

JOINT SCHOOL COMMITTEE

Concord – Carlisle School Committee
Concord School Committee
Ripley Building
January 22, 2019

Present:

Johanna Boynton, Chair, CSC; CCSC
Robert Grom, Chair, CCSC; CSC
Mary Storrs, Vice Chair, CCSC
Heather Bout, CSC; CCSC
Courtland Booth, CSC; CCSC
Christine Lear, CCSC

Absent:

Wallace Johnston, Vice Chair, CSC; CCSC

Present from Administration:

Dr. Laurie Hunter, Superintendent of Schools, CPS & CCRSD
Jared Stanton, Director of Finance & Operations, CPS & CCRSD

CONCORD SCHOOL COMMITTEE

I. CALL TO ORDER

Ms. Boynton called the CSC meeting to order at 5:38 PM. A motion was made by Ms. Bout, seconded by Mr. Booth, for the Concord School Committee to enter into Executive Session under Purpose 3 of the Open Meeting Law: To discuss strategy with respect to collective bargaining or litigation if an open meeting may have a detrimental effect on the bargaining or litigating position of the public body and return to Open Session at approximately 6:30 PM. The motion passed by roll call: Booth, aye; Bout, aye; Grom, aye; Boynton, aye.

CONCORD-CARLISLE REGIONAL SCHOOL COMMITTEE

I. CALL TO ORDER

Mr. Grom called the CCSC meeting to order at 6:04 PM and noted that the meeting was being recorded. A motion was made by Ms. Bout, seconded by Mr. Booth, for the Concord-Carlisle School Committee to enter into Executive Session under Purpose 2 of the Open Meeting Law: To conduct strategy sessions in preparation for negotiations with nonunion personnel or to conduct collective bargaining sessions or contract negotiations with nonunion personnel and return to Open Session at approximately 6:30 PM. The motion passed by roll call: Lear, aye; Booth, aye; Bout, aye; Storrs, aye; Grom, aye; Boynton, aye.

CONCORD-CARLISLE REGIONAL SCHOOL COMMITTEE

I. CALL TO ORDER

At 6:34 PM, Ms. Boynton called the CSC back to order and noted that the meeting was being recorded, also noting that it was live. Mr. Grom called the CCSC to order.

II. PUBLIC COMMENTS

None.

III. READING OF THE MINUTES

A. Open Session – Jt. Meeting – 12/11, 12/18/18. A motion was made by Mr. Booth, seconded by Ms. Boynton, to approve the joint meeting minutes from 12/11/18 and 12/18/18. The motion was unanimously approved.

IV. RECOGNITIONS – Visiting Author CEF Grant. Dr. Hunter introduced Rebecca Loprete, English teacher at CCHS. Ms. Loprete thanked Dr. Hunter, the School Committee and the Concord Ed Fund. She stated that she had contacted a former student, JM Holmes, who had written several short stories about living the life of double consciousness to see if he could visit her English class. She stated that he was able to visit the class through a grant from the CEF. She noted how powerful of an experience it was for her students to be able to read his stories and have him present to discuss

and ask questions about the story. Ms. Loprete noted how special the experience was for both her and her students and thanked the CEF.

V. CHAIRS & LIASIONS REPORT

Ms. Bout stated that she met with the presidents of SEPAC, noting that they had a really good dialogue about some of the questions that are coming up amongst special education parents. Ms. Lear noted how dedicated the SEPAC members are. Ms. Bout stated that they discussed that the well being of special education students is first and foremost before budgeting aspects of special education.

Ms. Lear stated that the Adult Education Program is looking into having 3 speakers over the next 12 months and to also have a common theme for the year.

Ms. Bout stated that she has been attending the League of Women Voters Education Committee meetings, noting that there is a great flow of communication between the League and the schools. She noted that they had great questions on the warrant articles and budgets, noting that their questions were very helpful in providing insight to similar questions the community may have. She stated that the League hosted their First Friday event, noting that Dr. Hunter attended as well as a team of administrators, which focused on educating the whole child.

Ms. Boynton stated that she attended the Concord Finance Committee meeting, noting that Ms. Bout and Mr. Grom were also in attendance. She stated that they reviewed the capital articles for the Region and CMS, noting that they answered questions from the Concord Finance Committee. Mr. Grom thanked Mr. Stanton and Mr. Rhames for attending the meeting as well.

Ms. Storrs stated that she attended the Carlisle Finance Committee meeting, along with Mr. Grom, Ms. Lear, and Dr. Hunter, noting that they talked about the warrant articles as well.

Mr. Grom stated that he reviewed the School Committee Goals and suggested adding them to the next SC meeting agenda.

VI. SUPERINTENDENT'S REPORT

Dr. Hunter stated that the middle school special education team met on January 14th with the consultant to identify priorities out of the West Ed report, noting that they are in the very early stages of action planning. She stated that they are in the process of scheduling West Ed to come to the preschool as well. Dr. Hunter stated that she met with the CTA Evaluation Committee on January 9th and will be meeting again prior to the break, noting that they have made it through most of the evaluation language. She noted that she would be doing the same with CTA on a less formal basis. Dr. Hunter stated that she is working on mid-year formatives for the evaluators. She stated that, regarding student wellness, that they are focused on Challenge Success at both the middle and high school. Dr. Hunter stated that the District Safety Committee would be meeting on January 24th and would be reviewing the practices. She also stated that they have a forum at the high school scheduled for January 30th to have a community discussion on how best to support and care for the students as well as safety of the schools. She stated that the Middlesex District Attorney would be in attendance and noted that it is an adult only forum. Dr. Hunter noted that they would be holding an advisory session for the students as well in the future. Dr. Hunter stated that she has been devoting a lot of time and energy to the middle school discussion with the Master Scheduling Committee, Reconfiguration Committee and Facilities Planning Committee. Dr. Hunter stated that they met with the regional educational consultant from Apple, who discussed professional development and leadership work for K-12. She stated that Principal Baruti Kafele inspired both districts on January 14th and 15th, noting the amazing messages in his talks. Dr. Hunter thanked Andrew Nyamekye, METCO Director, for the events he's been planning for Black History Month for both the staff and community as well. Dr. Hunter stated that the Sustainability Committee would be meeting for the first time on January 29th and noted that she met with the Carlisle and Concord Finance Committees and the Concord Town Manager regarding the warrant articles.

VII. CORRESPONDENCE

None.

VIII. REPORTS FOR DISCUSSION

IX. NEW BUSINESS

A. Superintendent Evaluation Goals Update. Dr. Hunter reviewed her Superintendent Evaluation Goals update. She stated that, regarding Student Achievement Goals, one goal was to close achievement gaps and provide effective intervention in special education settings. She noted that they've focused on the West Ed reports, new intensive programs, and RTI. Dr. Hunter stated that they had also set a goal to look at the educator evaluation system and that her personal objective was to foster a growth mindset through strong partnerships with evaluators and teachers. She stated that the leadership team has been discussing process and procedure and noted that there are some cultural pieces to it as well. Regarding District Improvement Goals, Dr. Hunter stated that one of the objectives was to create a learning environment that supports the wellness of the students. She stated that they've been working on mindfulness, technology uses and managing stress. Dr. Hunter stated that, regarding safety, that the Safety Committee has been looking at procedural pieces to improve communication within schools as well as between schools and the fire and police departments. She noted that they are also updating the safety plan as well. Dr. Hunter noted the huge benefit of adding a 2nd resource officer to CMS and how important it's been in providing Officer Scott the ability to dedicate himself to CCHS. Ms. Bout stated that she heard students at CMS commenting on how nice Officer Kevin was and she noted the value of having him available for the students. Dr. Hunter stated that, in terms of the budget goal, that they were able to create a zero based budget, noting that they are still re-allocating. In regards to the professional practice goals, Dr. Hunter stated that the leadership team is furthering its learning as to instructional engagement, innovation and integration. Dr. Hunter stated that she is most proud of the cultural proficiency objective, noting the amazing work of Andrew Nyamekye. She stated that they might be hosting their own job fair to recruit and hire candidates of diverse backgrounds. Dr. Hunter stated that, in terms of the goal of establishing relationships, that they continue to build relationships outside of the school community. She noted that they've established a new partnership with ConcordCAN and that she's attended several Carlisle and Concord meetings.

B. FY19 CCHS Budget Transfers. Mr. Stanton shared the FY19 CCHS Budget Transfers report. He stated that the transfers requested total \$572,452.01.

C. FY19 CCHS Second Quarter Variance Report. Mr. Stanton shared the FY19 CCHS Second Quarter Variance Report by 100 function. He stated that, to date, they are within budget, noting that special education is in the negative because the money has not yet been reclassified to circuit breaker. He noted that they've encumbered everything that they know of at this point and that they're in good shape.

X. OLD BUSINESS

A. Virtual School Days Proposal. Dr. Hunter shared the Virtual School Days Proposal, noting that staff would be on a paid working day, given that they support the student work and participate in professional development. She stated that Kristen Herbert's office has been gathering resources for the professional development with a theme in cultural competency, including a combination of videos and readings. She stated that the deadline for the completion of the professional development would be one week from the day of the school cancellation, noting that staff who didn't complete the work would be considered absent and charged a sick day. Dr. Hunter stated that they are using common grade level assignments for the students that are created by the staff, which will also be due a week from the date of the cancellation. Dr. Hunter shared a sample choice board for the elementary students to choose from. She stated that they went on a digital literacy and research-based theme for the middle and high schools. She stated that the middle school theme is Internet searches and that the activities would include engaging learning activities for students at each grade level. She stated that the high school also has a research based theme, but on a deeper level. Dr. Hunter noted that there would be a short assessment at the end of the research activities. She stated that the teachers would ensure the collection of the work, noting that students would be considered absent if they don't complete the work. Dr. Hunter stated that the goal of the virtual school day is not to replicate a school day, but to comply with the required days and make sure makeup days are minimized. Dr. Hunter recommended using the virtual days on the 3rd and 6th snow days, noting that this would be a pilot year. She stated that the plan needs to be submitted to the Department of Elementary and Secondary Education so that they have it on record. She also stated that they need to have MOAs with all of the labor associations involved (CTA, CCTA, Bus Drivers and high school tutors). Dr. Hunter stated that they would ensure that this was an inclusive plan for everybody and that communication would be the next step.

Ms. Storrs questioned if the plan would be posted on the website and Dr. Hunter stated that it would be posted. Dr. Hunter stated that they need clear communication out to the families. Ms. Bout noted that she's heard discussions about comparing the value of a virtual school day to a true school day. Dr. Hunter stated that they have a lot of flexibility from the state, noting that it originally started with a conversation around the 180-day requirement, noting that there's purposeful flexibility. She noted that it's much easier for the state to allow these plans than it is to change the 180-day requirement. She stated that a virtual day is not the same as a real school day, noting the challenge especially to the high school students. She noted that this is why all snow days would not be virtual. Mr. Booth questioned if school supports were available to the students and Dr. Hunter stated that they would absolutely have support. Ms. Storrs questioned what else they should have in order to approve the plan and Dr. Hunter stated that she would share the student activities and resources for the professional development. Dr. Hunter requested that the SC send her any changes within the next few days since she would be meeting with the different labor associations.

B. Use Agreement CCHS TV Studio. Dr. Hunter shared an updated agreement between the Town of Concord and CCRSD for the P.E.G. TV Studio. She reviewed updates to the agreement since the SC last discussed it. The SC discussed the community access item regarding employees, volunteers, citizens and/or vendors being required to complete a CORI check. The SC agreed that employees and volunteers using the TV studio should all be CORI'd. Dr. Hunter stated that she would take the feedback from the SC back to her discussions with the Town of Concord.

C. CCRSD Capital Warrant Article. Ms. Boynton shared a draft of the history of the parking situation at CCHS that she compiled. She noted that when the new high school building was completed, the new parking area was only for seniors and faculty. She stated that the old high school had much more parking than the new building has; noting that there are now 429 striped spots (16 of which are handicapped) compared to 120 more spots at the old building. Ms. Boynton shared an old presentation on parking that was completed in November 2015, specifying the parking issue. Ms. Boynton noted that over the last 3 ½ years, the parking issue has continued without people changing habits. She noted all of the different ideas used to address the parking issue, including: assigning numbers to spots, changing how spots were allocated and the renting of Beede Center spots. Ms. Boynton noted that there are no available spots for visitors and parents to park. She stated that the Campus Advisory Committee assessed the campus needs and they reported that parking was a priority that needed further exploration so long as it would not preclude other things from campus. She stated that the Campus Oversight Subcommittee was formed in August 2018, and that they recommended a feasibility study on the campus and that an RFP was awarded in October 2018. Ms. Boynton stated that she created this history of parking to demonstrate just how long parking has been an issue at CCHS. Ms. Storrs noted an article in the Carlisle Mosquito from 2003 regarding longstanding parking issue.

Ms. Boynton stated that there are multiple reasons around why students need to drive a car to school, including: after school jobs, taking care of siblings, music lessons, playing on a sports team that doesn't provide transportation to games/meets or because equipment isn't allowed on the school bus. Mr. Grom noted all of the clubs that meet prior to and/or after school hours that would require that the students drive. Ms. Storrs questioned why the late bus didn't accommodate most of these activities.

Public Comment: Peter Atlas, teacher at CCHS: Mr. Atlas questioned if the late bus was still at 5:00 PM, noting that it was at 5:00 PM when school ended at 2:01 PM, 30 years ago. He noted that school has been closing later and later and that the late bus has never been adjusted.

Ms. Boynton stated that visitors such as volunteers, chaperones, speakers and those attending IEP meetings are not able to find parking spaces during the school day. Mr. Booth stated that they couldn't solve these issues by trying to change behaviors, noting that all of the needs for transportation are legitimate. Ms. Storrs stated that they will not hear from the parents who have not had an issue with parking, noting that her senior was given a spot simply because he was a senior, but didn't in fact need one for the entire year. Dr. Hunter noted that all seniors were not provided spots and that they needed to express interest.

Ms. Boynton noted the stress being added to the lives of students due to parking. Ms. Lear noted sustainability and the future possibility of self-driving cars. Ms. Boynton stated that she believes this is coming, but for the sake of the kids and community, they need to solve the parking issue. Ms. Storrs stated that, if they add parking, it would never be enough. Dr. Hunter stated that it wouldn't ever be enough, but that they will have done everything they can possibly due, noting that they will have to live within the spaces they end up having. Mr. Grom noted the stress of the staff and

visitors, stating that this is an opportunity to have a real result, noting that he's in favor of adding additional spaces. Dr. Hunter noted that Gale is pricing out the cost of a few charging stations for electric cars, but stated that her concern is using this as an incentive since the students usually don't choose the car they drive. Mr. Booth noted that they might be eligible for grants for charging stations. Ms. Bout stated how helpful the data regarding parking was that Ms. Boynton compiled, noting that there's significantly less parking today than there used to be. Mr. Booth pointed out that there are a lot of restrictions around new teen drivers, making carpooling not an option for many of them. He stated that they need to make bussing more attractive to the students. Mr. Grom suggested that they find out more information about the late buses that Mr. Atlas brought to their attention.

Ms. Boynton stated that the warrant article also includes the repair, paving, lighting and sidewalk of the loop road. The SC discussed the calendar of coffees and forums occurring prior to Town Meeting and also the idea of creating a universal presentation to share. Ms. Lear questioned if the warrant article amount would be smaller since the work was to be bundled and Dr. Hunter stated that there is a potential for a lower cost, but that they want to keep the number as it is without having an actual design.

XI. ACTION ITEMS

A. Vote to approve borrowing language regarding CCRSD warrant article. A motion was made by Ms. Bout, seconded by Ms. Boynton, that for the purpose of paying the costs of reconstruction of the access road and design and construction of a parking lot on the District's campus, including the payment of all other costs incidental and related thereto, there be and hereby is authorized, under and pursuant to Chapter 71, Section 16(d), of the General Laws and the District Agreement, as amended, the incurring of debt on the full faith and credit of the District by the issuance and sale at one time or from time to time of bonds or notes in an aggregate principal amount of \$2,000,000. Any premium received by the District upon the sale of any bonds or notes approved by this vote, less any such premium applied to the payment of the costs of issuance of such bonds or notes, may be applied to the payment of costs approved by this vote in accordance with Chapter 44, Section 20 of the General Laws, thereby reducing the amount authorized to be borrowed to pay such costs by a like amount, and That within seven (7) days from the date on which this vote is adopted the Secretary be and hereby is instructed to notify the Board of Selectmen of each of the member towns of this District as to the amount and general purposes of the debt herein authorized, as required by Chapter 71, Section 16(d), of the General Laws, and by the District Agreement. Ms. Bout noted that if the bids come in less, that they could borrow less than the approved \$2,000,000. The motion was unanimously approved.

B. Vote to approve virtual school day plan. A motion was made by Ms. Bout, seconded by Ms. Boynton, to approve the Virtual School Day Plan as outlined by Dr. Hunter on January 22, 2019, provided the agreements are signed with the CTA, CCTA, Bus Drivers Association and all relevant unions. The motion was unanimously approved.

C. Vote to approve Use Agreement CCHS TV Studio. *Not voted on.*

D. Vote to approve CCHS Field Trip to Stamford CT. A motion was made by Ms. Boynton, seconded by Mr. Booth, to approve the CCHS out-of-state field trip to Stamford, CT with the condition that a signed district liability waiver (MIIA) is received from all participants. The motion was unanimously approved.

E. Vote to approve CCHS Nordic Ski Trip to NH. A motion was made by Ms. Boynton, seconded by Ms. Storrs, to approve the rescheduled Nordic Ski Trip to NH. The motion was unanimously approved.

XII. ADJOURNMENT

A motion was made by Ms. Boynton, for CCSC, seconded by Ms. Bout, for CCSC, to adjourn the CCSC meeting. The motion was unanimously approved and the CCSC meeting adjourned at 8:57 PM. *Ms. Storrs and Ms. Lear left the meeting.*

CONCORD SCHOOL COMMITTEE

XIII. REPORTS FOR DISCUSSION

A. CMS Facilities Presentation. Dr. Hunter shared the CMS Facilities Presentation, noting that she was looking for feedback on the presentation. She presented the information, including: history of the Sanborn and Peabody buildings as well as the modular buildings, inefficiencies in redundancies, current conditions, vision of an ideal middle school

building, Finegold Alexander's concept from a few years prior and timeline of MSBA process. Ms. Boynton noted that if the article is approved, the project team is hired and the town would put together a building committee to guide through the feasibility study and schematic design. Dr. Hunter shared cost growth projections from actual projects that were funded through MSBA, noting that it's a 7% increase per year. Ms. Boynton noted that this information is public and available on the MSBA website. Dr. Hunter stated that delaying the project in addition to the inefficiencies identified would increase the cost of the project significantly overall. Mr. Stanton noted that he spoke with OPMs recently and they pointed out that the 7% increase was from 2016. Ms. Bout stated that this increase in cost of waiting is significant. Dr. Hunter shared school building debt for CCHS and CPS buildings, including a possible new middle school building.

Public Comment: Tom Tarpey, Finance Committee member: Mr. Tarpey questioned why the inflection point at the end of the Willard debt was so much sharper than Alcott and Thoreau's. Mr. Stanton stated that he wasn't sure, but that it was probably due to the fact that the project cost at Willard was more than Alcott and Thoreau.

Dr. Hunter stated that Peabody would be given to the Town of Concord as an asset of almost \$12,000,000. She stated that, given an estimate of a debt load of \$90 million over 25 years, the median property tax bill would increase by \$809 per year for 25 years. She stated that there are benefits without MSBA funding in having control of the design of the new building. Dr. Hunter stated that the MSBA funding percentage is 25% of what is considered eligible and Ms. Bout noted that, given what the community may want in a middle school, they would not necessarily get 25% funding of the whole cost of the new school.

Public Comment: Tom Tarpey questioned the slides showing the increase in tax cost and \$12 million asset of the Peabody building and Dr. Hunter stated that they were 2 different points and that they would re-do the slide to make it clearer to understand.

Dr. Hunter shared different tax increase scenarios based on the timing of being invited into MSBA.

Ms. Bout thanked Dr. Hunter and Mr. Stanton for all of their work on the presentation. She stated that the potential costs incurred over the next few years if they don't move forward are potentially higher than what they would be reimbursed from MSBA. Ms. Bout recommended refining the list of potential risks at both buildings and recommended adding commentary and side notes to some of the slides to provide extra information. Mr. Booth noted that they are currently doing weekend checks to both buildings to be proactive.

Public Comment: Tom Tarpey questioned MSBA's procedures and if Concord would eventually reach the front of the queue with MSBA. Dr. Hunter stated that there are no guarantees that re-application gets funding and noted that there are a lot of variables at play. Mr. Grom noted a western Massachusetts school district that applied to MSBA 11 times and was rejected each time.

Ms. Boynton recommended doing a more summarized version of the slides, noting the large amount of information currently included in the slides. Mr. Booth suggested still having all of the information available if they abbreviate the slides.

Mr. Stanton stated, regarding Mr. Tarpey's earlier question regarding the inflection point of Willard's debt, that in the last year of debt for Willard, it's principal payment dropped in half, which is what caused the sharp inflection point.

Public Comment: Edie Lipinski, League of Women Voters observer: Ms. Lipinski stated that the asset of Peabody might be of interest to different groups in town, noting the large size of the property. Ms. Boynton noted the opportunity to advocate for the possible community resource.

Public Comment: Tom McKean, Concord Select Board. Mr. McKean recommended staying away from the estimated \$90 million, noting that people may not be ready to move that. Ms. Boynton stated that they used the estimate in order to project costs and possible tax increases. Mr. McKean recommended using ranges instead of specific numbers.

Public Comment: Ms. Lipinski questioned the \$800 tax increase, noting that the taxes go up yearly and would actually be increasing more than just the \$800. She suggested that the SC clarify that part of the presentation.

Public Comment: Pat Nelson, 52 Cottage Lane, Concord, MA. Ms. Nelson stated that there is a very persuasive story, but noted that the numbers do bring some skepticism. She questioned if the members of the Finance Committee present at the meeting had any thoughts.

Public Comment: Dean Banfield, Finance Committee member. Mr. Banfield stated that the concept of putting a number towards the surplus asset is not constructive since it would be a cost sink for the town to accept. He suggested putting a value on the lot itself and not the building.

Public Comment: Ms. Lipinski stated that the cost estimates given by Finegold Alexander on the costs to maintain the buildings were very powerful.

XIV. NEW BUSINESS

A. Alcott Principal Search. Ms. Boynton stated that the Alcott Principal search would begin soon, noting that she would be on the Search Committee as the SC member.

XV. OLD BUSINESS

A. FY20 CPS Budget. Mr. Stanton stated that they are \$145,024 away from the guideline.

XVI. ACTION ITEMS

A. Vote to accept CPS Enrichment Fund donation. A motion was made by Ms. Bout, seconded by Mr. Booth, to accept the CPS Enrichment Fund donation in the amount of \$50. The motion was unanimously approved.

B. Vote to accept Reeds Ferry Storage Shed for Thoreau School. A motion was made by Ms. Bout, seconded by Mr. Booth, to accept the Reeds Ferry storage shed for the Thoreau School in the amount of \$2,999.65. The motion was unanimously approved, with thanks.

XVII. ADJOURNMENT

A motion was made by Ms. Bout, seconded by Mr. Booth, to adjourn the CSC meeting. The motion was unanimously approved and the CSC meeting adjourned at 10:17 PM.

Respectfully submitted,

Erin E. Higgins

Abbreviations:

ACLU	American Civil Liberties Union
CASE	Cooperative Association for Special Education
CEF	Concord Education Fund
CSC	Concord School Committee
CCSC	Concord-Carlisle Regional District School Committee
CMLP	Concord Municipal Light Plant
CPA	Community Preservation Act
CPC	Community Preservation Committee
CPS	Concord Public Schools
CCRSD	Concord-Carlisle Regional School District
CCACE	Concord-Carlisle Adult & Community Education
CCHS	Concord-Carlisle High School
CHPS	The Collaborative for High Performance Schools
CSEC	Comprehensive Sustainable Energy Committee
CPW	Concord Public Works
CTA	Concord Teachers Association

DESE	Department of Elementary & Secondary Education
ELA	English Language Arts
EOYR	End of the Year
FAAC	Financial Audit Advisory Committee
FINCOM	Finance Committee
FCCPF	Friends of Concord Carlisle Playing Fields
GASB	Governmental Accounting Standards Firm
LLI	Leveled Literacy Intervention
MAAB	Massachusetts Architectural Access Board
MASC	Massachusetts Association of School Committees
MIAA	Massachusetts Interscholastic Athletic Association
NEASC	New England Association of Schools and Colleges
NESDEC	The New England School Development Council
NFPA	National Fire Protection Association
OPEB	Other Post-Employment Benefits
OPM	Owner's Project Manager
PEG	Public Education Government
RTI	Response to Intervention
SEPAC	Special Education Parent Advisory Council
SOI	Statement of Interest
SPED	Special Education
SWOT	Strengths, Weakness, Opportunities, Threats
YRBS	Youth Risk Behavior Survey