14:12  
**happening (1)** 42:23  
**headquarters (2)** 49:16,17  
**heads (1)** 43:14  
**Health (2)** 32:22 33:20  
**healthy (2)** 26:8,22  
**hear (6)** 15:16,23 16:3 17:8 21:14  
32:10  
**heard (1)** 12:19  
**heartache (1)** 19:17  
**held (1)** 15:15  
**Helena (1)** 60:8  
**Hello (1)** 59:7  
**help (10)** 6:25 7:2 11:24 16:12  
19:10 25:23 31:7 39:18 45:17,23  
**helping (1)** 45:14  
**Henry (1)** 49:7  
**hereunto (1)** 65:17  
**HHS (10)** 2:5 3:25 4:10,19 6:3,7,18  
12:4 64:2,6  
**Hi (6)** 48:23 51:2 52:7 54:23 56:9  
60:7  
**high (6)** 27:4,9 36:6,9,16 38:13  
**higher (1)** 47:20  
**highlight (3)** 15:9 17:16 33:11  
**highlighted (1)** 34:4  
**hire (2)** 19:2 61:19  
**hired (1)** 28:21  
**historically (3)** 51:10 54:6 57:13  
**holidays (2)** 24:12 51:25  
**homework (4)** 19:10 20:23 25:23  
31:7  
**honest (1)** 40:25  
**hope (1)** 12:11  
**hoping (2)** 15:3 45:25  
**hour (2)** 59:15,21  
**hours (18)** 23:13 24:11,22,23 25:8  
25:10 26:11,12 51:5,7,9,14,15,17  
51:19,22,24 52:5  
**House (3)** 54:25 59:8 60:8  
**HR (4)** 50:2,11,12,14  
**hundred (1)** 43:6  
**HURRY (4)** 56:9 57:15 58:16 59:6  
**Hygiene (2)** 32:23 33:21  
**hyperlink (2)** 7:18,25

---

**I**

**I.S (1)** 56:12  
**ID (1)** 10:3  
**idea (1)** 32:11

COMPASS  
February 4, 2015

5

**ideas (3)** 38:10,11 43:19  
**identified (1)** 21:15  
**identify (2)** 22:19 25:25  
**identifying (1)** 19:19  
**Imad (1)** 31:10  
**Imad's (1)** 31:10  
**implement (1)** 60:4  
**implementing (2)** 22:25 29:2  
**important (11)** 4:5 8:12 9:9 20:10  
27:16,19 28:14 36:10 41:20 44:6  
50:15  
**improve (1)** 6:11  
**in-kind (8)** 20:14,16 21:6,11 29:24  
48:8,13,20  
**inclusive (1)** 34:21  
**Indicate (2)** 49:2,12  
**indicating (1)** 10:7  
**individual (1)** 25:23  
**info@hhsaccelerator.nyc.gov (1)**  
6:24  
**information (2)** 22:18 44:8  
**initiatives (1)** 35:2  
**instilled (1)** 37:5  
**instructions (1)** 9:14  
**interest (2)** 17:6 24:14  
**interested (4)** 18:8 25:12 48:21  
65:15  
**interesting (1)** 54:13  
**interests (1)** 16:15  
**interventions (1)** 20:24  
**introduced (1)** 28:13  
**invest (1)** 13:5  
**investment (2)** 14:16 15:14  
**investments (1)** 13:13  
**Involve (1)** 41:19  
**Island (1)** 45:11  
**issue (1)** 51:21  
**issued (1)** 64:2  
**issues (1)** 7:3  
**items (1)** 7:11

**J**

**January (1)** 65:18  
**Jennifer (3)** 1:18 65:7,21  
**joined (1)** 52:2  
**joint (3)** 20:18 28:22,25  
**joy (5)** 17:10,13 25:13,14,16  
**Jr (2)** 2:7 3:20  
**judged (2)** 55:14,18  
**July (1)** 4:22  
**justify (1)** 34:4

**K**

**Kate (1)** 52:8  
**keep (6)** 32:19 41:15 44:14,20  
45:12 63:25  
**keeping (1)** 18:3

**key (1)** 28:10  
**kids (26)** 21:15,17,20 23:7 25:19  
26:24 30:24,25 31:15 36:3,4,25  
38:7,11,20 39:8,13,19 43:5,6  
44:3 51:25 53:15 54:9,15,18  
**kind (7)** 12:21 16:6 20:15 25:12  
27:6 49:23 53:24  
**kinds (5)** 21:6 27:14 30:16 49:14  
50:2  
**kinetic (1)** 39:7  
**KJK (1)** 56:10  
**know (40)** 13:10 14:18 15:19 19:25  
20:2 23:20 24:7,12 28:7 30:23  
31:5 32:23 33:11,17 38:11 39:7  
40:5,7,21,24 41:6,7,10 42:7,21  
43:9 44:2,12,24 47:5,23,24 50:12  
51:24 55:16 58:4,7 59:11 61:3  
62:7  
**known (1)** 24:12  
**knows (2)** 30:10 50:14  
**Ku (9)** 60:7,8,22 61:4,20,25 62:16  
63:5,15

**L**

**Lafayette (1)** 1:8  
**landscape (3)** 34:19 36:11 39:20  
**lastly (1)** 8:15  
**launched (1)** 6:10  
**Laura (1)** 54:24  
**leaders (1)** 60:12  
**learn (2)** 31:3 39:13  
**learning (10)** 17:11,13 24:4,16  
25:13,14,17 37:17 38:21 51:3  
**Ledger (4)** 2:7 3:19 34:9 58:11  
**left-hand (1)** 7:12  
**level (2)** 24:9 38:8  
**liaison (2)** 32:2,17  
**life (2)** 39:5 40:8  
**likelihood (1)** 10:9  
**limited (3)** 46:21 58:19,21  
**line (2)** 42:24 46:19  
**lines (1)** 9:15  
**link (2)** 22:19 37:19  
**linkage (1)** 62:23  
**linkages (3)** 62:18,22 63:5  
**list (4)** 17:18,24 56:20,24  
**listed (5)** 12:22 49:11 57:16,19,22  
**listening (2)** 44:18,18  
**literacy (7)** 16:19 17:3 19:11 25:10  
25:12,22 39:13  
**little (9)** 6:6 9:16 10:15 34:6 42:8  
49:19 54:6 56:21 57:21  
**lived (1)** 27:5  
**lives (1)** 31:11  
**living (2)** 26:8,22  
**local (1)** 53:10  
**log (2)** 6:16 7:4

**long (1)** 61:4  
**look (4)** 11:21 22:6,22 46:8  
**looking (12)** 7:13 8:9 25:10 31:25  
47:15 50:17 53:25 55:21 56:21  
59:21 63:13,13  
**lose (1)** 24:15  
**lot (16)** 16:9,10,20 18:7 19:16,24  
22:14 26:9,23 30:20 34:2,3,3  
37:21 39:8 41:13  
**lots (3)** 14:11 16:6 25:19  
**love (2)** 27:12 35:23  
**lunch (1)** 48:6  
**lunchtime (2)** 48:4,12

**M**

**maintain (2)** 13:13,21  
**maintaining (2)** 57:3,11  
**making (7)** 13:17 18:15,18 19:23  
43:14,18 49:24  
**MAMARONECK (2)** 1:22,23  
**management (2)** 5:18 31:9  
**Manager (1)** 45:23  
**mandated (1)** 32:22  
**Manhattan (1)** 45:9  
**map (3)** 7:5,7,10  
**Maria (1)** 3:14  
**MARIE (1)** 2:4  
**Marino (6)** 47:3,3,12,22 48:11,22  
**marriage (1)** 65:15  
**Masters (1)** 56:4  
**matter (3)** 1:2 65:11,16  
**maximum (5)** 5:16,17,18 51:6  
55:20  
**Mayor (3)** 12:15,17 14:11  
**Mayor's (1)** 34:25  
**mean (5)** 33:23 36:18 42:15 51:9  
57:25  
**means (3)** 20:17 31:23 43:23  
**meet (6)** 22:21 25:21 32:13 34:3  
40:11 61:10  
**meeting (7)** 4:6 15:12 18:14,21  
41:15,18,24  
**meetings (2)** 32:13 40:13  
**meets (1)** 55:15  
**members (1)** 43:22  
**Mental (2)** 32:23 33:20  
**mention (1)** 39:20  
**mentioned (8)** 8:15 11:23 29:24  
35:21 37:19 38:15 41:22 51:5  
**mentions (1)** 63:8  
**mentoring (1)** 35:25  
**message (3)** 10:6,8 35:14  
**messaged (1)** 58:11  
**messy (1)** 23:22  
**Michelle (1)** 45:22  
**microphone (3)** 14:3 46:19,24  
**middle (5)** 9:17 36:6,9,16 38:12

COMPASS  
February 4, 2015

6

million (1) 14:14  
mind (5) 15:22 44:21 45:12 47:8  
47:14  
mindset (1) 15:23  
minimally (2) 61:7,11  
minimum (9) 25:10 53:18,20 54:3  
60:15,19,25 61:24,25  
minutes (5) 27:12 59:12,14,17,21  
missing (1) 10:11  
mission (1) 49:13  
mistake (4) 10:19 38:5 40:23 41:6  
model (2) 26:4 50:16  
moment (2) 10:23 57:5  
Monday (2) 24:10 42:12  
money (1) 27:22  
months (4) 31:22,22 62:6,13  
moon (2) 18:22,24  
morning (1) 34:14  
move (3) 18:12 36:23 40:8  
moved (1) 26:8  
moving (3) 12:6 26:13 33:3  
multiple (2) 30:8 31:20  
multisite (1) 49:25  
Mulvihill (5) 2:5 4:2,12 6:2,4

**N**

N (1) 2:2  
Nadine (1) 56:10  
name (8) 10:4 11:8 23:9 46:20,25  
49:5 52:7 54:24  
names (1) 23:10  
narrative (2) 63:4,10  
necessarily (3) 17:12 25:15 35:23  
need (14) 9:22 26:2,9 27:17 31:24  
37:12 38:7 43:25 44:2 46:25 50:7  
52:4 62:21,25  
needs (6) 43:21 44:17,17,18 47:20  
58:2  
needy (2) 13:18,20  
neighborhoods (2) 13:14 47:4  
nervous (1) 23:21  
networks (1) 45:4  
never (2) 36:13,14  
new (13) 1:9,9,23 8:3,18,19 12:8  
13:9 23:9,19 45:2 65:4,8  
non-profits (1) 18:2  
Non-Public (3) 1:5 3:7,12  
nonresponsive (1) 59:2  
noontime (1) 48:9  
Notary (1) 65:7  
note (6) 3:8 4:15 5:9 6:20 8:3 20:12  
noted (1) 64:9  
notes (1) 5:24  
notice (1) 56:11  
number (9) 45:13 46:16,21,22 47:8  
53:18,20 54:8,18  
numbers (1) 54:8

nurse (1) 37:11  
nursing (2) 37:9,10  
nurture (1) 35:22  
nurturing (1) 44:17  
nutrition (2) 26:24 27:8  
nuts (1) 37:6  
NYC (2) 10:3 52:8

**O**

observed (1) 61:18  
observes (1) 29:2  
obvious (3) 40:20 41:9,11  
obviously (4) 18:10 22:3 44:10  
45:13  
office (2) 3:15 30:12  
Officer (2) 2:4 3:17  
offices (1) 45:9  
Oh (1) 49:6  
okay (6) 43:8 52:6 53:3 54:22 56:8  
63:22  
old (2) 31:22,22  
older (4) 30:24 60:13 61:17,21  
once (9) 7:23 10:12 35:16 37:13  
38:11 42:9,10 45:15 54:20  
ones (1) 17:24  
open (2) 44:21 46:9  
operate (1) 55:11  
operating (1) 49:10  
operations (1) 51:18  
opportunities (3) 17:14 37:17 58:7  
opportunity (13) 13:12 16:16  
17:22 23:17 24:6 25:24 29:25  
39:12 48:4,8,19 57:6 63:20  
option (1) 8:17  
options (1) 8:24  
order (9) 7:5,10 8:2 27:18 35:6  
36:15 38:9 43:20 46:5  
ordinarily (1) 16:17  
organism (1) 41:13  
organization (8) 46:20 47:2 49:3,9  
49:18 52:9,11 57:18  
organization's (1) 49:13  
Organizational (1) 5:12  
outcome (1) 65:16  
overall (3) 9:25 49:13 50:20  
oversight (2) 33:19 49:15  
overview (1) 12:9

**P**

P (2) 2:2,2  
p.m (4) 1:11 4:9 64:5,9  
P.S (4) 56:12,12,15,15  
P.S./I.S (1) 56:13  
pace (1) 14:11  
page (13) 7:25 8:16 9:3,25,25  
10:10 11:14,18 20:11 46:16 59:9  
60:11 63:6

panel (1) 3:19  
panic (1) 43:13  
paper (1) 6:19  
parent (4) 17:5 24:16 32:5 43:16  
parents (3) 32:19 41:19 51:12  
parks (1) 27:13  
part (10) 12:21 20:13 21:10 32:8  
33:12,18 35:11 42:25 45:21 63:2  
participant (4) 47:7,18,21 62:12  
participants (3) 19:19 28:12 53:11  
participate (2) 16:25 19:19  
participating (1) 20:23  
participation (1) 31:14  
particular (5) 21:15 24:13 35:9  
58:5,18  
particularly (3) 16:21 22:8 55:3  
parties (2) 41:6 65:14  
partner (5) 17:7 57:20 58:8,13,14  
partnering (1) 17:8  
partners (7) 18:12 35:18 41:19  
43:16,17 57:23,24  
partnership (11) 5:15 22:4,6 33:13  
33:21 48:2 52:19 53:8 58:22  
62:20 63:6  
partnerships (2) 8:9 62:18  
password (2) 10:4 11:9  
patience (1) 44:17  
pattern (1) 61:17  
pay (1) 8:23  
paying (1) 20:21  
people (18) 6:8 14:9,21 16:12,21  
17:2 20:25 22:9 25:25 29:11  
34:15 37:22,23 38:4 41:10 44:13  
46:2 51:11  
Pepsi (2) 27:5,10  
percent (2) 20:14 28:15  
permits (1) 21:5  
person (6) 32:6 42:7 47:6 50:12  
55:15,19  
personally (1) 16:5  
Phipps (1) 47:4  
physical (8) 19:11 26:7,14,18,20  
59:10,22,24  
pick (2) 16:19 17:23  
place (1) 19:24  
plan (1) 40:19  
planning (15) 3:23 21:14 32:8  
35:16 39:24 40:3,9,9,10,13,17  
41:8,22,25 62:14  
play (2) 38:23 52:8  
player (3) 39:14,15,16  
plays (1) 25:17  
please (9) 3:8 4:15 5:9,24 6:20  
46:17 49:5,9 64:3  
podium (1) 46:18  
poetry (2) 25:20,20  
point (2) 6:10 32:6

COMPASS  
February 4, 2015

7

**points (8)** 5:13,14,16,17,18 22:7  
49:23 55:20  
**political (1)** 37:21  
**pool (1)** 8:24  
**population (1)** 44:3  
**possibilities (1)** 20:21  
**possibility (1)** 56:18  
**possible (2)** 5:14 46:15  
**possibly (1)** 57:17  
**Power (1)** 52:8  
**pre-proposal (4)** 1:6 3:5 34:11  
63:23  
**pre-qualified (2)** 6:15 8:8  
**Prepare (1)** 43:22  
**prepared (1)** 43:25  
**present (3)** 3:18 12:7,8  
**presentation (1)** 12:5  
**presentations (2)** 5:20,25  
**presenting (1)** 4:4  
**press (1)** 37:21  
**pretty (2)** 6:9 54:21  
**previously (1)** 17:19  
**price (3)** 47:18,20 62:11  
**primarily (1)** 14:19  
**principal (23)** 17:22 18:14 19:7  
21:10,18,19 25:25 26:16 27:17  
27:19 29:24 32:3,4,5,17,17 41:16  
41:17,17 52:18 53:2 58:23,25  
**principal's (1)** 19:5  
**principals (15)** 18:8,22 20:19  
22:11 28:8 32:9 40:12 41:9,24  
48:2 50:22 57:8 58:6,12 59:4  
**principles (2)** 13:17 19:20  
**priorities (2)** 35:21 37:4  
**prioritized (1)** 12:18  
**private (1)** 17:25  
**probably (5)** 6:8 10:11 26:19 42:4  
44:24  
**problem (2)** 19:6 28:5  
**procedures (2)** 20:4 42:23  
**proceedings (65)** 1:14 3:1 4:1 5:1  
6:1 7:1 8:1 9:1 10:1 11:1 12:1  
13:1 14:1 15:1 16:1 17:1 18:1  
19:1 20:1 21:1 22:1 23:1 24:1  
25:1 26:1 27:1 28:1 29:1 30:1  
31:1 32:1 33:1 34:1 35:1 36:1  
37:1 38:1 39:1 40:1 41:1 42:1  
43:1 44:1 45:1 46:1 47:1 48:1  
49:1 50:1 51:1 52:1 53:1 54:1  
55:1 56:1 57:1 58:1 59:1 60:1  
61:1 62:1 63:1 64:1 65:10,12  
**process (12)** 4:14 6:11 11:8 39:24  
40:3,4,18 41:8,23 43:11 45:14,15  
**procurement (2)** 7:5 8:5  
**procurements (2)** 7:6,8  
**professional (4)** 20:18 29:23,25  
62:13

**program (26)** 3:24,24 4:23 5:16  
22:2,14 28:10,11 30:9,13 32:6,24  
33:14 45:22 47:13 49:24 50:6  
51:21 55:3,4,8,12 59:15,18,21  
61:13  
**programming (5)** 34:25 36:21 42:2  
42:9,11  
**programs (33)** 1:5,6 3:6,8,11,13  
3:22 13:2,4 15:5 18:10 21:13  
22:20,22 24:6 25:18 28:16,20  
32:18 33:10,24,25 35:6,10 37:5  
40:15 43:24 45:24 46:6 47:25  
49:11,17 54:7  
**project-based (1)** 23:22  
**promise (3)** 27:24 40:23 41:3  
**promised (3)** 18:22,24 19:6  
**propel (1)** 36:15  
**proposal (26)** 4:7,8 5:8 6:13,17  
7:24 8:2,3,16,18,19,21 9:13  
10:13,13,22,25 11:4,11 48:25  
50:10 52:24 56:18 58:23 59:9  
64:4  
**proposals (4)** 4:10,15 6:6 62:17  
**propose (1)** 47:20  
**proposed (1)** 55:19  
**proposer (1)** 60:2  
**proposing (1)** 55:5  
**proud (1)** 12:23  
**provide (2)** 19:8 49:16  
**provider (1)** 54:12  
**providers (7)** 6:12,14 8:7,7 17:23  
35:4 54:14  
**provides (1)** 8:6  
**providing (2)** 14:9 20:24  
**proximity (1)** 28:20  
**Public (1)** 65:7  
**public-facing (1)** 11:19  
**publish (1)** 6:13  
**pulled (1)** 10:23  
**purpose (1)** 14:5  
**put (6)** 7:25 8:20 9:23 12:14 56:18  
57:17  
**puts (1)** 9:7  
**putting (1)** 40:18

---

**Q**

---

**qualifications (1)** 55:11  
**qualified (1)** 55:7  
**quality (5)** 13:2 14:25 30:5 31:21  
31:25  
**Queens (3)** 45:11 59:8 60:8  
**question (14)** 25:5 46:14 47:5,23  
48:24 49:2,14 53:4 54:25 56:11  
59:11,16 61:9 63:18  
**questions (16)** 4:25 5:2,6,23 6:22  
18:4,7 34:8 40:6 44:22 46:9,12  
46:22 60:10 63:21,23

**quick (2)** 6:5 7:14  
**quickly (1)** 7:11  
**quote (1)** 12:14

---

**R**

---

**R (2)** 2:2 65:2  
**raise (1)** 12:14  
**range (1)** 53:23  
**rap (1)** 25:20  
**rate (1)** 31:14  
**ratio (1)** 33:7  
**ratios (2)** 32:21,25  
**reach (1)** 38:7  
**reached (1)** 55:8  
**read (5)** 16:7 35:24 39:13 49:3  
56:19  
**reading (5)** 25:15 29:16 35:23  
38:21,25  
**ready (1)** 7:23  
**realize (3)** 10:18 36:10 44:12  
**really (16)** 11:2 12:15 14:5 21:24  
31:5,6 32:5 33:8 34:17,18 36:24  
56:19 57:3,9 58:10,18  
**reason (2)** 38:19 51:16  
**receive (2)** 10:5 42:10  
**received (1)** 12:4  
**recommend (1)** 57:15  
**recommendation (1)** 60:4  
**record (1)** 65:12  
**recorded (1)** 46:25  
**red (1)** 8:21  
**redundancy (1)** 33:5  
**refer (1)** 49:17  
**reference (4)** 23:11 24:24 46:15  
48:13  
**referenced (3)** 25:7 51:4 61:16  
**referred (1)** 22:13  
**Referring (1)** 59:8  
**refers (1)** 49:22  
**regarding (1)** 59:10  
**regards (3)** 60:10,11 62:3  
**regular (1)** 54:2  
**regularly (2)** 32:11 54:21  
**regulation (1)** 20:8  
**regulations (1)** 19:21  
**regulatory (1)** 20:9  
**reimbursed (1)** 33:15  
**reinforce (1)** 24:4  
**related (3)** 15:20 16:22 65:13  
**relates (1)** 34:18  
**relationship (6)** 21:17 42:3 44:15  
44:16 56:16 57:17  
**relationships (2)** 40:2 44:20  
**relative (1)** 54:17  
**released (1)** 8:14  
**relevant (1)** 6:15  
**rely (2)** 31:16 33:25

COMPASS  
February 4, 2015

8

remain (3) 14:22,23 58:13  
remarks (2) 35:12 36:23  
Remember (1) 46:12  
reminded (1) 64:4  
repeat (3) 24:2 38:17 50:17  
replicate (1) 23:5  
report (2) 20:9 31:12  
reported (2) 1:17 65:10  
reporting (2) 1:22 30:9  
represent (1) 13:15  
representing (1) 3:15  
represents (1) 14:16  
request (1) 6:13  
required (6) 8:22 9:10 10:11 28:11  
53:9 59:25  
requirement (6) 53:8,12,15 60:14  
60:23,25  
requirements (3) 60:18,20 61:5  
research (3) 3:23 16:20 29:4  
resides (1) 44:5  
resources (6) 11:17 14:17 25:3,5  
48:16 57:10  
respond (1) 25:2  
response (1) 5:7  
responsibilities (1) 41:21  
responsible (2) 4:6 15:16  
rest (1) 28:4  
restating (1) 56:23  
resubmit (2) 10:25 11:6  
resubmitted (1) 11:13  
retract (3) 10:22,23 11:6  
retracted (1) 11:12  
retracting (1) 11:4  
review (1) 59:3  
RFP (34) 3:11,13 5:11 8:9,11,11,13  
9:14 13:11,20 14:5 15:2,3,7  
21:13 24:25 25:7 28:8,14 32:9  
35:16 40:18 41:4,23 45:15 46:15  
48:25 51:4 55:13 56:25 57:7,18  
60:9 64:2  
rfpquestions (1) 18:7  
rfpquestions@dycd.nyc.gov (1)  
5:3  
RFPs (4) 3:9 17:17 35:17 46:13  
RICHMOND (1) 65:5  
right (25) 12:6 13:14 15:22,23  
16:15 17:11 18:11,13,23 25:21  
26:19 29:7,17 30:3,8 33:2 39:11  
41:13 43:20 44:10,11 60:24  
61:20 62:6,16  
right-size (1) 15:4  
road (2) 7:5,7  
ROBERT (1) 2:8  
role (7) 21:22,22,23 28:13 30:4,17  
31:18  
roles (1) 41:20  
room (3) 13:23 29:13 35:5

ROP (1) 31:14  
Rosa (1) 45:22  
Rosanna (1) 14:20  
RPF (1) 13:12  
rubric (1) 61:3  
rules (4) 42:14,15,16 43:2  
run (3) 6:5 48:9 55:8  
running (3) 14:7,10 35:10

---

**S**

---

S (1) 2:2  
SAC (1) 19:21  
safety (2) 42:21,22  
Sata (1) 31:9  
save (6) 7:19,20 9:7 13:25 19:16  
25:4  
saying (6) 14:21 19:5 23:14 35:13  
58:17 60:25  
says (10) 9:18,20 10:16 11:14 16:6  
49:2 60:11,12 61:2 63:5  
schedule (3) 32:13 59:19 60:3  
scheduled (3) 4:8,18,22  
school (88) 1:5 3:7 5:14 13:24 14:4  
14:22,23,24 15:18 18:13,18  
19:22 20:5 21:16,20 22:3,5,6,12  
22:23 23:5,6,11,14,17,24 24:11  
24:21 25:7,18,24 26:9 27:4,9  
30:3,21 32:2 34:22,22 35:11,18  
36:4,6,8,9,9,16,16 37:3,18 38:12  
38:13,13,18,22,25 39:2,22 42:17  
42:19,24 43:17,24 44:4,5,8,19  
45:19,20 48:15,18,21 49:18  
51:11,13 52:12,18,19,25 53:8  
54:16 55:24 56:24 57:24 58:3,18  
58:22 62:20  
school's (2) 21:22,23  
school-based (15) 1:5 3:6,10  
18:10,11 22:21 26:5 33:23,25  
48:25 53:7 54:9,17 60:9 63:7  
school-specific (1) 22:16  
schools (35) 3:12 13:11,13,18,20  
13:21 17:18,19,21 21:24 22:8,12  
23:8 32:4 34:14,17 35:19 36:6  
41:12,14 42:22 45:3 52:14 53:10  
56:14,16,19 57:4,6,12,16,19,22  
58:5,24  
science (3) 23:19 39:3,5  
scope (2) 53:14,15  
screen (7) 6:24 8:5,20 9:8,24 10:6  
10:14  
seamless (3) 34:21 35:11 42:16  
section (5) 46:16 49:20,21 50:9  
59:10  
security (1) 37:9  
see (10) 10:14 21:13 26:24 27:15  
27:15,19 52:4 53:10 62:25 63:10  
seek (1) 46:12

seen (6) 15:7 29:11,15 36:21 54:9  
62:11  
select (2) 8:25 52:14  
selected (1) 7:20  
selecting (1) 8:25  
Senior (3) 30:7,18 45:22  
sense (1) 29:21  
senses (1) 24:4  
separate (3) 3:9 25:4 46:13  
September (2) 4:24 45:3  
Sequer (4) 51:2,2,16 52:6  
Serge (10) 2:7 3:19 15:17 16:3,6  
22:19 23:21 34:6 46:10 52:16  
serve (1) 28:15  
served (1) 53:16  
service (4) 6:15 9:5 24:23 35:4  
services (7) 1:22 8:6,11 13:21  
14:10 57:3,12  
serving (1) 44:3  
session (4) 46:24 59:16,18 63:24  
set (4) 38:6,11 42:14 65:17  
settle (1) 42:4  
Settlement (1) 49:7  
seven (1) 60:11  
Shakespeare (1) 38:21  
share (2) 32:16 43:14  
shared (1) 28:7  
sharing (1) 20:19  
Sheena (1) 59:7  
shirt (1) 38:4  
short (1) 38:4  
show (3) 48:15 55:10 60:3  
showed (1) 16:20  
shy (2) 46:17 63:19  
sick (2) 33:6 44:14  
side (3) 46:5,5 54:24  
sign (4) 52:19,21,22,23  
signed (2) 58:25 62:21  
signs (1) 58:23  
simplify (1) 6:10  
single (1) 9:11  
sit (1) 26:12  
site (10) 9:3,4 21:21 28:2,22 30:11  
30:12 50:4 56:4 62:4  
sites (4) 30:8 31:18,20 55:5  
sitting (1) 26:10  
six (1) 26:11  
size (3) 47:8,14,15  
skills (2) 16:11 29:22  
skin (1) 20:15  
slide (1) 13:10  
slides (1) 13:10  
slots (1) 54:15  
small (6) 25:23 43:2,3,8,12 48:23  
smaller (1) 54:7  
snacks (1) 37:8  
social (2) 15:10,21

COMPASS  
February 4, 2015

9

soda (3) 27:2,3,4  
somebody (2) 30:22 31:24  
SONYC (8) 13:15 14:19 20:13 23:7  
30:20 45:24 54:13 57:2  
soon (2) 41:23 46:2  
sorry (7) 47:11 49:6,8 50:7 53:6,19  
60:22  
sort (15) 7:9 11:10,21 34:17 35:13  
36:5,19,22 38:4,16 39:7,17,24  
42:3,6  
sorts (1) 62:14  
space (4) 21:4 26:18 27:17 54:10  
SPEAKER (1) 63:17  
speaking (2) 13:8 54:11  
speaks (1) 33:8  
special (1) 47:19  
Specialist (5) 28:13,21 30:2,19  
33:3  
specific (6) 20:24 47:8,13 51:18  
55:18 59:4  
specifically (3) 47:15,24 48:3  
specified (1) 4:16  
specify (1) 7:13  
spend (1) 23:13  
spends (1) 18:21  
spoke (1) 47:24  
sports (1) 26:21  
Spring (2) 4:18 24:14  
sprinters (1) 14:10  
ss (1) 65:4  
St (4) 2:7 3:19 34:9 58:11  
staff (17) 2:8 6:25 18:21 20:2,22  
28:24 29:8 30:15,15 35:19 45:21  
48:17 49:15 50:4,18 60:12 62:11  
staffing (11) 5:13 28:10 33:5 49:20  
49:21 50:9,16 54:25 60:10,18  
61:6  
stage (2) 40:5 44:16  
stakeholders (2) 31:13 41:14  
stand (1) 3:17  
standards (4) 22:21,23 34:4 61:12  
stars (2) 18:23,24  
start (13) 4:3,23 8:2 20:2 35:12,20  
40:10,19 42:11 43:2,3,4,8  
started (4) 9:19 14:11 32:8 36:22  
starting (4) 4:7 37:2 43:6,12  
starts (3) 40:11,13 41:22  
state (9) 7:9 10:24 12:20 41:11  
44:23 46:20 49:5 65:4,8  
stated (3) 5:11 6:17 59:13  
statement (2) 41:11 44:10  
Staten (1) 45:11  
status (4) 9:17 10:14,15 11:11  
stay (5) 23:20 33:7 37:25 44:9,14  
STEM (9) 16:18,19,23 17:3 19:11  
23:16,16 25:11,22  
STENO-KATH (1) 1:22

stenokath@verizon.net (1) 1:24  
step (1) 18:13  
step-by-step (1) 11:22  
stick (5) 40:2,24 41:15 42:2 43:12  
stop (1) 29:6  
straightforward (1) 41:2  
strategic (1) 41:21  
strategy (2) 19:18 49:10  
Street (2) 1:8 49:7  
strength-based (1) 36:20  
strengthen (1) 35:13  
stress (1) 10:21  
strong (1) 13:8  
struck (1) 34:17  
structure (1) 45:2  
structured (1) 48:24  
struggling (1) 20:25  
stuff (1) 7:14  
stunning (1) 3:19  
subcontracting (1) 58:9  
submission (5) 4:13 5:5 9:25 10:8  
11:7  
submissions (1) 5:8  
submit (7) 4:25 6:16 9:13 10:5,17  
52:24 62:25  
submitted (10) 4:10 6:18 10:12,16  
10:24 11:5,15,16,16 58:24  
submitting (1) 6:6  
succeed (1) 16:12  
success (1) 50:6  
successful (2) 10:7 46:7  
Sukhraj (3) 59:7,8 60:6  
summarize (1) 49:9  
summary (2) 8:5,16  
Summer (2) 24:24 62:7  
sums (1) 11:10  
superintendents (1) 45:7  
supervising (1) 56:6  
supervisor (3) 30:7,18 50:2  
support (16) 26:2 27:21,25 30:17  
33:19 35:6 45:2,6,9,23 46:4  
48:17 49:25 50:6,19 51:12  
supported (1) 45:8  
supportive (1) 12:17  
supports (1) 49:14  
sure (15) 5:6 8:24,25 9:4 18:15,18  
19:23 35:9,14 41:17 43:18 44:20  
46:6 51:22 57:6  
surprise (1) 28:9  
Suzy (5) 2:5 4:2,11 6:2 12:2  
symposium (1) 34:13  
system (15) 4:11,20 6:9,14 7:4  
13:3,3,8 15:9 16:24 33:9,19 45:6  
64:3,6

T

T (2) 65:2,2

tab (1) 7:7  
table (1) 43:18  
tabs (1) 8:4  
tactile (1) 23:23  
take (7) 5:24 6:20 13:5 23:25 33:17  
35:15 41:7  
takes (1) 52:2  
talents (1) 36:14  
talk (9) 15:17 16:3,3 17:9,11 33:16  
34:6 39:23 53:9  
talked (1) 34:20  
talking (8) 13:2 15:13,17 21:2  
26:14 36:4 42:11 53:17  
talks (2) 13:11 17:9  
taught (1) 31:2  
teacher (1) 24:2  
teachers (7) 19:2 20:5,22 26:3  
30:3 32:18 50:23  
teaching (3) 30:23 43:23 44:7  
team (9) 14:8 28:18 30:10 31:24  
35:9 43:22 45:17,21,22  
tell (5) 8:7,10 9:18 11:14 14:4  
telling (1) 52:17  
ten (3) 20:14 43:4,8  
tenants (1) 18:12  
tend (1) 16:25  
tending (1) 44:14  
term (1) 4:21  
terms (10) 9:24 10:2 21:12 26:5  
30:4 55:13,20 60:17 61:5 62:21  
testing (1) 44:12  
thank (14) 6:3 11:24 12:2 34:8  
46:10 47:2,22 48:22 50:25 56:8  
59:6 60:6 63:15 64:8  
Thanks (2) 52:6 53:13  
thing (7) 15:2 17:4 26:14 27:6 38:2  
44:19 45:12  
things (32) 7:10 12:13,22 13:7  
16:4,16,22,23 20:11 21:4,6,9  
23:20,21 25:20 26:23 27:14  
29:10 30:16 32:14 36:12 39:17  
44:10,11 45:18 48:18 50:4,5,23  
58:10 61:12 62:15  
think (18) 6:8 13:7 14:8 16:13  
24:20,21 25:17 29:11 31:10 33:4  
36:18 37:25 38:2,4 44:9 51:20  
58:2 63:3  
thinking (3) 11:5 22:24 31:17  
third (1) 63:25  
three (10) 13:7 24:11 26:12 43:14  
51:5,7,9,14,15 53:16  
three-hour (1) 59:18  
Thursday (1) 42:12  
time (23) 4:17 5:7 6:21 11:12 12:15  
14:2 18:21 27:9 28:15 29:14,14  
29:22 31:21 34:24 41:7 42:5,6  
43:10 46:11,23 52:3 64:5,9

**COMPASS**  
**February 4, 2015**

**timeline (1)** 4:4  
**timely (1)** 5:7  
**times (1)** 46:22  
**today (4)** 4:25 15:12 28:18 40:11  
**told (1)** 19:12  
**tomorrow (2)** 40:11 41:24  
**tons (1)** 57:7  
**tool (1)** 7:17  
**top (4)** 7:7 8:4 9:8 10:6  
**total (4)** 5:14 24:23 52:12,16  
**totally (1)** 59:3  
**touched (1)** 34:16  
**train (1)** 28:24  
**trained (1)** 29:8  
**training (1)** 30:3  
**trainings (1)** 11:20  
**transcript (2)** 1:14 65:11  
**transition (2)** 22:25 23:2  
**translate (1)** 25:15  
**transparent (2)** 12:12 43:19  
**tremendous (1)** 14:16  
**troubleshoot (1)** 7:3  
**true (2)** 32:14 65:12  
**try (5)** 13:21 16:11 26:20 32:12  
 39:24  
**trying (5)** 13:25 14:3 18:11 26:17  
 57:20  
**Tuesday (1)** 42:12  
**turn (2)** 34:5 46:18  
**turns (1)** 14:3  
**tutorial (1)** 6:6  
**tutoring (4)** 19:8 25:16,24 56:10  
**Tweed (1)** 21:8  
**two (12)** 3:9 16:4 25:10 45:10,10  
 45:13 46:2,13 51:19 56:16 60:10  
 60:15  
**type (1)** 44:5  
**typically (4)** 60:13 61:16,20 62:10

**U**

**ubiquitous (1)** 39:11  
**ultimate (1)** 52:20  
**undergoing (1)** 44:25  
**understand (7)** 18:19 19:21,23  
 27:7,20 41:14 59:12  
**understanding (4)** 20:3 21:21,23  
 26:25  
**undo (1)** 31:24  
**unfortunately (1)** 38:3  
**UNIDENTIFIED (1)** 63:17  
**upcoming (1)** 7:8  
**upfront (1)** 28:6  
**upload (5)** 9:10,11,15,19,21  
**use (4)** 7:16 23:15 26:16 27:18  
**useful (1)** 29:19  
**user (2)** 10:4 11:8  
**usually (1)** 39:25

**V**

**value (1)** 14:9  
**videos (1)** 11:20  
**vision (6)** 17:15 18:15 27:24 29:3  
 40:20 58:3  
**visits (1)** 28:2  
**volcano (1)** 23:18

**W**

**waiver (2)** 55:17,23  
**want (44)** 5:6 8:22 9:3,13 10:2,9,19  
 10:21 11:2,3,11 13:23 14:12,20  
 15:13,15 16:14 17:2 19:12,18,25  
 20:22 21:24 22:11 23:12 26:7,11  
 27:12 30:16,20 33:4,10 34:11  
 36:23 38:16 40:7,8 41:2 48:5,15  
 52:17 58:9 60:2 61:10  
**wanted (8)** 12:13,25 15:9 17:16  
 18:5 35:12 52:10 60:16  
**wants (5)** 18:17 19:7 35:22 37:4  
 61:13  
**warmer (1)** 27:13  
**wasn't (2)** 29:4 62:22  
**way (11)** 5:21 6:12 7:14 14:3 23:3  
 36:20 39:4 46:19 51:11 55:10  
 65:15  
**we'll (5)** 19:3 22:22 27:8 34:7 46:9  
**we're (36)** 5:20 11:22 13:2,22 15:3  
 16:2 17:7 20:13 21:2 23:4,6  
 24:10,22,25 25:9 26:14 29:16  
 30:14 31:6 32:16 36:3 39:23 45:4  
 45:5,25 47:7 48:12 50:17 51:23  
 52:17 53:9 55:5,21 61:4 63:12,13  
**we've (11)** 13:14 14:7,10,25 18:6  
 26:8 29:11 54:8,14 57:7 62:10

**website (2)** 11:18,19  
**Wednesday (1)** 42:12  
**week (1)** 41:25  
**weekly (1)** 59:12  
**welcome (4)** 3:3,4,18 34:11  
**went (1)** 11:23  
**WHEREOF (1)** 65:17  
**White (8)** 2:4 3:2,14 12:2 46:10  
 47:9 49:5 63:19  
**Williams (29)** 2:6 3:21 12:7,10  
 47:16 48:7,14 49:22 50:11,24  
 51:8,20 52:15 53:6,17,20 54:5  
 55:13 56:7,22 57:22 58:21 60:19  
 60:24 61:7,24 62:10 63:3,9  
**willing (1)** 47:14  
**win (1)** 55:22  
**Winter (2)** 24:14,17  
**wise (2)** 59:20 62:8  
**WITNESS (1)** 65:17  
**wonderful (1)** 14:4  
**wondering (6)** 47:7,13 56:13,17  
 59:19 60:14

**Woods (6)** 48:23 49:6,7 50:7,21,25  
**work (7)** 20:23 21:24 26:3 48:2  
 50:3 52:14 56:14  
**working (12)** 12:16 14:14 25:19  
 32:18 34:16 45:24 46:8 47:19  
 51:12 55:4,25 60:15  
**works (2)** 6:12 50:13  
**worst (1)** 29:10  
**wouldn't (1)** 50:17  
**write (1)** 48:14  
**writing (1)** 48:12

**X**

**x (3)** 1:2,7 41:3

**Y**

**Y (1)** 41:5  
**yeah (4)** 27:2 53:22 54:3 61:25  
**year (4)** 12:18 14:18 25:8 43:7  
**years (5)** 53:16 55:6 60:13,15  
 61:16  
**yesterday (1)** 12:20  
**York (9)** 1:9,9,23 12:8 13:10 23:9  
 23:19 65:4,8  
**young (10)** 14:9,21 16:12,14,20  
 17:2 20:25 22:9 25:25 51:11  
**younger (3)** 30:25 39:8 61:23  
**youth (4)** 1:3 16:2,10 47:19

**Z**

**Zenaida (3)** 2:4 3:14 14:2

**0**

**1**

**10 (1)** 24:22  
**10007 (1)** 1:9  
**10543 (1)** 1:23  
**116 (1)** 56:13  
**12 (3)** 59:9 62:6,13  
**120 (1)** 54:11  
**13 (2)** 24:11,21  
**139 (1)** 1:22  
**14th (1)** 1:8  
**15 (4)** 5:16 23:13 59:14,21  
**150 (2)** 54:11,15  
**18 (2)** 61:24,25  
**180 (1)** 54:15  
**181 (1)** 56:15  
**1st (2)** 4:22,24

**2**

**2 (1)** 1:8  
**2,112 (1)** 47:6  
**2:00 (2)** 4:9 64:5  
**2:09 (1)** 1:11  
**20 (2)** 5:13,14

COMPASS  
February 4, 2015

2005 (1) 58:2  
2011 (4) 15:2,4,7 28:14  
2014 (1) 14:11  
2015 (6) 1:11 4:9,22,24 5:4 65:18  
2018 (1) 4:23  
20th (1) 5:4  
212.95.DEPOS (1) 1:23  
238 (1) 56:12  
247.3 (1) 14:14  
25 (4) 28:15 60:13 61:16,21  
251 (1) 56:15  
26 (1) 61:19  
27th (2) 4:9 64:5  
29 (1) 56:11  
295 (1) 56:12

---

3

3 (1) 63:6  
3:00 (2) 21:5 51:13  
3:15 (1) 64:9  
31st (1) 4:23  
37 (1) 56:12

---

4

4 (1) 1:11  
4:00 (1) 51:18  
40 (1) 5:17

---

5

5 (1) 5:18  
50 (1) 59:17  
5th (1) 65:18

---

6

6:00 (2) 21:5 51:13  
60 (1) 54:9  
640 (3) 51:22,23 52:5  
670 (1) 24:23

---

7

---

8

850 (1) 13:4

---

9

90 (3) 27:12 28:12 59:12  
914.381.2061 (1) 1:23  
914.722.0816 (1) 1:24  
953.3767 (1) 1:23