NEW YORK CITY DEPARTMENT OF YOUTH &
COMMUNITY DEVELOPMENT

COMMUNITY SCHOOLS REQUEST FOR PROPOSALS
PRE-PROPOSAL CONFERENCE

Two Lafayette Street
14th Floor Auditorium
New York, New York

Monday, February 2, 2015
10:07 A.M.

MEETING CHAIRED BY:

ZENAIDA MARIE WHITE, Assistant Deputy Agency Chief Officer

PANEL:

CHRIS CARUSO, DOE

SARAH PETERSON, DYCDS

SCOTT BLOOM, DOHMH

ROBERT FRENZEL-BERRA, DYCD

SUZY MULVIHILL, HHS ACCELERATOR

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

PRESENT:

Emily Blank, Cypress Hills Local Development Corporation

Kerri Soucy, East Harlem Tutorial Program

Dawan Julien, East Harlem Tutorial Program

Johnnie Godette, Jr, Foundations for Life, Inc.

Janice M. Holzman, Global Kids, Inc.

Evie Hantzopoulos, Global Kids, Inc.

Ingris C. Coronado, Southern Queens Park Association

Wendy Edge, Supportive Children's Advocacy Network

Ken Thompson, Supportive Childrens's Advocacy Network

Jane Johnson, The Children's Aid Society

Rosemary Taveras Collazo, The New York Foundling

Michele Fox, The Riding with Us Foundation

Jacqueline Misla, YMCA of Greater New York

S. Paynero, TASC

Lisa Tazartes, Ramapo for Children

Ginger Hebbell, NFSC

Laura Daley, East Side House Settlement

Daniel Oscar, Center for Supportive Schools

Helena Ku, Queens Community House

Susan Matloff-Nieves, Queens Community House

PRESENT: (Continued)

Riina Desai, Episcopal Social Services

Daniel Saint-Firmir, Foundations for Life

Gigi Li, Neighborhood Family Services Coalition

Proceedings

MS. WHITE: Good morning. It is so good to see how many came out here in this bad weather.

On behalf of the City of New York I welcome you to the Pre-Proposal Conference For Community Schools RFP. My name is Zenaida Marie White. I am the assistant deputy agency chief contracting officer here at DYCD. And I want to thank you again for joining us. I would like to begin by reviewing some important deadlines and information.

Proposal due date for this RFP is February 24th, 2015, at 2:00 p.m. Please note that these proposals are due in the HHS Accelerator System. No hard copies of these proposals will be accepted. Suzy Mulvihill is here from HHS, and after me she's going to come and tell you a little bit more about that process.

Also please note that the proposal due date and time is the only

Proceedings

time that we will accept proposals. Anything submitted after that due date and time will not be accepted. So please adhere to this very important deadline.

Anticipated Award Announcement. We anticipate that the announcement will be made in early spring of this year. The contract term is scheduled for May 15th, 2015 through June 30th, 2018. Questions regarding this RFP can be e-mailed at RFPQUESTIONS@DYCD.NYC.GOV.

And we have another deadline. For these questions please submit them by February 14th, 2015. We want to make sure that your questions are received and answered in a timely manner.

Now today, we do have a panel presentation for you. And I would like to introduce those who are sitting on our panel today. And I would like to begin with Chris Caruso. He is from

Proceedings

DOE. I'm expecting a round of applause.

(Applause.)

MS. WHITE: Sarah Peterson is also from DOE and she will be assisting us on the panel today. We have Scott Bloom from the Department of Health and Mental Hygiene. We also have, as I said earlier, Suzy Mulvihill from HHS Accelerator. And we have our very own Bob Frenzel-Berra, he is from our Planning Research and Program Development Unit here at DYCD.

As we get ready to call Suzy up, please take notes of any questions you may have, because you're going to get the opportunity to come up here for a clarifications, any questions. So please be sure to take notes.

And now I would like to introduce to you Suzy Mulvihill from HHS. Thank you.

MS. MULVIHILL: Good morning. So I'm going to run us through a brief

Proceedings

overview of submitting a proposal in HHS Accelerator. To start, Accelerator was launched to improve and simplify the competitive contract and financial management between the City and providers. On a very basic level, the way it works is agencies publish all Requests for Proposals in the system. And then providers who are pre-qualified and have approved relevant service application can log in and submit proposals for those RFP. The providers must submit through the HHS Accelerator, as has been mentioned, by proposal due date and time.

As you're going through this process, if you have any questions you can reach out to our help desk at info@hhsaccelerator.nyc.gov and we will help you troubleshoot any issues you have with the system.

To start out, when you log in to Accelerator you're going to access the particular procurement that you would

Proceedings

like to submit a proposal for. You're going to go to the Procurement tab, and once this is displayed, you will see all the RFPs that we have up and coming. You can filter the procurement road map in order to find what you're looking for a little bit faster and in a more easier display. So the way you can do this is by using the Filter Items button in the left, in the left corner of the screen there. And when you select Filter Items you can specify the criteria you want to search on. For instance, you can select D and it will just show your procurement.

Additionally, we have a Favorites feature where you check the small boxes on the left of the blue hyperlink and save to Provider Favorites. This will keep all your favorites in one place, and it will show you anything that's added there.

So when you're ready to actually submit your proposal, you're going

Proceedings

click on the blue hyperlink, and that will put you into this section of the system. You will see there are four tabs across the top and this just breaks down the proposal section.

So the first one is the Procurement Summary, which will just provide you with the details. Next is the Services and Providers where you will view the services that are relevant to the procurement itself, and also providers who are also eligible to compete.

RFP Documents, which you will want to download, so you know exactly what criteria you should be using to submit to enter into your proposal.

And then lastly the Proposal Summary which is where you're going to come to actually submit the proposal. Once you're on this page, you're going to click Add New Proposal, and you will be put into this screen. Here's our proposal detail screen where you're

Proceedings

going to enter anything that has a red asterisks next to. You want to pay close attention to the competition pools, make sure you're putting yourself in the correct pool.

And lastly at the bottom you're going to add the site location where the service section delivery. Once this is all entered you can click Save and Next. And you're going to end up on the top page here. And this is a very important page. This is where you're going to upload all that comprise your overall proposal. You have to upload a document for every single entry here. You have a nice status column there where you want to make sure everything has a Complete next to it. And if it's not inserted it means you have to go in and upload the document. This section is important because if you try to submit your proposal without uploading a document you'll get an error message,

Proceedings

and you you'll have to come back and make sure there is something in place for each entry.

So once you've gone through, you've uploaded all the necessary documents, you want to consult RFP Proposal Instructions in order to follow exactly what needs to be placed here. You can go next, and it will put you into this screen at the bottom where you will be asked to agree to the terms and conditions and then enter your NYCID and password.

Once you click Submit you will then, on this page you will see the status of the proposal as submitted. One thing I want to encourage you is to submit in advance of the deadline. If you do this and you realize, Oh, my God, there is a mistake in our proposal, we want to update it. You can do that. I want to stress, in advance of the deadline. So you come into this page and you can select

Proceedings

Retract Proposal. This will pull the proposal out of submission and back into your court. You want to make any changes and want to go back in and resubmit the proposal all over again. We do not recommend to do this 5 minutes before the deadline. You do this very well in advance. This is just here if you do have to make a last minute change.

Finally, if you have any questions, as you're going through the process, you can also consult our public website. We have a resources section that has videos and guides that will walk you through the process step by step. And as I mentioned, you can also contact us. Thank you.

MS. WHITE: Thank you, Suzy. And now we have Chris Caruso who is from the Department of Education, and he will be reviewing the program over Community Schools.

MR. CARUSO: Thank you very much.

Proceedings

Good morning everyone. So I've been on the job for about 90 minutes, so you'll have to excuse my notes here.

On behalf of Chancellor Farina, and the Department of Education, it is my privilege to welcome you here all this morning and give some more information about the City Community Schools initiative and the solicitations specifically. Our goal this morning is to provide information about Community Schools in New York City. How the solicitation fits in with the Mayor's and the Chancellor's vision, and, of course, to answer any questions.

Before I begin, I want to thank Commissioner Chung, and my colleagues at and HHS Accelerator. Your expertise in procurement and the development of this has been instrumental for helping us all keep on the ambitious timeline.

Let me start by providing some context of what Community Schools are

Proceedings

and what it means for New York City. Community Schools along with Universal Pre-K and Middle School Afterschool, are among the mayor's signature education initiatives. All rooted in to equalizing opportunity and leveraging community partnerships. The end goal is to change how the City collectively thinks about the role of schools, particularly in high-need neighborhoods. Our public schools can and should serve as hubs of education, community building and service delivery in all communities.

And these community schools will serve as innovation labs where all parties, parents, principals, teachers, students and CBOs, will be encouraged to experiment, and the broader community will be encouraged to support in them and invest in them.

The Department of Education has created a new office of Community Schools. And this office will help

Proceedings

Community Schools across New York City fulfill our mission, which is that Community Schools will: One, to integrate academics, health and mental health services, social services, expanded learning opportunities, youth development, and family and community support. Two, they will serve as a hub where partners come together to coordinate and integrate a range of support based on the needs of the individual student and the assets of communities. And three, they will mobilize a full spectrum of resources to meet those needs and advance the school's mission.

Our goal is that in four years we will have 100 fully developed community schools across the City, and obviously we're well on our way in this procurement, and the AIDP Community Schools that started earlier this year.

This will be a collective effort that includes the thinking, resources,

Proceedings

and support of a number of different New York City agencies, the Children Cabinet which Deputy Mayor Buery convened has provided critical feedback and commitment to harness the full City's resources is make these initiative a success.

So to start, about nine months ago the City announced two efforts to transform a total of 128 community schools into Community Schools. 45 of the 128 schools are supported through Attendance Improvement and Drop Out Prevention grants, and have to date selected a lead partner and are implementing some program.

Some of you in this room might have some of those grants. Can I have a show of hands who has an AIDP grant? Thank you.

94 schools are going to be supported through the School Renewal Program which targets historically low performing schools.

Proceedings

This RFP solicits a CBO lead backbone organization to partner with which the 83 renewal schools who do not have an existing partnership through AIDP schools. You might have seen the list of 94 schools. 83 of them are included in this RFP, and the 11 that are not, already have existing community school partnerships through the AIDP funding source. A crucial element across these Community Schools is that they are all going to have a connection to the DOE's Renewal Program. The 94 schools that were selected for renewal met the following criteria: They were performing at the lowest 5 percent of the schools statewide, and the bottom 10 percent of showing process. Elementary and middle schools in the bottom 25 percent of math and ELA scores. High schools in the bottom 25 percent of four-year high school graduation rates. They showed limited capacity for improvement, and

Proceedings

their most recent quality review resulted in under developing, developing, or proficient.

In short, these are school communities that have been struggling and we intend to infuse partnership, resources and a new way of thinking in order to help them improve and fully deliver on a promise of education.

The DOE office of community schools will be working side by side with the Renewal School's Office to support schools and non-profit, adopt a whole school approach where community partners, pair with principal and school leadership teams to offer programing that personalizes learning for all students.

Let me be clear. This integration is essential. We are not merely adding on to the school day, we are not operating in silos, and as much as possible we're not duplicating efforts.

Proceedings

Successful Community Schools implementation is effective, it is efficient, and it promotes equity. So if the school is struggling to fulfill its arts requirement, the school leadership team and community partner can come together and infuse additional arts programing through a longer school day; robust academic programming that supports classroom learning can help students catch up and leap ahead; and mental health services can balance a school-wide positive behavior system.

Let's get into the details of the RFP. The RFP is offering an opportunity for CBOs or a private organization to serve as a lead partner to one or more of the 89 Renewal Schools. It is anticipated that the average allocation per school will be approximately $425,000, but that obviously depends on the grade configuration, and the number of students in the school.

Proceedings

The organizational experience that we're looking for for our lead community partners is that they have at least five years of successful experience within the last seven, working with schools to support vulnerable youth, families or communities. And this can take a number of different forms as you can see on the slide. A lead partner must have five years of successful experience within the last seven of also securing financial resources for this work. So financial support from foundations or government contracts.

To be clear, we're talking about an organizing principle here, and we're expecting the schools and communities are going to come together and continue to raise resources to support all of the programmatic elements that a school needs support in their community.

We got a number of core elements that are listed in the RFP, including

community school coordination, parent and family engagement, expanded learning and enrichment activities, and mental health services.

And I'll take just a second to go through each of those. So for Coordination we're looking to provide backbone support for schools. And it is really a holistic approach, as I mentioned earlier. So each CBO is going to hire a community school coordinator. They're going to do that in coordination with the principal and school leadership team, this is a joint decision the leadership team will make. And we're expecting to see collaborative planning throughout the course of the year. Facilitative conversations where the Community School coordinator really becomes a key component of the principal's cabinet and the school's leadership team. And in some schools the Community School coordinating counsel will be a part of

Proceedings

the school team, other times it might operate as an extension of that.

We're looking for transformative parent engagement. The lead partner will coordinate with the SLT and the power coordinator to facilitate parent engagement; this can include engaging parents and community members in decision-making and leadership roles. We're really looking for opportunities to promote buy-in for parents and to build trust across the broader Community School; talking about real culture change. Looking at change in the culture of schools we need parents, we need families, we need to get the school's faculty on board, in addition to the CBO and the principal, right? You in this room know it is difficult, you can't do this work alone. So we're really looking for an organizing component to get by and across multiple stake holders.

There is an expanded learning

Proceedings

expectation along with enrichment. So Community Schools will offer 12 and half hours of expanded learning time and enrichment each day over the course of 30 to 36 weeks of school.

Now as part of the Renewal School program there is an extra instructional hour each and every day, so those 5 hours a week are part of the 12 and half hours. And the expectation here is that instructional time, the enrichment time, the CBO time, and the faculty time are all coordinated in the line with one another. We don't want these works happening in silos. We have a team at the Department of Education that's supporting principals and leadership development and to help them understand how to interview, to bring together as well. And there will be a lot of support to make this happen.

We also want to make sure that all expanded learning opportunities are

Proceedings

balanced, so there is a mix of art, physical education, and academic work.

And we have mental health programing as well. Scott Bloom is going to talk a little bit about the mental health work.

MR. BLOOM: Thank you, Chris. Good morning.

So let me run through briefing the mental health piece of the Community Schools. The first thing that we're going to do is assist the schools and the lead partner, the CBOs, in assessing the need for mental health services. We'll be doing assessment, looking at the gaps of resources, what they have, what they don't have. And we're going to be looking at three areas of mental, any kind of mental health program, might have universal interventions which are whole school; selective interventions which target students who are at risk or abuse, neglect, dropping out, suicide

ideation; and finally indicated services which are typically one on one treatment for students and their families.

We will be assisting the lead CBOs in subcontracting with mental health providers throughout the City who are qualified, as stated in the RFP. We'll be working with schools. We'll have school mental health managers that will be working with schools to assist in choosing the appropriate interventions for the school, help them obtain -- if there are satellite clinics opening up in the schools, help them obtain the licenses and help them through that process.

And then we'll be providing ongoing technical assistance to the schools, to the CBOs, to make sure that those mental health providers are doing what is agreed upon. And finally, we'll be overseeing with the clinical programs in these Community Schools to

Proceedings

make sure that, looking at the data that they're collecting, quality assurance, making sure that they are up to the standards of the State Office of Mental Health, who we'll be working very closely with, and also with the New York City Department of Health and Mental Hygiene.

MR. CARUSO: Thanks, Scott.

Finally, there are some key staffing expectations that were listed in the RFP. So first off, every contractor that's awarded a contract will be expected to hire a Community School coordinator that I mentioned. A bachelor degree is required. And this person will be responsible for the coordination and collaboration of all programing, including in school, and expanded learning elements. Again, it is expected that the school leadership team, the principal and CBO will work together to identify the appropriate candidate and hire them. As much as

Proceedings

possible we really want the Community School coordinators filling the part of the school leadership team.

There are a couple of other important faculty positions that might already be in place at the school. So, for instance, an expanded learning director, if your school already has a SONYC or a Compass Program, chances are you already have a full time SONYC or Compass director, someone that is managing the expanded learning work at that school. So, obviously, if not, we need to hire someone to do that work.

Likewise, the school might have an educational specialist, it might be an instructional coach or someone that is helping coordinate some work and aligning curricular and pedagogical resources between schools and other partners in the school, and providing coaching to the school faculty. That position might be already in place as well.

Proceedings

And finally Scott just eluded the presence of mental health professionals will be an important component that may or may not exist there. What we're encouraging folks to do is highlight what resources we're leveraging, what's already there. And where there are gaps, address how you will be filling them and what type of staff you anticipate will fill those needs.

So I'm thrilled to see folks in the room today on such a dreary morning. It really is encouraging to think about the great non-profits that are willing to partner with the City on this effort. The work that we're embarking on today is not easy and it is going to require a transformational change in mindset, which is precisely our goal.

Community Schools are intended to change the student experience and strengthen community connections to schools, both of which will require

Proceedings

significant shift in school culture. And together, I'm confident that we can make this happen.

In closing, I want to say that we're here today to listen, to do our best to answer any questions and clarify anything that's unclear. Know that we value your feedback and we look forward to your questions. So thank you.

MS. WHITE: Thank you, Chris.

So now that the panel portion of this presentation has been now concluded, I would like to invite you to the podium. We can form a line here and you can come ask your questions. This session is being recorded, so when you come up to the microphone please make sure that you state your name, the organization you're representing, and if you can, possibly reference the page or section that you have your question from the RFP. Thank you. Don't be shy.

Proceedings

MS. BLANK: Hi, I'm Emily Blank from Cypress Hill Local Development Corporation. I have kind of a long list of questions, including micro and macro.

One is that the RFP says that the schools had to let DOE know by Saturday, this past Saturday, if they wanted to collaborate. So I'm not sure -- I couldn't find in the RFP who they were suppose to contact at the DOE. We have two schools that want to collaborate with us. So I just want to check if they didn't manage to get to anybody, can they still collaborate with us?

MR. CARUSO: Yes, they still can. The Renewal Schools Office was reaching out to the indicated schools at the end of the last week. So we're aware of a number of the folks that want to collaborate. If they haven't, you can -- you should just send an e-mail to RFP Questions and we'll forward it to

Proceedings

the right folks at DOE.

MS. BLANK: We can send that or the principal needs to do that?

MR. CARUSO: You can send it and we'll follow-up with the principals.

MS. BLANK: Great. On page 4 on the structure proposal, it mentions is there a format for that or a planning and assessment plan timeline? Is there a format for that or do we just create that?

MR. FRENZEL-BERRA: There is no set format. It is up to you to organize that and include it in your proposal.

MS. BLANK: Okay. About the mental health assessment. I was curious, we're interested in working on a school compass that has an on-site mental health clinic. So is it possible that one outcome of the assessment would be that we would not have funds allocated for mental health at all because they're already so many

Proceedings

existing services?

MR. BLOOM: I think it would just be taken into consideration. The assessment would still be done to make sure that what that clinic is doing is not only appropriate but is meeting the needs of the school.

MS. BLANK: But one scenario could be that there would not be additional dollars for mental health services?

MR. BLOOM: I'm not sure about that. Again, we would have to take a look to see what they are doing -- we do know if there are already mental health programs on-site any funding is not to -- any funding would not be for what they're already doing. So if they're on a campus with 2000 students, and they only have one person working there, money might be used to enhance what they're doing, but not to pay for what they currently have.

MS. BLANK: The linkages, I see

Proceedings

that they are worth 10 points, but it is a little tricky to figure out the linkages because so much of the programing depends on the result of the assessment that is not done yet. I don't really see any guidance as to what you were looking for for linkages. So I'm just wondering if you can help us with that, because we don't want to run around and get a lot of meaningless linkages to try to get 10 points.

MS. PETERSON: Which page are you referring to?

MS. BLANK: I don't remember. Yeah, page 17. It just says, evidence of substantive linkages with appropriate public, private community service providers. But there is no guidance as to serve the content area of those providers. And like I say, because so much depends on the assessment, we do linkages with wherever the gaps were.

MR. CARUSO: I think we expect

Proceedings

the linkages to evolve. The idea here is really to show that the applicant is experienced and familiar with the community with which the school operates in. And this is an opportunity for you to demonstrate evidence of that through either existing partnerships or through your knowledge of the community.

MS. PETERSON: We're asking all providers and potential partners to be thinking outside the box. So how can you be most innovative on your approach in working with the schools? How many of you have already had those experiences? This is the opportunity to propose how you can solve a lot of these academic problems that have kept these schools in the positions they are in for so many years.

MS. BLANK: In terms of the measurements, like once the programs are running, is the City going to be developing common measurements for the

Proceedings

increased parental engagement and improved mental health, and can the providers have any input into that design of that measurement?

MS. PETERSON: Yes. That will evolve over time. And in short order, the best thing that providers can do is actually, if they are hired, form a logic frame which we can give guidance around. Look at your input activities, output, and really have a sense of what you want to accomplish each year of the initiative, but with an eye toward the three-year plan.

MS. BLANK: But that's after being granted.

MS. PETERSON: Yes.

MR. FRENZEL-BERRA: On that point in the structure proposal, the RFP, we are asking proposers to tell us how they would track the progress for those outcomes. So we want to get your input in that way.

MS. BLANK: Okay. And then we've

Proceedings

heard so far from the principals that we're interested in working with, that a lot of the DOA assessment process that started so far is really focused on in-classroom stuff and instructions. So separately from this RFP, is the DOE making funds available to schools for support around what happens during the school day in the classrooms, or is that something that's in the scope of what we should be thinking about?

MS. PETERSON: I love that question. There is a provider in the room that does a ton of good work that's just about in-school programing working with seniors to freshmen, peer mentoring. It is like a full curriculum for faculty, curriculum for senior, curriculum for ninth graders. They also will have a Community School coordinator connecting with community partners and managing CBOs within the building. The point is, this is an in-school and after-school and out of

Proceedings

school approach, like the connections you can make to the community that it is whole school, and it is whole in particular and it is every aspect of the day. So I think it is incredibly important to recognize that.

For the Renewal School specifically, they will be given additional support from the Renewal School Office headed by Chris Caraco, where they will receive all kinds of professional development, and on-site coaching around classroom management, classroom differentiation. And things like that. And so these processes are happening at once but they are holistic in nature, and we need your support and help in terms of guiding schools along that path.

MS. BLANK: And will the DOE assessment process also include non-academic content areas? Because what we've heard from principals so far that it has mostly been about

Proceedings

academics.

MS. PETERSON: That's also a very good point. Because the RFP Renewal School Programs recently announced they wanted to begin with the academic piece of this work. But really the idea of the community full approach here in the City to make kids grow socially, emotionally, health and mental health, and also academics. And so, yes, social, emotional measures, and mental health, and health will all be factors into the efficacy of this initiative.

MS. BLANK: Just a couple more. Another thing that's come up through the assessments so far is that on one of the goals identified for one of our schools so to make the school more physically appealing. So can funds from this RFP be used for physical enhancements for the building?

MS. PETERSON: Within reason. I mean beautification is part of any leveraging school culture. Be creative

Proceedings

and outside the box, some of this we're going to deal with on an as-needed basis. Your budget is developed in collaboration with the school. You can touch on those points and we'll have that conversation.

MS. BLANK: Last question was just about what you just mentioned about the staffing that you had said some of those positions were as-needed. So does that mean that all of those positions are required, but we only need to talk about them in the proposal if they don't already exist in the building, or that those as-needed ones are depending on what the CBO and the school think is needed?

MR. CARUSO: They're depending on what the school and community think is needed. If you look at the core elements, there's an managerial structure that's going to be required. So if you guys collectively design an ulterior way to staff that and to

Proceedings

provide leadership for that, then you should propose that, also to leverage existing personnel whether they be from the potential provider from the school.

MS. BLANK: We're looking at high schools so we don't have an expanded load of time program there.

MR. CARUSO: That's right.

MS. BLANK: Thank you.

MR. CARUSO: Thanks.

MS. WHITE: Don't be shy, please come up to the microphone.

MR. OSCAR: Good morning. My name is Daniel Oscar. I'm with The Center For Supportive Schools. My first question was actually prompted by the previous questioner which is, the collaborations that were needed to be told to DOE a few days ago, my understanding was that those collaborations were not between schools and CBOs, but between simply among existing schools within a co-location situation, that the schools themselves

Proceedings

would work together, but that there is no portion of that that would include mention of a CBO. But is that a correction, the collaborations be told in advance to DOE between the CBO or the particular schools?

MR. CARUSO: No. Your premise is correct, this is for two schools that are co-located and they are choosing to consolidate their program sites, and then they will be working with one lead CBO. They don't need to name that CBO. They don't need to name them when they DOE. Just for a point of clarify, I was suggesting that the proposer could notify DOE and just give us the heads-up to work on the timing of it.

MR. OSCAR: If there is a school that's not co-located with another school, there is no reason for them to communicate about that at this time.

MR. CARUSO: That's right.

MR. OSCAR: Thank you. Is there any -- this is just a point of clarity

Proceedings

-- is there any maximum number of CBOs? The school partnerships, I know under AIDP there was a maximum of three. I'm wondering if that applies with this one? And I have a follow-up question on that.

MS. PETERSON: No maximum.

MR. CARUSO: So just to clarify, we're looking for one lead CBO that's what this RFP is for. And when you're talking about the partnerships, we haven't in the RFP stated any minimum or maximum for that. Along with the lines of efficiency, we would want some rationale, and we're looking for kind of a larger model for what would define the appropriate collaborations.

MS. PETERSON: In terms of AIDP, yes, we had three CBOs. So a CBO partner with three schools and no more, or one of those could be a campus site. But in this case, no, there is no minimum or maximum. But it is important that we all are

Proceedings

self-reflective about what we can handle, obviously, as an organization. So being a partner to 20 schools might be a lot of work.

MR. OSCAR: So that leads to the follow-up question which is, this seems perhaps the equivalent of 84 separate competitions as opposed to one competition that each -- where essentially everyone is applying to particular schools. So if a scenario, if, and I'm making this up, but to illustrate a question, if there are four schools that want to work with a particular CBO, and the CBO knows it only has a capacity to handle two, how does the CBO, need in the pre-application stage, to decide to submit only two applications, because that's the maximum that it could handle, even though those two maybe rejected? Or can it apply for four hoping that two will be accepted, but if four are accepted they may need to

Proceedings

tell two that it doesn't have a capacity to work with them? Do you understand the question I'm raising?

MR. CARUSO: It is 84 separate competitions, that's accurate. The CBO should assess its capacity and have a transparent conversation with the school's principal. Sarah mentioned you can apply for as many as you want. And the ones that are awarded ultimately will be your decision to accept those or not. And so we will come back and say, this is based on your applications and the scores, and based on the principals' interviews, you apply for four, awarded three, and it is your decision to move forward from there.

MR. OSCAR: Okay. Just to repeat, I was making up all numbers.

MR. CARUSO: I already wrote it down.

MR. OSCAR: And then the last question, and I will leave. I'm

Proceedings

assuming this is open to any non-for-profit organization that's able to do business in New York City, even if it is not based in New York City?

MR. CARUSO: The criteria, whatever the criteria is in RFP.

MR. OSCAR: Okay, great. Thanks.

MS. TAZARTES: Hi, I'm Lisa Tazartes, Ramapo For Children. My question is about how professional development is going to work. We know this RFP -- I know you touched on this already, because we read in the both the need for professional development for school staff, which you mentioned, there may be funds to go to the schools, and professional development for -- need to CBO staff, we're going to now work in school reforms. Is that separate funding for professional development? Or should that be built into the proposal?

MR. CARUSO: So the Department of Education will be providing support for

Proceedings

the schools, both through the Renewal Schools Office and Community Schools Office. I think that provider should assess the capacity of their staff and figure out together with the school what the professional development needs are and include that as part of your plan. There isn't going to be a separate pot of money for provider to tap into for professional development.

MS. TAZARTES: Thank you.

MS. MATLOFF-NIEVES: Good morning. Sue Matloff-Nieves, Queens Community House. Most of my questions were answered, but I have a couple of small ones.

On page 15 there is a sense anticipated that schools with 500 and more students would have at least one full-time clinical social worker on staff. Is that referencing the CBO staff or the CBO subcontracting staff?

MR. BLOOM: That would represent CBO subcontracting staff.

Proceedings

MS. MATLOFF-NIEVES: Thank you. And on page 16 where it says, lead CBOs would insure designated staff members attend all meetings related to Community Schools that refers to the CBO designated staff meetings? Because it is hard for us to hold --

MR. CARUSO: Can you repeat that section?

MS. MATLOFF-NIEVES: On page 16, it is Section C, towards the bottom of the page it says, meetings in terms of the measurements to administering outcomes, lead CBOs would insure the designated staff members attend all meetings related to Community Schools that are deemed mandatory by DOE.

MS. PETERSON: Yes.

MR. CARUSO: You're responsible for your own staff.

MS. MATLOFF-NIEVES: We can document our efforts to get them there, but if they don't show up that becomes a larger issue.

Proceedings

MS. PETERSON: The Community School coordinator ideally will be a partner and not a tenant in the building, and partner with the principal and SLT. Because there are two kinds of meetings that we're anticipating these schools will undertake; one is a monthly meeting involving all stakeholders from the community that want to track and be part of this work. So that's sort of a collective engagement effort, which the Community School coordinator will be very much a part of organizing. And then there is a weekly attendance/achievement meeting where the schools use to really think about differentiative support to kids, and they track the intervention. And the coordinator plays a role in organizing.

MS. MATLOFF-NIEVES: We like mandating, that helps us have some leverage.

And the last question that I have

Proceedings

was, you may not be able to answer this but, we find some schools seeking partners, and we've been approached not necessarily wanting to partner necessarily. So if we apply for School A and School B, which has three applicants, but School B has no applicants, is there a chance that we would be asked to partner with School B if found qualified?

MR. CARUSO: I think you should focus on the schools that you're going apply with, and if there are schools without partners, that's something the DOE will have to consider at that time.

MS. MATLOFF-NIEVES: Thank you.

MS. WHITE: Turning the mike slowly, just to make sure there are no other questions.

MS. BLANK: Emily Blank Cypress Hill Local Development Corporation. The school interview items, Attachment D, can you just talk about when that's used and how that fits in the process?

Proceedings

MR. CARUSO: I'll start, and Bob can follow-up. It is an interesting process here to submit a proposal. It will be reviewed by a number of readers, different city agencies, and then the highest ranked proposal will be sent on to the school teams. The schools will then have a window to interview the applicants so they will bring, for example -- and then they will follow protocol like there will be a scoring rubric that the schools will use when they are going through the interview process.

MS. BLANK: It is not something we need to deal with?

MR. FRENZEL-BERRA: No.

MS. BLANK: Okay.

MS. WHITE: If there aren't any more questions, I would like to close out by saying that if there is an addendum to this RFP, or any other announcements, it will be issued through the HHS Accelerator System.

Proceedings

Lastly, please be reminded, the proposal due date and time in the HHS Accelerator System is February 24th, 2015, at 2:00 p.m.

Thank you so much. This concludes the Pre-Proposal Conference for Community Schools RFP.

(Time noted: 10:52 a.m.)

C E R T I F I C A T E

STATE OF NEW YORK)
)SS.:
COUNTY OF QUEENS)

I, VICKY GALITSIS, a Certified Shorthand Report and Notary Public with and for the State of New York, do hereby certify:

I reported the proceedings in the with-entitled matter and the foregoing transcript is a true record of said proceedings, as amended.

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

IN WITNESS WHEREOF, I have hereunto set my hand this 4th day of February, 2015.

_____

VICKY GALITSIS

A

a.m (2) 1:10 51:9
able (2) 45:3 49:2
abuse (1) 24:24
academic (4) 19:10 24:3 34:19 38:6
academics (3) 15:5 38:2,11
Accelerator (10) 1:20 4:18 6:11 7:3,3,15,24 13:20 50:25 51:4
accept (2) 5:2 44:13
accepted (4) 4:20 5:4 43:24,25
access (1) 7:24
accomplish (1) 35:13
accurate (1) 44:6
action (1) 52:15
activities (2) 21:4 35:11
add (2) 9:23 10:8
added (1) 8:23
addendum (1) 50:23
adding (1) 18:22
addition (1) 22:18
additional (3) 19:8 32:11 37:10
Additionally (1) 8:17
address (1) 28:9
adhere (1) 5:5
administering (1) 47:14
adopt (1) 18:14
advance (5) 11:19,24 12:9 15:16 41:6
Advocacy (2) 2:11,13
after-school (1) 36:25
Afterschool (1) 14:4
agencies (3) 7:8 16:3 50:6
agency (2) 1:12 4:9
ago (2) 16:10 40:20
agree (1) 11:12
agreed (1) 25:23
ahead (1) 19:12
Aid (1) 2:14
AIDP (6) 15:22 16:20 17:6,11 42:4 42:19
aligning (1) 27:20
allocated (1) 31:24
allocation (1) 19:21
ambitious (1) 13:23
amended (1) 52:13
announced (2) 16:10 38:5
announcement (2) 5:7,8
announcements (1) 50:24
answer (3) 13:16 29:7 49:2
answered (2) 5:19 46:16
anticipate (2) 5:8 28:11
anticipated (3) 5:7 19:20 46:19
anticipating (1) 48:8
anybody (1) 30:16
appealing (1) 38:20
applause (2) 6:3,4
applicant (1) 34:3
applicants (3) 49:8,9 50:10
application (1) 7:12
applications (2) 43:20 44:15
applies (1) 42:5
apply (5) 43:23 44:10,17 49:6,14
applying (1) 43:11
approach (5) 18:15 21:10 34:14 37:2 38:8
approached (1) 49:4
appropriate (5) 25:14 26:24 32:7 33:18 42:18
approved (1) 7:11
approximately (1) 19:22
area (1) 33:20
areas (2) 24:20 37:23
art (1) 24:2
arts (2) 19:6,9
as-needed (3) 39:3,11,16
asked (2) 11:12 49:10
asking (2) 34:11 35:21
aspect (1) 37:5
assess (2) 44:7 46:5
assessing (1) 24:15
assessment (9) 24:16 31:10,18,23 32:5 33:6,23 36:4 37:22
assessments (1) 38:17
assets (1) 15:13
assist (2) 24:13 25:13
assistance (1) 25:20
assistant (2) 1:12 4:9
assisting (2) 6:6 25:6
Association (1) 2:10
assuming (1) 45:2
assurance (1) 26:4
asterisks (1) 10:3
Attachment (1) 49:23
attend (2) 47:5,16
Attendance (1) 16:14
attendance/achievement (1) 48:17
attention (1) 10:4
Auditorium (1) 1:8
available (1) 36:8
AVENUE (1) 1:22
average (1) 19:21
Award (1) 5:7
awarded (3) 26:14 44:11,17
aware (1) 30:21

B

B (3) 49:7,8,10
bachelor (1) 26:17
back (4) 11:2 12:3,5 44:14
backbone (2) 17:3 21:9
bad (1) 4:4
balance (1) 19:13
balanced (1) 24:2
based (4) 15:12 44:14,16 45:5
basic (1) 7:7
basis (1) 39:4
beautification (1) 38:24
behalf (2) 4:5 13:5
behavior (1) 19:14
best (2) 29:7 35:8
bit (3) 4:22 8:8 24:6
Blank (21) 2:3 30:2,2 31:3,7,17 32:9,25 33:15 34:22 35:16,25 37:21 38:15 39:8 40:6,10 49:21 49:21 50:16,19
blood (1) 52:16
Bloom (7) 1:18 6:8 24:5,8 32:3,13 46:24
blue (2) 8:19 9:2
board (1) 22:18
Bob (2) 6:12 50:2
bottom (6) 10:7 11:11 17:19,21,23 47:12
box (2) 34:13 39:2
boxes (1) 8:18
breaks (1) 9:6
brief (1) 6:25
briefing (1) 24:10
bring (2) 23:21 50:11
broader (2) 14:20 22:13
budget (1) 39:4
Buery (1) 16:4
build (1) 22:13
building (5) 14:14 36:24 38:22 39:16 48:5
built (1) 45:22
business (1) 45:4
button (1) 8:11
buy-in (1) 22:12

C

C (4) 2:9 47:12 52:2,2
cabinet (2) 16:4 21:22
call (1) 6:15
campus (2) 32:20 42:22
candidate (1) 26:25
capacity (5) 17:25 43:17 44:3,7 46:5
Caraco (1) 37:11
Caruso (22) 1:16 5:25 12:21,25 26:10 30:18 31:5 33:25 39:19 40:9,11 41:8,23 42:9 44:5,22 45:6,24 47:9,20 49:12 50:2
case (1) 42:23
catch (1) 19:12
CBO (21) 17:2 21:11 22:19 23:13 26:23 39:17 41:4,6,13,13 42:10 42:20 43:16,16,18 44:6 45:19 46:22,23,25 47:7

CBOs (11) 14:19 19:17 24:14 25:7 25:21 36:23 40:23 42:2,20 47:3 47:15
Center (2) 2:22 40:16
Certified (1) 52:6
certify (2) 52:9,14
CHAIRED (1) 1:11
chance (1) 49:9
Chancellor (1) 13:5
Chancellor's (1) 13:15
chances (1) 27:10
change (6) 12:11 14:9 22:15,15 28:20,23
changes (1) 12:5
check (2) 8:18 30:15
chief (2) 1:13 4:9
Children (3) 2:19 16:3 45:10
Children's (2) 2:11,14
Childrens's (1) 2:12
choosing (2) 25:13 41:10
Chris (6) 1:16 5:25 12:21 24:8 29:12 37:11
Chung (1) 13:19
city (19) 1:2 4:5 7:6 13:9,14 14:2,9 15:2,20 16:3,10 25:8 26:8 28:16 34:24 38:9 45:4,5 50:6
City's (1) 16:7
clarifications (1) 6:19
clarify (3) 29:8 41:15 42:9
clarity (1) 41:25
classroom (3) 19:11 37:14,15
classrooms (1) 36:10
clear (2) 18:20 20:17
click (4) 9:2,23 10:10 11:15
clinic (2) 31:21 32:6
clinical (2) 25:24 46:21
clinics (1) 25:16
close (2) 10:4 50:21
closely (1) 26:7
closing (1) 29:5
co-located (2) 41:10,20
co-location (1) 40:24
coach (1) 27:18
coaching (2) 27:23 37:14
Coalition (1) 3:5
collaborate (4) 30:10,14,16,23
collaboration (2) 26:19 39:5
collaborations (4) 40:19,22 41:5 42:18
collaborative (1) 21:18
Collazo (1) 2:15
colleagues (1) 13:19
collecting (1) 26:3
collective (2) 15:24 48:13
collectively (2) 14:10 39:24
column (1) 10:18
come (13) 4:21 6:18 9:21 11:2,24 15:10 19:8 20:20 29:17,19 38:16 40:13 44:14
coming (1) 8:6
Commissioner (1) 13:19
commitment (1) 16:6
common (1) 34:25
communicate (1) 41:22
communities (5) 14:15 15:14 18:6 20:9,19
community (59) 1:3,5 2:23,24 4:7 12:24 13:9,13,25 14:3,8,14,16,21 14:24 15:2,4,8,19,22 16:11,12 17:10,12 18:11,15 19:2,7 20:4,23 21:2,12,20,24 22:9,14 23:3 24:12 25:25 26:15 27:2 28:22,24 33:18 34:5,10 36:21,22 37:3 38:8 39:20 46:3,15 47:6,17 48:2,11,14 51:8
compass (3) 27:10,12 31:20
compete (1) 9:14
competition (2) 10:4 43:10
competitions (2) 43:9 44:6
competitive (1) 7:5
Complete (1) 10:19
component (3) 21:22 22:23 28:4
comprise (1) 10:15
concluded (1) 29:15
concludes (1) 51:7
conditions (1) 11:13
Conference (3) 1:6 4:7 51:7
confident (1) 29:3
configuration (1) 19:24
connecting (1) 36:22
connection (1) 17:14
connections (2) 28:24 37:2
consider (1) 49:16
consideration (1) 32:4
consolidate (1) 41:11
consult (2) 11:7 12:14
contact (2) 12:19 30:12
content (2) 33:20 37:23
context (1) 13:25
continue (1) 20:20
Continued (1) 3:2
contract (3) 5:10 7:5 26:14
contracting (1) 4:10
contractor (1) 26:14
contracts (1) 20:16
convened (1) 16:5
conversation (2) 39:7 44:8
conversations (1) 21:20
coordinate (3) 15:11 22:6 27:19
coordinated (1) 23:14
coordinating (1) 21:25
coordination (4) 21:2,8,14 26:19
coordinator (8) 21:13,21 22:7 26:16 36:22 48:3,14,21
coordinators (1) 27:3
copies (1) 4:19
core (2) 20:24 39:21
corner (1) 8:12
Coronado (1) 2:9
Corporation (3) 2:3 30:4 49:22
correct (2) 10:6 41:9
correction (1) 41:5
counsel (1) 21:25
COUNTY (1) 52:4
couple (3) 27:5 38:15 46:16
course (3) 13:16 21:19 23:5
court (1) 12:4
create (1) 31:11
created (1) 14:24
creative (1) 38:25
criteria (5) 8:14 9:17 17:17 45:6,7
critical (1) 16:5
crucial (1) 17:11
culture (4) 22:15,16 29:2 38:25
curious (1) 31:19
currently (1) 32:24
curricular (1) 27:20
curriculum (3) 36:19,19,20
Cypress (3) 2:3 30:3 49:21

D

D (2) 8:15 49:24
Daley (1) 2:21
Daniel (3) 2:22 3:4 40:15
data (1) 26:2
date (6) 4:15,25 5:3 7:16 16:15 51:3
Dawan (1) 2:5
day (7) 18:22 19:10 23:5,9 36:10 37:6 52:19
days (1) 40:20
deadline (5) 5:6,15 11:19,24 12:8
deadlines (1) 4:13
deal (2) 39:3 50:17
decide (1) 43:19
decision (3) 21:16 44:12,18
decision-making (1) 22:10
deemed (1) 47:18
define (1) 42:17
degree (1) 26:17
deliver (1) 18:10
delivery (2) 10:9 14:14
demonstrate (1) 34:7
Department (8) 1:2 6:8 12:22 13:6 14:23 23:17 26:8 45:24
depending (2) 39:17,19
depends (3) 19:23 33:5,22
deputy (3) 1:12 4:9 16:4
Desai (1) 3:3
design (2) 35:5 39:24
designated (3) 47:4,7,16
desk (1) 7:19

detail (1) 9:25
details (2) 9:9 19:15
developed (2) 15:19 39:4
developing (3) 18:3,4 34:25
development (15) 1:3 2:3 6:14 13:21 15:8 23:19 30:3 37:13 45:12,15,18,22 46:7,11 49:22
different (3) 16:2 20:10 50:6
differentiation (1) 37:15
differentiative (1) 48:19
difficult (1) 22:20
director (2) 27:9,12
display (1) 8:9
displayed (1) 8:4
DOA (1) 36:4
document (4) 10:16,22,25 47:23
documents (2) 9:15 11:7
DOE (15) 1:16 6:2,6 18:11 30:8,12 31:2 36:7 37:21 40:20 41:6,15,17 47:18 49:16
DOE's (1) 17:14
DOHMH (1) 1:18
doing (6) 24:16 25:22 32:6,15,19 32:23
dollars (1) 32:11
download (1) 9:16
dreary (1) 28:13
Drop (1) 16:14
dropping (1) 24:25
due (6) 4:15,18,25 5:3 7:16 51:3
duplicating (1) 18:24
DYCD (3) 1:19 4:10 6:14
DYCDS (1) 1:17

E

E (2) 52:2,2
e-mail (1) 30:24
e-mailed (1) 5:13
earlier (3) 6:10 15:23 21:11
early (1) 5:9
easier (1) 8:9
East (3) 2:4,5,21
easy (1) 28:18
Edge (1) 2:11
education (9) 12:22 13:6 14:6,13 14:23 18:10 23:18 24:3 45:25
educational (1) 27:17
effective (1) 19:3
efficacy (1) 38:14
efficiency (1) 42:15
efficient (1) 19:4
effort (3) 15:24 28:17 48:13
efforts (3) 16:10 18:25 47:23
either (1) 34:8
ELA (1) 17:22
element (1) 17:12
Elementary (1) 17:20
elements (4) 20:22,24 26:21 39:22
eligible (1) 9:13
eluded (1) 28:2
EMAIL (1) 1:24
embarking (1) 28:18
Emily (3) 2:3 30:2 49:21
emotional (1) 38:12
emotionally (1) 38:10
encourage (1) 11:18
encouraged (2) 14:19,21
encouraging (2) 28:6,14
engagement (5) 21:3 22:5,8 35:2 48:13
engaging (1) 22:8
enhance (1) 32:22
enhancements (1) 38:22
enrichment (4) 21:4 23:2,5,13
enter (3) 9:18 10:2 11:13
entered (1) 10:10
entry (2) 10:17 11:4
Episcopal (1) 3:3
equalizing (1) 14:7
equity (1) 19:4
equivalent (1) 43:8
error (1) 10:25
essential (1) 18:21
essentially (1) 43:11
evidence (2) 33:16 34:8
Evie (1) 2:8
evolve (2) 34:2 35:7
exactly (2) 9:16 11:9
example (1) 50:11
excuse (1) 13:4
exist (2) 28:5 39:15
existing (6) 17:5,9 32:2 34:9 40:4 40:24
expanded (9) 15:7 21:3 22:25 23:4 23:25 26:21 27:8,13 40:7
expect (1) 33:25
expectation (2) 23:2,11
expectations (1) 26:12
expected (2) 26:15,22
expecting (3) 6:2 20:19 21:17
experience (4) 20:2,6,13 28:23
experienced (1) 34:4
experiences (1) 34:17
experiment (1) 14:20
expertise (1) 13:20
extension (1) 22:3
extra (1) 23:8
eye (1) 35:14

F

F (1) 52:2
facilitate (1) 22:7
Facilitative (1) 21:19
FACSIMILE (1) 1:24
factors (1) 38:13
faculty (5) 22:18 23:14 27:6,23 36:19
familiar (1) 34:4
families (3) 20:8 22:17 25:5
family (3) 3:5 15:8 21:3
far (4) 36:2,5 37:24 38:17
Farina (1) 13:5
faster (1) 8:8
favorites (3) 8:17,20,21
feature (1) 8:18
February (5) 1:10 4:16 5:17 51:4 52:19
feedback (2) 16:5 29:9
figure (2) 33:3 46:6
fill (1) 28:11
filling (2) 27:3 28:9
filter (3) 8:6,10,13
finally (5) 12:12 25:2,23 26:11 28:2
financial (3) 7:5 20:14,15
find (3) 8:7 30:11 49:3
first (4) 9:7 24:12 26:13 40:17
fits (2) 13:14 49:25
five (2) 20:5,12
Floor (1) 1:8
focus (1) 49:13
focused (1) 36:5
folks (4) 28:6,12 30:22 31:2
follow (2) 11:9 50:12
follow-up (4) 31:6 42:6 43:7 50:3
following (1) 17:16
foregoing (1) 52:11
form (2) 29:16 35:9
format (3) 31:9,11,14
forms (1) 20:10
forward (3) 29:10 30:25 44:18
found (1) 49:11
Foundation (1) 2:16
foundations (3) 2:6 3:4 20:16
Foundling (1) 2:15
four (6) 9:4 15:18 43:15,23,25 44:17
four-year (1) 17:23
Fox (1) 2:16
frame (1) 35:10
Frenzel-Berra (5) 1:19 6:12 31:13 35:19 50:18
freshmen (1) 36:17
fulfill (2) 15:3 19:5
full (5) 15:15 16:6 27:11 36:18 38:8
full-time (1) 46:21
fully (2) 15:19 18:9
funding (4) 17:11 32:17,18 45:21
funds (4) 31:24 36:8 38:20 45:17
further (1) 52:14

G

GALITSIS (2) 52:6,22
gaps (3) 24:17 28:9 33:24
Gigi (1) 3:5
Ginger (1) 2:20
give (3) 13:8 35:10 41:17
given (1) 37:9
Global (2) 2:7,8
go (6) 8:3 10:21 11:10 12:5 21:6 45:17
goal (4) 13:11 14:9 15:18 28:21
goals (1) 38:18
God (1) 11:21
Godette (1) 2:6
going (31) 4:21 6:17,25 7:17,24 8:3,25 9:20,22 10:2,8,11,14 12:13 16:22 17:13 20:20 21:12 21:13 24:6,13,19 28:19 34:24 39:3,23 45:12,19 46:9 49:13 50:14
good (9) 4:2,3 6:24 13:2 24:9 36:15 38:4 40:14 46:13
government (1) 20:16
grade (1) 19:23
graders (1) 36:20
graduation (1) 17:24
grant (1) 16:20
granted (1) 35:17
grants (2) 16:15,19
great (3) 28:15 31:7 45:8
Greater (1) 2:17
grow (1) 38:9
guidance (3) 33:7,20 35:10
guides (1) 12:16
guiding (1) 37:19
guys (1) 39:24

H

half (2) 23:4,11
hand (1) 52:19
handle (3) 43:3,17,22
hands (1) 16:20
Hantzopoulos (1) 2:8
happen (2) 23:23 29:4
happening (2) 23:16 37:17
happens (1) 36:9
hard (2) 4:19 47:8
Harlem (2) 2:4,5
harness (1) 16:6
headed (1) 37:11
heads-up (1) 41:17
health (26) 6:8 15:5,6 19:13 21:5 24:4,7,11,15,21 25:8,11,22 26:6 26:8 28:3 31:18,21,24 32:11,17 35:3 38:10,10,13,13
heard (2) 36:2 37:24
Hebbell (1) 2:20
Helena (1) 2:23
help (11) 7:19,21 14:25 18:9 19:11 23:19 25:15,17,18 33:9 37:19
helping (2) 13:22 27:19
helps (1) 48:23
hereunto (1) 52:18
HHS (10) 1:20 4:18,21 6:10,22 7:3 7:14 13:20 50:25 51:3
Hi (2) 30:2 45:9
high (3) 17:22,23 40:6
high-need (1) 14:11
highest (1) 50:7
highlight (1) 28:6
Hill (2) 30:3 49:22
Hills (1) 2:3
hire (4) 21:12 26:15,25 27:15
hired (1) 35:9
historically (1) 16:24
hold (1) 47:8
holders (1) 22:24
holistic (2) 21:10 37:18
Holzman (1) 2:7
hoping (1) 43:24
hour (1) 23:9
hours (3) 23:4,10,11
House (4) 2:21,23,24 46:15
hub (1) 15:9
hubs (1) 14:13
Hygiene (2) 6:9 26:9
hyperlink (2) 8:19 9:2

I

idea (2) 34:2 38:7
ideally (1) 48:3
ideation (1) 25:2
identified (1) 38:18
identify (1) 26:24
illustrate (1) 43:14
implementation (1) 19:3
implementing (1) 16:17
important (8) 4:13 5:5 10:13,23 27:6 28:4 37:7 42:25
improve (2) 7:4 18:9
improved (1) 35:3
improvement (2) 16:14 17:25
in-classroom (1) 36:6
in-school (2) 36:16,25
include (5) 22:8 31:15 37:22 41:3 46:8
included (1) 17:8
includes (1) 15:25
including (3) 20:25 26:20 30:5
increased (1) 35:2
incredibly (1) 37:6
indicated (2) 25:2 30:20
individual (1) 15:13
info@hhsaccelerator.nyc.gov (1) 7:20
information (3) 4:14 13:9,12
infuse (2) 18:7 19:8
Ingris (1) 2:9
initiative (4) 13:10 16:8 35:14 38:14
initiatives (1) 14:6
innovation (1) 14:17
innovative (1) 34:14
input (3) 35:4,11,23
inserted (1) 10:20
instance (2) 8:15 27:8
instructional (3) 23:8,12 27:18
instructions (2) 11:8 36:6
instrumental (1) 13:22
insure (2) 47:4,15
integrate (2) 15:5,11
integration (1) 18:21
intend (1) 18:7
intended (1) 28:22
interested (3) 31:19 36:3 52:17
interesting (1) 50:3
intervention (1) 48:20
interventions (3) 24:22,23 25:14
interview (4) 23:20 49:23 50:10,15
interviews (1) 44:16
introduce (2) 5:23 6:21
invest (1) 14:22
invite (1) 29:15
involving (1) 48:10
issue (1) 47:25
issued (1) 50:24
issues (1) 7:21
items (3) 8:11,13 49:23

J

Jacqueline (1) 2:17
Jane (1) 2:14
Janice (1) 2:7
job (1) 13:3
Johnnie (1) 2:6
Johnson (1) 2:14
joining (1) 4:11
joint (1) 21:15
Jr (1) 2:6
Julien (1) 2:5
June (1) 5:11

K

keep (2) 8:21 13:23
Ken (1) 2:12
kept (1) 34:19
Kerri (1) 2:4
key (2) 21:21 26:11
kids (4) 2:7,8 38:9 48:19
kind (3) 24:20 30:4 42:16
kinds (2) 37:12 48:7
know (8) 9:16 22:20 29:8 30:8

32:16 42:3 45:12,13
knowledge (1) 34:10
knows (1) 43:16
Ku (1) 2:23

L

labs (1) 14:17
Lafayette (1) 1:8
larger (2) 42:17 47:25
lastly (3) 9:19 10:7 51:2
launched (1) 7:4
Laura (1) 2:21
lead (12) 16:16 17:2 19:18 20:3,11 22:5 24:14 25:6 41:12 42:10 47:3 47:15
leadership (10) 18:17 19:7 21:15 21:16,23 22:10 23:19 26:22 27:4 40:2
leads (1) 43:6
leap (1) 19:12
learning (10) 15:7 18:18 19:11 21:4 22:25 23:4,25 26:21 27:8,13
leave (1) 44:25
left (3) 8:11,11,19
Let's (1) 19:15
level (1) 7:7
leverage (2) 40:3 48:24
leveraging (3) 14:8 28:7 38:25
Li (1) 3:5
licenses (1) 25:17
Life (2) 2:6 3:4
Likewise (1) 27:16
limited (1) 17:25
line (2) 23:15 29:16
lines (1) 42:15
linkages (7) 32:25 33:4,8,12,17,23 34:2
Lisa (2) 2:19 45:9
list (2) 17:7 30:5
listed (2) 20:25 26:12
listen (1) 29:6
little (4) 4:22 8:8 24:6 33:3
load (1) 40:8
Local (3) 2:3 30:3 49:22
location (1) 10:8
log (2) 7:12,23
logic (1) 35:10
long (1) 30:4
longer (1) 19:9
look (4) 29:9 32:15 35:11 39:21
looking (14) 8:8 20:3 21:8 22:4,11 22:15,22 24:17,19 26:2 33:8 40:6 42:10,16
lot (5) 23:22 33:11 34:18 36:4 43:5
love (1) 36:13
low (1) 16:24
lowest (1) 17:18

M

M (1) 2:7
macro (1) 30:6
making (4) 26:4 36:8 43:13 44:21
MAMARONECK (2) 1:22,23
manage (1) 30:15
management (2) 7:6 37:14
managerial (1) 39:22
managers (1) 25:12
managing (2) 27:13 36:23
mandating (1) 48:23
mandatory (1) 47:18
manner (1) 5:20
map (1) 8:7
Marie (2) 1:12 4:8
marriage (1) 52:16
math (1) 17:22
Matloff-Nieves (8) 2:24 46:13,14 47:2,11,22 48:22 49:17
matter (2) 52:11,17
maximum (6) 42:2,4,8,14,24 43:21
Mayor (1) 16:4
mayor's (2) 13:15 14:5
mean (2) 38:24 39:12
meaningless (1) 33:11
means (2) 10:21 14:2
measurement (1) 35:5
measurements (3) 34:23,25 47:14
measures (1) 38:12
meet (1) 15:16
meeting (4) 1:11 32:7 48:9,17
meetings (5) 47:5,7,13,17 48:7
members (3) 22:9 47:4,16
mental (24) 6:9 15:5 19:13 21:5 24:4,7,11,15,20,20 25:7,11,22 26:6,9 28:3 31:18,21,24 32:11,16 35:3 38:10,12
mention (1) 41:4
mentioned (7) 7:15 12:18 21:11 26:16 39:9 44:9 45:16
mentions (1) 31:8
mentoring (1) 36:18
merely (1) 18:22
message (1) 10:25
met (1) 17:16
Michele (1) 2:16
micro (1) 30:5
microphone (2) 29:19 40:13
middle (2) 14:4 17:20
mike (1) 49:18
mindset (1) 28:20
minimum (2) 42:13,24
minute (1) 12:11
minutes (2) 12:8 13:3
Misla (1) 2:17
mission (2) 15:3,17
mistake (1) 11:21
mix (1) 24:2
mobilize (1) 15:15
model (1) 42:17
Monday (1) 1:10
money (2) 32:22 46:10
monthly (1) 48:9
months (1) 16:9
morning (9) 4:2 6:24 13:2,8,12 24:9 28:14 40:14 46:14
move (1) 44:18
multiple (1) 22:23
Mulvihill (5) 1:20 4:20 6:10,22,24

N

name (5) 4:8 29:20 40:15 41:13,14
nature (1) 37:18
necessarily (2) 49:5,6
necessary (1) 11:6
need (14) 22:16,17,17 24:15 27:15 37:18 39:14 41:13,14 43:18,25 45:15,19 50:17
needed (3) 39:18,21 40:19
needs (8) 11:9 15:12,16 20:23 28:11 31:4 32:8 46:7
neglect (1) 24:25
Neighborhood (1) 3:5
neighborhoods (1) 14:12
Network (2) 2:11,13
new (19) 1:2,9,9,23 2:15,17 4:5 9:23 13:13 14:2,24 15:2 16:3 18:8 26:8 45:4,5 52:3,8
NFSC (1) 2:20
nice (1) 10:17
nine (1) 16:9
ninth (1) 36:20
non-academic (1) 37:23
non-for-profit (1) 45:3
non-profit (1) 18:14
non-profits (1) 28:15
Notary (1) 52:7
note (2) 4:17,24
noted (1) 51:9
notes (3) 6:16,20 13:4
notify (1) 41:17
number (7) 16:2 19:24 20:10,24 30:22 42:2 50:5
numbers (1) 44:21
NYCID (1) 11:14

O

obtain (2) 25:15,17
obviously (4) 15:20 19:23 27:14 43:3
offer (2) 18:17 23:3
offering (1) 19:16
office (9) 14:24,25 18:11,13 26:5 30:19 37:11 46:3,4

officer (2) 1:13 4:10
Oh (1) 11:20
Okay (5) 31:17 35:25 44:20 45:8 50:19
on-site (3) 31:20 32:17 37:13
once (7) 8:4 9:22 10:9 11:5,15 34:23 37:17
ones (3) 39:16 44:11 46:17
ongoing (1) 25:20
open (1) 45:2
opening (1) 25:16
operate (1) 22:3
operates (1) 34:6
operating (1) 18:23
opportunities (3) 15:7 22:11 23:25
opportunity (5) 6:18 14:7 19:17 34:7,17
opposed (1) 43:9
order (4) 8:7 11:8 18:9 35:7
organization (5) 17:3 19:18 29:21 43:3 45:3
organizational (1) 20:2
organize (1) 31:15
organizing (4) 20:18 22:22 48:15 48:21
Oscar (9) 2:22 40:14,15 41:19,24 43:6 44:20,24 45:8
outcome (2) 31:22 52:17
outcomes (2) 35:23 47:15
output (1) 35:12
outside (2) 34:13 39:2
overall (1) 10:15
overseeing (1) 25:24
overview (1) 7:2

P

p.m (2) 4:16 51:5
page (13) 9:22 10:12,13 11:16,25 29:23 31:7 33:13,16 46:18 47:3 47:11,13
pair (1) 18:16
panel (5) 1:15 5:21,24 6:7 29:13
parent (3) 21:2 22:5,7
parental (1) 35:2
parents (4) 14:18 22:9,12,16
Park (1) 2:9
part (8) 21:25 23:7,10 27:3 38:24 46:8 48:12,15
particular (5) 7:25 37:5 41:7 43:12 43:16
particularly (1) 14:11
parties (2) 14:18 52:15
partner (14) 16:16 17:3 19:7,18 20:11 22:5 24:14 28:16 42:21 43:4 48:4,5 49:5,10
partners (8) 15:10 18:16 20:4 27:22 34:12 36:23 49:4,15
partnership (2) 17:5 18:7
partnerships (5) 14:8 17:10 34:9 42:3,12
password (1) 11:14
path (1) 37:20
pay (2) 10:3 32:23
Paynero (1) 2:18
pedagogical (1) 27:20
peer (1) 36:17
percent (4) 17:18,19,21,23
performing (2) 16:25 17:17
person (2) 26:18 32:21
personalizes (1) 18:18
personnel (1) 40:4
Peterson (13) 1:17 6:5 33:13 34:11 35:6,18 36:13 38:3,23 42:8,19 47:19 48:2
physical (2) 24:3 38:21
physically (1) 38:20
piece (2) 24:11 38:6
place (4) 8:21 11:3 27:7,24
placed (1) 11:9
plan (3) 31:10 35:15 46:9
planning (3) 6:13 21:18 31:9
plays (1) 48:21
please (9) 4:17,24 5:5,16 6:16,20 29:19 40:12 51:2
podium (1) 29:16
point (5) 35:19 36:24 38:4 41:15 41:25
points (3) 33:2,12 39:6
pool (1) 10:6
pools (1) 10:5
portion (2) 29:13 41:3
position (1) 27:24
positions (4) 27:6 34:20 39:11,13
positive (1) 19:14
possible (3) 18:24 27:2 31:22
possibly (1) 29:22
pot (1) 46:10
potential (2) 34:12 40:5
power (1) 22:7
pre-application (1) 43:19
Pre-K (1) 14:4
Pre-Proposal (3) 1:6 4:6 51:7
pre-qualified (1) 7:10
precisely (1) 28:20
premise (1) 41:8
presence (1) 28:3
PRESENT (2) 2:2 3:2
presentation (2) 5:22 29:14
Prevention (1) 16:15
previous (1) 40:18
principal (7) 18:16 21:14 22:19 26:23 31:4 44:9 48:6
principal's (1) 21:22
principals (5) 14:18 23:18 31:6 36:2 37:24
principals' (1) 44:16
principle (1) 20:18
private (2) 19:17 33:18
privilege (1) 13:7
problems (1) 34:19
proceedings (50) 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 52:10,13
process (11) 4:23 7:18 12:14,17 17:20 25:18 36:4 37:22 49:25 50:4,15
processes (1) 37:16
procurement (8) 7:25 8:3,6,16 9:8 9:12 13:21 15:22
professional (7) 37:13 45:11,15,18 45:21 46:7,11
professionals (1) 28:3
proficient (1) 18:4
program (12) 2:4,5 6:13 12:23 16:17,24 17:15 23:8 24:21 27:10 40:8 41:11
programing (6) 18:18 19:9 24:5 26:20 33:5 36:16
programmatic (1) 20:22
programming (1) 19:10
programs (4) 25:25 32:17 34:23 38:5
progress (1) 35:22
promise (1) 18:10
promote (1) 22:12
promotes (1) 19:4
prompted (1) 40:17
proposal (28) 4:15,25 7:2,16 8:2 8:25 9:6,18,19,21,23,25 10:15,24 11:8,17,22 12:2,3,6 31:8,16 35:20 39:14 45:23 50:4,7 51:3
proposals (6) 1:5 4:17,19 5:2 7:9 7:13
propose (2) 34:18 40:3
proposer (1) 41:16
proposers (1) 35:21
protocol (1) 50:12
provide (4) 9:9 13:12 21:8 40:2
provided (1) 16:5
provider (5) 8:20 36:14 40:5 46:4 46:10
providers (12) 7:7,10,13 9:10,13 25:8,22 33:19,21 34:12 35:4,8
providing (4) 13:24 25:19 27:22 45:25

public (4) 12:15 14:12 33:18 52:7
publish (1) 7:8
pull (1) 12:2
put (3) 9:3,24 11:10
putting (1) 10:5

Q

qualified (2) 25:9 49:11
quality (2) 18:2 26:3
Queens (5) 2:9,23,24 46:14 52:4
question (11) 29:24 36:14 39:8 40:17 42:6 43:7,14 44:4,25 45:11 48:25
questioner (1) 40:18
questions (16) 5:12,16,18 6:16,19 7:18 12:13 13:17 29:7,10,17 30:5 30:25 46:15 49:20 50:21

R

R (1) 52:2
raise (1) 20:21
raising (1) 44:4
Ramapo (2) 2:19 45:10
range (1) 15:11
ranked (1) 50:7
rates (1) 17:24
rationale (1) 42:16
reach (1) 7:19
reaching (1) 30:19
read (1) 45:14
readers (1) 50:6
ready (2) 6:15 8:24
real (1) 22:14
realize (1) 11:20
really (12) 21:10,21 22:11,22 27:2 28:14 33:7 34:3 35:12 36:5 38:7 48:18
reason (2) 38:23 41:21
receive (1) 37:12
received (1) 5:19
recognize (1) 37:7
recommend (1) 12:7
record (1) 52:12
recorded (1) 29:18
red (1) 10:2
reference (1) 29:22
referencing (1) 46:22
referring (1) 33:14
refers (1) 47:6
reforms (1) 45:20
regarding (1) 5:12
rejected (1) 43:23
related (3) 47:5,17 52:15
relevant (2) 7:11 9:12
remember (1) 33:15
reminded (1) 51:2
renewal (12) 16:23 17:4,14,16 18:13 19:19 23:7 30:19 37:8,10 38:4 46:2
repeat (2) 44:21 47:9
Report (1) 52:7
reported (1) 52:10
REPORTING (1) 1:22
represent (1) 46:24
representing (1) 29:21
REQUEST (1) 1:5
Requests (1) 7:9
require (2) 28:19,25
required (3) 26:17 39:13,23
requirement (1) 19:6
Research (1) 6:13
resources (10) 12:15 15:15,25 16:7 18:8 20:14,21 24:17 27:21 28:7
responsible (2) 26:18 47:20
resubmit (1) 12:6
result (1) 33:5
resulted (1) 18:3
Retract (1) 12:2
review (1) 18:2
reviewed (1) 50:5
reviewing (2) 4:12 12:23
RFP (27) 4:7,15 5:12 7:13 9:15 11:7 17:2,8 19:16,16 20:25 25:10 26:13 29:24 30:7,11,25 35:20 36:7 38:4,21 42:11,13 45:7,13 50:23 51:8
RFPQUESTIONS@DYCD.NYC.... 5:14
RFPs (1) 8:5
Riding (1) 2:16
right (4) 22:19 31:2 40:9 41:23
Riina (1) 3:3
risk (1) 24:24
road (1) 8:7
ROBERT (1) 1:19
robust (1) 19:10
role (2) 14:10 48:21
roles (1) 22:10
room (4) 16:18 22:20 28:13 36:15
rooted (1) 14:6
Rosemary (1) 2:15
round (1) 6:2
rubric (1) 50:13
run (3) 6:25 24:10 33:11
running (1) 34:24

S

S (1) 2:18
Saint-Firmir (1) 3:4
Sarah (3) 1:17 6:5 44:9
satellite (1) 25:16
Saturday (2) 30:9,9
save (2) 8:20 10:10
saying (1) 50:22
says (4) 30:7 33:16 47:3,13
scenario (2) 32:9 43:12
scheduled (1) 5:10
school (68) 14:4 16:23 17:10,24 18:5,15,17,22 19:5,6,9,21,25 20:22 21:2,12,15,21,24 22:2,14 23:6,7 24:22 25:11,15 26:16,20 26:22 27:3,4,7,9,14,16,22,23 29:2 31:20 32:8 34:5 36:10,21 37:2,4,8,11 38:5,19,25 39:5,18 39:20 40:5 41:19,21 42:3 45:16 45:20 46:6 48:3,14 49:6,7,8,10 49:23 50:8
school's (5) 15:17 18:13 21:23 22:18 44:9
school-wide (1) 19:14
schools (84) 1:5 2:22 4:7 12:24 13:10,13,25 14:3,11,12,16,25 15:2,4,20,23 16:12,12,13,22,25 17:4,6,7,12,15,18,21,22 18:12,14 19:2,20 20:7,19 21:9,24 22:16 23:3 24:12,14 25:10,13,17,21,25 27:21 28:22,25 30:8,13,19,20 34:15,20 36:8 37:20 38:19 40:7 40:16,22,24,25 41:7,9 42:21 43:4 43:12,15 45:18 46:2,3,3,19 47:6 47:17 48:8,18 49:3,13,14 50:9,13 51:8
scope (1) 36:11
scores (2) 17:22 44:15
scoring (1) 50:13
Scott (5) 1:18 6:7 24:5 26:10 28:2
screen (4) 8:12 9:24,25 11:11
search (1) 8:14
second (1) 21:6
section (8) 9:3,6 10:9,22 12:16 29:23 47:10,12
securing (1) 20:14
see (10) 4:3 8:4 9:4 11:16 20:11 21:17 28:12 32:15,25 33:7
seeking (1) 49:3
seen (1) 17:6
select (3) 8:13,15 11:25
selected (2) 16:16 17:16
selective (1) 24:23
self-reflective (1) 43:2
send (3) 30:24 31:3,5
senior (1) 36:20
seniors (1) 36:17
sense (2) 35:12 46:18
sent (1) 50:8
separate (4) 43:8 44:5 45:21 46:10
separately (1) 36:7
serve (5) 14:13,17 15:9 19:18 33:20
service (4) 7:11 10:9 14:14 33:19

services (13) 1:22 3:3,5 9:10,11 15:6,6 19:13 21:5 24:16 25:3 32:2,12
session (1) 29:18
set (2) 31:14 52:19
Settlement (1) 2:21
seven (2) 20:6,13
shift (1) 29:2
short (2) 18:5 35:7
Shorthand (1) 52:7
show (5) 8:16,22 16:20 34:3 47:24
showed (1) 17:24
showing (1) 17:20
shy (2) 29:25 40:12
side (3) 2:21 18:12,12
signature (1) 14:5
significant (1) 29:2
silos (2) 18:23 23:16
simplify (1) 7:4
simply (1) 40:23
single (1) 10:17
site (2) 10:8 42:22
sites (1) 41:11
sitting (1) 5:23
situation (1) 40:25
slide (1) 20:11
slowly (1) 49:19
SLT (2) 22:6 48:6
small (2) 8:18 46:17
social (4) 3:3 15:6 38:12 46:21
socially (1) 38:9
Society (1) 2:14
solicitation (1) 13:14
solicitations (1) 13:11
solicits (1) 17:2
solve (1) 34:18
SONYC (2) 27:10,11
sort (1) 48:12
Soucy (1) 2:4
source (1) 17:11
Southern (1) 2:9
specialist (1) 27:17
specifically (2) 13:11 37:9
specify (1) 8:13
spectrum (1) 15:15
spring (1) 5:9
SS (1) 52:4
staff (13) 28:10 39:25 45:16,19 46:5,22,23,23,25 47:4,7,16,21
staffing (2) 26:12 39:10
stage (1) 43:19
stake (1) 22:24
stakeholders (1) 48:10
standards (1) 26:5
start (5) 7:3,23 13:24 16:9 50:2
started (2) 15:23 36:5
state (4) 26:5 29:20 52:3,8
stated (2) 25:9 42:13
statewide (1) 17:19
status (2) 10:18 11:17
STENO-KATH (1) 1:22
stenokath@verizon.net (1) 1:24
step (2) 12:17,18
Street (1) 1:8
strengthen (1) 28:24
stress (1) 11:23
structure (3) 31:8 35:20 39:23
struggling (2) 18:6 19:5
student (2) 15:13 28:23
students (8) 14:19 18:19 19:12,25 24:24 25:4 32:20 46:20
stuff (1) 36:6
subcontracting (3) 25:7 46:23,25
submission (1) 12:3
submit (12) 5:16 7:12,14 8:2,25 9:18,21 10:23 11:15,19 43:20 50:4
submitted (2) 5:3 11:17
submitting (1) 7:2
substantive (1) 33:17
success (1) 16:8
successful (3) 19:2 20:5,12
Sue (1) 46:14
suggesting (1) 41:16
suicide (1) 24:25
Summary (2) 9:8,20
support (16) 14:21 15:9,12 16:2 18:14 20:7,15,21,23 21:9 23:22 36:9 37:10,19 45:25 48:19
supported (2) 16:13,23
supporting (1) 23:18
Supportive (4) 2:11,12,22 40:16
supports (1) 19:11
suppose (1) 30:12
sure (14) 5:18 6:20 10:5,19 11:3 23:24 25:21 26:2,4 29:20 30:10 32:6,13 49:19
Susan (1) 2:24
Suzy (6) 1:20 4:20 6:10,15,22 12:20
system (7) 4:18 7:9,22 9:4 19:14 50:25 51:4

T

T (2) 52:2,2
tab (1) 8:3
tabs (1) 9:5
take (5) 6:16,20 20:9 21:6 32:14
taken (1) 32:4
talk (3) 24:6 39:14 49:24
talking (3) 20:17 22:14 42:12
tap (1) 46:11
target (1) 24:23
targets (1) 16:24
TASC (1) 2:18
Taveras (1) 2:15
Tazartes (4) 2:19 45:9,10 46:12
teachers (1) 14:18
team (8) 19:7 21:15,16,23 22:2 23:17 26:23 27:4
teams (2) 18:17 50:8
technical (1) 25:20
tell (3) 4:22 35:21 44:2
tenant (1) 48:4
term (1) 5:10
terms (5) 11:13 34:22 37:19 42:19 47:13
thank (17) 4:11 6:22 12:19,20,25 13:18 16:21 24:8 29:10,12,24 40:10 41:24 46:12 47:2 49:17 51:6
Thanks (3) 26:10 40:11 45:8
thing (4) 11:18 24:12 35:8 38:16
things (1) 37:15
think (9) 28:15 32:3 33:25 37:6 39:18,20 46:4 48:18 49:12
thinking (4) 15:25 18:8 34:13 36:12
thinks (1) 14:10
Thompson (1) 2:12
three (7) 15:14 24:19 42:4,20,21 44:17 49:7
three-year (1) 35:15
thrilled (1) 28:12
time (16) 4:25 5:2,4 7:16 23:4,12 23:13,13,14 27:11 35:7 40:8 41:22 49:16 51:3,9
timeline (2) 13:23 31:10
timely (1) 5:19
times (1) 22:2
timing (1) 41:18
today (6) 5:21,24 6:7 28:13,18 29:6
told (2) 40:20 41:5
ton (1) 36:15
top (2) 9:5 10:12
total (1) 16:11
touch (1) 39:6
touched (1) 45:13
track (3) 35:22 48:11,20
transcript (1) 52:12
transform (1) 16:11
transformational (1) 28:19
transformative (1) 22:4
transparent (1) 44:8
treatment (1) 25:4
tricky (1) 33:3
troubleshoot (1) 7:21
true (1) 52:12
trust (1) 22:13
try (2) 10:23 33:12
Turning (1) 49:18

Tutorial (2) 2:4,5
two (11) 1:8 15:9 16:10 30:13 41:9 43:17,20,22,24 44:2 48:7
type (1) 28:10
typically (1) 25:3

U

ulterior (1) 39:25
ultimately (1) 44:12
unclear (1) 29:8
understand (2) 23:20 44:4
understanding (1) 40:21
undertake (1) 48:9
Unit (1) 6:14
universal (2) 14:3 24:21
update (1) 11:22
upload (3) 10:14,16,21
uploaded (1) 11:6
uploading (1) 10:24
use (2) 48:18 50:14

V

value (1) 29:9
VICKY (2) 52:6,22
videos (1) 12:16
view (1) 9:11
vision (1) 13:16
vulnerable (1) 20:8

W

walk (1) 12:17
want (27) 4:11 5:17 8:14 9:16 10:3 10:18 11:7,18,22,23 12:4,5 13:18 23:15,24 27:2 29:5 30:13,14,22 33:10 35:13,23 42:15 43:15 44:10 48:11
wanted (2) 30:10 38:6
wanting (1) 49:5
way (7) 7:8 8:9 15:21 18:8 35:24 39:25 52:16
we'll (9) 24:16 25:10,11,19,24 26:6 30:25 31:6 39:6
we're (26) 15:21 18:24 20:3,17,18 21:8,17 22:4,11,21 24:13,19 28:5 28:7,17 29:6 30:21 31:19 34:11 36:3 39:2 40:6 42:10,16 45:19 48:7
we've (3) 35:25 37:24 49:4
weather (1) 4:4
website (1) 12:15
week (2) 23:10 30:21
weekly (1) 48:16
weeks (1) 23:6
welcome (2) 4:6 13:7
Wendy (1) 2:11
WHEREOF (1) 52:18
White (9) 1:12 4:2,8 6:5 12:20 29:12 40:12 49:18 50:20
willing (1) 28:16
window (1) 50:9
with-entitled (1) 52:11
WITNESS (1) 52:18
wondering (2) 33:9 42:5
work (19) 20:15 22:21 24:3,7 26:23 27:13,15,19 28:17 36:15 38:7 41:2,18 43:5,15 44:3 45:12,20 48:12
worker (1) 46:21
working (11) 18:12 20:7 25:10,12 26:6 31:19 32:21 34:15 36:3,17 41:12
works (2) 7:8 23:16
worth (1) 33:2
wrote (1) 44:22

X

Y

Yeah (1) 33:16
year (4) 5:10 15:23 21:19 35:13
years (4) 15:18 20:5,12 34:21
YMCA (1) 2:17
York (16) 1:2,9,9,23 2:15,17 4:5 13:13 14:2 15:2 16:3 26:8 45:4,5 52:3,8
youth (3) 1:2 15:7 20:8

Z

Zenaida (2) 1:12 4:8

0

1

10 (3) 17:19 33:2,12
10:07 (1) 1:10
10:52 (1) 51:9
100 (1) 15:19
10543 (1) 1:23
11 (1) 17:8
12 (2) 23:3,10
128 (2) 16:11,13
139 (1) 1:22
14th (2) 1:8 5:17
15 (1) 46:18
15th (1) 5:11
16 (2) 47:3,11
17 (1) 33:16

2

2 (1) 1:10
2:00 (2) 4:16 51:5
20 (1) 43:4
2000 (1) 32:20
2015 (6) 1:10 4:16 5:11,17 51:5 52:19
2018 (1) 5:12
212.95.DEPOS (1) 1:23
24th (2) 4:16 51:4
25 (3) 1:25 17:21,23

3

30 (1) 23:6
30th (1) 5:11
36 (1) 23:6

4

4 (1) 31:7
425,000 (1) 19:22
45 (1) 16:12
4th (1) 52:19

5

5 (3) 12:8 17:18 23:10
500 (1) 46:19

6

7

8

83 (2) 17:4,7
84 (2) 43:8 44:5
89 (1) 19:19

9

90 (1) 13:3
914.381.2061 (1) 1:23
914.722.0816 (1) 1:24
94 (3) 16:22 17:7,15
953.3767 (1) 1:23