1

TRIBAL CONSULTATION MEETING

UNITED STATES OF AMERICA

DEPARTMENT OF THE INTERIOR

OFFICE OF THE ASSISTANT SECRETARY

BUREAU OF INDIAN AFFAIRS

May 18, 2012 DATE:

8:15 a.m. TIME:

LOCATION: THUNDER VALLEY CASINO RESORT

1200 Athens Avenue, Pano Hall - Salon A

Lincoln, California

James F. Peters REPORTED BY:

Certified Shorthand Reporter

License Number 10063

	2
1	APPEARANCES
2 3	DEPARTMENT OF THE INTERIOR:
4	Brian Drapeaux, Chief of Staff, Bureau of Indian Education
5	Jeffrey Hamley, Ph.D., Bureau of Indian Education
6	Joe Herrin, Ph.D., Bureau of Indian Education
7	Bart Stevens, Associate Deputy Director West, Bureau of Indian Education
8	Anthony Walters, Counselor to the Deputy Assistant Secretary of Indian Affairs
10	ALSO PRESENT:
11	Bruce MacAllister, Facilitator
12	Joyce Silverthorne, Director, Office of Indian Education
13	
14	
15	
16	
17	
18	
19	
20	
21	
22	
23	
24	
25	

© 2012

	O	
		3
1	I N D E X	PAGE
2		11101
3	Opening prayer	4
4	Opening remarks by Mr. Drapeaux	4
5	Johson-O'Malley student count update, Draft SF-424B Assurance Statement - Non-Construction Programs	4
7	Memorandum of Understanding Between The Department of Education and the Department of the Interior - Bureau of Indian Education	
9	Opening Blessing Introductions and Opening Remarks Presentation by Staff and Q&A	70 70 78
10	Public Comments Closing Remarks	131 188
11	Adjournment	193
12	Reporter's Certificate	194
13		
14		
15		
16		
17		
18		
19		
20		
21		
22		
23		
24		
25		

	4
1	PROCEEDINGS
2	MR. DRAPEAUX: We'll go ahead and get started
3	this morning.
4	I've asked Ms. Garcia from Ramah Navajo to start
5	us off this morning with the invocation.
6	(Invocation presentation.)
7	MR. DRAPEAUX: Thank you very much.
8	This morning we will cover two topics:
9	Johnson-O'Malley count, and Dr. Joe Herrin will
10	lead that discussion for us this morning.
11	And then after that we'll take a short break and
12	then we'll talk about the grant assurances and a document
13	that Mr. Bart Stevens will lead for us this morning.
14	This afternoon we'll be joined by our colleagues
15	from the U.S. Department of Education to discuss the
16	Department of interior and U.S. Department of Education
17	MOU. And it should be a good discussion. We'd look
18	forward to seeing you all, if possible, to stick around
19	and visit with us on the consultation on that piece as
20	well.
21	So we have a full day. We know we do, and we'll
22	go ahead and just get started. And I'll turn this over to
23	Dr. Herrin.
24	DR. HERRIN: Good morning. My name is Joe
25	Herrin. My primary function in Washington DC is budget

execution; that is, the allocation of funds. In addition to our schools, we do allocate monies out to Johnson-O'Malley, public schools. 3 MR. DRAPEAUX: Joe, you've got to hold it closer. 4 5 DR. HERRIN: You've got to hold it up? 6 MR. DRAPEAUX: Close to your face. DR. HERRIN: Really --8 MR. DRAPEAUX: Really close. 9 DR. HERRIN: Okay. My first contact with Johnson-O'Malley was back in the 1970s. And then when I 10 11 was up in Alaska in the '80s I saw the individuals that 12 had the pleasure of entering all of the student names into 13 a -- on a diskette. And at that time they were using 14 these big 10-inch floppy diskettes. This was before they 15 even came out with computer diskettes, the 5 1/4. 16 But the intent today is to go through the JOM 17 Program. Congress has directed the Bureau to take and do Our last count was in 1995. 18 a new count. 19 In '95 -- pre-'95 the TPA funds were education. 20 Johnson-O'Malley Adult Ed and Scholarships resided in the 21 education office. And each year we would allocate those dollars out to the various tribes. 22 23 MR. DRAPEAUX: Dr. Herrin, we need you to do 24 this. 25 DR. HERRIN: Okay.

	6
1	(Thereupon an overhead presentation was
2	Presented as follows.)
3	DR. HERRIN: We would allocate the monies out to
4	the various tribes. And that worked, but there were some
5	complications. As you know, with 638 tribes can take and
6	reprogram dollars. At that time, they had to go back
7	through the Bureau. So if they wanted to reprogram
8	education dollars, they would come to education. If they
9	wanted to reprogram Indian Affairs dollars, they would go
10	to BIA and ask for permission to reprogram those dollars.
11	In '95 we moved the Johnson-O'Malley Adult Ed and
12	Scholarship monies over to the Bureau side of the house
13	the Bureau of Indian Affairs side of the house. And they
14	then took care of all of the JOM Adult Ed and Scholarship
15	monies, put that into the contract, and that became the
16	base. So in '95 they moved the Johnson-O'Malley monies
17	from education over to BIA. And then they put those
18	dollars in the TPA bases, the Tribal Priority Allocation
19	basis, and those became your funding then for tribes
20	unless you took and reprogrammed dollars or there was a
21	change in the appropriation.
22	The other possible change was, with TPA programs
23	and self-governance programs you get a cost of living for
24	tribal employees, and you could have your Johnson-O'Malley
25	funding increase with that cost of living. They were

```
normally very small and had little impact on the program.
 2
                              --000--
 3
                          In the House report, Congress
    directed us to go out and do a new count.
                                                Which we are
 5
    seeking advice on how to do this new count, who we count.
 6
    Congress did give us a 180-day time period to do this
 7
    count and report back to Congress.
                                        So we do have a
    limited amount of time to do this.
 8
                              --000--
 9
                          We were to do consultation with both
10
             DR. HERRIN:
11
    the indian community and with the Department of Ed.
12
                              --000--
13
             DR. HERRIN: And then we were directed to
    establish a permanent Johnson-O'Malley position in our
14
15
           We have started to process and develop in a
16
   position description for a Johnson-O'Malley person.
17
    However, as we've gone back through the years and looked
18
    at the people that were involved with the Johnson-O'Malley
19
   program, Johnson-O'Malley was not listed in their position
20
    description. It was a collateral duty, meaning that they
21
    had other functions that they performed in addition to
22
    then the Johnson-O'Malley person that schools, tribes and
23
    other individuals would call if they had a question
24
   pertaining to the Johnson-O'Malley program.
25
                              --000--
```

```
8
 1
             DR. HERRIN: This gives you a brief description
    of the Johnson-O'Malley program. It's a supplemental
    funding to the unique needs of indian children ages 3
    through grade 12.
 5
             You have a parent committee -- parent education
    committee that is in charge of developing the budget,
 7
    overseeing the program.
 8
             Still losing me?
 9
                              --000--
                          As I said, it's ages 3 through grade
10
             DR. HERRIN:
11
    12 enrolled in public schools. In '95 we had 35
12
    previously private schools that had come into the Bureau
13
    of Indian Affairs system. Previously private schools were
14
    eligible to count their students for Johnson-O'Malley,
15
    whereas Bureau funded or Bureau operated schools were not
16
    eligible to count their students for Johnson-O'Malley
17
    funding. It goes back to the concept of double funding
18
    students for particular programs.
19
                              --000--
20
             DR. HERRIN: In our regulations it indicates that
21
    minimum requirement is one-fourth degree. In 638 their
22
    requirements are member of a tribe or one-fourth degree.
23
                              --000--
24
             DR. HERRIN: Now, with regards to how the funding
    was determined, up until '95, when we did our last count
25
```

a

- 1 previous to that, individual tribes and schools and some
- 2 states would take and report their Johnson-O'Malley count
- 3 for the students they were serving. That would go to our
- 4 educational line officers. The line officers then would
- 5 compile that information for their particular line office
- 6 and then submit that to central office. In central
- 7 office, we generated four tables then from that count. We
- 8 identified the number of students by line office. We also
- 9 identified the number of students by state. And then we
- 10 ran a table with self-governance, a second table without
- 11 self-governance -- the self-governance count. And then we
- 12 submitted to Congress annually.
- To determine the dollar amount for a given
- 14 student, we used a formula that was based on the dollar
- 15 amount -- or the public school expenditure for that state
- 16 divided by the national average expenditure for public
- 17 schools for that particular year, with a minimum weight of
- 18 one. And then the maximum weight was determined by the
- 19 dollar amount spent by that particular state.
- 20 We had a lot of states that when we ran the
- 21 formula, their value came out to be less than one. We had
- 22 several states, such as Alaska, New York, Connecticut, in
- 23 which the value would come out -- at one time Alaska was
- 24 2.58. They had a weight of 2.58. So when they divided
- 25 the national average say, it was \$5,000 Alaska would

- 1 be \$12,000 per student, something like that. So when you
- 2 divide 5 into the 12, you would come up with a value that
- 3 you would multiply times the number of students for that
- 4 particular state.
- 5 In the mid-'80s Congress directed us to change
- 6 our formula. So starting in 1989 we established a minimum
- 7 weight of 1.1. And that went up to 1.3 in 1991. And that
- 8 is the current -- or those are the current weights we use
- 9 for our Johnson-O'Malley count.
- Now, the only time we do a calculation for the
- 11 Johnson-O'Malley program is if they are public school
- 12 students. We still run a formula every year. And the
- 13 dollar value per student would change every year based on
- 14 the appropriation by use of this formula. Where it comes
- 15 into play for 638 and self-governance is when we move
- 16 students from public schools to 638 or to self-governance.
- 17 Then we to have take and calculate the dollar amount that
- 18 would have gone to a public school that year and transfer
- 19 those dollars over to TPA or self-governance.
- 20 And TPA and self-governance, your dollar amount
- 21 is fixed once it is transferred into your base, unless
- 22 there's a change in the appropriation. You reprogram
- 23 dollars or you get a cost-of-living increase.
- 24 --000--
- DR. HERRIN: And currently the maximum is 1.58

11 for Alaska. 2 --000--3 I've already covered this. In '95 DR. HERRIN: we transferred the Johnson-O'Malley monies based on the number of students served to tribes, either as part of 5 their Tribal Priority Allocations, TPA, program or part of 7 their self-governance. 8 We still have about -- for TPA, Tribal Priority Allocation, the appropriation is a little over 13 million. A little over 2 million of that still goes to public 10 11 schools. 12 --000--13 DR. HERRIN: At '95 both the House and the Senate 14 directed us to move the monies directly to BIA, determine 15 how much each tribe was eligible to receive if a tribe was 16 operating a program. And then we transferred those funds 17 over to the tribal base. 18 --000--19 DR. HERRIN: These are the legislation. Both the 20 House and the Senate directed us to take and move those 21 monies. And these are the various reports in which they 22 directed us to take and transfer the funds from education 23 over to Tribal Priority Allocation or to self-governance. 24 --000--25 DR. HERRIN: And in '95 we counted -- we did our

12 last national count. At that time we counted 271,884 students. Actually in '95 it was 27 less than this. then we made an adjustment in '96. So this is the number that we report as their last Johnson-O'Malley count. 5 --000--This gives you a feel for the 6 DR. HERRIN: 7 increase in the Johnson-O'Malley population. Between 1990 and 1991, the count went up 3.89 percent. There was a 9 growth of 3.89 percent. Between '91 and '92 is 1.35 10 percent, '92-'93 is 7.06 percent, '93-'94 was 5.87 11 percent, and '94-'95 was 4.76 percent. For a five-year 12 average it was 4.59 percent. 13 It's been 17 years since we've done a count. 14 you multiply the 4.59 times 17, that will give you a feel 15 for possible increase in our Johnson-O'Malley count. 16 If we had continued to count with that increase, we would have counted this past school year approximately 17 18 500,000 students. At this point we have no idea of what 19 our count is going to be when we do conduct a count this 20 year. 21 --000--22 DR. HERRIN: Current -- for 2013 the projected 23 funding is roughly 21 million for education and TPA for 24 self-governance and consolidated tribal grant program.

There's still a small number of students counted for that

```
13
   particular program.
 2
                              --000--
                          So we have the question, How should
 3
             DR. HERRIN:
   we do the count? There's several options out there.
    way is for the eligible recipients of Johnson-O'Malley
 5
    funding -- yes?
 6
 7
             MR. DRAPEAUX: Whenever there's a question, we'd
    ask that all participants use the microphone. State your
 9
    name, your position and your tribal affiliation.
10
             Thank you.
11
             MS. ALLEN:
                        Okay. I apologize.
12
             Jacqueline Allen, council member of Fallon Paiute
    Shoshone Tribe.
13
14
             You had just gone too fast with the slide.
15
    didn't have time to write it all down.
16
             Thank you.
17
             MR. STEVENS: Bart Stevens, Associate Deputy
18
    Director West.
19
             We had handouts yesterday. I don't know if the
20
    secretary's out there again today. I haven't been out
21
    there. But all of our handouts, so you don't have to get
22
    a cramp from writing, are posted on the website, BIE dot
23
   EDU website.
24
             MS. ALLEN:
                         Okay.
25
             MR. STEVENS: And also at the Assistant
```

```
14
    Secretary's website under "Consultation Documents."
 2
             MS. ALLEN:
                        All right.
                                     Thank you.
                           You're welcome.
 3
             MR. STEVENS:
             DR. HERRIN: Okay. Does that answer your
    question?
 5
 6
             MS. ALLEN:
                         Yes.
             DR. HERRIN: So we have the issue, how do we do a
 8
    count?
 9
             The other issue is, who do we count?
             In '95 we counted students in 33 states.
10
11
    However, I happen to know that there were some states that
12
    have large indian populations that were not reflected in
13
    the '95 count. An example is Missouri. In Kansas, you
14
   have four tribes.
                       The Iowa and Sac and Fox are along the
    Kansas-Nebraska-Missouri border. There were no students
15
16
    counted for Missouri. I think they rolled those students
    into the Kansas count. But there were no students counted
17
18
    in '95 for that particular state.
19
             Working with the agency I had to do a school-age
20
    population count in the '70s, which was a lot of fun.
21
    do smoke and mirrors because we had to count the
22
   population nationwide and, in my particular case, were the
23
    four tribes that were served by the agency that I was
24
   working at.
25
             And I know there were a large number of students
```

# Capital Reporting Company

15

Tribal Consultation Meeting 05-18-2012 1 in Hawaii.

- And in Oklahoma and Texas there were a large
- number of eligible students or tribal members that live in
- Texas where the tribes are located in Oklahoma.
- only counted three tribes in Oklahoma -- excuse me --5
- three tribes in Texas in '95, and none of those were for
- the Oklahoma tribes.
- 8 So there were several states that had large
- indian populations in '95 that did not count students for
- Johnson-O'Malley funding. 10
- 11 The other is the Department of Education for
- Indian Education has over 1300 grants for indian ed. 12
- 13 That's conservatively larger than the number of grants
- 14 that we have -- or had in '95 for Johnson-O'Malley
- 15 program.
- 16 So we have the question of, how do we do a count
- and who do we count? 17
- 18 Now, an option is -- and this is easiest of the
- 19 various options -- is to have schools, tribes and
- 20 states -- we still take and fund some states. Those
- 21 states then allocate the monies down to various public
- 22 schools that are serving Johnson-O'Malley students.
- 23 Have the eligible participants -- they can submit
- 24 a count at this time, since we have to report to Congress
- 25 by June 20th of this year our Johnson-O'Malley count.

- 1 Then if Congress asks for an actual count and when we do
- 2 take count which is supported -- just a count that is
- 3 reported, with no names behind it, we will take and
- 4 identified it as self-reported unverified.
- 5 And then if Congress asks for possible funding
- 6 needs for that or when we take and -- if we get an
- 7 appropriation to cover the new count, we would have to go
- 8 out and verify.
- 9 That is one option, ask for a count at this time,
- 10 just a head count by the eligible participants.
- 11 The other is to ask for a head count and then
- 12 come back and ask for a list of student names. So that
- 13 would be taken to verify the eligibility of those
- 14 students.
- Now in '95 we did have a situation in which one
- 16 particular state had an over-count of 700 students. When
- 17 we went back to verify, they had no way to verify that
- 18 those 700 students existed.
- 19 So we would need to be able to -- if funding
- 20 becomes an issue with this, we would need to be able to
- 21 verify that student count.
- --000--
- 23 DR. HERRIN: So we ask for feedback on how do we
- 24 count and who do we count?
- 25 Again?

17 1 Oh, okay. We lose you. You get going and 2 MR. DRAPEAUX: then it drops down here and we can't hear you. 3 4 DR. HERRIN: Okay. 5 Yes. 6 MS. HOAGLEN-CARD: Zerlinda Hoaglen-Card, Round 7 Valley Tribal Council secretary. 8 I just text my vice president and asked him a question on your question about this. And what we gave 10 back to me was - and I don't know, maybe you already do 11 it - but would it be possible to base it on enrollment? 12 Because like, for instance, the smaller tribes, you know, 13 they get the same count, which they get the same amount of 14 Which sometimes it's money, but sometimes it's not 15 enough for the smaller tribes. So that was just a thought of a new formula to be able to base it on tribal 16 17 enrollment for K through 12. 18 DR. HERRIN: That would be a possibility. 19 since many tribes have an electronic enrollment system 20 now, it would be a manner of downloading those tribal 21 members -- a list of those tribal members that fall in the 22 age group of 3 through whatever a 12th grade student would 23 be - 18, 19, that age group - and submit that count. the initial count that would be acceptable. 25 Should Congress -- and you need to recognize,

- 1 Congress did not say anything about additional funding.
- 2 They just asked us to do a count. And that's this
- 3 exercise.
- 4 The second step is translating that count into
- 5 funding. We would need to make sure that the tribal
- 6 enrollment count was not a duplicate of other counts, such
- 7 as those submitted by public schools. And that's where
- 8 the list of names would come in so that there would be
- 9 some effort to verify that there were no duplicates.
- 10 --000--
- DR. HERRIN: We have states, we have public
- 12 schools, we have some private schools. We have tribal
- 13 groups, both in TPA, self-governance-and CTGP, that we
- 14 would need to notify.
- 15 There is a draft memo that is in central office.
- 16 It will be finalized after the last consultation session.
- 17 And then that will be sent out to respective parties
- 18 involved with a JOM count, to the tribes -- the various
- 19 tribes, and then the public schools, in which we have
- 20 counts in '95. And then if a decision is made to expand
- 21 that to other eligible recipients -- since '95 the Bureau
- 22 has added several new tribes. So we would have to notify
- 23 them of the count.
- So we would need to come up with who we counted.
- 25 As I indicated, in '95 there were 33 states at that time

19 that we counted students in. --000--2 The last is if and when that JOM 3 DR. HERRIN: position is developed and someone is employed for that --5 and Bryan probably went through the funding issue and were faced in central office. It would be probably a position that has collateral duties. But where would that position be located in central office - at the line office level, at the associate deputy director level, or do we position 10 it in one of the field units if we only go with one 11 person? 12 --000--13 DR. HERRIN: And then Brian was selected to collect information. So if you have other information 14 15 that you want to provide, you can send that to Brian. 16 So with that, that is a quick overview. asked to do a count through consultation with tribes and 17 18 Department of Ed. So now the issue is, how do we do the 19 count, who do we count? 20 And I open it up to the floor for comments then. 21 MR. KING: Good morning. Tracy "Ching" King from 22 Fort Belknap, president. 23 I know that a lot of us gave up thousands of 24 acres on our reservations as far as what they call a -- I think it's section 16 or 36, or both, of each township, 25

- 1 that we gave those up -- some of us gave up lands for the
- 2 missions or, you know, Catholic schools, parochial schools
- 3 and to those -- to the states. And when they sent us off
- 4 to boarding schools wherever, somehow when you're out of
- 5 state, it doesn't benefit you. But at the same time we
- 6 get a failing grade -- the public school system fails us.
- 7 And so, you know, those are the concerns I have, is we
- 8 have head counts on here, but at least -- I mean that
- 9 factor has to be figured in there too. Because if the
- 10 public school system is failing our indian students, then
- 11 there's something wrong, you know, the schools that are
- 12 border-town schools, whatnot, or even on your own
- 13 reservations.
- So historically and today, the system continues
- 15 to fail our students. And I'll say, in my lifetime I have
- 16 never, ever seen any child fail. But the systems failed
- 17 them.
- 18 And so that's the big problem I have, is when you
- 19 have a head count and the school systems benefit but our
- 20 students continue to be failed.
- 21 And so, I think -- you take a farmer that farms
- 22 on the Fort Belknap Indian Reservation on trust land, he
- 23 puts his farm into a crop reserve, CRP, and I believe they
- 24 could individually maximize that program by 40,000 per
- 25 individual. And then him and his wife and son could get

- 1 40,000 apiece per year to just let it in grass. Then at
- 2 the same time have a few companies. So they could get
- 3 200- to 300,000 a year on trust land.
- And so the reason I want to bring that up is
- 5 because the -- we don't know if this program is being cut
- 6 or even that position will be filled.
- 7 So that those are some of the things that I have
- 8 a concern about, is the disparity. Seems like in the real
- 9 world you'd rather be a farmer than put in for
- 10 Johnson-O'Malley. You're better off. But those are the
- 11 problems I have. When they continue to fail our kids, I
- 12 have a hard time with that.
- 13 Thank you.
- DR. HERRIN: One of the problems -- I'm aware of
- 15 the problem you're referring to -- is some of our programs
- 16 are so small, the Johnson-O'Malley programs are so small.
- 17 And in recent years we've had the appropriation problem.
- In the '90s we would take and put out 75 percent
- 19 of the estimated amount for the Johnson-O'Malley program
- 20 on October 1 to public schools and to tribes. Well,
- 21 tribes, you have the TPA, so you're continuing operation
- 22 unless Congress doesn't appropriate monies for a
- 23 particular program. With public schools they have to wait
- 24 until we allocate monies to them. And because of the size
- 25 and the fact of the uncertainty of the JOM monies,

- 1 particularly in the appropriation process, we have several
- 2 public schools that are backing out of JOM program. They
- 3 don't want to be involved with it. Particularly here in
- 4 California, we have a small number in Oklahoma, where the
- 5 public schools had deemed this not worth the effort to do
- 6 the paperwork to get the program.
- 7 Tribes have first priority on the JOM program.
- 8 You can ask to take over the JOM program for your
- 9 community and have the monies go through the tribe and the
- 10 tribes sponsor the program.
- It does not have to be a public school. You can
- 12 work with a public school, but you can have the monies in
- 13 your 638 or self-governance compact.
- 14 MS. MARTINE-ALONZO: Good morning. I'm Nancy
- 15 Martine-Alonzo from Ramah Band.
- In terms of who do we count, how do we count, I
- 17 know that the BIE when they count the ISEP population,
- 18 they have been using like an average of I think it's the
- 19 three -- I think it's an average of three years. You
- 20 know, the three -- the couple years prior and then the
- 21 current year. And I know that in our school we've had
- 22 declining enrollment. But when the BIE used that
- 23 three-year average, and they counted the previous couple
- 24 years and the current year, that somehow seemed fair than,
- 25 you know, really taking a count at a given point and

- 1 place.
- 2 But that consistency of what the enrollment was
- 3 the previous three years and the average of that, I
- 4 thought that worked okay for our school. I don't know if
- 5 that's a possibility in determining, you know, a single
- 6 count that you're talking about.
- 7 DR. HERRIN: Okay. What the lady is referring
- 8 to, back in 2005 -- prior to 2005 we did an annual count
- 9 for the students enrolled in the Bureau-funded schools.
- 10 And we based the funding for that school based on that
- 11 annual count.
- 12 That is good if you have a school that has an
- 13 increased enrollment every year. Our population in our
- 14 schools fluctuated every year. It was bad for a school
- 15 that is on a decline enrollment, in which their enrollment
- 16 drops every year, because you got funded based on the
- 17 students that were present that year that we did the
- 18 count.
- 19 In 2005 we changed the funding formula to do an
- 20 average of the previous three years. That meant that a
- 21 school with declining enrollment would get additional
- 22 dollars because it factored in two years in which they had
- 23 a higher enrollment than the last year, and higher than
- 24 possibly this year.
- 25 It was a disadvantage for those schools that had

Sitsuitation Weeting 03-18-2012

- 1 an increase in enrollment, because you were always running
- 2 behind. So if your count went up every year, with a
- 3 three-year average you would get funding for a smaller
- 4 count than you possibly would have in the school for that
- 5 year. That is a possibility of doing a three-year
- 6 average.
- 7 The question is, will Congress -- if Congress
- 8 provides additional funds for this, will they take and
- 9 build in an annual count or a count every 3 years or every
- 10 5 years or every 10 years or 17 years from now, as with
- 11 the last count. That will be something that will have to
- 12 be determined by Congress.
- 13 Okay. There was somebody else that had a
- 14 question.
- 15 MR. DIXON: Good morning. My name is Aaron
- 16 Dixon, Susanville Indian Rancheria.
- 17 When you talk about student count for JOM, have
- 18 the tribes received notification that a count has to be
- 19 done by June of this year?
- 20 DR. HERRIN: In the CFR notice, Federal Register
- 21 notice --
- MR. DIXON: When did that go out?
- 23 DR. HERRIN: -- announced the consultation
- 24 sessions, that we were directed to do a count. We had --
- 25 I don't know if it went into specifics, but we had 180

### Capital Reporting Company

Tribal Consultation Meeting 05-18-2012

- days from December 23rd, thereabouts, to report back to
- Congress. 2
- So information is out there. Whether particular 3
- tribes got it, I don't know.
- 5 Because I just got done texting our
- tribal administrator and I asked him if we received
- 7 notification from the federal government that they're
- going to be conducting a count on JOM. And it's kind of
- 9 surprising that the last count was done in 1995. And of
- 10 course who's going to have to absorb that cost is going to
- 11 be the tribes, because there's going to be increases in
- 12 those -- in that population count for the JOM.
- 13 In our area, we don't have the BIE schools or
- any -- all of our kids go to public schools or go to -- if 14
- 15 they get kicked out of school, they go to charter schools
- 16 or home study.
- 17 So regardless of the -- we get to the point of
- 18 lack of funding. And I believe that Congress should give
- 19 us an increase in the JOM funds, because it's a need, it's
- 20 a need for our kids. Because right now some of the tribes
- 21 are absorbing those costs and they're not getting
- 22 reimbursements for those funds.
- 23 So it's important that when -- I'm going back to
- 24 my tribe today to submit a written report in regards to
- 25 everything that happened yesterday and today.

26 important that we submit a written document to the federal government to make them aware that it is a need and it is a crisis. 3 4 Thank you. 5 Joe, can I interject? MR. STEVENS: 6 MR. HERRIN: Yes. MR. STEVENS: Bart Stevens, ADD West. Can't get close enough to this mic. 8 9 For those tribes here in California that receive 10 services of any time from the Sacramento line office here 11 in Sacramento, we're faced with a situation that we've 12 been unable to resolve legally with JOM dollars, because 13 those -- based on the previous count, and the amount of 14 money that's put into JOM, results in very small amounts 15 coming down to the Sacramento line office. 16 What we see on our reports -- on our accounting 17 reports is that this money continues to sit at the line 18 And it continues to sit at the line office, one, 19 because it's so small; but because it's so small, tribes 20 don't accept it. Because it's so small, they can't hire 21 somebody with that money to manage that money, to get it 22 out to schools to provide the services. 23 And when I said we haven't resolved it legally,

25 commercial contract contractor, put that money into that

because legally what it should do is we should identify a

Consultation Meeting 05-18-2012

- 1 contract, and let that commercial contractor provide that
- 2 service, whatever it may be, textbooks, caps and gowns,
- 3 school supplies, whatever that may be, to dole out to the
- 4 kids served by this line office. No one's come forward
- 5 with a proposal of a commercial contract, and we can't go
- 6 out and identify somebody to do that. So the money sits
- 7 at the line office.
- 8 What someone line offices do, and it's not
- 9 necessarily aligned with regulation, is that the line
- 10 office manages the program, goes out and uses that pot of
- 11 money to buy cases and cases of school supplies, and then
- 12 will manually go out and dole them out to those tribes
- 13 under that line office. That's not the correct way to do
- 14 things.
- 15 So the issue that we have here, one, in
- 16 Sacramento is those monies are so small that tribes refuse
- 17 them. And because they're so small, they can't hire the
- 18 staff to manage the program. And so it ends up sitting at
- 19 the line office. And that's where it's currently sitting
- 20 now.
- 21 And legally I can't direct the line office to,
- 22 say, "Well, go out and buy all those school supplies." It
- 23 makes sense to do it that way, but it's not something
- 24 that's supported by regulation.
- 25 So that's kind of the dilemma that we're in with

- 1 this region and there's others that are like that -
- 2 because JOM is so small.
- I just wanted to share that with you all.
- DR. HERRIN: Adding to what Bart indicated, you
- 5 know, in 638 there's a provision that if the tribe
- 6 rescinds or returns those services to the Bureau, the
- 7 Bureau is to provide those services. We have that
- 8 situation in Oklahoma where, through problems within the
- 9 tribe, the Bureau assumed the operation of the financials
- 10 for that tribe. And in that process, they also assumed
- 11 the responsibilities for adult ed and scholarships and JOM
- 12 for that particular tribe. But in our regulations it says
- 13 the Bureau does not operate Johnson-O'Malley programs.
- 14 Those are to be done at the public school or the tribal
- 15 level.
- 16 Currently I'd received calls -- there's a small
- 17 tribe in Arizona. In '95 they counted 13 students. They
- 18 want to take over the operation of their program. And
- 19 they've had their lawyer from DC -- and if you know what a
- 20 lawyer in DC is going to cost -- that lawyer has called me
- 21 two or three times asking about how they take over the
- 22 operation of the JOM program. All they need is a tribal
- 23 resolution saying that "we want to take over the JOM
- 24 program for" this particular school. And for other tribes
- 25 where the monies go to public schools, that's all that

- 1 would be needed.
- 2 MR. KING: Tracy King. You know, I truly believe
- 3 that no matter how small or how large a JOM program, that
- 4 one student is -- I think it's very important that they
- 5 receive a service, you know. And that's one of the
- 6 things.
- 7 Then you look at the one-fourth blood, you have
- 8 students -- we all have members that are -- probably have
- 9 that blood but they're not enrolled. There could be a
- 10 number of tribes, kind of like my grandchildren,
- 11 inter-tribal. They're either Lakota, they're -- Lakota,
- 12 they're Cree, they're Assiniboine, Gros Ventre, Blackfeet,
- 13 even the Assiniboine Canada, hey.
- And so I never had any choice of who my folks
- 15 were going to be, you know. I really didn't, you know.
- 16 They're probably sorry they had me. But at the same time
- 17 I'm thankful they brought me into this world.
- 18 And so, you know, the ones that are -- I know
- 19 that's always a big question that I've -- I've asked the
- 20 BIA in, I believe it was, January of 2004 about
- 21 eligibility for JOM, quarter blood, because I do know some
- 22 got services. But they weren't enrolled. I mean that's
- 23 always been an issue. And I believe that, you know,
- 24 they're over a quarter, you know, some of them are over
- 25 half or even full.

30

1 I believe some young lady had 16 tribes in her back in -- when Bill Clinton was running for President, this young lady had 18 different tribes in her -- or 16, and she wasn't enrolled any place. And she asked Bill 5 Clinton, "What are you going to do for me? Because I'm a full blood but I have all these tribes in me." 6 7 So that's always something that needs to be -like I said, you know, you ask a solicitor's opinion. it's been eight years and I still haven't got an answer 9 10 Maybe I'll never -- maybe they don't give a 11 damn. I don't know. 12 Most solicitors I have a problem with anyway 13 because they -- you know, someone running a program should 14 be able to tell me and not a damn solicitor, you know. 15 mean that's what people are hired for. But, you know, again, I want to express that, you 16 17 know, we have -- we run our own JOM. But when I was 18 talking earlier about the ones that don't have, you know, 19 there needs to be something done to help all of our indian 20 students, no matter -- because, you know, some of us step 21 up as tribal leaders, not only through our budget but 22 through our own pockets that we help young folks get 23 through school, especially if they're struggling with a 24 lot of death in their family or if they come from a broken 25 home.

31 1 I've seen young folks in boarding schools that ask the tribe for money because they couldn't afford So rather than argue with whoever has custody of them -- it's not going to do me any good to go cuss the 5 grandparent or a parent or foster parent out. 6 wasting my time. So rather than that, we just reach in 7 our pockets and send them money, you know, to help them And I think that's the most important thing is --8 you know, bitchin' don't help me. But, you know, when 10 someone needs something, I just figure it's best just to 11 go help them out. Because it's not their fault if they're 12 not going to be helped by whoever. 13 So we have to step up, but also need to change 14 some regulations, some laws that address a lot of the 15 issues that come to the table. 16 And I believe again it's the -- it's the students 17 that we have to believe in, you know, and not tell them a 18 bunch of regulations that, you know -- it's their life. 19 You know, we have to step up for them and make sure they 20 get a good education. 21 And I remember back in '76 when I was graduating 22 that I didn't know where to turn to. We were in a 23 boarding school and didn't have anybody to turn to.

But if it wasn't for some of the folks that were

kind of held up my sign, "will work for clothes," you

24

25

(866) 448 - DEPO

- 1 working there, I would have never made it through school.
- 2 That helped me with clothes and whatnot. It helped me
- 3 with announcements, all that. I mean I could imagine how
- 4 a student -- if their folks are failing them and then we
- 5 fail them, how they would feel of nobody cares, you know.
- 6 And I see so many of them students like that. And I don't
- 7 like it myself, because I give my own council hell when
- 8 I help -- when they -- or they complain about me helping
- 9 people. But they never come to me.
- 10 So I just want to make sure that we do it for the
- 11 kids and not for our self-interest, you know. It's them,
- 12 not me, you know.
- 13 Thank you.
- MR. STEVENS: Appreciate those comments.
- 15 MS. MARTINE-ALONZO: Nancy from Ramah Band of
- 16 Navajo.
- 17 I have a couple of jobs. Being president of the
- 18 Ramah School Board is my night job. My day job is being
- 19 executive director of the Albuquerque Area Indian Health
- 20 Board. And we sort of have a situation similar to what
- 21 you're describing. AAIHB is a consortium of seven tribes.
- 22 And we contract for ideology and HIV education and
- 23 prevention monies, because the seven tribes receive small
- 24 amount of monies, but not enough to really hire their own
- 25 ideologist and all the services that go with it. Because

33

- 1 they may -- one may get like 37,000, another may get like
- 2 53. The going minimum cost for ideologist is about 75,000
- 3 on up plus fringe.
- 4 And so all of these tribes put their money
- 5 together, and out of that we create a core program for
- 6 ideology services. So I'm wondering if there are some
- 7 funds that are very small amount that you cannot hire an
- 8 FTE to coordinate or use the funds -- could an
- 9 organization, a nonprofit corporation or a tribal
- 10 organization, could they contract for those dollars on
- 11 behalf of several tribes or consortiums of tribes and do a
- 12 similar process like that where they would be the -- they
- 13 would be the institute that would be accountable and
- 14 responsible for the accounting of the funds and using the
- 15 funds appropriately and prudently. But they would then
- 16 administer the services for those member students.
- 17 That's one.
- 18 The other comment is, if some tribes do not want
- 19 to take the money, can they sign a document saying, "We
- 20 don't want the money," and could that money go back into
- 21 that fund, so that it gets redistributed to those that
- 22 want it? Is that a possibility? Is that legally
- 23 possible?
- You know, those are two comments I would have
- 25 regarding this.

© 2012

34 1 MR. STEVENS: Bart Stevens. You're absolutely right. A group can come 2 together - and one has in Albuquerque - to manage these 3 funds on behalf of tribes. And they need tribal resolutions on the tribes they're representing that grant 5 them that authority to represent them and to manage these 7 funds. 8 So that is definitely doable. That's the commercial contract piece that I talked about. 10 The redistribution, I'll let Joe talk about that. 11 But what we'd like to see happen, if the tribes -- and, 12 again, what I instructed the line officer here to do was 13 to get letters from tribal leaders that explicitly state 14 that they don't want to manage these funds. I would 15 hate -- and I agreed with Mr. King's comments about, you 16 know, students deserving the services whether the tribes 17 accept the JOM dollars or not. So what I'd rather see 18 happen is the money stay in Sacramento and we do something 19 different creatively, so that we can provide that service to those students here in this area rather than it go out 20 21 to be redistributed. 22 MR. DIXON: Aaron Dixon, Susanville Rancheria. 23 I have to disagree with your request to have the 24 tribes send letters in regards to that, because at some point in time Congress is going to construe that that you 25

- 1 don't need any money from the United States government.
- 2 So I would kind of deter that request. Because once you
- 3 start refusing money from the federal government, then
- 4 they're going to in turn say, "Well, you wrote a letter
- 5 indicating you didn't want education funds." But at the
- 6 same time, the tribes are suffering because there's very
- 7 little money in there, because the federal government
- 8 doesn't have the support for our indian kids. The only
- 9 ones that are supporting our indian kids is us. We're the
- 10 ones that are here supporting our kids, getting our kids
- 11 through school, because they have large needs also. But
- 12 we want to make sure that our kids are successful.
- MR. STEVENS: Sure.
- MR. DIXON: And so I would have to say myself,
- 15 for my tribe, I'm not going to send a letter saying that
- 16 we don't want those funds, because we use those funds. We
- 17 use those funds to the fullest extent and then some. And
- 18 if we have shortfalls, then the tribe has to kick in
- 19 additional money for our kids, unfortunately.
- Thank you.
- 21 MR. STEVENS: Well, I appreciate those comments.
- 22 And that's absolutely right. It's the wording of the
- 23 letter. The wording of the letter, in my opinion -- the
- 24 suggested wording would be that the funds are too small
- 25 for us to manage. And if the reverse is opposite, then

- 1 write the letter requesting the funds and manage them.
- 2 Are the two alternatives.
- 3 But it's the language of the letter, not refusing
- 4 that we don't have a need; but that we're refusing because
- 5 they're so small, that we can't afford to manage them
- 6 ourselves with an FTE or what have you.
- 7 So it's the language of the letter, not just
- 8 refusing money, because we all need the money. The indian
- 9 country needs the money, these indian kids need the money,
- 10 I agree with that. So it's the verbiage of the letter.
- Because legally we need that for us then to take
- 12 control over those funds. Without documentation, we, as
- 13 Feds, can't manage that money.
- 14 DR. HERRIN: We also have the issue of public
- 15 schools; because of the size, they're unable to -- unable
- 16 or unwilling to operate the program. Those I would
- 17 recommend that the tribes look at. And if they have
- 18 tribal members there, ask to assume the operation of that
- 19 program. And you can do that through a tribal resolution
- 20 request and to take over a particular program.
- 21 The public school count has decreased
- 22 considerably since 1995 because tribes have assumed the
- 23 operation of the Johnson-O'Malley program.
- MS. ALLEN: Jacqueline Allen, Councilwoman,
- 25 Fallon Paiute Shoshone Tribe in Nevada.

37

1 Talking about the public school. concern of mine, because there -- when our children go to -- start school, there's this yellow form that they have to fill out if you're a federally recognized tribal 5 And they're really nice to us until they get that And then the whole attitude changes towards our children. And that needs to be accountable to them in the public schools. They need to watch that attitude, 8 because it's not right. 10 MR. STEVENS: We understand that and -- Bart, 11 Stevens ADD. Tracy brought that up yesterday about 12 being -- again, your being nice or treated well up until 13 that count date. And what that form is is the state form to generate impact aid dollars, which you all know about. 14 15 And we talked a little bit about that yesterday. And we talked about what technical assistance the 16 17 BIE -- although we have no oversight over public schools, 18 but we can definitely -- and what I've committed to in my 19 region is advocating on behalf of indian students in 20 general. And sometimes that includes public schools. 21 I offered my assistance to some of the people that were 22 here yesterday that brought up concerns with impact aid in 23 Title 7 and things that we can do for tribes and indian 24 students in general in advocating for those processes to 25 be in place.

38 1 But I understand that's exactly what does happen when our native students are the minority in some of those public schools and they see dollar signs. reservation alone we have -- last count there were six or 5 seven different school buses patrolling our res looking for those indian kids to come to their school, having options like that because they want that impact aid money, 7 which is sizeable to some extent. 9 But absolutely. I empathize with that. there's anything that I can do as the associate deputy 10 11 director within the BIE, along with the line officer here 12 in Sacramento that I supervise, in providing whatever 13 technical assistance or quidance that we can, by all 14 means, call upon us. 15 MS. ALLEN: Thank you. 16 MS. MARTINE-ALONZO: Nancy Martine-Alonzo. 17 I've thought of another comment as you were 18 talking about it, and also with IHS. There are some 19 tribes that elect to leave their IHS dollars with the area 20 IHS and then they provide the services. Is that a 21 possibility? Like you were talking about that the money 22 has to flow through to the tribes or to the schools. 23 could there be created an option for if the amount is 24 small, could that then be just administered by wherever

the funds are going to come from, from BIE or from the

- 1 tribe? Could they leave that there and someone else
- 2 administer it?
- 3 MR. STEVENS: Yeah, in a commerce contract.
- 4 Another entity can solicit for that commercial contract.
- 5 What we had in Albuquerque was Heather Townsend
- 6 had a firm and solicited for that commercial contract out
- 7 of the New Mexico South line office in Albuquerque, and
- 8 for the Albuquerque public schools.
- 9 So something similar to that can happen. And
- 10 that's that commercial contract piece.
- DR. HERRIN: In your case where the monies go to
- 12 the tribe, the tribe could contract with IHS if they
- 13 wanted to.
- 14 The Bureau doesn't have a mechanism to contract
- 15 with IHS. Well, we have mechanisms to transfer funds.
- 16 But the monies have already gone to the Navajo tribe for
- 17 your school. If they wanted to work with IHS as a service
- 18 provider, that is a tribal decision.
- 19 MR. KING: Tracy "Ching" King, Fort Belknap
- 20 President.
- 21 In regards to the October deadline that we talked
- 22 about when these white teachers play good to our indian
- 23 students and then after Columbus Day they kick them out,
- 24 remind us of Columbus Day.
- 25 And then from there -- and I forgot to mention,

40 yesterday is -- in Montana there's the Two Eagle River BIE And northern Chevenne has one. So once our students are kicked out of the public school system, they 3 also attend those schools as well. And so that's a 5 funding concern to these schools, because Harlem 6 schools -- I call it prostitution. They prostitute our kids and then they get all the money and they say, "The hell with your students. We already used you." 9 And I really have a hard time with that, you 10 know, because we're always having to fight for the 11 education of our students. And they -- you know, a lot 12 of -- there is a great school in Pierre, South Dakota, and 13 a lot of our students go there, because again they're 14 And so we have some students that are kicked out. 15 graduating from Chemawa as well as Flandreau. 16 are some of the -- I mean there's no budget formulation 17 for those students that seem to be kicked around by the 18 schools. You know, I just had a young student that -- I 19 mean she's now in college where she attended Harlem 20 School. And she was telling me how prejudice some of 21 those teachers are and what they say to them. 22 You know, if I have a disallowed cost from the 23 BIA or IHS, they will -- they'll stop the funding or 24 piecemeal to me until I'm in compliance, you know.

that's another problem I have, is these schools, they

41 could tell me to go to hell, you know, "get the hell out of my school board" and have a white sheriff either arrest me or send me back to the res, you know. And I used to fight for these students. And so when I would advocate 5 for students that were going to get kicked out, then the 6 school board would stop me -- or the school would stop me 7 from working with students. And I just told them, "You're not hurting me." 8 And "you're hurting the students. I really don't give a 10 damn if you like me or not. I really don't care" is what 11 I'd tell them, you know. "All you are is pissing me off, 12 you know. And so when I challenge these folks, you know, 13 they don't like me to go to the school board because I guess I'm nothing but trouble. But that's all right. 14 15 They don't have to like me and I really don't care. 16 they don't look out for the future of our kids once they 17 get that money - just for August, September and part of 18 October, it's the only time they really care for them. 19 And like I said, you lack -- we have to fight the 20 BIA for disallowed costs for two years. It was like \$11 million dollars. And so it took me six months to work 21 22 with them to clear that up, and then the funding came. 23 And to me that's what needs to happen, is there needs to

because of JOM or BIE funding or impact aid, then there

be laws and regulations. If an indian student is failing

24

- 1 should be consequences, because they need to be written up
- 2 or pay back the money like what we have to do. And that's
- 3 what really gets to me is I have to pay back and they
- 4 don't. They don't give a damn, you know. And so
- 5 that's -- I have a hard time with that.
- 6 Plus our council wants a -- you know, on a
- 7 national level they want a \$22 million increase in
- 8 Johnson-O'Malley funds, you know, because they know how
- 9 important those funds are to our students. It gets them
- 10 field trips. They get to be exposed to various colleges.
- 11 They get incentives for being on an honor roll.
- 12 Then on the tribal side, we have a -- when folks
- 13 want a pay advance, we charge them \$50. And 30 of that
- 14 goes to our students in a scholarship. So we have an
- 15 incentive program that's sponsored by the people who get
- 16 pay advances, and we help kids that have no income or
- 17 anything. And so we have an incentive program.
- 18 But I believe that Johnson-O'Malley is a good
- 19 program. But Congress or anybody shouldn't be cutting
- 20 that, you know. Again, you know, I just have a hard time
- 21 with these teachers that like us till October and hate us
- 22 the rest of the year. And they just don't give a damn,
- 23 and I -- we're trying to fight the school boards and the
- 24 school system. And they don't like me but, like I said, I
- 25 don't care.

```
43
 1
             Thank you.
 2
             MR. STEVENS:
                           Appreciate those comments.
    commend your tribe's effort with the payroll advances.
 3
    think that's commendable.
 5
             Well, if there are no further questions, we'll
    take a quick ten-minute break, and then we'll get into
    grant assurances. Go grab a cup of coffee and take care
 7
    of what you have to, and we'll be back here in 10.
 8
 9
             (Off record: 9:28 a.m.)
10
             (Thereupon a recess was taken.)
11
             (On record:
                          9:43 a.m.)
12
             MR. STEVENS: Okay. We're going to go ahead and
    get started. If you see somebody out in the foyer, if you
13
14
    would direct them in.
15
             This next piece speaks specifically to the grant
16
    assurance statements that the BIE requires our tribally
    controlled grant schools to sign annually. And the
17
    document is in consultation for the revisions that are
18
19
   being applied to this document.
20
             Again, these the grant assurance statements that
21
    are tribally controlled BIE-funded programs, our schools,
22
    are required to sign annually. And out in the audience I
23
    only know of one tribally controlled grant school, two,
24
    Pine Hill, that are present to hear this piece.
25
             So although it applies directly to them, we'd
```

	44
1	love comment from all of you pertaining to this document.
2	(Thereupon an overhead presentation was
3	Presented as follows.)
4	MR. STEVENS: And I am sure that both Pine Hill
5	and Blackwater are well aware of this document and the
6	purpose and so forth.
7	000
8	MR. STEVENS: So we're going to go through
9	and, again, handouts are out on the table. If you missed
10	them yesterday, they're back out there again today. And
11	this document, this draft document is a part of that
12	packet that's outside.
13	So the assurance statement, as indicated in the
14	PowerPoint and on document itself, is a non-construction
15	programs document as far as grant assurances go.
16	And so we're seeking input on this form that
17	deals specifically with 100-297 schools, which are our
18	tribally controlled grant schools.
19	So assurance statement is the document that's put
20	in place to allow for the transfer of funds from the BIE
21	to the grant school to complete specific tasks to be in
22	compliance with specific statutes and laws, understanding
23	that the Bureau of Indian Education cannot and will not
24	impose Interior policies or government policies from the
25	Bureau to grant schools. We can't do that. We can only

- 1 put upon grant schools federal statutes. So keep that in
- 2 the back of your mind.
- 3 So we're particularly interested in your
- 4 perspective on adding the following statements: The
- 5 environmental requirements and ESEA and IDEA. ESEA is "No
- 6 Child Left Behind," the requirements of that law; and IDEA
- 7 is students with disabilities special education
- 8 regulations. And again reemphasizing the imposing of
- 9 statutes as a proposed to policies on our tribally
- 10 controlled grant schools.
- 11 Environmental requirements are those of EPA, that
- 12 frequent our schools quite regularly, especially recently,
- 13 and identify noncompliances. Because although you are a
- 14 tribally controlled grant school, you are still bound and
- 15 still a part of the Bureau of Indian Education. When the
- 16 EPA goes out and has findings and finds there are put
- 17 forth, it still falls back on the BIE as being responsible
- 18 for those noncompliances with EPA regulations.
- 19 So we're just going to go item by item. I think
- 20 there's 12 of these regarding this document.
- 21 So the Assurance Statement No. 1 deals with the
- 22 legal authority to apply for federal assistance and to
- 23 ensure proper planning, management and completion of the
- 24 program activities for which the funding is being provided
- 25 is being met.

```
46
 1
             And by signing the grant assurance statements,
    the school boards or the grantee - in some cases it's the
    school board, in some cases it's the tribe - have signed
    these assurances statements indicating that they'll comply
 5
    with these assurances.
 6
                              --000--
             MR. STEVENS: Assurance Statement No. 2 gives the
    awarding agency, which is the Comptroller General of the
    United States and, if appropriate, the tribal governing
10
   body if it then goes from the council to the school board,
11
    access to the right to examine all records, books, papers,
12
    or documents related to the award for oversight and
13
    monitoring of compliance purposes.
14
                              --000--
15
             MR. STEVENS:
                          Assurance Statement No. 3 will
16
    establish a proper accounting system in accordance with
17
    general accepted accounting standards. For those of you
18
    that don't know, our tribally controlled grant schools are
19
   held responsible for an annual audit. And this is just an
20
    assurance statement addressing that, that they will hire
21
    or contract out an accounting -- or put in place an
22
    accounting system that's in accordance with accounting
23
    standards.
24
                              --000--
25
                           Assurance Statement No. 4 will
             MR. STEVENS:
```

	4 /
1	establish safeguards to prohibit employees, appointed or
2	elected officials from using their positions for the
3	purpose that constitutes personal or organizational
4	conflict of interest or personal gain.
5	This statement is pretty self-explanatory. It
6	talks more in-depth to the abuse of authority or the
7	exceptional treatment based on positions and status within
8	the school, the school board, or the tribal organization.
9	000
10	MR. STEVENS: Assurance Statement No. 5 will
11	comply, as applicable, with provisions of the Hatch Act,
12	which limits the political activities of employees whose
13	principal employment activities are funded in whole or in
14	part with federal funds.
15	Being an election year, we have been constantly
16	reminded of the Hatch Act as federal employees what we can
17	and what we cannot do. And it's mostly cannot. Even to
18	the point of removing President Obama's picture from the
19	walls in our office because it's an election year. That's
20	how stringent the Hatch Act is.
21	000
22	MR. STEVENS: Assurance Statement No. 6 will
23	comply with any applicable tribal, state and federal
24	environmental laws and safety standards which may be
2 5	nyoganihad nunguant to the following. The National

```
48
   Environmental Policy Act of 1969 and Executive Order
    11514, which speak to environmental issues.
 3
             MS. GARCIA:
                          I have a question --
             MR. STEVENS:
                          Yes.
 5
             MS. GARCIA: -- in regards to --
             MR. STEVENS: Please say your name.
 6
             MS. GARCIA:
                          Okay.
             MR. STEVENS: And use a mike.
 8
 9
             Whoa, that cord's stretched pretty tight.
10
             MS. GARCIA: My name is Martha Garcia, Ramah Band
11
    of Navajo.
12
             In regards to Assurance Statement No. 5, we're
    talking about a compliance with the Hatch Act regarding
13
    political activities of employees. These are just
14
15
    employees that are working under this particular grant, or
16
    does it cover all employees within your organization?
    if you are a tribal organization, sometimes you can't help
17
18
   but, you know, get involved in some of these activities
19
    during political year.
20
             How far does this compliance -- where does it
21
    stop and where does it -- well, what are the limits, I
22
    quess?
23
             MR. STEVENS:
                          Okay.
                                  First of all, I would
24
    reference the Hatch Act. And it's available on line.
    it's obviously going to be a little different for federal
25
```

Consultation Meeting 05-18-2012

- 1 employees. It's very stringent with due process, with
- 2 employee rights and responsibilities on how we enforce
- 3 this. And we go through a due-process procedure with --
- 4 one example, four years ago we had an employee email on a
- 5 federal email account. She forwarded political
- 6 statements. So we start the due process; you know, letter
- 7 of warning, letter of -- verbal warning, letter of
- 8 warning, reprimand, suspension, dismissal. We start that
- 9 process.
- 10 Where, as this is federal dollars going to a
- 11 tribe, and the employees are tribal employees, it's still
- 12 tied back. If your employment activities are funded in
- 13 whole or in part with these federal dollars, then this
- 14 applies to you.
- 15 So when the grantee, the tribe or the board, is
- 16 signing this assurance statement, you're saying by your
- 17 signature that you're going to hold your employees to the
- 18 same standard that we as federal employees are held to.
- 19 So what that looks like, where it begins, where
- 20 it ends, what you do, is entirely up to you. But the
- 21 people who sign the document and are accepting this grant
- 22 are saying that you're going to be as stringent on this as
- 23 we are. And when you're not, then we could have some
- 24 issues.
- 25 But what that looks like would be stated probably

```
50
    in your faculty handbook, your employee handbook, or your
    tribal personnel policies, which I'm sure it is to some
            But what that due process looks like is your
    call. But keep in mind, that when you're assigning the
    assurance statement, you're saying that you will impose
 5
 6
    what you need to to make sure that your employees that are
 7
    funded by federal dollars are compliant with this
    assurance statement.
 8
 9
                              --000--
10
            MR. STEVENS:
                          Did that answer your question?
11
             MS. GARCIA: Yeah.
12
            MR. STEVENS: Okay.
13
             MS. GARCIA: Does it cover tribal politics?
14
             MR. STEVENS: Joe, are you aware of that answer?
15
    Does the Hatch Act assurance statement cover tribal
16
   politics -- tribal elections?
17
             My first answer would be no.
18
             DR. HERRIN: I would think so. It deals with use
19
    of federal funds --
20
             MR. STEVENS: Oh, we need a mike, Joe.
                                                     Sorry.
21
             DR. HERRIN:
                          I'm sorry.
22
             MR. STEVENS: Joe Herrin -- Dr. Joe Herrin.
23
             DR. HERRIN: I go by Joe. It's a lot easier when
24
    compared to some of the name I've been called.
25
             (Laughter.)
```

```
51
 1
             DR. HERRIN: I don't think it does.
                                                  But I would
    defer to counsel.
                       I know with other elections it would
   not because you would be using federal funds for political
              If the tribe is not using monies for the
    election, you know, your candidates shouldn't have access
    to the dollars. But, again, I would defer to legal
 7
    counsel on that.
             MR. STEVENS:
 8
                           Thank you.
 9
             Assurance Statement No. 6 we covered, about
    following EPA compliance.
10
             Hold on.
11
12
             Okay. Let me come to you.
13
             MS. ANTONE: Audra Antone, Gila River Indian
14
    Community and Blackwater Community School.
15
             I just had a question about the Hatch Act in
16
    like -- the sense of like lobbying and things like that.
    Would that still -- you know, would we still be in
17
18
    compliance? Or how would that --
19
             MR. STEVENS: Okay. As non-federal employees,
20
    you can lobby to your heart's content and this does not
21
    apply at all. I'd encourage you to lobby, off the record.
22
             Oh, sorry.
23
             (Laughter.)
24
             MR. STEVENS: You already got it down.
25
             We covered the environmental policy. Just as an
```

- 1 example, some of the things that when EPA goes out to our
- 2 schools and visits as they do other programs, some of the
- 3 findings that we wouldn't think would be findings are --
- 4 one, we found old paint sitting along the shed -- along
- 5 side a shed. Fluorescent bulbs accumulating in the back
- 6 of the building. Old computers, monitors that have
- 7 chemicals in them, things that we wouldn't think
- 8 necessarily. And in any country -- you know, my grandpa
- 9 would always throw stuff out the window and so forth. We
- 10 don't do that anymore. And that's what we get dinged on
- 11 by the EPA when they come visit.
- 12 Fuel storage is another biggie, leakage. And
- 13 sometimes it's not even leakage, just documentation of
- 14 inspections is something that we can be dinged forward.
- 15 --00o--
- 16 MR. STEVENS: Okay. This is continuing with
- 17 Assurance Statement No. 6. Violating facilities, we've
- 18 talked about that.
- 19 Protection of wetlands. And they're all tied to
- 20 executive orders. And like I said, if you didn't get a
- 21 handout out here, these are also posted on Indian Affairs
- 22 website under the "Consultation" documents. And then if
- 23 you have need for further clarity on any one of these
- 24 executive orders, I would encourage you to Google it or
- 25 look at it on any of their forms and documents.

	53
1	D talks about evaluation of flood hazards and
2	floodplains.
3	E is assurance of project consistency with
4	approved State management program development under the
5	Coastal Zone Management.
6	All of these executive orders, statutes, and
7	regulations are put in this document, not only to be in
8	compliance, but also ensuring that our schools are in
9	compliance with what the expectation is so that we prevent
10	some of those fines from happening.
11	000
12	MR. STEVENS: Conformity to federal actions to
13	State, the Clean Air Act. So yet that plan's in place.
14	Protection of underground sources of drinking
15	water. Again, just dealing with public safety and safety
16	of the community. And you're by signing the assurance
17	statement saying that you will be in compliance with these
18	regulations.
19	Endangered species, lead-based paint are some
20	others that are added to this document.
21	000
22	MR. STEVENS: Assurance Statement No. 7 will
23	allow an inspection for environmental and safety
24	compliance. Because you're a grantee accepting federal
25	funds, when the EPA shows up you have to let them inspect,

54 as we all do. And by putting this in the assurance statements, you're signing saying that that's something you'll allow. 3 --000--4 5 MR. STEVENS: Number 8. Again, just some more things that are put in here to further ensure compliance of the grantee or the grantor. National Historic 7 Preservation Act, Archaeological and Historic Preservation And, again, I'd encourage you to Google these and 10 get the exact language. --000--11 12 Assurance statement No. 9 talks MR. STEVENS: 13 about compliance with existing federal laws, which include 14 background investigations, the Indian Child Protection and 15 Family Violence Act, and implementing procedures 16 identified in 25 CFR part 63 and Public Law 101-647, as 17 well as the Crime Control Act of 1990. This all deals 18 with ensuring that our students are safe within our 19 schools, that everybody was properly adjudicated with a 20 thorough background investigation. 21 And the Grant Assurance Statement further states 22 that the background clearance process that you have in 23 place for your tribal employees is as stringent as that of the Bureau of Indian Education, which is very stringent. 25 We recently met with -- I recently met with IHS

- 1 officials that want to provide service to one of our
- 2 schools. And they said, "Well, this is our background
- 3 clearance process, IHS employees." University employees
- 4 that were going to be a part of that provide us their
- 5 process. We send it through our channels to verify that
- 6 it's as stringent as our own, and it wasn't. That's how
- 7 stringent ours is, because we're dealing with student
- 8 safety.
- 9 And this is just saying that as a grantee you
- 10 will comply with those rules and regulations dealing with
- 11 background investigations of all employees. And if you
- 12 don't, it can cause some problems.
- --000--
- MR. STEVENS: Assurance Statement No. 10, will
- 15 comply with the requirement -- the required financial and
- 16 compliance audits in accordance with the Single Audit Act
- 17 Amendments and OMB Circular A-133.
- 18 We talked about that before, about the annual
- 19 audits that grant schools. Have to complete within 90
- 20 days of the end of the school year annually. This just
- 21 ties to that and references the statutes that require
- 22 that.
- --000--
- MR. STEVENS: Recently we established a focus
- 25 group that met in Albuquerque recently to revise these

- 1 assurance statements, and they were representatives. And
- 2 I think one of these slides has the list of those members
- 3 that gathered in Albuquerque that represented grant
- 4 schools. Pierre Indian Learning Center was mentioned
- 5 earlier. We had representatives from them, from the
- 6 Navajo Nation. We had other people that were present.
- 7 Next slide I think identifies those people by
- 8 group. But they came together and had two days of
- 9 meetings to discuss what these amendments to the grant
- 10 assurance statements would look like.
- 11 So they met in Albuquerque the week of -- well,
- 12 the days of March 7th and 8th, just this last year.
- 13 Unfortunately I was only able to attend the second half of
- 14 the second day due to other commitments.
- 15 Oh, here they are.
- 16 --000--
- 17 MR. STEVENS: Shirley Gross from Pierre Indian
- 18 Learning Center. Greg Anderson from Eufaula Dormitory.
- 19 Ray Lorton from Chief Leschi. I should have remembered
- 20 his name.
- 21 Matthew Tso from the Navajo Nation. Patty
- 22 Leblanc, Peggy Gaddy, Sherry Johnson -- Dr. Sherry
- 23 Johnson, who's our honored distinguished school leader out
- 24 in Enemy Swim Day School in South Dakota. Robert White
- 25 Eyes, federal employee from Pine Ridge. BIE

- 1 Administration where David Teliempo was shot.
- 2 Representatives from the BIE DPA were also present at that
- 3 meeting. And that's what brought about what we're
- 4 reviewing today as far as those amendments to the Grant
- 5 Assurance Statements.
- --000--
- 7 MR. STEVENS: So the focus group on grant
- 8 assurances comply with all applicable requirements of
- 9 federal laws and regulations governing this program.
- 10 --000--
- 11 MR. STEVENS: The Department of Education insert:
- 12 Will comply -- this a Grant Assurance Statement No. 12.
- Will comply with all applicable requirements of
- 14 federal laws and regulations, including what we mentioned
- 15 already: ESEA -- ESEA sometimes I talk too fast for my
- 16 own good and IDEA, special education and reauthorization
- 17 of "No Child Left Behind"; and if applicable, tribal laws
- 18 and regulations governing this program.
- <u>--000--</u>
- 20 MR. STEVENS: As promised, that's my contact
- 21 info. If you get my office line and it goes to voice
- 22 mail, you'll get my cell phone number and my email
- 23 address. As anybody in the BIE, first name dot last name
- 24 BIE dot EDU.
- 25 And now we open it up for any questions or

1 comments. Just remember to speak clearly, state your
2 name, tribal affiliation, school represented, so forth.
3 Okay.
4 MR. KING: Tracy "Ching" King, President of the

The Mr. Kind. Hacy ching King, Hesident of the

5 Fort Belknap Council.

6 Looking at this PowerPoint and knowing what the

7 dos and don'ts are of what we can't do, I guess, as

8 tribes, as nations, then I was wondering why can't -- your

9 schools that are off the reservation and -- I mean they

10 have all these regulations -- I mean we have all these

11 regulations. But then again, somehow, somewhere all of

12 our indian students are impacted, probably mostly

13 negatively. But I hope that somewhere along the line that

14 there's rules that the non-indian superintendents and the

15 school boards that educate our kids will have more strict

16 regulations and laws upon them to make sure that our

17 indian children are succeeding. And that's where again, I

18 see all these regulations that -- what we can't do. But

19 then tribal leaders and school board members should be

20 sitting together with impact aid and going over the same

21 thing, the can and can't's. It just really irks me when I

22 see them, they could just do what the hell they want.

MR. STEVENS: Absolutely. I couldn't agree with

24 you more.

25 How that process works -- and, again, whatever we

- 1 can offer as Feds as far as technical assistance with that
- 2 process. I'm sure my counterparts, the other two
- 3 associate deputy directors, would be just as eager to help
- 4 where we can or provide some information for you all.
- 5 I wanted to remind everybody that the window for
- 6 comments, both electronically or however else you want to
- 7 get it to the BIE can email them to me, however you want
- 8 to do that is open till June 1st. So if you don't
- 9 necessarily have comments now or want to take it back to
- 10 your councils, your school boards or what have you to
- 11 share comment, please, if not taking extra copies that are
- 12 out here available for you all, to download them and then
- 13 present to your boards and -- as long as you get some
- 14 feedback by June 1st.
- 15 MS. ANTONE: Audra Antone, Hill River Indian
- 16 Community and Blackwater Community School.
- 17 With all the assurances that have been made and
- 18 have said here, all the fields in the office, the line
- 19 officers would be affected with the budget cuts. Then if
- 20 all these assurances are made that we have to -- you know,
- 21 we're putting everything up to par here. And with some of
- 22 the things that are happening at Blackwater with the
- 23 facilities issues, a lot of those environmental things
- 24 weren't, you know, being affected until recently. And now
- 25 with all this assurance coming up, is that going to affect

O .

- 1 the cut that you had stated yesterday with the 0 -- with
- 2 the line officers.
- 3 MR. STEVENS: Good question. With yesterday's
- 4 discussion you remember me saying several times EPM,
- 5 Education Program Management, where that 3 million
- 6 reduction would come from? So although it will impact the
- 7 line office, the technical assistance that comes from line
- 8 office dealing with some of these issues EPA and some of
- 9 the guidance that can be provided to ensure compliance
- 10 from the grantees yeah, it will, but we in my mind am
- 11 thinking -- I am thinking in my mind of ways to take up
- 12 that slack. What is my office going to do then to
- 13 absorb -- to make sure that Blackwater doesn't get
- 14 abandoned, Pine hill or any other, for that matter, as far
- 15 as what needs to happen or what's been happening at the
- 16 line office and now will be moved if the line office
- 17 doesn't -- is no longer there.
- 18 And I have thoughts in my mind and even -- I hate
- 19 to say the P word, but I kind of do have that planned out
- 20 in my mind of what that would look like.
- 21 So I'm hoping, once we finish these
- 22 consultations, that we'll be able to come and with
- 23 little-to-no interruption from what's occurring at the
- 24 school level as far as those services.
- 25 So facilities -- the site of facilities, O&M --

61 operation and maintenance that goes to dealing with some of those facility issues that you mentioned, and we did talk a little bit about that yesterday morning when we were talking about BIA and the DAS-M and that Bronner 5 study that talked about DAS-M that oversees facilities; and if that should come back to our Bureau, what we would do with it and how we would manage it. It ties to their piece more so than ours. 8 for right now it wouldn't impact facilities under our 10 Bureau because ours is only Education Program Management, 11 which deals with those line offices on up to the director. 12 Well, again, my name is Bart Stevens. 13 Northern Ute, Shoshone, Bannock, San Carlos Apache, and 14 Maricopa on my father's side. I was raised in Fort 15 Duchesne, Utah, just to give you a little bit of 16 background on me. And I'm here to help. If there's 17 anything that I can do for any one of you, that's my I'm available 24-7, as was indicated 18 contact info. 19 yesterday or -- yeah, yesterday. And my email address. 2.0 And we have one more comment. 21 MS. McQUILLEN: Thank you. Chris McQuillen. 22 work with the Yurok Tribe. 23 My question is, what information can you offer in

the progress of trying to get accessibility of student

information for the tribes when they're working with

24

\_\_\_\_\_

- 1 students through the public schools? At this point it
- 2 takes months to have -- when you have a list of students
- 3 and you're trying to locate them, what school are they at,
- 4 how are they doing academically, who are their teachers?
- 5 And usually it's a matter of going to a school secretary
- 6 or a principal and requesting that information. And by
- 7 the time you get all of those things straightened out, the
- 8 school year has progressed so far and students may have
- 9 already declined academically and...
- 10 Is there any progress in that where tribes could
- 11 have -- through and MOU have direct access rather than
- 12 having to beg for a printout of information about the
- 13 students?
- MR. STEVENS: That's a good question.
- As you may or may not know, there's FERPA. And
- 16 FERPA stands for Family Education Right to Privacy -- I
- 17 had to think about that for a minute -- Family Education
- 18 Right to Privacy Act, which protects parents' and
- 19 students' right to privacy.
- 20 Now, FERPA identifies that the parents or legal
- 21 quardians have that open-door access to their student
- 22 records, period. And, as you know, that's law.
- 23 How we within the Bureau of Indian Education
- 24 handle that, because there are tribes -- we have the
- 25 Navajo Nation coming to us wanting access to their student

- 1 information. And within our system we have NASIS, which
- 2 is the Native American Student Information System, all in
- 3 electronic system that tracks probably the information
- 4 that you're talking about.
- 5 We too are held to FERPA regulation. So when we
- 6 have the Navajo Nation, who's one of our largest -- we
- 7 have the largest amount of schools within the Navajo
- 8 Nation -- comes to us wanting access to their student
- 9 records to bypass the family and come to us directly, we
- 10 have to refer back to FERPA.
- 11 So what we do is we direct them to the parents.
- 12 And the parents have to grant that permission.
- Now, as grantees, where they have many different
- 14 grant schools on the Navajo Nation, we also encourage them
- 15 to -- they're the keepers of that information that they
- 16 want access to. So it kind of is a different situation
- 17 that not everybody's in.
- Now, public schools is the same. They're bound
- 19 by FERPA as well. And as a former school principal in
- 20 public schools in Utah, we were faced with that many
- 21 times. And as much as we're eager to share that
- 22 information, because -- don't get me wrong. Public
- 23 schools -- educators in general have that same interest in
- 24 mind of doing what's best for kids. And if doing what's
- 25 best for kids means giving their information to somebody

```
64
   who's there to help them, we want to do that.
                                                   But if I
    did as a public school administrator, I'd be looking at
    you behind bars, because it's against the law.
   parents could sue me like crazy if I release that
    information.
 5
 6
             So, again, tribes, JOM programs -- that's where I
 7
    started my career in education when I was 19.
                                                    I was a JOM
    tutor, worked for the tribe, stationed in public schools
 8
 9
    to help kids succeed.
10
             As much as we're willing and able to provide that
11
    information, we cannot without going through the legal
12
    guardians, by gaining their permission. And that's
13
                        If there's a way that we can work out
    identified in law.
14
    an agreement with the tribe, including the parents, on
15
    streamlining that process to make it easier for that
16
    approval to be given and then the information to be
17
    shared, more power to you. But it's a process.
18
    again, it's those parents that are protected by FERPA.
19
             Early lunch.
20
             No, I'm just kidding.
21
             MS. MARTINE-ALONZO: Early dismissal.
22
             (Laughter.)
23
             MR. STEVENS: I'm hopping on a plane this
24
    afternoon. Again, available 24-7, I think kind of went to
25
   my head. But I'm going down to Phoenix to meet with the
```

- 1 with the Gila River School Board tomorrow morning, 6 a.m.
- 2 So I'm excited about that. So if we get out of here
- 3 early, I can maybe catch an earlier flight and have a good
- 4 dinner in Phoenix.
- 5 MS. GARCIA: What do we have left right now?
- 6 Martha Garcia from Ramah Band.
- 7 I would like to know what we still have on the
- 8 agenda.
- 9 MR. STEVENS: This is it as far as the BIE
- 10 consultation of the streamlining process. We did the
- 11 streamlining yesterday afternoon. And then we got in --
- 12 we added JOM this morning as well as these grant
- 13 assurances. And then after this, that piece is done with
- 14 the BIE consultation on streamlining.
- 15 What's this afternoon is and Brian Drapeaux
- 16 alluded to it a little yesterday, was the BIE -- the
- 17 Bureau of Indian Education in Washington DC is meeting
- 18 with the U.S. Department of Education. And they want to
- 19 enter into an agreement on how they can collaborate to
- 20 doing again what's best for kids in our schools.
- 21 That consultation is this afternoon. We'll have
- 22 representatives from the Department of Education here.
- 23 We'll have Dr. Jeff Hamley and Brian Bough from our
- 24 Division of Performance and Accountability in Albuquerque
- 25 that will be leading that consultation this afternoon.

0

- 1 And that's specifically to discuss that agreement between
- 2 the BIE and the U.S. Department of Education on what
- 3 that's going to look like. And they need your input for
- 4 that. That's this afternoon.
- 5 And it was kind of scheduled late in the game, if
- 6 you will. So they've actually scheduled other
- 7 consultations, including another one here that gives you
- 8 more notice. We talked about that notice going into
- 9 Federal Register. So we have to meet those deadlines as
- 10 federal agencies. And we don't think we -- we may have
- 11 barely met it. So we want to give tribes more time to
- 12 plan. So there'll be other consultations dealing again
- 13 with that agreement. But that's this afternoon.
- 14 MS. GARCIA: Martha Garcia again from Ramah Band.
- 15 Since we were not aware that that was going to be
- 16 added to this consultation session here, we had made
- 17 arrangements, looking at the time that this was going to
- 18 end at noon. We will not be here this afternoon. But are
- 19 you going to be -- do you have a schedule of where you're
- 20 going to be hosting these consultation sessions?
- 21 MR. STEVENS: I don't know if we have the
- 22 schedule with us.
- Jeff, I'll defer to you for that.
- Dr. Jeff Hamley.
- 25 DR. HAMLEY: Let me check. Let me go into the

```
67
   hallway. And right now we may have the schedule here.
   Okay?
 2
             Let's see. Is that laptop connected to the
 3
   website?
 5
             MR. STEVENS: It is not. It's a BIA computer,
    and they don't have wireless access.
 7
             It's not like we at the BIE. We have a wireless.
             (Laughter.)
 8
             MR. STEVENS: We're hooked up.
 9
             Sorry. No offense intended.
10
11
             (Laughter.)
             MR. STEVENS: I know there are other sessions
12
    scheduled. But email me, and I can get you that schedule
13
14
    if you want to attend the future consultation meeting
15
    regarding that MOA with the Department of Education.
             DR. HAMLEY: Yvonne Davis is getting that.
16
    is Jack Hamley.
17
             If you go to indian education dot org, the
18
19
    Department of Ed has listed them there.
20
             MR. STEVENS: Great.
             MS. McQUILLEN: I have another Johnson-O'Malley
21
22
    question. Chris McQuillen, Yurok Tribe.
23
             I just want to clarify. What Congress wants is a
    recount and it will lead to a redistribution of funds.
25
             Is there any hint at all as to what further
```

- 1 actions they may take? You did mention that there was no
- 2 discussion as yet of increased funding. But do you see
- 3 that as a possibility? Has there been any clues of -- or
- 4 any indications at all what they plan to do with that
- 5 information?
- 6 MR. STEVENS: There has been no indication of
- 7 what they're going to do with the count. Common sense
- 8 would tell me that if we see an increase in numbers, we
- 9 would expect maybe an increase in funding. But nothing
- 10 definitive has even been said. They just asked for the
- 11 count.
- So we're going to complete the account, get it
- 13 back to Congress. And then they'll be the decision makers
- 14 of what they then do with that data.
- 15 Do you have anything else to add, Joe?
- 16 DR. HERRIN: No.
- 17 MR. STEVENS: Yeah. So they'd requested the
- 18 count. We're consulting with you all on what, where, and
- 19 how we complete the count. We'll provide the information
- 20 and we'll sit and wait for their decision.
- 21 DR. HAMLEY: Jeff Hamley. I have the schedule
- 22 here. It's May 24th, Northern Arizona University,
- 23 Flagstaff. So that's the next one.
- 24 And then following that is May 31st. It's at
- 25 the -- in Bloomington, Minnesota.

```
69
 1
             And then June 5th it's Nashville, Tennessee.
 2
             MR. STEVENS:
                           Thank you, Jeff.
             So book your flights, pack your bags.
 3
             Or if you're like me, stay packed.
 5
                    I guess we'll reconvene -- what time do
    you start this afternoon?
 7
             DR. HAMLEY: One o'clock, I believe.
             MR. STEVENS: One o'clock. You get a long lunch.
 8
 9
             And thanks again for coming.
             And, again, if you haven't jotted down my contact
10
    info, it's available on BIE dot EDU website as well.
11
12
             And thanks again.
13
             (Off record: 10:27 a.m.)
14
             (Thereupon a lunch break was taken.)
15
16
17
18
19
20
21
22
23
24
25
```

	70
1	AFTERNOON SESSION
2	(On record: 1:13 p.m.)
3	MR. MacALLISTER: Good afternoon, everyone. My
4	name's Bruce MacAllister. I'm going to be the meeting
5	facilitator. And we'll move through the meeting on the
6	agenda. And of course depending on how many people have
7	comments and suggestions, the agenda may move forward. If
8	we look like we're running out of time, then I'll work
9	with that and we'll see what we'll do. Our goal of course
10	is to make sure that everybody has an opportunity to give
11	feedback.
12	And before we even get started, we'd like to have
13	the invocation. And if we can do that for starting, that
14	would be excellent.
15	Sir.
16	(Invocation presentation.)
17	MR. MacALLISTER: Thank you very much, sir.
18	You'll see on the agenda that we've got after
19	the opening ceremony we've got a series of presentations
20	that we'll be going through, starting with Brian Drapeaux,
21	and including Joyce Silverthorne and Jeff Hamley, who will
22	be presenting information.
23	Then we'll move into a window where the elected
24	tribal officials can provide official input. And at that
25	time after that time we'll accept public comments.

```
71
 1
             Everything is being recorded and transcribed.
    as we move through and take comments, I'll be reminding
    folks to please give their names so that we can keep those
    comments -- track the comments to the tribe and to the
    organization and to the person giving the comments for us.
 5
 6
    That's not to make any records, you know, about who said
    what as far as, you know, keeping track of -- or in any
 7
    way trying to stifle input. But it's just so that the
 8
    record is clear as far as who has provided us comments so
10
    that we make sure that that's attributed to the right
11
    tribe and things like that.
12
             If there's any questions or problems, please feel
13
    very free to approach me, ask me, you know, or just make a
14
    comment at the point in time that -- if you can't hear
15
    something or you can't see something, anything like that,
16
    please let me know. It's my job to make sure that this
17
    moves smoothly and comfortably for everybody.
             I've also got my colleague, Monique McKay, here
18
19
    to help facilitate the meeting.
20
             And I'll let you, Monique, if you will, just
    introduce yourself and tell people a little bit about you,
21
22
    and then we'll move forward.
23
             MS. McKAY:
                         Hi.
                            I'm Monique McKay.
24
    originally from around the Winnipeg area. I now live in
25
   Williamsburg, Virginia. I just want to thank you for
```

- 1 having us here and helping you with this meeting.
- 2 MR. MacALLISTER: Thank you.
- 3 All right. At this point I'll turn the meeting
- 4 over.
- 5 Brian, if you'd like to start the meeting with
- 6 your presentation.
- 7 MR. DRAPEAUX: Good afternoon, everybody. My
- 8 name is Brian Drapeaux. I'm the Chief of Staff for the
- 9 Bureau of Indian Education. Director Moore was not able
- 10 to make it today, and so I'm here on his behalf. And I
- 11 want to thank you all for coming today and joining us.
- 12 We're excited from the Bureau of Indian Education
- 13 to have a dialogue today about the MOU between the U.S.
- 14 Department of Education, our colleagues here, and the
- 15 Department of Interior Bureau of Indian Education.
- The MOU background memo is really a great place
- 17 for you to understand how the document was created
- 18 originally; and from the Department of Interior
- 19 perspective, what we hope to accomplish with a redraft and
- 20 the current draft of the MOU in our relationship with the
- 21 U.S. Department of Education.
- 22 As you know from the background information, we
- 23 are here as a result of President Barack Obama's Executive
- 24 Order. And you have a copy of that order as well.
- 25 And we're excited and pleased that the President

73 has allowed us to -- has focused our work on different aspects within the Bureau of Indian Education. these things he's asked us to do in addition to the task 3 laid out is to find a way to strengthen our relationship 5 with the U.S. Department of Education. And so these 6 consultations that we'll be holding over the next several 7 weeks will be with tribal leaders and education folks in 8 order to get your input about what that relationship 9 should look like, have a better understanding of that 10 relationship and some of the aspects that are being 11 proposed and how they could or might impact the work that 12 you do and the structures that you govern. 13 We will -- in addition to the MOU discussion 14 today, also towards the end Dr. Hamley -- Jeff Hamley will 15 walk through the waiver process that has an impact on the BIE as well as the rest of the United States. And Dr. 16 17 Hamley will outline the issues and challenges of the 18 waiver proposal by the Bureau of Indian Education in 19 regard to the waiver, and perhaps talk about some of the 20 impacts that you may have here in California and elsewhere

- 21 in terms of your state's waiver and what it may mean to
- 22 the education of your children.
- So we're excited to be here. We welcome you.
- 24 And we look forward to having this dialogue.
- 25 And now I will turn it over to my colleague,

74 Joyce Silverthorne. MS. SILVERTHORNE: Good afternoon. 2 I'm a recent person coming to the Department of 3 Education. I've been there for eight months. I come from the Confederated Salish and Kootenai Tribes in Montana, 5 and have been involved in education for some 30 some 7 I actually haven't sat down and subtracted that. I probably should. 8 9 And I began education at a school that was an alternative program funded under -- at that point it was 10 11 Title 4 ESEA. And that school became a Bureau contract 12 school. I have been involved with the tribal colleges. have been involved in State Board of Public Education. 13 14 And then most recently worked with Denise Juneau's administration at the Office of Public Instruction. 15 I'm enrolled Salish. I'm also -- my mother was 16 full blood from Kansas. My parents met in Washington DC 17 when the Bureau of Indian Affairs was first established in 18 19 1934. 20 So the history of going back and working through 21 education processes and activities is a long one in my 22 family, and it's also a very complex one. My mother is a 23 boarding school success story, my father is a boarding 24 school runaway, and with all of the legacy that comes from

25

both of those directions.

75 1 The Department of Education is an education The world of acronyms, the process for system in its own. clearance reviews, the difficulty in interagency working is one that I was always aware of but never fully 5 understood. And I think as we're working through this process of the Memorandum of Understanding, we're 7 beginning to have a better knowledge that we are trying to share with the public as we are learning. And as this process develops and continues, hopefully we will be able 10 to be sharing some of the knowledge that we're gaining in 11 interagency work. And it's not as simple as it sounds. 12 Each of us have bureaucracies that are fully 13 There are good reasons why there are systems of intact. 14 clearance established for protection, for the best 15 possible purpose and use of education systems for our 16 children. And in the process of all of these coming 17 together, we need to remember that our children move 18 through the system but once. As the child goes through, 19 it doesn't make any difference whether they began in a 20 public school or a Bureau school or if they are back and 21 forth between schools. What their experience will come 22 out of that is what they learn as education, the same as 23 we did. 24 And so what we have to keep in mind is how we can 25 keep that as barrier free as possible. College and career

- 1 ready is a goal. It is a destination. And so as we work
- 2 through this, we hope that we'll be able to find those
- 3 paths for our children.
- When we look at the background paper, you'll see
- 5 that there is a bit of an explanation that tells you about
- 6 where the -- what departments are coming together.
- 7 Department of Interior Bureau Indian Education, formerly
- 8 the Office of Indian Education Programs. And the process
- 9 that we see in those Bureau-operated schools is probably
- 10 serving somewhere in the neighborhood of 6 to 7 percent of
- 11 the tribal students across the country. The other 93, 94
- 12 percent, depending on which set of figures you use, are
- 13 coming through public school systems.
- With the Title 7 programs out of the Department
- 15 of Education, we work primarily with the K-12 system. We
- 16 have Title 7 formula programs that are available in over
- 17 1300 local districts across the country.
- 18 We have demonstration programs that's the kind
- 19 of grant that established the school that I first worked
- 20 at demonstration programs. And they are two priorities:
- 21 One for early childhood education, the other for
- 22 transition into college.
- 23 We have another discretionary program and that is
- 24 for professional development. And those are earmarked for
- 25 professional development for teachers and for

77 1 administrators. So as we bring all of these systems together, 2 hopefully we are creating a seamless process that takes 3 children from early childhood through college and career. 5 And that's the goal of bringing this memorandum up and being able to produce interagency cooperation. 7 So we're interested in the perspective of the people from the field, because every place that has an 9 education system is a little different from the next. 10 so how all of these regulations out of Washington affect 11 your schools are critically important for us to hear back 12 and understand the complexity of the programs that we 13 serve. 14 So with that, we're looking forward to a dialogue 15 today. Thank you for coming. 16 MR. MacALLISTER: And, folks, just as a reminder, there's an extensive set of information packets available 17 18 if you didn't get one. They're available as you check in, 19 just in case somebody happened to get by that. 2.0 And at this point I'll turn it over to --21 DR. HAMLEY: I have to borrow your mic. This is 22 wireless.

(Thereupon an overhead presentation was

MR. MacALLISTER:

23

24

25

I'll turn it over to Dr. Jeff Hamley.

Absolutely.

```
78
 1
             Presented as follows.)
 2
             DR. HAMLEY: Thank you.
             Jeff Hamley, Associate Deputy Director - it's a
 3
    long title - Division of Performance and Accountability.
 5
             What the DPA does, we call it, is it handles
   primarily the Department of Ed funds. We get Title 1 and
    TDEA funds.
 7
 8
             We're here today to talk to you about a reform
    initiative we have within the Department of Education.
10
    Coinciding with this reform effort that we have within the
11
    Department of Education is a specific vehicle that states
12
    have taken. And you probably have heard about it.
13
    called the "No Child Left Behind" flexibility request or
14
    waiver request. All the states primarily - I think about
15
    46 of them of the 50 so far - are requesting waivers to
    "No Child Left Behind." So we are exploring this
16
17
    opportunity. And I'm going to talk to you about our
18
    flexibility request today.
19
             So I have a PowerPoint that we can walk through.
20
             And also there's -- in your packet there's a
21
    document entitled "Summary of Bureau of Indian Education
22
    ESEA Flexibility Request." So you can take that with you.
23
             We'll also have this on our website. And we'll
24
   have the -- this is just a 12-pager. We will have the 150
25
   page full document up there hopefully by the end of next
```

Consultation Meeting 05-18-2012

- 1 week so you can read it as well.
- 2 But we'll be doing widespread stakeholder input
- 3 and travel consultation on this in the next month to get
- 4 input about it.
- 5 I'd also like to introduce my colleague, Brian
- 6 Bough, who works in DPA.
- 7 And, Brian, if you want to join me and help with
- 8 the PowerPoint, that'd be great. Because the work that
- 9 we've done, it's really been a collaborative effort.
- 10 So let me see if I can get this going from
- 11 beginning.
- 12 There. Okay.
- So we'll walk through this for you. And
- 14 hopefully you'll -- if you have any questions along the
- 15 way, feel free to just raise your hand.
- 16 --000--
- DR. HAMLEY: So this PowerPoint is really in
- 18 three parts. We want to just brief you -- we want to
- 19 summarize briefly about "No Child Left Behind." And
- 20 then -- I tried to do it in colors. And then the second
- 21 part, the purple, is the flexibility application that the
- 22 Department of Ed is offering to states.
- 23 And then we talked specifically about the
- 24 provision of ours. And then we just can have some
- 25 concluding thoughts on that.

80 1 So let's start with "No child left behind." 2 As you know, most of you, it's been around for over a dozen -- about a dozen years. 3 reauthorization of ESEA. It basically established strict 5 school accountability systems based primarily on state 6 standard assessments. And the assessments are in reading 7 language arts, math. There are also others. But reading 8 language arts, math were emphasized. 9 --000--10 And it required all students to meet DR. HAMLEY: 11 rigorous testing targets in these subjects. And therein basically lies the problem with "No Child Left Behind," is 12 13 that the targets and the increases for each year were so 14 rigorous that states had been unable to make them, which 15 is why the Secretary of Education has begun granting 16 waivers to the requirements of the law. 17 One big problem is that, usually major public 18 policy of this is authorized every five years, and ESEA is 19 now five years overdue and the reform efforts -- the 20 problems where it failed are not being corrected. 21 we're badly in need as a country of reauthorization. 22 the interim we have the waiver process that Secretary 23 Duncan of the Department of Education has offered. 24 As I mentioned -- as I alluded to earlier, the targets for math and reading are unattainable. 25 They were

- 1 supposed to achieve 100 percent in 2014. The states are
- 2 no where near that 100 percent.
- 3 So there's a penalty on "No Child Left Behind."
- 4 It's either -- it's cut and dry. Either you make it or
- 5 you fail. So every year more and more and more schools,
- 6 and therefore teachers, students, parents, are, you know,
- 7 with a broad brush, are judged to be failing. So there's
- 8 really a basic unfairness about the law and the standards
- 9 it's set.
- 10 One state, Montana, I believe it is, has just
- 11 sent -- just refused, and they sent a letter to the
- 12 Department of Education and said, "We're not implementing
- 13 this anymore." And so that's where the waivers have come
- 14 in.
- 15 --000--
- DR. HAMLEY: We have specific challenges under
- 17 "No Child Left Behind," which it was difficult for the
- 18 country, but it was more difficult for us. In a "No Child
- 19 Left Behind" there's a provision for negotiated
- 20 rule-making to decide how the Bureau would implement "No
- 21 Child Left Behind." And that committee, although well
- 22 intended, found that the BIE should use the academic
- 23 standards -- or the accountability system of the state
- 24 where the school is located. Well, we have schools in 23
- 25 states. So basically rather, California has one

\_\_\_\_\_

- 1 accountability system, New Mexico has another, Arizona;
- 2 whereas the Bureau has a 23-part accountability system.
- 3 So just the management of the system has been impossible.
- 4 The biggest problem is is that we can't really
- 5 compare how our students are doing across the entire
- 6 system because we're trying to implement 23 systems.
- 7 The flexibility offers us opportunities to
- 8 correct this.
- 9 ---00--
- DR. HAMLEY: So the intent of the -- let me
- 11 collect my thoughts here.
- 12 The intent of the waiver is to implement a reform
- 13 effort nationwide that improves educational outcomes,
- 14 narrows achievement gaps, and increases the quality of
- 15 instruction. These outcomes are based on the research.
- 16 And largely the research on "No Child Left Behind" is what
- 17 has been failing and what needs to be put in place.
- 18 So it's a very progressive movement. It started
- 19 with another Department of Ed initiative which you may be
- 20 familiar with "Raise to the Top." That's where some of
- 21 these ideas were articulated. And then the waivers, they
- 22 followed that same blueprint.
- 23 And under reauthorization basically you're going
- 24 to see -- these will also be the provisions of
- 25 reauthorization if it's reauthorized next year, which may

83 be as soon as next year. 2 --000--So again, the principles of the 3 DR. HAMLEY: waiver are essentially this: 5 Principle 1, college- and career-ready expectations for all students; 6 7 Principle 2, state-developed differentiated recognition, accountability and support; 9 Principle 3, support for effective instruction and leadership; and 10 Principle 4, reduced duplication and unnecessary 11 12 burden. 13 Well, principle 4, I mean that's just a general government -- they would allow -- they want to allow 14 educators to have more time to focus on education rather 15 16 than reporting, compliance, accountability, filling out 17 forms, submitting, you know, blah, blah. It takes away from the time that we can spend on the important 18 19 thing, which are kids learning. 20 But principle 1, 2, and 3, this is where the 21 research has focused on, that -- you know, some of the 22 problems with "No Child Left Behind," the students are 23 being educated, but they're not ready for college. 24 They're not ready to go out and become a technician in a 25 hospital or, you know, many other career-oriented jobs.

84 1 So this new system links directly the learning that's going on in the school to preparing them for So that's a major milestone, and it's very futuristic. And the whole country is going to try and meet this expectation. 5 6 --000--DR. HAMLEY: The next one -- another issue with "No Child Left Behind," it didn't really differentiate between schools and students. There was just a broad 10 brush. Either you're making it or you're not. 11 This new approach differentiates students, 12 schools, their learning needs. And it asks that the 13 schools provide appropriate support based upon those 14 differentiated categories. 15 And then the whole accountability system has 16 changed - and we'll get into that a little bit - from 17 what's been introduced as a growth model. So that schools 18 are actually receiving some recognition for the 19 improvements they made, which was a major problem with "No 20 Child Left Behind." Either you were successful or you 21 weren't. But, for example, if you had great success 22 during the year, the mechanism for measuring that didn't 23 give you credit for it in "No Child Left Behind." 24 MR. DRAPEAUX: Jeff, before you go on. As you go 25 through your presentation -- this is Brian Drapeaux -- I

85 would appreciate if you could, you know, relate it to

- tribal leaders and education departments that are in
- attendance and to -- if you can, to link their
- responsibilities and what the law means in regard to, you
- 5 know, their own operations, if you could.
- 6 DR. HAMLEY: Okay. I'm going to give get my
- 7 larynx some rest.
- Hi, everybody. I'm Brian Bough -8 MR. BOUGH:
- 9 that's Bough B-o-u-g-h - and I'm a member of the
- 10 Sauk-Suiattle Indian Tribe of Washington State.
- 11 a tremendous honor for me to be talking with you today.
- 12 always appreciate the chance to talk with tribal leaders,
- 13 particularly about "No Child Left Behind."
- 14 I'm in charge of accountability for the BIE.
- 15 any time I get to talk to tribal leaders and I get to talk
- 16 to school boards, they like to hear about "No Child Left
- Behind because it's a very complicated and confusing 17
- matter. 18
- 19 And so what Dr. Hamley has just talked about has
- 20 really come to a crisis for the Bureau because we have to
- 21 use the 23-state system by which we determine whether a
- 22 school's academically successful. What this means for
- 23 your tribe is very important, because the current system
- 24 has become very punitive towards our schools. You have to
- 25 remember - and this is something that I don't think the

86

- 1 negotiated rule-making committee could have anticipated
- 2 back when they adopted this 23-states policy if you
- 3 remember when the states put their AYP definitions into
- 4 effect, you know, what definitions they used to determine
- 5 if a school is making adequate yearly progress, they did
- 6 this based on state public schools, what does a state
- 7 public school look like? And in any given state.
- 8 And so we see some widely variant definitions of
- 9 what "adequate yearly progress" means. So, for example,
- 10 in North Dakota the minimum number of students that are
- 11 required to do an academic calculation as to whether a
- 12 school's making AYP is ten students in the entire school.
- 13 In Arizona, the number is 40 students per grade.
- 14 Only about three or four of our schools in Arizona have
- 15 that number of students in their school to do that AYP
- 16 calculation. And so we have to go through a bunch of
- 17 different statistical calculations to make an AYP
- 18 determination that involved rolling together three-years
- 19 worth of data to do an AYP determination for our schools
- 20 in Arizona.
- 21 And the result of that was incredibly unfair to
- 22 our schools there, because this definition of adequate
- 23 yearly progress is crafted for Arizona public schools, not
- 24 for BIE's typical schools.
- 25 And so for us to come and look at this

© 2012

Consultation Meeting 05-18-2012

- 1 opportunity, we have to take it and we have to seize it,
- 2 we have to craft our own way to move forward. And we want
- 3 your ideas as to how we can go about doing that. In
- 4 particular --
- 5 MR. DRAPEAUX: Brian, can I interrupt you for a
- 6 second.
- 7 Would you mind -- in your discussion around AYP,
- 8 would you talk a little bit about California and how the
- 9 standards in California relate to the folks in the
- 10 audience.
- MR. BOUGH: Oh, the California standards -- this
- 12 is an interesting topic here.
- In the State of California we don't have access
- 14 to the California assessment. The State of California was
- 15 going to require the Bureau of Indian Education to post a
- 16 one million dollar bond so that our schools could get
- 17 access to this assessment. So our two schools, Sherman
- 18 Indian High School in Riverside and Noli Indian School not
- 19 too far away in -- I can't think of the city they're in.
- 20 It's just down the road from Sherman. They used the
- 21 standards that they have for California, but they used the
- 22 Sat 10 assessment to measure their students' abilities on
- 23 just education.
- So they can't use an assessment that's aligned
- 25 through the California standards. And so this is not a

- 1 particularly fair system here in California.
- 2 MR. DRAPEAUX: Right. And so I think the idea
- 3 that we want to get across here is that the challenges and
- 4 the complexity of recognizing tribal sovereignty in regard
- 5 to the issue of education is a complicated endeavor, to
- 6 say the least.
- 7 What we want to attempt to do today is to relate
- 8 what it is that we're proposing and the impacts that it
- 9 has on you, whether you're education directors or tribal
- 10 leaders. And the concerns that we've heard around the
- 11 country in regard to, you know, how our kids are doing I
- 12 mean that's really the bottom line how our kids are
- 13 doing. Brian and Jeff are both experts in the field on
- 14 the topic that we're going to talk about a little more in
- 15 depth on the waiver and the AYP and all those different
- 16 components.
- 17 But at the heart of the matter is really at the
- 18 bottom line, how are our kids doing and what can we do to,
- 19 from a leadership perspective and from a tribal government
- 20 perspective, impact at the school level, at the local
- 21 education agency level, at the state education agency
- 22 level, at the national level that you all are working on,
- 23 what we can do to really bring one common theme to the
- 24 table, which is a accountability, right? How do we ensure
- 25 that there's accountability in the systems that our kids

- 1 are being educated in.
- 2 And there are really three different areas of
- 3 policy development that have to be talked about from the
- 4 BIE perspective, probably less so from here:
- 5 We have federal schools, like we do at Riverside,
- 6 where they are federal enclaves run by federal officials.
- 7 We have about 60 of those schools across the United
- 8 States.
- 9 We have 125 tribal grant schools where the tribes
- 10 take the money and they run their schools on their own.
- And then we have public school children.
- 12 And what is in relation to this and what we're
- 13 excited about in the presence of new MOU is that the
- 14 Director of the Bureau of Indian Education has a new
- 15 guidance from the President; and that is to start engaging
- 16 in the dialogue of public educated students -- indian
- 17 students in our systems across the United States.
- 18 It's an area that we believe in the BIE that we
- 19 should be involved in. It's an area that no matter where
- 20 we go in the country tribal leaders have students, as
- 21 Joyce talked about. We serve about 10 percent of the
- 22 native population in the United States. The rest are in
- 23 public schools. You know, how do we ensure that the funds
- 24 and the systems that are receiving funding on behalf of
- 25 these students are being used with fidelity and that our

- 1 kids are getting the full benefit of those dollars and
- 2 that they're focused on their outcomes.
- 3 So we've been tasked with new responsibilities
- 4 that we're looking forward to. We want to try to relate
- 5 what it is that we're talking about here to your
- 6 situation. At any point if you have any particular
- 7 questions about what it is we're presenting, feel free to
- 8 ask those questions. And we want to make sure that we're
- 9 talking at a level because -- that we're not too technical
- 10 and that you can understand what it is, because we can get
- 11 deep into the woods with statistics and determining AYP
- 12 and different things like that, that, you know, it blows
- 13 over my head.
- But we're prepared to talk about from policy
- 15 development to funding to particulars of AYP and how this
- 16 all relates to your schools.
- 17 So I wanted to just kind of lay some context for
- 18 you as these guys go through the flexibility waiver. And
- 19 California is unique, and so we wanted to make sure that
- 20 you all can relate to what it is that's happening in your
- 21 own community to what it is that we're talking about here
- 22 today.
- 23 MR. BOUGH: Okay. I'll try to speed things up.
- 24 I haven't had my fourth cup of coffee today.
- I tend to go very fast. This is an issue that

- 1 gets me very excited, because I see the opportunity in
- 2 front of us. And so I go too fast sometimes. I get a
- 3 little out of control. So I'm going to try to calm it
- 4 down here and try to bring it back down to earth.
- 5 Brian's right. This is an area where we have a
- 6 lot of technical jargon that we can throw around, because
- 7 how we measure school progress is a very delicate and
- 8 subjective issue. And this is something that all the
- 9 states are right now grappling with. Every state that's
- 10 engaged in this waiver application has had large scale
- 11 discussions with their educators, with communities, with
- 12 tribes, with business leaders about what it actually means
- 13 to be making educational progress.
- One area in which there is a considerable amount
- 15 of consensus is around Principle 1. And, that is,
- 16 developing a common core set of academic standards. And
- 17 right now they're still having to take the basis out into
- 18 the "No Child Left Behind" of using mathematics and
- 19 reading language arts. That's what's currently existing
- 20 under the law. So they're kind of moving forward from
- 21 there tentatively. The idea is that they'll bring on
- 22 science and other academic areas over time.
- 23 So one of the first directives that we have from
- 24 the waiver application is to adopt a common core set of
- 25 standards or a set of standards that will lead to college

- 1 and career preparedness upon exiting secondary education.
- 2 That is, they leave high school. They're either ready to
- 3 go out and take a job or go into college and perform,
- 4 without having to go back through remedial work.
- 5 And so our application will include an alignment
- 6 with the common core set of standards.
- 7 The purpose behind the common core set of
- 8 standards is that the states looked at each other coming
- 9 out of "No Child Left Behind" and they said, you know
- 10 what, math doesn't seem to vary much by state. You know,
- 11 2 plus 2 is going to be 4 in Nevada just like it is in
- 12 California. Same thing with reading language arts. The
- 13 principles are mostly all still there. So they decided to
- 14 coalesce around a common core set of standards.
- The natural progression of that is to move
- 16 towards a common core assessment. That is, you have a
- 17 single assessment that measures student progress or
- 18 achievement on these standards across all the states. And
- 19 that's something that we're going to see come out in the
- 20 2014-2015 school year. Right now these assessment
- 21 consortia are being funded to develop the assessment
- 22 that's based on their standards.
- Now, the thing that's not included here is that
- 24 these standards are very deep, and they start asking
- 25 questions about how it is a student knows what they know.

- 1 Can they demonstrate? Do they actually master the
- 2 concepts that compose the standards? And so we're going
- 3 to see that these assessments when they're aligned for the
- 4 common core standards are going to be much more in depth
- 5 than the current assessment system that we have right now,
- 6 and that there's going to be a lot higher level of
- 7 expectation of our schools to implement these standards
- 8 fully over the long term.
- 9 MR. DRAPEAUX: Would you mind expounding a little
- 10 bit. You know, you have the common core. And then the
- 11 issue that the chairman brought up today, and a piece that
- 12 they're very proud of, and that we get asked all the time,
- 13 Brian, as you know, is about culture and language and
- 14 history and those types of items that are important to our
- 15 communities. Would you talk about where -- if those types
- 16 of standards could fit in the common core and how leaders
- 17 can engage with their states or with their jurisdictions
- 18 about, you know, having a discussion about that.
- 19 DR. HAMLEY: I'm Jeff.
- 20 The common core, the way it was envisioned is --
- 21 the common core standards which we're adopting, which was
- 22 developed by the National -- the Governance Association
- 23 and then picked up by CCS, which is the state
- 24 superintendents, they started -- they've carried that
- 25 initiative forward. It's been adopted by almost all the

Consultation Meeting 05-18-2012

- 1 states. I forget the number, but it's close to 50.
- 2 But in that overall scheme they always had
- 3 planned that 15 percent of the standards -- because what
- 4 they're trying to do is implement a national standard, but
- 5 they -- you know, education in the U.S. is locally
- 6 controlled. So they reserved 15 percent of the standards
- 7 for local creation.
- 8 So we are taking that 15 percent in our plan and
- 9 we're stating it right up front, it's in our summary, that
- 10 we would -- that will be an area where tribes can take
- 11 local control over that.
- 12 And we have tribes around the country in school
- 13 boards that we work with that are interested in developing
- 14 standards in tribal government, tribal history, tribal
- 15 culture, tribal language. So that's where we would
- 16 encourage tribes to make the standards their own. And
- 17 then, in turn, we would work with you to develop
- 18 assessments on that.
- 19 But as I said, we are actively -- currently "No
- 20 Child Left Behind" and I see this continued in the
- 21 reauthorization allows tribes to, you know, create an
- 22 alternative definition of AYP. And I don't know if we'll
- 23 need an alternative definition. But the tribes should be
- 24 able to create the 15 percent that relates to them.
- 25 So we are working -- actively working with tribes

95 on standards and assessments in various areas - tribal government, tribal history, tribal culture, tribal language. 3 The language is a tough one, because, while they 4 may have the standards written, it's the assessments we're 5 6 finding they don't have written. And so that's been a 7 very interesting challenge for us. It's also been a very interesting project. And we tend to -- we intend to take 8 what we've learned from working with these groups of 10 tribes around the country and actually expound that 11 information out and begin sharing that with all the 12 tribes, so that -- and, you know, you had talked about 13 your language program. So, you know, you may be 14 interested in the work we did on that. We'll be doing 15 some workshops on that in the future. 16 So that's the 15 percent that Brian mentioned. 17 --000--Principle 2, to move on. 18 DR. HAMLEY: This is 19 accountability. And by 2012-13 implement a statewide 20 system of differentiated accountability that includes new 21 goals for student performance on college- and career-rated 22 standards for all districts, schools, and groups. 23 options include: Cut in half the difference between 24 current proficiency rates and a hundred percent in six

years overall and for each group, a hundred percent

- 1 proficiency by 2020 or other similarly ambitious goals
- 2 looking for innovative models.
- 3 But I mean this addresses a fundamental problem
- 4 with American education, and especially the students that
- 5 we work with, indian students, is that they're just not
- 6 prepared. In fact, they're so unprepared that the dropout
- 7 rate is extremely. So this is getting to the dropout and
- 8 to make sure that all of the students are ready for
- 9 college and ready -- are ready to go out and, you know,
- 10 start a career right away.
- 11 Ouestion?
- DR. WYNN: What is that dropout rate?
- MR. DRAPEAUX: We ask that you everybody who
- 14 speaks give your name -- this is a public record -- give
- 15 your name, your title, and your tribal affiliation please.
- 16 Thanks.
- Just pull the mic toward you.
- DR. WYNN: I'm Dr. Karen Wynn. I'm from the
- 19 Picayune Rancheria, the Chukchansi Indians, which is -- is
- 20 that picking up now?
- 21 Okay. I'm Dr. Karen Wynn. I'm a tribal council
- 22 member from the Picayune Rancheria of Chukchansi Indians.
- 23 We're located about 42 miles north of Fresno, California.
- 24 My question was, what is that dropout rate? And
- 25 are you looking at it as a national collective rate at

- 1 this point or --
- DR. HAMLEY: Well, the data we collect is on for
- 3 our system. But it varies quite a bit regionally. And,
- 4 you know, whether -- and also with different groups. So,
- 5 you know, like in California, you know, you may have, you
- 6 know, a high dropout for Hispanics and indians but not for
- 7 Asians. And it really varies by region.
- 8 So for us, that's actually been a figure that we
- 9 have struggled with to quantify. So we're working on
- 10 that. But Brian tells me it's about 15 percent, which
- 11 seems low to me. So this is something that we'll be
- 12 working on to quantify better as we look at preparing.
- 13 The Department of Ed has a certain methodology
- 14 that you apply to graduation. And the dropout too?
- Not so much. Just graduation. So they don't
- 16 really look at the dropout issue. They look at your --
- 17 they're more interested in graduation.
- But we know that there's a study by Faircloth and
- 19 Tippeconnic, which outlines some of the major dropout
- 20 problems. And we know we have a dropout problem in the
- 21 Bureau. So we have currently one initiative in place with
- 22 Clemson University, and we're about to launch another one,
- 23 it looks like, this next fall with another group that has
- 24 about a 93 percent success rate with dropout students in
- 25 various states. And not just the indians. They work with

## Capital Reporting Company

98

Tribal Consultation Meeting 05-18-2012 all populations.

- So we understand it's a very significant problem
- and so we're going to address that. 3
- MS. SILVERTHORNE: This is Joyce Silverthorne 4
- with the Office of Indian Education. 5
- We've also sponsored a series of studies since 6
- 7 2004 that, through the National Indian Education Study,
- and those -- that data is also trying to attempt to
- document what those statistics are. And it is ongoing.
- 10 We will have a release this summer of 2011 data.
- 11 those are available through our website. They're volumes.
- 12 The difficulty in establishing a dropout rate, a
- graduation rate is in definition; that we all need to be 13
- 14 using the same definition for who it is we're looking at
- 15 and how we're figuring the statistic.
- 16 If you look at the number of students that begin
- in their freshman year and follow them through until their 17
- 18 senior year and who graduates, then you wind up with a
- 19 more cumulative number that documents the graduation and
- 20 dropout rates.
- 21 If you do that, what we're seeing is a higher
- 22 rate -- the 15 percent does sound low to me too.
- 23 all depends on how it's developed. If you look at an
- 24 annual dropout rate, those students who enter the school
- 25 in the fall system and who graduate or completed the end,

99 a dropout rate can be very different than when you look at So there's a lot of variation. a cumulative over time. Unfortunately this country doesn't use a single 3 definition. I wanted to Talk a little bit about 5 DR. HAMLEY: the idea of college and career ready. I mean this is an 7 interesting area. This is something that's new that's 8 being thrown at us. So the question is, how do you measure that? 10 And so -- I mean and that's an issue for us too. 11 A lot of states are -- I think there's an acknowledgement 12 that this is something where there -- it's a new concept 13 that we're being asked to quantify. So, you know, the --14 some states as an interim solution have decided to use the 15 ACT to basically -- as a rough measure. But I think that 16 there's consensus around the country that the whole area needs to be looked at more in depth, does that really 17 18 relate to, you know, being ready for college or a career? 19 So in the interim the Bureau is going to use the 20 tests that we use and we're going to set a score that sort 21 of corresponds to the ACT. But then -- and then the 22 second year we're going to actually implement the ACT 23 system-wide. So we'll have some good data anyway. 24 But then with the rest of the country, we are going to study this issue and see if there's a better way 25

- 1 to measure whether a student is ready for college or not.
- 2 I mean we're not just talking about ready for college.
- 3 What we're really talking about are tangible skills,
- 4 mathematical, literary and critical thinking. That's what
- 5 we're talking about. So it's not just grades, you know,
- 6 or your score on a test. You know, we want students to
- 7 know -- we want to know if students can think critically
- 8 and have been trained to do that.
- 9 So moving on a little bit. I see people looking
- 10 at their watches.
- --000--
- DR. HAMLEY: Teachers evaluations. The research
- 13 has shown that this is a key part of running -- having a
- 14 successful learning experience for students, is that you
- 15 have to have teachers who are well prepared. If you have
- 16 teachers who are not prepared, you have to have
- 17 interventions and supports to prepare them. And in some
- 18 cases, like some states are doing, they're just
- 19 terminating the teachers and saying that "we can't train
- 20 them. We're going to get new teachers."
- 21 The same with the principals. You know, the
- 22 research has shown that a principal can turn around a poor
- 23 school and a poor principal can very quickly run a good
- 24 school into the ground. So we want to have evaluation
- 25 systems to determine each year are they doing their job.

101 And if they're not, provide supports. And if that doesn't work, to terminate them and to move on, to get some people in there. Because it's the students who pay the price for adults not doing their jobs. 5 So I'm sort of varying from the PowerPoint. 6 --000--DR. HAMLEY: And Principle 4 I talked about 8 already. 9 I mean this is a big complaint in the Bureau, is that -- you know, the schools say, you know, we're killing 10 11 them with the burdens of reporting and accountability 12 issues. And so we recognize that, and we are going to try 13 and back off on that to the extent that we can. I mean 14 one challenge we have is that we do accept almost a 15 quarter billion dollars in Department of Ed funds, and 16 there's a lot of strings attached to that money. 17 But we -- this is a major issue for us and we're 18 going to look at this as well. 19 --000--20 DR. HAMLEY: So this is Part 3. This is where 21 we're going to talk about what we're doing. And I think 22 I'll let Brian go, and even though I'm tempted to charge 23 into it. 24 MR. BOUGH: For us in the Bureau changing the policy, applying for a waiver is not as simple as simply 25

- 1 filing out the application and sending it in. Because we
- 2 take and we go through negotiated rule-making, we engage
- 3 in consultation, we develop federal regulations that are
- 4 based on the results of that negotiated rule-making. And
- 5 so we've essentially codified the 23-state system in 25
- 6 CFR section 30-104 A. That's as specific as I can
- 7 possibly get.
- 8 For us to move forward with our waiver
- 9 application, we need to amend this to allow us to move to
- 10 a unitary system of accountability. A unitary system of
- 11 accountability would consist of those common core
- 12 standards that we talked about being applied to all of our
- 13 schools. It would be a single assessment that would
- 14 measure whether our students are performing against those
- 15 standards.
- And then, finally, it would be an accountability
- 17 system based on the test results that come off of that
- 18 assessment. And we'd have the same accountability
- 19 criteria for our schools no matter which state they are
- 20 in.
- 21 And so what we are looking for today in part is
- 22 some feedback on what you think about our proposal to move
- 23 away from the 23-states model and move to a single
- 24 accountability system. And that would pave the way for us
- 25 to do our waiver application with the U.S. Department of

103 1 Education. Now, what we're going to talk about is what we 2 are proposing so far, you know, before we -- you know, 3 this is our very first consultation on this matter right here where we're putting this opinion -- this application out before the public. This is what we want to get some 7 information on. We wanted to see what you guys think 8 about it. 9 So our new accountability system -- let's go on the next slide --10 11 DR. HAMLEY: Oh. 12 (Laughter.) 13 --000--14 -- is that we are going to align MR. BOUGH: 15 ourselves to those common course standards, that we have 16 our students prepared for college or career upon 17 graduation from a BIE-funded school. We will use a single assessment. We have an assessment in mind, but we're 18 19 still going through the contracting process. We can't 20 really discuss it until we get that cleared. 21 Oh, I'm sorry. 22 Most people complain that I'm way too loud. So 23 my apologies. 24 So we want to move to the common core standards. We want to have a single assessment to measure those 25

- 1 standards.
- 2 And then, finally, we're going to have an
- 3 accountability system change that is in the spirit of the
- 4 flexibility reforms that Secretary Duncan has made
- 5 available to the states. In particular, we're still going
- 6 to be looking at proficiency on academic standards, the
- 7 same measure that we have under "No Child Left Behind."
- 8 But we're going to be combining a new area of measurement
- 9 into the system, specifically --
- MR. DRAPEAUX: Brian, at some point in here as
- 11 you talk about this, will you talk about how closely our
- 12 efforts are to what other states are doing, perhaps.
- MR. BOUGH: Our efforts are -- you know, this is
- 14 easy to generalize. Our efforts are pretty much in the
- 15 mainstream of what the states have been proposing so far.
- So, for example, we know that 11 states have
- 17 already proposed and received flexibility under "No Child
- 18 Left Behind" from the U.S. Department of Education. Two
- 19 of those states are Minneapolis and New Mexico.
- 20 We've gotten some commonality with New Mexico.
- 21 But our accountability system that we're proposing is very
- 22 much in line with what they're doing in Minneapolis -- or
- 23 up in Minnesota.
- 24 Minnesota, however, isn't aligning to the common
- 25 core standards. They've adopted their own set of

- 1 standards which were certified by the state's institutions
- 2 of higher education as ones that are likely to lead to
- 3 success in college upon completion of high school in
- 4 Minnesota. So in that sense we're more aligned with
- 5 what's going on in New Mexico by having the common core
- 6 standards adopted.
- 7 So we are really looking at the mainstream. The
- 8 more applications that have come on line -- if you go to
- 9 the U.S. Department of Education website and you look up
- 10 ESEA flexibility, you can read every state's application
- 11 and whether it's been accepted and what the U.S.
- 12 Department of Education peer reviewers have thought about
- 13 the application and what the negotiating points were and
- 14 what the final application proposal that got approved
- 15 looked like.
- Since the original 11, there have been 28
- 17 additional states that have applied. And 18 of those
- 18 states are ones where BIE schools are located.
- 19 And something that we neglected to put on the
- 20 slide there. Each of these new applications that come in
- 21 is so much more complex than "No Child Left Behind" that
- 22 we're not going to be able to go out and replicate the
- 23 accountability systems of each of the states where our
- 24 schools are located.
- 25 So whenever we talk about proficiency or we talk

106 about graduation rate or attendance, these are very easy for the Bureau of Indian Education to go out and replicate what the states are doing under adequate yearly progress, the old "No Child Left Behind" system. That's fairly 5 easy. But when we start talking about new things, such 6 7 as the measurement of student growth across the academic year, that means we have to use the state's assessment and we have to measure growth the same way the states measure 10 And sometimes these aren't always clear to the 11 public, because the states have their own statisticians 12 and they do things their own way. And so the BIE's not 13 really in a good position to replicate what the states are 14 So we have a barrier to implementing "No Child 15 Left Behind" as mandated by the 25 CFR that came out in 16 negotiated rule-making. 17 --000--18 MR. BOUGH: Okay. I'm being pushed forward. 19 One of the things I wanted to wrap up on the last 20 slide is that we are going to be using the new assessment 21 to measure student progress. And that's going to be a 22 major change from "No Child Left Behind." Many of our 23 schools complained that they were doing a very good job 24 educating their students but because "No Child Left

Behind" looked only at that final score during the year

- 1 and made a determination as to the school's ability to
- 2 educated that student based on a one score period in time,
- 3 they felt like it wasn't fair.
- And to give you one specific example, we have
- 5 Theodore Jamerson Elementary School, it's up in North
- 6 Dakota. They service children that are the children of
- 7 students that go to a local technical college -- or local
- 8 community college there that's sponsored -- one of the
- 9 tribally controlled schools -- tribally controlled
- 10 colleges, yes. It's the United Tribes College.
- 11 I'll get my mouth back here in a second.
- 12 The student population was such that -- the
- 13 students were coming and going throughout the year. And
- 14 because of the rules of AYP in North Dakota, we weren't
- 15 able to count the majority of those students for AYP
- 16 purposes. And we looked at their scores. And they had
- 17 measures of student growth for multiple points throughout
- 18 the year. Theodore Jamerson was doing a phenomenal job
- 19 educating their students, but they weren't able to keep
- 20 them in the system long enough to have them count for AYP
- 21 purposes.
- 22 So this was really unfair to Theodore Jamerson to
- 23 make an AYP determination based on a single point in time
- 24 as the rules of North Dakota mandated -- as "No Child Left
- 25 Behind" mandated. And so if we were able to count growth

- 1 scores, the ability to look at student performance from
- 2 the beginning of the time that they started the school to
- 3 the end of that school year, then we would have seen that
- 4 they were doing a very good job educating their students.
- 5 Instead we were giving them a "not made AYP" determination
- 6 year after year.
- 7 --000--
- B DR. HAMLEY: So we're going to incorporate this
- 9 concept of student growth on academic standards into our
- 10 accountability system. And we're going to add in --
- 11 that's going to be our primary change that we have going
- 12 forward in our flexibility application.
- So that's going to comprise 40 percent of our
- 14 overall calculation, whether the students making progress
- 15 in math and in reading standards across the academic year.
- 16 And the way in which we will measure that is by having the
- 17 students assessed three times per year. And we're going
- 18 to compare the beginning of the year assessment with the
- 19 end of the year assessment to see how much growth those
- 20 students are making. And if they don't make an acceptable
- 21 amount of growth, then the school won't get credit for
- 22 them.
- But if those students are making growth, even if
- 24 they aren't hitting the proficiency point, even if we say
- 25 the student's still not proficient in math or proficient

- 1 in reading but the school did a great job in getting them
- 2 closer to proficiency, then we're going to give the school
- 3 credit for that. And that's going to be a major change
- 4 from the system under "No child Left Behind."
- 5 And this is what all the states are going to as
- 6 well. They're not necessarily going to have an
- 7 accountability index like ours, but they're going to have
- 8 something similar that allows them to account for student
- 9 growth across the academic year.
- 10 We're going to have the test participation rate
- 11 maintained. That's also from "No Child Left Behind." The
- 12 schools are required to test at least 95 percent of their
- 13 students. That will be maintained, and it will be 10
- 14 percent of our new accountability system.
- 15 Student proficiency on the academic standards,
- 16 that will be equally weighted with the student growth or
- 17 the progress indicator. So we're going to still have that
- 18 left over from "No Child Left Behind." It's still
- 19 important to us that our students are performing at level
- 20 on math and reading. But we're going to -- in addition to
- 21 the proficiency, we're going to include student growth.
- 22 MR. DRAPEAUX: Brian, would you mind talking a
- 23 little bit about testing in regard to how tests a little
- 24 bit are developed. I don't want to get deeply into it.
- 25 But I know that in other discussions that we've had around

110 the country, there's been a lot of complaint and concern among tribal leadership and educators in indian country concerning the tests themselves, how they're developed, the fairness of the tests, and so on. I mean how would educators in the audience or 5 tribal leaders in the audience engage in the dialogue around testing fairness and in their own jurisdictions? 7 One of the major problems that we see 8 MR. BOUGH: in testing is bias in the test questions themselves. we find is that our student population tends not to be 10 11 anywhere close to a majority of the students in any given 12 state. There are some exceptions. But what that means is 13 that whenever the people who make the assessment develop 14 questions, they may be questions that are not relevant to 15 our culture. And so our students may not grow up knowing 16 what a skyscraper looks like. The classic one that comes out of New Mexico is the question as to, what does a 17 18 skyscraper look like from above? 19 Well, if you're out on the Navajo reservation and 20 maybe you haven't been in to Albuquerque where we have an 21 eight-story building --22 (Laughter.) 23 MR. BOUGH: We have one skyscraper. 24 think technically at the elevation of 5500 feet, 25 everything scrapes the sky.

111 1 But our students really don't know how to answer that question. And so there's a testing bias that's part of the questioning that goes on some of the assessments. And states may not have an emphasis or an awareness, or even if they're aware of it, they may not particularly 5 care to change the assessment to add new questions that are more culturally sensitive to the needs of our student. The nice thing about the assessment that we're 8 going to move to is that we're going to be a major 10 constituency for this assessment company. And so they will take our concerns seriously. They will have our 11 12 educators involved in the standards-setting process. 13 is, our teachers, our principles, our line officers are 14 going to have a say in what those assessments look like 15 and how proficiency is judged. They will go in and they 16 will be able to review the questions to look for these 17 biases. 18 And so because we're moving to a single 19 assessment, if we can get to that point that we have a 20 single assessment and we're working with the assessment 21 vendor directly, they will take us seriously. They will 22 make sure that the questions are culturally sensitive and 23 culturally relevant to our students. And this is 24 extremely important in terms of developing an assessment

that is an accurate and valid measure of what our students

112 1 know. I would just like to say about that 2 DR. HAMLEY: too, I mean the basic question, as Brian has highlighted, 3 is, in the test development was there a sufficient native 5 population that was developed? So with the intermediate tests that we're doing, which we're not naming because of contracting issues -- but if you know anything about us, 7 you can guess what it is. But that's a guestion I think 8 that tribal educators and tribal leaders should ask the 10 two consortia out there that are developing these national 11 tests, Park and Smarter Balance, is to what -- and I quess 12 we should ask them too, so we better do that on Monday, 13 Brian -- but to what extent are you including a native 14 population? And if they didn't, that's where the bias 15 comes in. 16 And so we want to make sure -- see, we have an 17 intermediate assessment. But when the major assessments 18 are developed in two years, we actually will consider 19 going to one of those. And so we should really ask this 20 question now, to what extent were native people included 21 in the test development? 22 And, Joyce, it would be great if you supported us 23 in that question. So we'll --24 (Laughter.) 25 DR. HAMLEY: Not to put here on the spot or

- 1 anything.
- 2 MR. BOUGH: Okay. The other thing that we have
- 3 to really emphasize, the U.S. Department of Education's
- 4 requiring us to include graduation rates. That's
- 5 extremely important. It will be included in the new
- 6 accountability system. We will use the adjusted cohort
- 7 rate, which is required by the Department of Education.
- 8 Joyce highlighted that a little bit earlier. It tracks
- 9 students from their freshman year all the way through
- 10 their senior year.
- 11 We have some unique eccentricities. And this
- 12 highlights the dropout problem a little bit. Many of our
- 13 students graduate in five or six years. And unfortunately
- 14 we don't have the ability to give our schools credit for
- 15 those students that graduate on a nontraditional scale.
- 16 So whenever we talk about the adjusted cohort
- 17 calculation rate, when you hear these big public media
- 18 spectacles talking about how graduation rates have fallen,
- 19 just bear in mind that's only the students being counted
- 20 that graduate in four years or less. These are only the
- 21 on-time graduates. This doesn't count students that have
- 22 graduated in five or six or more years.
- 23 So if you've got students in special education
- 24 and it takes them a little longer to graduate from the
- 25 system, they're not counted as a graduate under this

114 graduation rate calculation. So that's very important to realize. 2 3 MR. DRAPEAUX: Brian, if you would, would you talk a little bit about -- I know that in previous 5 discussions, and particular with the Hoopa education 6 director, one of the challenges that they have is to -- as tribes develop their tribal education agencies, and as they look to really supplement public education, as they do in California here, with different programs and items, 10 can you talk a little bit about -- you know, you were 11 describing the scenarios earlier and the data. that tribal -- that tribes and tribal education 12 13 departments are like, "Well, you know, these are our kids. 14 They're going to public school." How do we access data so 15 we can focus our programs and our funding at a level that makes the most sense for tribal leaders and tribal 16 17 education agencies in terms of their doing their jobs and 18 supporting their own community members in these vast 19 public school systems in certain circumstances? 20 MR. BOUGH: Well, you didn't have to save the 21 easy questions for me. 22 (Laughter.) 23 MR. BOUGH: This is about the most complicated 24 question we have. 25 Bart Stevens mentioned earlier that as educators

- 1 we really want to share as much information as we can with
- 2 other educators to improve the quality of our students'
- 3 education. And he talked about the Family Education
- 4 Rights and Privacy Act being a barrier to us sharing that
- 5 information. That is, we could all end up in, you know,
- 6 busting rocks in Leavenworth if we're exchanging data
- 7 inappropriately.
- 8 The problem that we have with FERPA is that it
- 9 doesn't prohibit us from giving data to tribes or to other
- 10 state education agencies explicitly. But we have to
- 11 really develop what goes on to make that happen.
- 12 Unfortunately with tribes, tribes aren't explicitly called
- 13 out in FERPA as one of the agencies that we can give that
- 14 data to.
- 15 So even though it doesn't say we can give it to
- 16 them, it doesn't give us the support we need in order to
- 17 make that happen.
- 18 And so if you're familiar with Dr. Calvin White,
- 19 he talked about that in particular. He wants to see some
- 20 clarification. And I think we need to see some
- 21 clarification on FERPA. But the more data that we can
- 22 have, the better off we're going to be.
- 23 MS. SILVERTHORNE: Last year there were
- 24 amendments to FERPA. And the attorneys are assuring us
- 25 they will get a workshop soon to help us understand what

- 1 those changes mean. But what they actually imply is that
- 2 a tribe can become as responsible as a state agency would
- 3 be in handling data, and they do then have access. But
- 4 there's some technicalities in how that process works.
- 5 And you will see workshops coming.
- DR. HAMLEY: So we're moving in that direction on
- 7 the FERPA but -- I mean another route to answer that
- 8 question so that the parent in the home can know what
- 9 their student is doing is what some states have done is
- 10 that they've developed dashboards where the data is
- 11 presented on to the public on a district -- a state level,
- 12 district level, school level, classroom level, and then to
- 13 the parents and individual student level.
- So I mean I think that's something we are working
- 15 on right now is to make better use of data, to make it
- 16 available. And we would want to include on the tribal
- 17 level. We would want the tribal council and the tribal
- 18 community be able to go to our webpage and compare the
- 19 data of their school.
- 20 And for individual students, however, it has to
- 21 be on a parent to student basis. I mean we're not going
- 22 to make that publicly available.
- 23 But that's one approach proactive. And then we
- 24 have the FERPA front where the tribe itself is trying to
- 25 get access to all the data.

117 1 MR. BOUGH: Yeah, the tribes are one thing. And Jeff's right. We are working on a 2 longitudinal data system that will give this level of 3 access to the various people that might be accessing it. 5 The importance of uniting our accountability 6 system around a single set of standards, assessments and 7 accountability criteria is driven home here. Because if you go to the BIE website and you look up "reporting" and 8 9 you see every school's AYP determination, if you don't 10 know what that AYP determination means under our current 11 system, you're going to compare our schools in South 12 Dakota with our schools in Mississippi. 13 In the last five years there's only been two 14 instances of our schools in South Dakota, about what, 25, 15 26 of them, making AYP. But all 8 schools in Mississippi 16 have made AYP in every year during that same period of 17 And, you know, just from random chance, you would 18 think, gee, that shouldn't be possible. 19 But we see, you know, something that's kind of 20 insidious, that has a way of working itself around our minds and thinking, gee, this should be equivocal but it's 21 22 not. 23 And the solution that I'm going to hint at, the 24 solution that I know is out there, is that maybe, just

maybe the standards and assessments are easier in

- 1 Mississippi than they are in South Dakota. And I say that
- 2 with all due respect for our schools in our Choctaw Nation
- 3 down there in Mississippi, because they're tremendous
- 4 schools. But if you ask Superman to crush an aluminum can
- 5 and then come back at him by saying, "Well, anyone can do
- 6 that," you know that that's not really a test for
- 7 Superman.
- 8 Our schools down -- our students at Choctaw are
- 9 phenomenal, they're great students. But the Mississippi
- 10 standards aren't such that we actually know how good they
- 11 are.
- 12 But we do know that in South Dakota the standards
- 13 are so much higher, that none of our schools are making
- 14 AYP. So our schools aren't really receiving credit there.
- 15 And so if you look at the current data reporting
- 16 system that we have where you go and you look at AYP and
- 17 say, "Hey, these are all equivocal," that's not really
- 18 fair to any of our schools, because we can't compare AYP
- 19 across state lines.
- 20 So that's -- the most simple way in which we
- 21 start looking at data is that we have a school report
- 22 card. And then when you have the same standards and the
- 23 same assessments for all our schools, then you can compare
- 24 our schools across state lines and you can compare them
- 25 with one another.

	119
1	And the nice thing about the longitudinal data
2	system is that we will have them broken up by their tribal
3	region as well. So you can look at how all the schools on
4	Navajo are doing, all the Choctaw schools are doing, how
5	all the schools in North and South Dakota are doing. And
6	you'll be able to group things logically in these ways
7	that allow you to have better information about how the
8	data really work.
9	DR. HAMLEY: And other point, I mean we'll also
10	be able to compare to the national norm, which is what a
11	lot of states do. They want to know where they stand in
12	relation to the national norm, which for us is important,
13	because, frankly - and I'll be just frank - the national
14	norm is here, the Bureau schools are down here. And
15	that's a significant problem. We need to bring them up.
16	MR. BOUGH: Okay. I'm going to try and move
17	through these couple slides real fast. As you could tell,
18	I'm excited. I get a lot of information out, and I just
19	don't know when to stop.
20	We'll have a new system of measuring our annual
21	measurable objectives.
22	Right now under "No Child Left Behind" annual
23	measurable objectives are the targets that the schools
24	have to hit in math and reading, attendance rates and
25	graduation rates in order for the school to be judged to

- 1 be making AYP. We're going to change it. Our AMO is
- 2 going to look a little bit different. It's going to be
- 3 the combined score of math and reading and graduation and
- 4 attendance rates, participation rate. We're just going to
- 5 combine it into a single score that the school has to hit
- 6 in order to be judged as being successful. That will be
- 7 the new accountability determination.
- 8 We're going to normalize the scale such that 50
- 9 is going to represent about a low school, 90's going to
- 10 represent a high performing school, and 70's going to be
- 11 right in the middle. And that scale's going to run from a
- 12 0 to 100. But that gives you a sense of what the range is
- 13 going to be; 50 to 90 is generally where the schools are
- 14 going to fall. Most of them are going to be isolated
- 15 right around 70.
- 16 And the goal will be for all the schools to
- 17 either reach 90 or 85 or 80, depending on their initial
- 18 identification. So after we do this baseline year, which
- 19 will be the upcoming year, the school will have a target
- 20 to reach in a five-year period of time. Generally
- 21 speaking, we want all of our schools to go from whatever
- 22 AMO they're currently performing at all the way up to 90
- 23 in that five-year period.
- So that will be a progression. They'll have a
- 25 certain level of progression that they need to hit in

121 order to make their accountability index score, where it actually hits and we judge them to be successful. 3 --000--We will identify schools into a MR. BOUGH: series of categories. And these categories will range 5 6 from high performing, which is a reward school to those that are performing; those schools that are satisfactory; ones that are progressing, transitioning; and then at the very bottom we'll have what we call focus and priority 10 schools. 11 The schools at the top are the reward schools. 12 The schools down at the bottom are the focus and priority 13 schools. This is language given to us from the waiver 14 application itself. 15 And so roughly there'll be about 20 percent of the schools identified into each of these categories. 16 17 that -- you know, I know the numbers up there don't quite There's one other category that we throw in 18 19 there, which is for high progress schools. Schools that 20 are identified into any of the categories but show tremendous amounts of student growth across the year, 21 22 they'll be recognized for having that high level of 23 achievement. And so we want to make sure that they're

Now, the importance of identifying schools for

called out and recognized for their good work.

24

- 1 these categories: The reward category, so that we can
- 2 recognize these schools and we can pay tribute to them.
- 3 For the other categories, for focus and priority, that
- 4 allows the Bureau to give them a very specific set of
- 5 supports to help the schools improve over time. And --
- 6 you know, we're all ready to sum up here. I know we're
- 7 running a little bit over.
- 8 Those supports are going to be roughly
- 9 corresponding with the current statewide system of support
- 10 activities. But they're also going to be more deeply
- 11 developed. And one of the things I would like to think
- 12 about is, right now we have to support a system with 23
- 13 different states and 23 different standards, 23 different
- 14 assessments, 23 different sets of curricula. The BIE will
- 15 be able to unify its accountability system. When we do
- 16 so, having a single set of each of these items allows us
- 17 to provide better support services because we have a
- 18 single accountability system instead of 23 accountability
- 19 systems. We'll be better able to meet the customized
- 20 needs of each of the schools identified in the focus and
- 21 priority category.
- --000--
- 23 DR. HAMLEY: So to wrap up, I mean the major
- 24 benefits of the BIE applying for this waiver, which we
- 25 plan to submit about mid-June after we get a lot of

- 1 comment from indian country, is that student achievement
- 2 will become the focus.
- Now, for the Bureau, the focus has been trying to
- 4 jump through smaller and smaller hoops to meet the
- 5 requirements of "No Child Left Behind." It's pulled us
- 6 away from focusing on children, which I think is reflected
- 7 in our low performance compared to the national norms. So
- 8 we want to move it to about kids again, what they're
- 9 learning, and not about governmental regulations.
- 10 A big complaint of schools is that they're not
- 11 being credited for the work they're doing. The
- 12 accountability determinations will be more reflective of
- 13 their performance. And that specifically means a growth
- 14 indicator will be included. So that's the major
- 15 breakthrough forward. It will start to give credit to
- 16 schools that are actually doing some important work but
- 17 they're being -- they're not making the arbitrary AYP
- 18 cutoff.
- 19 For us, the hugest one is that we will have a
- 20 single accountability system. Instead of trying to chase,
- 21 you know -- the analogy is, you know, you're going to buy
- 22 a loaf of bread. So when you go buy a loaf of breed, you
- 23 go and buy to one store one loaf. The Bureau buys a loaf
- 24 of bread, we go to 23 stores. You know, it's just -- it's
- 25 a waste of time, frankly.

- 1 So this is a huge breakthrough for us. I think
- 2 it will allow the Bureau to move forward as a school
- 3 system, which is what we are.
- The accountability system will be less punitive.
- 5 I mean right now the AYP system is just punishing for
- 6 small schools. And we're going to back off from that and
- 7 we're going to start giving schools credit for what
- 8 they're doing.
- 9 And then I think the biggest part is that having
- 10 a 23-state system that's not coherent, we're not able to
- 11 focus our resources on supporting standards assessments,
- 12 curriculum, teacher development, professional development.
- 13 We just -- it's very difficult to run a coherent system.
- 14 So having a unitary accountability system will allow us to
- 15 do that.
- 16 Final thoughts I quess are, this is -- for the
- 17 Bureau, this waiver, this is very significant. I can't
- 18 emphasize how significant this reform effort will be for
- 19 the Bureau. It's going to change our school systems.
- 20 It's going to allow us to join the national reform effort
- 21 and be a part of that with other school systems around the
- 22 country, other states.
- So for us this is a biggie. And I think that
- 24 will translate into growth for students.
- 25 The second thing is that the as we've already

125 said I guess ad nauseam, a hundred times, is the idea of a unitary accountability system. We're backing away from a disjointed 23-state system. So we'll have common standards, common assessments and a common accountability. 5 --000--So we invite your input into this. 6 DR. HAMLEY: 7 We have -- here's some information. We'll be sending letters out. We'll be publicizing this more and more in 8 the next several weeks. But if you have questions, you can contact me. We'll have information at our websites. 10 11 And then we also have a special email set up to solicit 12 input. 13 So as you think about this, read the materials, if you want to submit a comment, you can do that in 14 15 writing or else you can just email us. 16 So with that, I thank you for your attention. got kind of passionate and made it longer than intended, 17 18 but thank you. Thank you. 19 MR. MacALLISTER: 20 And just as a reminder, in the package you have 21 the email and websites as well.

25 moment of closing as well.

At this point, since we're running over, why

MS. SILVERTHORNE: If I could just ask for just a

22

23

24

don't we -- yes.

126 1 The Department of Education has been in a three-round process of these flexibility reviews. first round 11 states were approved. And you've heard that a couple of those are states with high populations of both Bureau schools and populations of American indian students. 6 7 In the second round of the 28 states that have been submitted, another huge proportion of our highly populated Native American states are going to be in for a 10 round of flexibility approvals. 11 What I can tell you is that in all of these 12 applications, none of the applications were accepted as 13 they were submitted. Every one of them required a peer 14 Each of those with the peer review review process. 15 process came out with recommendations, negotiation back 16 and forth between the Department and the states in trying 17 to establish the final document that would be approved. 18 And the fact that there are approximately 12 19 weeks between the submission of an application and the 20 approval. And that's been through both of the two rounds 21 so far. 22 So we're hoping that what we will be able to 23 do -- and I do recognize that the Bureau of Indian 24 Education is up against an incredible process, incredible

problem with 23 states and each of those states now

- 1 changing their game play. And so as they attempt to keep
- 2 up with all of those changes, it is a very complex, very
- 3 difficult process. And I commend the effort that's going
- 4 into this.
- 5 But I would like to caution that this is a draft
- 6 yet. The input from the community is incredibly
- 7 important. And that is, if anything, one of the weak
- 8 areas that we see, is that we have not been able to have
- 9 these applications go out and get the kind of review
- 10 process in most instances that we would like to see them
- 11 have. And so community input is incredibly important.
- 12 And, please, take a look at this, think it
- 13 through. If you want to take a look at what other states
- 14 are doing, it is at www dot ED dot GOV. In the search
- 15 window type in "flexibility" and it will take you to more
- 16 information than you're ever going to want to know about
- 17 flexibility. But it takes the application process, what
- 18 all of the other states are doing.
- 19 I had recently needed to take a look at
- 20 Oklahoma's application the other day. The end document
- 21 was 365 pages.
- 22 So this is not an easy task. This is a very
- 23 complex task, even when you're working with a homogeneous
- 24 set of schools. With the Bureau, they're working with
- 25 schools across 23 states and it is going to be a

128 considerable process. 2 Thank you. Other comments before we move 3 MR. MacALLISTER: to their input? 5 MR. DRAPEAUX: Right. What I'd like to say is this discussion and Joyce's comments are actually really a nice entree into the MOU and what its -- what its purpose and what it is that we hope to also talk about today in addition to the flexibility waiver. 10 In the one package document where it has News 11 Release on it, on the second page on the fourth paragraph 12 down, it really talks about the strategies that are being 13 proposed between the U.S. Department of Education and the 14 Bureau of Indian Education, Department of Interior. 15 think it's important to highlight what it is that we want 16 to do as it relates to you in indian country here. 17 Some of the highlights are: 18 You know, we want to help build capacity for 19 tribal education agencies. It's an important aspect that 20 you're fully engaged in and that we want to with our 21 partners, U.S. Department of Ed, be involved in, help 22 frame. 23 Enhanced teacher training and recruitment. 24 Whether it's a public school, high needs or in our own

school system area, it's an area that we know is of

- 1 concern.
- 2 Effective reforms. What does that look like?
- 3 The issues of dropout, graduation rates, those types of
- 4 things, are areas that I know that you face every day and
- 5 try to deal with.
- 6 Improved accountability. I mean that's a bottom
- 7 line. You know, there's money that comes to public
- 8 schools on behalf of native students that you're dealing
- 9 with. There's also money that you as tribal leaders are
- 10 dedicating to public school children through your own
- 11 tribal education departments or in some other sort of
- 12 supplement way. And you know that those programs are
- 13 being used with fidelity.
- 14 You may be developing your own curriculum to be
- 15 introduced into the school system, how -- that's an effort
- 16 of reform at the local level. We'd like to, if we can,
- 17 assist you in that.
- 18 Trying to bring other interested parties -- you
- 19 know, the issue of indian education is a national thing.
- 20 There's a ton of interest that we at the BIE get questions
- 21 all the time of: How can we help? What can we do? Can
- 22 we be your partner? And it's almost overwhelming, those
- 23 types of requests, because the answers should be yes, yes,
- 24 yes, and yet we can barely manage the relationships that
- 25 we already have in place. And how do we then, you know,

- 1 encourage those relationships so you can access them at
- 2 the local level? It's an important piece.
- 3 The best practices with national and regional
- 4 groups. You know, as we all do, we get involved with our
- 5 own work day to day, and it's hard to sometimes lift our
- 6 heads up to get a perspective of what else is working out
- 7 there. We hope that the BIE and our partnership with the
- 8 U.S. Department of Ed will help highlight that and move
- 9 resources towards opening the door for those opportunities
- 10 for you.
- 11 And then, finally, you know, the bottom line is:
- 12 How do we improve educational outcomes for our students,
- 13 and opportunities? And how do we help you in partnership?
- 14 We have a responsibility at the BIE, as framed in this
- 15 Executive Order of the President, you have a day-to-day
- 16 responsibility as tribal leaders and educators, as does
- 17 the U.S. Department of Ed. And how do we better, you
- 18 know, collaborate our efforts so it's easier for you to do
- 19 your jobs?
- 20 So this was a technical component that we hope
- 21 you enjoyed. And it was -- actually you're the first to
- 22 see it in the United States. And so we're excited that
- 23 you're here and that you have a chance to sea it. In
- 24 fact, our friends at the U.S. Department of Education
- 25 haven't seen it yet. So we welcome their input of course.

131 And so this is really our trial run to this 1 document in terms of allowing others to see it. looking forward to public comment and hearing your thoughts about what it is that we presented today. 5 So we look forward to your comments. 6 MR. MacALLISTER: Excellent. Are there quick questions about the presentation before we move into the public comment section? 9 Sir, you had a question? 10 Just a reminder. Give your name, your tribal 11 affiliation, your position if you have one. That will be 12 helpful for our records. 13 MR. McQUILLEN: All right. Can you hear me? 14 Mine is not necessarily a question. 15 My name is Jim McQuillen. I'm the Tribal Education Director for the Yurok Tribe of northern 16 17 California. We're the largest tribe in the State of 18 California. Which sometimes in comparison to some of the 19 larger tribes doesn't say a lot. But we are large. 20 the 110 plus tribes in California, we're the largest. 21 Thank you for allowing us to be the first or I 22 guess the guinea pig of the presentation. 23 It's a lot to digest and interpret. And I've 24 been a Title 7 director for ten years, I've been a tribal 25 education director for eight years. We've gotten a

132 demonstration project from the U.S. Department of Ed. I'm familiar with a lot of the acronyms and educate --I've been a principal of a reservation-based school. it's a lot to digest. 5 And on top of that it's like a double 6 interpretation going on, because so many of our children 7 are in public schools. So trying to take what you just 8 shared and interpret and apply that to public school 9 children. So any comments or help and assistance in 10 making that leap from the Bureau schools and how to 11 interpret the information for our kids who are -- I heard 12 the figure, 90 percent of American indian kids are in 13 public schools. That's a big percent. For us in 14 California it's 99.9 percent of the children are in public 15 schools. So trying to make that leap. And any assistance 16 you can give in your presentation to help those of us who 17 are trying to manage and assist our tribal kids who are in 18 public school, that would be very helpful. 19 So that's just a comment I wanted to make and not 20 interrupt the presentation earlier. But that 21 interpretation is going on for us on a double level there. 22 So thank you. 23 MR. MacALLISTER: Thank you, sir.

Any comments on that question -- or the input

24

25

there?

133 1 MS. SILVERTHORNE: Thank you, Jim. And you bring up an important item that we haven't yet spoken about. And that is the fact that the appropriations this year have granted to the Department of Education \$2 million to 5 create a pilot project that will be a state tribal 6 education partnership pilot. That is far too little money 7 to go as far as we need it to go, but it is at least the beginning of a process that has not been attempted until 9 And that will be to contract with tribes and their now. 10 tribal education agency to become a partner with state 11 education agencies, not to handle the formula directly, 12 but to handle the SEA functions that have to do with 13 public schools on reservations. 14 And that should be coming out in the Federal 15 Register as soon as May 25th. We are still hoping that we 16 will meet the May 25th deadline. Until that comes out 17 officially, I can't give you as many details. But it will 18 be coming very soon. And that will be a pilot project. 19 We anticipate it will be for three years. And it is the 20 first of the Department of Education's ability to contract 21 directly with tribes. 22 So thank you. 23 DR. HAMLEY: Jeff Hamley. I'll make a comment

While the footprint of the Bureau is small in

24

25

too.

134 California, we do have two schools here. And so to the extent that you have students there and want to, you know, give input, we welcome that. And I think the invitation, isn't it right, Brian, it's for tribal leaders generally, 5 not a qualification that tribal leaders have to a student 6 in a particular school. So your comments on our proposals are welcome in that sense. 8 But beyond that, I think that -- you know, I think we do have some areas of collaboration. Like if we are developing successful initiatives, we're willing to 10 talk to you and share that information. The dropout 11 initiatives were very excited about that we're 12 13 implementing. The language -- native language. 14 So there are opportunities to dialogue even 15 though it may not be around a particular school where you 16 have students. So we just leave that invitation open. 17 MR. MacALLISTER: All right. Sir. 18 Again, your name and --19 MR. ATTEBERY: Russell Attebery, Chairman for the 2.0 Karuk Tribe. 21 And in Karuk, that means "upriver." So we're the 22 second largest tribe in California, and we're just upriver 23 from you are.

24

25

(Laughter.)

(866) 448 - DEPO

MR. ATTEBERY: All of our students go to public

- 1 schools. And my question was, in the application process,
- 2 do you just submit them to school districts? And these
- 3 are just to BIE-funded schools, is that correct, the
- 4 application for the waiver?
- 5 DR. HAMLEY: Yes. It will just affect
- 6 Bureau-funded schools 173 academic programs and 183 with
- 7 the dorms. And that's both Bureau operated and tribally
- 8 controlled schools it will affect. That's our proposal at
- 9 this point.
- MR. ATTEBERY: Okay. Yeah, we're -- but we're
- 11 not of reservation status. But we face many of the
- 12 problems. I think the "No Child Left Behind" Act, I was
- 13 a -- before I became a chairman I was an educator, a
- 14 teacher and a coach for 20 years. And that was one of my
- 15 passions. And I think it was good intentions. "No Child
- 16 Left Behind" to me left out a little bit of the
- 17 individualism, where, you know, every child has individual
- 18 needs. And sometimes we get away from those.
- 19 I do have some comments about our specific needs
- 20 and what we face in indian country up there. But I'll
- 21 save those for the comment period though.
- 22 So the funding for these programs, is there --
- 23 would there ever be an opportunity for schools -- I know
- 24 they're public schools. But our enrollment is probably
- 25 right around 50 percent Native American students. I

- 1 talking in Happy Camp, California. We're broke up into
- 2 three different communities Yreka, California; Happy
- 3 Camp; and Orleans, California.
- 4 Happy Camp's a small community, and about between
- 5 75, 80 kids in the school. And so, as I said, they're
- 6 probably about half of them are Native American students.
- 7 We do face the same problems. Again, we're not
- 8 reservation status, but we would like the opportunity to
- 9 give our kids every chance also.
- 10 MR. DRAPEAUX: It's our hope that even in the
- 11 scenario that we have here in California in certain
- 12 circumstances that the process that we're working through
- 13 that we can help create a -- you know, to help you
- 14 understand where you can plug in at from a leadership
- 15 perspective about, you know, as the -- I mean right now
- 16 we're in the midst of complete change in the United States
- 17 in terms of our educational programs. And this waiver
- 18 process that states are going through is going to change
- 19 the playing field for all the schools in each
- 20 jurisdiction.
- 21 And as chairmen and council people in your own
- 22 communities, the concern about what's happening with your
- 23 children and what do these changes mean in regard to your
- 24 local school district or school districts that are
- 25 educating your children. And then how do you as

- 1 leadership plug into that national debate, right? How do
- 2 you do that? How do you get your voice heard?
- 3 And so that's really -- in addition to this
- 4 waiver process, it's really opening the door with the
- 5 dialogue. With the MOU and this new relationship with our
- 6 partners in the U.S. Department of Ed, we want to create
- 7 forums like this where tribal leaders can come and talk to
- 8 the U.S. Department of Ed and the Bureau of Indian
- 9 education about your concerns.
- 10 And as we develop these plans for a particular
- 11 school district, we hope that some of the footprint that
- 12 we create can be expanded to include some of the concerns
- 13 that you have in the leadership areas. No matter what
- 14 your jurisdiction is, no matter what your status is, no
- 15 matter what your land situation is, we want to make sure
- 16 that we're providing a voice for you in the education
- 17 debate. And that's the scenario that you find yourself in
- 18 is that you have a partner with us and the U.S. Department
- 19 of Ed to weigh in on the national debate in terms of
- 20 education.
- 21 MR. MacALLISTER: Other comments or questions
- 22 from the elected officials?
- 23 DR. WYNN: I have a series of questions.
- MR. MacALLISTER: Yes, ma'am.
- 25 Let's get the mike and -- you remember the drill

138 with names and --DR. WYNN: Yeah, I remember the drill. don't like the drill. 3 You broke it. 4 That wasn't me. 5 I just need some clarity. My name's Karen Wynn. 6 7 I with Picayune Rancheria. 8 So early on there was a statement made that there's like about 94 to maybe perhaps 97 percent of the students that are attending public schools; is that 10 11 I just want to make sure I was right on that. 12 MS. SILVERTHORNE: (Nods head.) 13 So when I read this document that DR. WYNN: refers to the background and history of the draft MOU, 14 15 under number 2 it says that this is going to make 16 provisions to transfer funds to BIE. Where are those 17 dollars coming from? 18 MS. SILVERTHORNE: There has been in place a 19 Memorandum of Understanding between the Department of 20 Education and the Bureau of Indian Education since -- in a 21 moment -- and that he'll give you a little bit more detail 22 and a little bit more history. But the source of those 23 funds are from the "No Child Left Behind." They are the 24 dollars that our children generate through account -- when you look for how do we figure out how many dollars go to 25

- 1 different states, it's based on account of the students
- 2 that are eligible in those states. The same for the
- 3 agreement with the Bureau of Indian Education.
- 4 DR. WYNN: So there's not a specific set-aside
- 5 then that's being looked at, or is this actually creating
- 6 a set-aside?
- 7 MR. DRAPEAUX: Yeah.
- 8 DR. HAMLEY: Well, okay. Just to follow on what
- 9 Joyce said. This is just a renewal of the existing
- 10 agreement. But the funding itself -- I mean every year
- 11 the Department of Ed publishes on its website the funding
- 12 that's going to all the states. And then there's a
- 13 category for indian set-aside. So it already exists, the
- 14 money's already there. It's not affected by the MOU.
- 15 That will just continued. And as Joyce said, it's the
- 16 ESEA, you know, which a lot of people call Title funds,
- 17 and Title 1 being the biggest.
- 18 And then -- but for us, on that set-aside sheet
- 19 with the Department of Ed, which is not covered in the
- 20 MOU, it's also IDEA funds, special education funds. So
- 21 that's not part of the MOU.
- 22 We don't have an MOU with Department of Ed on the
- 23 special ed funds. One, it's not really needed because the
- 24 legislation for IDEA really addresses all the issues
- 25 pretty much in a straightforward way. So this one is just

140 1 for ESEA.

- 2 But nothing's changing with the funding. The
- 3 funding structure is there. It's published every year.
- 4 It will continue to be. It's a set-aside for BIE
- 5 essentially.
- 6 DR. WYNN: So the funds from -- is there any
- 7 impact at all on the indian education dollar?
- 8 MS. SILVERTHORNE: Under the Title 7 programming,
- 9 is that --
- DR. WYNN: Under -- is that what -- well, yeah.
- 11 Is that -- well, yeah, Title 4, Title 9, Title -- it
- 12 changes every couple of years. That one.
- MS. SILVERTHORNE: Yes. Title 4, Title 5, Title
- 14 7, yes.
- DR. WYNN: Yes.
- 16 MS. SILVERTHORNE: And, no, those dollars are not
- 17 impacted by this discussion.
- MR. DRAPEAUX: Yeah, great questions.
- 19 One of the -- the Bureau of Indian Education and
- 20 the U.S. Department of Ed, the budget breakout for that is
- 21 really kind of a unique thing as you start looking at the
- 22 budgets within the Department of Interior and U.S.
- 23 Department of Education and how they're dedicated to
- 24 indian country.
- 25 So the Bureau of Indian Education, we fund really

- 1 two activities. One are BIE operated or funded schools.
- 2 And then we also do certain activities that support public
- 3 schools.
- 4 So we have Johnson-O'Malley is a program that we
- 5 manage. And funds basically are passed through to schools
- 6 for public school children.
- 7 And then we also have scholarships and adult ed
- 8 monies that go through the Tribal Priority Allocation
- 9 Program directly to tribes for distribution.
- 10 And then we also on the public school side have a
- 11 number of dorms, 16 peripheral dorms that we fund that
- 12 house native students, that those students then go to a
- 13 public school.
- Okay. So we have this kind of unique funding
- 15 cycle.
- In addition to that, we also manage about \$250
- 17 million from the U.S. Department of Education, Title funds
- 18 as Jeff talked about, that are really the dollars that are
- 19 set aside in this MOU.
- We're not privy to all the funds that normal SEAs
- 21 receive on behalf of students. We're only allowed certain
- 22 amounts based on where we were mentioned within ESEA. And
- 23 so the MOU outlines those programs and then what portions
- 24 go out into the field and then what portions we can hold
- 25 in terms of administration.

142 1 The U.S. Department of Ed as well has the Title 7 funds that are dedicated to that. And then there's another interesting pool called impact aid dollars. what are those, Title 9? 5 MS. SILVERTHORNE: MR. DRAPEAUX: Title 8 funds. 6 And those funds are for public schools that are on or near federal lands, as you know, for --9 MS. SILVERTHORNE: Title 8 is land-based funding. And so it is for any school district that has federally 10 11 impacted children. And that's a little bit different than 12 on or near. 13 And so it is generated for military basis. 14 8003 is actually for indian lands. Under indian lands, 15 then you're looking at reservation lands. 16 MR. DRAPEAUX: Right. My point is is that you have these -- you have these interesting budgets sitting 17 18 out there that impact indian student education. 19 a -- from an administrative perspective it seems a little 20 complicated, maybe a little convoluted. But they're out there. 21 22 DR. WYNN: Is that still out of the Department of 23 Defense, the impact aid? 24 MS. SILVERTHORNE: No, it's out of Department of

Education. But it funds two Department of Defense

143 1 schools. I just wanted to go back to your DR. WYNN: comment on -- when you were talking about the waiver 3 application. 5 To me -- I always like to take and find the easiest solution. It seems like instead of making people 7 jump through hoops to try to get waivers, wouldn't it be easier to let them self-determine their own goals and 9 objectives as opposed to trying to go through this 10 flexibility process? 11 I hate the language. I have to be honest with 12 I just really hate all this language, because I 13 think it really muddies up the whole water all the way 14 across the board. 15 And so it just seems that if there was a process, 16 that would be a lot easier for people just to say, 17 "Listen, these are the goals that we have determined that 18 are going to be best suited for our student population. 19 We just want to do this." And I think in the old days we 20 used to be able to do that. 21 And so what's the possibility of going back to 22 self-determined goals? 23 DR. HAMLEY: Interesting philosophical question. 24 Well, I think -- I mean to answer your question

very directly, reauthorization's coming up. So I mean

- 1 there's the opportunity. And you as a constituent
- 2 could -- we can't, but you can give -- tribes can, the
- 3 public can give input if they would like to see
- 4 reauthorization look a certain way. I think probably the
- 5 framers of the flexibility are allowing enough -- if you
- 6 look at the comparison chart, that -- Joyce has one and we
- 7 have a separate one prepared by CCSSO -- that the states
- 8 have a lot of leeway to define what their goals are in
- 9 that.
- 10 And so none of them -- none of the states have
- 11 chosen an exact way to differentiate their schools, a way
- 12 to look to create an AMO model, an accountability index.
- 13 And, you know, there's quite a bit of variation. So I
- 14 think for public policy, that's as close as it gets.
- 15 But I think on the horizon is reauthorization.
- 16 And, you know, if you -- so as a constituent you can give
- 17 that feedback about that topic.
- 18 DR. WYNN: I just wanted to comment then on what
- 19 you were addressing as the common core and that you wanted
- 20 to devise your own assessment instrument. As different as
- 21 we are even just in California, you know, my tribe with
- 22 your tribe, they're so different how do you -- what's
- 23 your thinking on trying to develop an instrument that
- 24 would be equitable perhaps to -- I think my kids in my
- 25 tribe would recognize a teepee if that was a question.

- 1 Maybe even a hogan.
- 2 But anything past that, I don't think -- I think
- 3 our tribes are so different in a lot of reflects, that
- 4 trying to create an instrument, whether you use -- I won't
- 5 say their name either -- but that might be creating more
- 6 of a problem if we're just going to look at the outcomes
- 7 in terms of scores and data than just trying to prepare
- 8 kids to pass whatever -- I mean you had mentioned that you
- 9 wanted to use ACT. I'm not sure that's the best tool on
- 10 the planet either. But trying to accommodate, in some
- 11 respects, might cause more complication to the process
- 12 than it would if you just had something that was just sort
- 13 of standard.
- DR. HAMLEY: Well --
- DR. WYNN: What do you think? That's more
- 16 permanent in a question.
- 17 DR. HAMLEY: Right. Jeff Hamley again.
- 18 To clarify, I mean we're not going to -- the BIE
- 19 is not going to develop assessment. That's beyond our
- 20 capacity. So we use vendors, you know. And right now,
- 21 under the new model that the Department of Ed's moving
- 22 towards, they're going to leave it to the vendors.
- Now, in the past under "No Child Left Behind,"
- 24 states did develop their own assessments. It's a very
- 25 expensive operation. But we've never been given enough

- 1 money and we don't have the capacity to do that. So we
- 2 rely on vendors.
- 3 But I think that the issue that you're talking
- 4 about about the biases that we -- I mean I think indian --
- 5 well, indian country would probably be unhappy if there
- 6 weren't some percentage of indian students who were
- 7 considered in the development of the instrument, you know.
- 8 And, you know, so -- or our term, they have an extreme
- 9 example if, you know -- if they only had kids from New
- 10 England and they were trying to implement it in
- 11 California, you know, it would just create a lot of
- 12 problems.
- 13 So the best way to address the bias is to
- 14 actually include a sample. And that's what we're -- with
- 15 our current -- I almost said the name, my gosh -- with our
- 16 current intermediate assessment, like Brian explained
- 17 earlier, that's not a problem, because we are an active
- 18 partner with that assessment company. You know, we have
- 19 widespread use in our system. So we actually have good
- 20 representation in that assessment development.
- 21 Whereas the two consortia, we're not so sure at
- 22 this point. But I think we're going to address that with
- 23 them. We want to see at least a sample in there. And,
- 24 you're right, it's not going to address -- I mean how do
- 25 address the differences of 550 tribes? You can't. And so

- 1 by just hope that some of that will be addressed to some
- 2 extent.
- 3 MR. BOUGH: Yes, I think the one area where we
- 4 did talk about tribally controlled standards would be in
- 5 the development of the 15 percent of the common core
- 6 standards for local purposes. States see this as a way to
- 7 incorporate things like -- you know, your questions about
- 8 the state government, state constitution, these kinds of
- 9 things, maybe literature or things that are relevant to
- 10 the states. For us, we look at that as a way to craft
- 11 alternate definition of AYP using standards that the
- 12 tribes find to be socially relevant as well.
- 13 You know, I know that our friends over at Navajo
- 14 have developed an alternate definition of AYP that
- 15 incorporates things such as Navajo government, Navajo
- 16 culture, Navajo language. There's all different range of
- 17 areas where they can work with this.
- And the BIE's willing to help tribes to develop
- 19 standards that they want to implement to address this 15
- 20 percent of locally controlled standards as part of the
- 21 common core.
- So the BIE's not undertaking a mission to make
- 23 the assessment culturally relevant to all of our tribes.
- 24 That's going to be something that's very difficult for us
- 25 to address.

148 But for tribes that express an interest, we will 1 be able to work with them to develop those standards and to incorporate them into our accountability system. But this process that we're here right DR. WYNN: now, this isn't generalized over all of indian education. 5 It's just primarily targeting Bureau schools? DR. HAMLEY: Well, there's two parts. 7 the part that Joyce is representing is all indian 9 education. The part that we're doing with the flexibility 10 waiver request is just the Bureau-funded schools. 11 MS. SILVERTHORNE: When we look at the Executive 12 Order, it applies to all tribes. It isn't either of the 13 departments. 14 When we look at the flexibility draft, all states 15 are looking at whether they want to consider a flexibility 16 application. Some have already. Others are just looking 17 at it. And there are a few who have decided not to choose that route at all. 18 19 There is -- when we look at the common core 20 standards, the majority of states have said, yes, that 21 they will be following the common core standards. 22 However, there are some that have chosen not to. 23 Montana, one of those, is where I'm from. So this isn't

from my experience with Montana.

(866) 448 - DEPO

the Department of Education's statement.

www.CapitalReportingCompany.com

24

25

It's a statement

149 1 And what they have done is to incorporate within their 85 percent the culture and at least a minimum level of knowledge and academic curriculum and the instruments to reach those standards that are culturally sensitive. 5 And so they're looking at that 85 percent as part of 6 including those. 7 So then that still leaves the 15 percent that we all still have open to whatever additional things that we 9 need to incorporate into education. 10 So then when we start looking at the process of 11 the memorandum and how we work together, what you're 12 seeing today is a cross-section of two departments of the 13 government. And that is not all of the departments of the 14 government that play a role in the education of our indian 15 children out across the country. Health & Human Services. The ANA administers the 16 language -- native language programming. 17 There are --18 Head Start under Department of Labor. So there 19 are -- Agriculture. There are other entities out there. 20 And we're seeing a development of an interagency work 21 group that is still trying to get its feet on the ground 22 and trying to move forward. This is probably the most 23 progressive part of it between our two directly

And so with that 90-10 split, you see the

educational funded departments within government.

24

25

(866) 448 - DEPO

- 1 greatest proportion of our youth impacted. If we can come
- 2 together in agreements and if we can come together in
- 3 process, you begin to see a seamless process of education
- 4 that takes children from early childhood through the
- 5 tribal colleges, through the -- into career development.
- 6 And so we're hoping that this will have the greatest
- 7 impact on the greatest majority of our indian children.
- 8 That's not -- when you asked about funding a
- 9 moment ago, in my 40 years in education, I have a number
- 10 of little charts that I have at different -- depending on
- 11 where I was working at the time, what my interest and
- 12 ability was and knowledge of the systems, I've tried to
- 13 develop a chart that tells you where funding comes from.
- 14 It is an incredibly complex spider web that interacts and
- 15 crosses back over itself in so many different unintended
- 16 ways. But it's our system. And trying to unravel some of
- 17 that complexity is part of what I hope this agreement
- 18 begins to do, begins to have us with some common language,
- 19 terminology, definitions that will impact our children.
- 20 I struggle, as I'm listening to this for the
- 21 first time, for the flexibility application. Of my four
- 22 children, they were in public schools, they were in a
- 23 Bureau-operated school, they were in a demonstration Title
- 24 7 school. All four of them were in Head Start. Three of
- 25 them were tribal college students.

151 How does that affect -- how does this one change 1 affect each of those children as they went through those systems? 3 And I think it's very difficult for us to come 4 5 together with a solid presentation that we can say, this 6 will happen for all of our children as they go through education. 7 8 Unfortunately, what it is is that each child experiences it at their own -- whatever entity they're in, 9 10 whatever support that we're able to give them. And so they each come out with their own experience. 11 12 I don't think that's probably going to change. 13 We're just trying to make it a more cohesive system that 14 they are faced with. 15 MR. DRAPEAUX: Can I -- in addition to that, what 16 I'd like to say is I'm a former vice chairman of the 17 Yankton Sioux Tribe. And the idea of governance has 18 always been an issue for me. And one of the frustrations 19 that I've always had on the other -- sitting on your side 20 is, you know, where do I go to get answers and who's 21 listening? Right? 22 And that's always the struggle of tribal leadership, is who's going to answer my question and who's 23 24 going to find solutions.

And so as I sit here in the 18 months on the

- 1 federal side as an employee, it's our hope to start
- 2 providing that for you right? start providing that
- 3 forum for discussion, for dialogue. Because as I was
- 4 stating earlier and I like to say all the time I
- 5 always saw, and more so, indian education has been this
- 6 whisper, you know, in the wind. And it's like, well, how
- 7 do we amplify the issues, how do we amplify the
- 8 challenges, how do we amplify what's going on? And then,
- 9 how do we engage tribal leadership in the discussion of
- 10 indian education that gets you more involved day-to-day on
- 11 the national policy debate of what's going on? How do we
- 12 impact the funding that sits out there? Whether it's
- 13 Title 7, Johnson-O'Malley, or Department of Interior
- 14 funds, because all of our students are funded in some way,
- 15 shape, or form under one of those scenarios and are
- 16 represented in that.
- 17 And so it's my hope from a -- from the Bureau of
- 18 Indian Education is that this MOU, the Executive Order,
- 19 and these marching orders, and then the development of a
- 20 waiver, is that we start to create a platform of
- 21 discussion. People are going to disagree. They're not
- 22 going to like it, you know. They're going to have new
- 23 ideas. They're going to have different ideas. They're
- 24 going to ask questions that you're asking.
- 25 We want to create a forum for the questions to be

- 1 asked and for solutions to be proposed. Otherwise what we
- 2 end up with is a group of people talking amongst
- 3 themselves with a higher level of frustration and no place
- 4 to go.
- 5 And so we want to create a forum where you come,
- 6 we may propose things, you may propose things. But at
- 7 least we have a partnership sitting here saying, "We're
- 8 willing to ask the questions internally when we go back to
- 9 Washington DC of Secretary Duncan, of Secretary Salazar
- 10 within the organizational structure. 'This is what we're
- 11 hearing. Here's what we're proposing. Here's what
- 12 they're proposing.' You know, let's move forward in some
- 13 sort of fashion that has the most meaning." Rather than
- 14 continually in my mind have this whisper campaign and this
- 15 whisper issue of indian education that, as the tribal
- 16 leaders, I -- there's no other political structure in the
- 17 United States of America like tribal government. There's
- 18 none. Right? When a student from your tribe fails or the
- 19 system fails them, as President King was saying earlier
- 20 today, where do those students go? Right? Do they go to
- 21 the teacher? Do they go to the principal? Do they go to
- 22 the superintendent? Do they go to the school board? No,
- 23 they come to you. Right?
- Here they come with all of their problems. Here
- 25 they come with their lack of education, their lack of

- 1 training, their lack of discipline. Here they come. And
- 2 they come to you and they say, "We need help. I need
- 3 help." I may have a child, I'm part of a family. "I need
- 4 a job now. I need something from you, tribal government.
- 5 You, tribal council member; you, president. I need
- 6 something." And if your programs can't provide that
- 7 solution for them, then where I'm from people expect you
- 8 to reach in your pocket and pull your cash out and help
- 9 them right there.
- 10 No other political structure in the United States
- 11 works like that. Right? Nobody expects the President of
- 12 the United States to reach in and give them a \$20 bill for
- 13 gas or to buy food, right? Or a senator or a congressman
- 14 or a mayor or a governor. Nobody except you.
- 15 And so at the heart of the issue of indian
- 16 education really is, when our kids fail, the burden fall
- 17 on tribal government to solve their problems, as no other
- 18 political structure in the United States. And so we ask a
- 19 very basic question of ourselves, of our staff, of our
- 20 structure and our organization: We should do more to keep
- 21 kids in school. We should do more to answer the questions
- 22 of dropout and graduation and suicide and all the ills
- 23 that our kids face on a day-to-day basis. We should do
- 24 more. And if we're not, then we need to find other
- 25 solutions, we need to find other partners.

155 1 So we're excited from the BIE to have this dialogue with the U.S. Department of Ed. We need to work better together, I mean, because the burden's on you ultimately to solve these problems, not on us. 5 But we should be promoting better budgets. 6 should be developing better programs. We should be asking 7 the hard questions of ourselves. That's our responsibility, as I see it, as federal employees and as 8 9 the Bureau of Indian Education. And that's what we're 10 doing right now. So we are excited about this opportunity 11 and this forum for dialogue. 12 MS. SILVERTHORNE: Within this forum for 13 dialogue, it is not just the ills of education that we are 14 attempting to talk about as well; that we really need to 15 look at those exceptional students that are out there. 16 And we see kids who have done phenomenal things in spite of many different barriers that they are faced with. 17 18 we need to look at how can we replicate that. 19 MR. MacALLISTER: Okay. Any other questions 2.0 or --21 Oh, just a last question. DR. WYNN: 22 Have you looked at any other forms of data 23 analysis other than just report the numbers? 24 DR. HAMLEY: The number of what? 25 DR. WYNN: Well, you know, you're counting

- 1 numbers and then generating statistics based on the
- 2 numbers that you collect. Have you looked at any other
- 3 forms of data analysis or -- that would let you -- it
- 4 might err in your favor, say, for example, if you wanted
- 5 to use a chi square that's going to let you use unmatching
- 6 or unrelated types of data and be able to come out with a
- 7 common piece of information?
- 8 MR. BOUGH: It's difficult for us -- this is
- 9 Brian again -- Brian Boo.
- 10 It's difficult for us to actually compare data
- 11 across the Bureau because a) our test results are based on
- 12 assessments that are different by every state.
- DR. WYNN: Right.
- MR. BOUGH: So that undermines our ability to
- 15 compare those assessments across all the Bureau. Still,
- 16 when we report it, we have to roll it all together as if
- 17 they were the same assessment results. That's a very
- 18 difficult common starting place.
- 19 Where we've found other instances of data
- 20 collection, we've identified data collection issues. The
- 21 quality of the data is not good. In some cases we know
- 22 that schools may be -- well, I won't say manipulating, but
- 23 I'll say something like giving it a good color whenever
- 24 they report their data. One of the areas in particular
- 25 where we're seeing that is in the tracking of dropouts.

157 1 There is a very high mobility issue problem that we have in the Bureau where our students transfer among Bureau schools, tribal schools, public schools, private Finding out where these students are going is a 5 very difficult task, it's so -- sometimes our schools will 6 say, "Oh, we know this student transferred to another 7 school, but he didn't actually drop out." Well, you know, whenever we collect the data, I'm not really in a position -- and I'm the person that oversees this process. 9 10 I'm not necessarily in a position to question what they've 11 So we may see that the dropout rates are not as 12 large as what they should be based on that. 13 Same thing is also true with the cohort 14 If the student's classified as graduation rate. 15 transferred to a different school as opposed to drop out, 16 that makes the graduation rate look better for that 17 school. Again, I'm not really in a question -- a position 18 to question what the school is reporting because we may be 19 looking at a single school, such as -- you know, I'll just 20 bring up Sherman as an example down here in California. 21 We may be evaluating about 1200 student enrollments in 22 order to get that cohort graduation rate calculation in 23 And so I can't question every time a student is 24 listed as having transferred out whether that student 25 actually transferred out to a different school or if they

- 1 dropped out or what the case may be.
- 2 But then there's the more important problem
- 3 still, which is that the Office of Management and Budget
- 4 requires us to go through an extensive ability to -- we
- 5 have to propose to them what data we wish to collect that
- 6 goes beyond the statutory requirements. So some of the
- 7 more interesting data that you might be asking about where
- 8 you might know of certain patterns at schools, we may not
- 9 be necessarily in a statutory position to just go out and
- 10 start collecting that data. We have to get clearance from
- 11 O&B first before we collect any data that's in excess of
- 12 what we already do for the required reporting for the U.S.
- 13 Department of Education or the own internal reporting for
- 14 the Department of Interior.
- 15 So that answer's probably way longer than you
- 16 thought. But it's occurred to us to look at other things.
- 17 But it's awfully difficult for us to get there.
- 18 MS. SILVERTHORNE: One of the possibilities that
- 19 does exist out there is that there is a bank of
- 20 information under the NAPE data. And they are inviting
- 21 tribal researchers to come in and learn how to work within
- 22 that system and to generate their own queries of it, to
- 23 look at what they're finding. But we haven't had a lot of
- 24 people who have gone through the training yet. We're
- 25 still -- we need to expand that. There's still a lot of

159 work to be done there. DR. WYNN: What did you call that? 2 MS. SILVERTHORNE: National Association -- NAEP 3 N-a-e-p. It's the National 5 MR. BOUGH: N-A-E-P. Assessment of Education Progress. It's given once every year in every state. But they have it on a rotating 7 schedule so that every year a different set of states get 9 it. 10 Our schools in the BIE, the ones that we fund, 11 test right alongside their public school counterparts. 12 Your students probably test at the same time all the other 13 schools do too. 14 The nice thing about having the NAEP is that you 15 have a consistent set of data on a single assessment 16 across the entire United States. And so getting that NAEP 17 data, it's hard to use but it's extremely informative. 18 It's very complex to learn how MS. SILVERTHORNE: 19 to work within that data set. But it would be -- that's 20 where it does -- that opportunity does exist right now. 21 And so that is a possibility. But it is that 22 learning -- the skill to get through and waived with their 23 complex system. And the training that -- there will be

one in June. I don't know if they have any slots that are

open. At the first week of May they asked us if we knew

24

- 1 of anybody that would be interested. If you know of
- 2 anyone that would like to do that and could do that at the
- 3 end of June, let us know. We'll try to see if we can get
- 4 them in.
- 5 That opportunity is funded also to over-sample
- 6 among the public schools across the nation, the schools
- 7 that have high populations of Native American students.
- 8 And our office has contracted with the National Center for
- 9 Education Statistics to over-sample those schools.
- 10 MR. MacALLISTER: Okay. Just a little point of
- 11 progress here. We will be taking a break in about 15
- 12 minutes. That's what's on our agenda.
- 13 And I do want to make sure that everybody who
- 14 came has an opportunity to give their comments on the MOU.
- 15 So I may start getting a little more angstful as far as
- 16 moving us forward to make sure that everybody has their
- 17 chance. Okay?
- 18 So we have a continued window of time for tribal
- 19 input from the official -- elected officials and there
- 20 staff. And so I'd like to continue that, sir, if we can
- 21 now. And that would be great.
- 22 MR. ARWOOD: My name's Ducayne Arwood.
- 23 Can you hear me?
- 24 My name's Ducayne Arwood. I'm the Education
- 25 Director for the Karuk Tribe.

161 1 And when I looked at the students that I support working through the education system, a huge red flag comes up when we start talking about waivers. we're allowing the education system to fail our students. 5 I look at the amount of graduates I have every year on a 6 yearly basis. And when over half of them are forced to go 7 to junior colleges and take remedial classes in math and reading, the education system has failed our failed our 8 9 students. 10 Their desire is there. Their intent for higher 11 education is there. The education system failed them. 12 When we started talking about waivers, huge red flag. 13 We need to start talking about educating our 14 students that want to learn so that when they go on to 15 higher education, they have the skills and their needs met 16 to be able to succeed in the higher education realm. 17 MR. ATTEBERY: This is just a couple quick 18 comments just about -- I'm Russell Attebery, the Karuk 19 Tribe Chairman. Sorry. 20 You know, with that in mind, what Duke had said was our higher education priorities for our students. 21 have a lot of our Native American students who leave high 22 23 school, and we're probably not the only ones, and go for 24 sometimes a semester, sometimes a year, and they end up

We'd much

coming back. We don't mind them coming back.

- 1 rather have them have an education background.
- We were an 80 percent depended on forest industry
- 3 in northern California. And in the late eighties and
- 4 nineties they -- the mills started going away and the
- 5 forest industry left. So education is way more important
- 6 than it was then. You can take a Native American student
- 7 that went away, and for whatever reason came back, they
- 8 could go to work in the mill.
- 9 They don't have that now. So when they come
- 10 back, they -- you know, they're looking for jobs. They
- 11 don't have a job. So you know what happens when people
- 12 have too much time on their hands.
- What we'd like to do eventually I think is -- we
- 14 struggle with law enforcement, especially in Happy Camp.
- 15 From I-5 you wind 75 miles down the Klamath River and you
- 16 end up in Happy Camp.
- We have one resident, a police officer. And the
- 18 other one lives out in -- out by Yreka. So they're quite
- 19 a ways away.
- 20 We would like to see our students -- Native
- 21 American students get the opportunity to go and study and
- 22 get a higher education in this area in the areas that our
- 23 environment provides, Forest Service, Fish and Game. We
- 24 have no tribal members that are involved.
- And it's a huge plus too to get them involved

- 1 because they know indian country. And I notice back to a
- 2 conference where President Keel, President of the National
- 3 Congress for American Indians. And he's made the
- 4 statement that nobody knows indian country like the people
- 5 who live there. And that's very true. And so when we get
- 6 outside help, they often don't understand the needs, the
- 7 culture, and the traditions that go with living there.
- 8 It's not their fault. It's just they're not
- 9 educated in that area.
- 10 Right now, and we're working on it for our
- 11 children up there, we struggle with a facilities forum.
- 12 We have one gymnasium for all our schools. Like I said, I
- 13 was the basketball coach up there. But sometimes it's
- 14 hard to juggle five teams trying to practice in one gym.
- 15 And you get about 45 minutes, so they get home in time to
- 16 do their homework.
- 17 Social activities. They had none. In the late
- 18 '70s their theater -- they have a theater and a social
- 19 hall there that burnt down and it was never replaced.
- One of the things that I did growing up there
- 21 when I was there was we had an opportunity for the
- 22 resources around there. It was a great feeling to go out
- 23 and catch some trout or catch a Steelhead and come home
- 24 and, you know, your mom cooks it and they put it on the
- 25 table, and your dad's giving you the thanks for bringing

- 1 that meal in. That doesn't happen anymore because of the
- 2 regulations. You can't keep a Steelhead unless it has a
- 3 clipped fin. I could go on and on about that.
- 4 But those are not available for our kids, and
- 5 that's huge. You know, to think I can't take my grandson
- 6 up there and go fish where I did when I was a kid, those
- 7 are social activities, those are family activities that
- 8 they don't have.
- 9 Sports facilities, we have no lights for any
- 10 fields up there. And with the demise of the forest
- 11 industry was also the demise of the work ethic. Again, I
- 12 grew up watching my mom and dad get up and go to work
- 13 every day. Those kids don't see that. And they struggle
- 14 with -- and if you're an educator, you know the value of a
- 15 proper environment to get your work done in. Many of them
- 16 don't have that.
- 17 They don't see their parents get up and go to
- 18 work. So therefore they don't -- that's the lifestyle
- 19 they integrate into and it's difficult.
- 20 So, you know, we are working hard on alleviating
- 21 those things. But, you know, financially it's difficult.
- 22 We're working -- our education department is a big plus
- 23 since Duke's taken it over. And we work well with the
- 24 high school and the school district itself.
- 25 So, you know, we're hoping with the tribe's input

- 1 and now being more collaborative with the school system
- 2 that we are, that we're going to be able to get some of
- 3 these things done. But I really would like to see our
- 4 students have the opportunity when they come out of high
- 5 school, if they want to pursue a career and come back to
- 6 the indian country and pursue that career there, that
- 7 would be wonderful. But right now we have no programs
- 8 that allow them to go out.
- 9 And it is still difficult. It's just not as
- 10 difficult, but it's still difficult for them to go out and
- 11 face that culture shock. Mentioned the high rise
- 12 buildings. Yeah, we don't have too many two-story houses.
- 13 So, we see none of that. And that in itself is culture
- 14 shock. And as everybody knows that's lived in indian
- 15 country, we've gone through that for years.
- People making great strides, but we need to
- 17 educate the students that are going out there in the world
- 18 what's out there and the work ethic they need to succeed.
- 19 Thank you.
- 20 Sorry to take so long.
- 21 MR. MacALLISTER: That's what we're here for.
- 22 That's great. Thank you.
- 23 Perfect timing actually. Why don't we take a
- 24 ten-minute break. And as soon as we come back, we'll open
- 25 the floor for public input and we'll scurry to get mikes

```
166
    to you and get as much input as we can in the time we
 2
   have.
             So thank you very much. See you in ten minutes.
 3
             (Off record: 3:20 p.m.)
 5
             (Thereupon a recess was taken.)
 6
             (On record:
                          3:30 p.m.)
                                      We'll be regrouping just
 7
                               Okay.
             MR. MacALLISTER:
    as soon as our players resurface here and we get going.
 9
             I want to make sure that the people who need to
   hear the questions and input are here.
10
                                             So as soon as
11
    Joyce get back, we'll get going.
12
             And I guess now I've lost Brian.
                                                So as soon as
13
    our key listeners are back, we'll -- meanwhile I'll sing
14
    for you if you want.
15
             Yeah, right.
16
             Anybody who has a comment, all you have to do is
    just raise your hand.
17
18
             We'll get the mike to you so that everybody has a
19
    chance -- and we'll try to make sure that we kind of cycle
20
    through and make sure everybody gets a chance to say
21
    anything they want to say, all their input.
22
             All right. Once again, anybody who'd like to
23
    come up to the table, you're more than welcome.
                                                      It's not
24
    like there's a big structure. But I know, I was always
25
    the one in the back.
```

167 1 All right. So as soon as we can get seated, we'll get started with our public comment. At this time what I'd like to do is just -- the 3 drill on this, if you just show me your hands with a 5 question, I'll get the mike to you. 6 Just remember to give your name, tribal affiliation, title if it's relevant. But it doesn't have I mean this is open to non-indian input as well. But let's just make sure that everybody is identified for 10 the record for the transcriber. 11 And if you'd try to speak into the mike so that 12 that gets picked up as well. 13 And remember that it is being recorded. nodding doesn't get picked up and things like that. 14 15 All right. Who's got a question, a comment? 16 Who'd like to have input? 17 Don't everybody speak at once. 18 (Laughter.) 19 MS. ANTONE: Hi. I'm Audra Antone, Hill River 20 Indian Community, Blackwater Community School. 21 We would just -- do I have to repeat my name? 22 MR. MacALLISTER: He got it. 23 MS. ANTONE: We would just like to submit on 24 behalf of Blackwater Community School a resolution of the governing board of Blackwater Community School requesting 25

- 1 the Congress of the United States of America to
- 2 reauthorize and restore funding for the Impact Aid
- 3 Program.
- 4 MR. MacALLISTER: And just for the record, my
- 5 understanding is you're going to be submitting the formal
- 6 resolution. And we'll be getting you an email contact.
- 7 Yvonne will be giving you an email contact, and we'll get
- 8 that to you and -- because that is your working copy,
- 9 correct.
- 10 Okay. So there will be a formal resolution
- 11 coming in.
- 12 Thank you.
- Other comments, questions, feedback?
- 14 Sir, yes.
- Thank you.
- MR. McQUILLEN: Since you're asking.
- 17 Jim McQuillen again, the Yurok Tribe of northern
- 18 California.
- 19 Again, if when we get into the MOU part, again
- 20 many of our children -- our tribal children in California,
- 21 99.9 percent of them are in public schools. This whole
- 22 issue of FERPA and trying to get access to student data in
- 23 the tribe, we believe that education is
- 24 self-determination. It's a way to lift ourselves out of
- 25 poverty and away from, you know, the government welfare

169 programs into self-sufficiency. And we in the tribe, we want to know as early as possible we have tutoring services, intervention services, support services for children. But we spend an awful amount of time -- awful 5 great amount of time in trying to locate where our kids are at and which kids are not working at grade level and which kids need intervention. As a tribal government, if we are truly going to 8 have a government-to-government relationship and we're 10 seen as a government, we should have access to the student 11 data, the names, where they're at, test scores, so that we can do the intervention on our own children. 12 13 I really hope the MOU, if it's worth -- that 14 anything it can help in that area to help us in 15 the -- where our kids are in these public schools, it 16 would really tremendously help. I have more, but that's it for now. 17 18 MR. MacALLISTER: Thank you. 19 So I'll cycle back in a minute then. 2.0 Other input, questions? 21 Comments? 22 Sir. 23 MR. BENGOCHIA: Shawn Bengochia, Bishop Paiute 24 Tribe, Bishop, California.

It's a pleasure to be here and good to be here.

170 You know, kind of an learning opportunity. You know, this is probably my third BIA meeting or consultant meeting in And I guess in a certain way I'm kind 3 20 years, you know. of amazed how slow the wheels turn -- the wheels turn in 5 terms of maybe trust, you know. I think I noticed that 6 more yesterday. And, you know, as a tribal representative 7 sent by Bishop Tribal Council, you know, to express, I 8 quess, maybe to add input, you know, from our tribe, but 9 also from our people, you know, from our children, you 10 know, maybe to speak on their behalf. And I think that, you know, if I were to keep it 11 12 short, you know, from our kid's perspective, is to provide 13 opportunities for our youth. So that as I was talking 14 about that our tribe would, you know, gain that 15 self-sufficiency, that self-determination which is, you know -- on certain documents at certain times in history 16 But ultimately, you know, that's our choice as a 17 18 people and as a tribe. And we see education, you know, as 19 that tool, you know, to get that, to be there, to be 20 providing -- for our people to be providing for 21 themselves, you know. 22 Then that's, you know -- again, that tool is 23 through education. And, you know, having the opportunity, 24 you know, to work with a public school, because our kids

go to public schools. But also we have some students that

- 1 go so Sherman Indian High School. And we're thankful for
- 2 that because they've done really well there. And some of
- 3 them have attended Haskell. Got my Haskell hat here
- 4 somewhere. And SIPI, you know. And we hope they get
- 5 things back on track, you know. Joe Carpio, you'll -- met
- 6 with that gentleman. And, you know, we want to see some
- 7 of our students, you know, go to those schools because
- 8 that's -- those are the only places that they can afford,
- 9 you know, to go.
- But, you know, as far as, you know, the standards
- 11 and, you know, maybe making that alteration -- or
- 12 flexibility, I think that was the term there, you know,
- 13 I'm all for flexibility. I think we're all for that, you
- 14 know, adjusting, you know. So I would just share that,
- 15 you know. None of our kids are the same, you know. But
- 16 to a certain degree kids are kids, you know. And we have
- 17 that responsibility, you know, in any community, whether
- 18 it's a black community, white community, to look out for
- 19 the welfare of our children and to see that they have the
- 20 opportunities, you know, available to them, you know.
- 21 But, again, as well, that accountability falls on
- 22 to not just educators but parents. Even the children once
- 23 they reach a certain age, you know, to do that.
- 24 But what I think that -- you know, I guess coming
- 25 together, you know, in a meeting like this, you know,

- 1 where you're taking input, you know -- you know, we want
- 2 the best for our children, you know. I don't think
- 3 anybody here has the right answer, you know. I sure
- 4 don't. And, you know, I've been in education for about 15
- 5 years. And, you know, there's still many challenges. And
- 6 we've progressed in our community, you know, but we're
- 7 still wanting our kids to do better with the reading
- 8 scores, you know, the math scores, all of those things so
- 9 that they -- they can choose what they want to do, whether
- 10 it's to go to a college or a trade school or military.
- 11 But that they have those opportunities.
- 12 You know, that's our -- you know, our hope in our
- 13 community, that -- and even from our parents, that -- you
- 14 know, they want their kids to read, they want their kids
- 15 to do good in school.
- 16 And some of the folks don't have the
- 17 understanding of what it will take to be successful. And
- 18 that's maybe we come in to a certain degree to help in
- 19 that area and provide those support services, whether it's
- 20 tutoring or whatever, you know.
- But we also need the support of, you know, the
- 22 tribal agencies, the state agencies, you know, the federal
- 23 agencies, you know, to make these things happen, you know.
- And as far as the MOU, I haven't read it or, you
- 25 know, different things like that. And maybe to a certain

173 degree doesn't necessarily -- some of it doesn't pertain to our children. But we've got to try new things. know, things have got to be tried differently. something's not working, we move in another direction, you 5 And, you know, we've always got to be flexible. 6 And, again, as I stated yesterday, I, you know, 7 commend the folks that take that challenge and the folks that work in those areas, you know, and appreciate. 9 thank you for that hard work, you know, because that's 10 what it will take, you know, to make those changes, to give our kids -- all kids those opportunities to be 11 successful in this life. 12 13 Thank you. 14 MR. MacALLISTER: Thank you. 15 Other questions, comments? All right. Cycling back. I promised. 16 17 (Laughter.) 18 MR. McQUILLEN: Amazing how fast you got through 19 everybody. 20 Jim McGuillen still, Yurok Tribe Education Director. A couple of quick comments. 21 22 Earlier in the presentation we heard about common 23 core standards and this flexibility of 15 percent. 24 would be a great workshop to have for tribal leaders to 25 try to get out in front of that to see where we can --

174 whether that's at the state level or local level or both, where we can add our material or our wishes for those standards, to get our voice heard in those standards, whether it be language or other curriculum, history, our 5 own culture being presented there. That would be a 6 wonderful opportunity I think to give us some help there. 7 One other area are the Title 7 programs that -how it works in our area with all the budget reductions and budget crunches. The Title 7 programs that I'm 10 seeing, the management of those programs is now being 11 given to a site administrator or an administrator who 12 already has a full-time job. And the management of Title 13 7 is becoming sort of secondary. And this may be 14 happening everywhere, but I know it's happening in northern California. 15 16 And that's a resources that we see amongst very few resources for tribes and to help our students. 17 18 believe we can do a better job in managing those resources 19 as a tribe because we care, because we know who the 20 students are, because we can join resources with like JOM 21 and other resources to help those students. 22 And it's naturally happening in some areas where 23 we're able to -- Title 7s often times hire part-time 24 folks. And we hire part-time folks. In some areas --

some of our districts we're hiring the same person.

175 cover half and we cover half. And some of that's already happening.

3 So there's an opportunity I think for the two

4 halves to -- the right hand to actually work with the left

5 hand. And I think that's what MOUs try to do is get one

6 side of the brain to work with the other side of brain and

7 make some sense of something. And I see that as an

8 opportunity. It's happening on the ground level. Some of

9 the managers in districts -- public school districts who

10 are managing Title 7 programs, they could care less about

11 it. They already have a full-time job. And it's just an

12 add-on for them. But I think we can set some examples for

13 them at the top level where it trickles down and use those

14 resources more effectively, more efficiently, and see the

15 tribal resources come together with those Title 7

16 resources.

2

17 Thank you.

MR. MacALLISTER: Thank you, sir.

19 Are there any other questions?

Yes, sir.

21 MR. ATTEBERY: Yeah, just -- Russell Attebery,

22 Karuk Tribe. Just real quick.

23 Speaking about post-secondary education, going to

24 school, utilizing our resources that we have out there.

25 Like I said, we'd love to see the kids go get educated and

- 1 come back and give back to the community.
- 2 We have a very comprehensive extensive fisheries
- 3 program along the Klamath River down Somas Bar, Orleans.
- 4 Do you know of any or is there any opportunities
- 5 to put in a post-secondary school, a college, if you will,
- 6 that specializes? Could we get funding to do something
- 7 like that? Or is it out there?
- 8 MR. DRAPEAUX: I could speak from the -- Brian
- 9 Drapeaux from the U.S. Department of interior.
- 10 Through us, probably not. Probably the best
- 11 opportunity for that type of development would be through
- 12 the most recent or local tribal college that may be in
- 13 your region and to talk to them about developing a program
- 14 that addresses, you know, the establishment or the
- 15 expansion of the natural resources management component.
- 16 The two universities that we manage, Haskell and
- 17 SIPI -- and I appreciate the shout out for SIPI and
- 18 Haskell. Both universities under Director Moore and under
- 19 Chris Redman, the President at Haskell -- new president,
- 20 and Sherry Allison down at SIPI, one of the tasks that
- 21 we've given them is to do a program review offering --
- 22 what educational programs are they offering. And that we
- 23 believe that we should start aligning those programs
- 24 with -- more so with the U.S. Department of Interior, in
- 25 addition to perhaps some current program that they'd love

- 1 to have, because what we do know from the U.S. Department
- 2 of Interior -- and it's interesting, now you brought up
- 3 the natural resource development piece -- is that the
- 4 Department of Interior right now is undertaking a massive
- 5 effort across the country to find young people to engage
- 6 in an internship program that encourages them to consider
- 7 federal service through the Department of Interior. And,
- 8 as you know, there are 13 bureaus in the Department of
- 9 Interior. And those bureaus are
- 10 national-parks-or-fisheries types activities in addition
- 11 to Indian Affairs.
- We think it's a good endeavor, because we know
- 13 that natural resource development at home is one of the
- 14 major issues that tribal leaders face in terms of managing
- 15 their own communities and the resources associated with
- 16 them.
- So we would encourage you to take a look at the
- 18 website at the Department of Interior to see what they're
- 19 doing. You may have youngsters in college or folks that
- 20 are looking at these types of opportunities for
- 21 themselves. And they may find a program that could align
- 22 themselves with an internship there. And I don't know
- 23 what beyond that the Department is offering, but I know
- 24 that they are looking -- the Department of Interior,
- 25 including Indian Affairs, are looking at over the next

178 five years anywhere between 20 to 35 percent retirement We have a huge number of people coming into -the baby boomers are at the end of their careers. with that comes the opportunity for these folks to retire. And the real opportunity is to the young folks 5 that are looking to start careers in areas of natural resource development, park service, the Bureau of Indian 7 Affairs as well as the Bureau of Indian Education. there's going to e some new opportunities that we think 10 are important for indian country to be aware of through 11 the Department of Interior. 12 Getting to your specific question, will there be 13 funding to start a new university? Probably not.

- Getting to your specific question, will there be
  funding to start a new university? Probably not. We are
  basically frozen from expansion of any of our school
  systems, whether it's a K-12 or post-secondary. And so we
  have a number of -- we fund 26 tribal colleges and
  universities. We run two. But there are something like
- 18 37 tribal colleges in existence that are being funded
- 19 through different mechanisms, whether it's through the
- 20 U.S. Department of Agriculture, land-based -- land grant
- 21 institutions, through their own resource development,
- 22 through casino operations or other natural resource
- 23 development that they're putting into universities. We
- 24 had one leave our system and become a community college up
- 25 in Michigan.

# Capital Reporting Company

Tribal Consultation Meeting 05-18-2012

- 1 So we have a number of different scenarios where
- folks are trying to start tribal colleges. In fact, we
- had two groups from California come in and meet with us
- about wanting to establish tribal colleges within or near
- the reservation lands. 5
- There's a process for us to consider those 6
- 7 universities in our system. And so they started that
- process with us.
- 9 And so there is some, you know, kind of long-term
- planning that needs to be involved from the bureaucratic 10
- 11 perspective, I suppose.
- 12 But in the short-term, I would take a look at
- 13 maybe collaborating with the local university, seeing what
- 14 they offer, perhaps a tribal college to see if -- you
- 15 know.
- 16 And all these our programs quite frankly, have to
- be able to pay for themselves. I mean that's the bottom 17
- You can't continue to offer courses and not have a 18
- 19 sustainable cohort of students coming through them that
- 20 aren't paying for the program.
- 21 So, you know, these types of collaborations and
- 22 discussions are, you know, not only between you and us and
- 23 the Bureau, but should also be tribally as well because
- 24 there may be other -- other tribes in your region may have
- 25 similar interests or concerns and may be asking the same

- 1 question. But there's just not a lot of dialogue
- 2 intertribally about education. I mean that's one of the
- 3 interesting things. We'll talk about a lot of different
- 4 things intertribally, but we won't talk about education,
- 5 or they haven't. And so we think we're probably missing
- 6 the boat in terms of opportunity.
- 7 So I don't know if that answered your question,
- 8 but I sure talked a long time.
- 9 MR. MacALLISTER: Follow-up or other questions,
- 10 comments?
- 11 Yes, ma'am.
- 12 MS. LaMAR: I figure I would get up and say a few
- 13 words.
- 14 My name is Cindy LaMar. I am Pit River and
- 15 Paiute. I'm a member of the Susanville Indian Rancheria.
- But I am the director of an education program
- 17 here in Sacramento. So it didn't take me too much effort
- 18 to come out.
- 19 But I also wanted to comment on the tribal
- 20 college. With your isolation and with computer
- 21 availability now, I think that a good idea is to develop
- 22 some on-line courses. That would be great. Because with
- 23 the resurgence of your traditions in some of the areas of
- 24 California, I've really seen the languages. The old ways
- 25 are being taught again. And that's what's most important

- 1 about indian education and being in these roles. Because
- 2 it's certainly not about the money, right?
- 3 I had the opportunity to work at the -- not work
- 4 but be on a board at the national level. President
- 5 Clinton signed an Executive Order way back that started
- 6 the collaboration. I was the president of NIA when
- 7 President Bush signed another Executive Order. And that
- 8 established a national study on indian education. Now,
- 9 that took a long time, but it was an important part of
- 10 that Executive Order.
- 11 Also, it established an interagency agreement
- 12 that -- it was never formally processed. And because it's
- 13 so important -- one of you mentioned that we can't serve
- 14 our kids well without thinking about all of the other
- 15 departments and agencies that need to work together in
- 16 social services, education, all the others, tribal
- 17 leadership, you know, and how that comes together.
- 18 It also -- that Executive Order also
- 19 reinvigorated NACIE, the National Advisory Committee on
- 20 Indian Education -- is that right?
- 21 So those are some of the important parts of those
- 22 executive orders.
- Now with Obama's new Executive Order, there's
- 24 little bits and pieces. And it's coming along as we go
- 25 through presidents. But we need to make sure we are

- 1 knowledgeable about what opportunities these present.
- 2 I think -- one of the things that I see as an
- 3 American Indian person, who grew up in California, is that
- 4 the curriculum in California has not changed since I was a
- 5 child.
- 6 We're still -- our kids are still being required
- 7 to make missions and they're still learning about, you
- 8 know, very racist ideals -- I guess it's not an ideal --
- 9 very racist concepts when they go into third grade and
- 10 fourth grade. This is where we start to lose our
- 11 children.
- 12 And I think as we look at the common core
- 13 standards, and California is looking at those, tribal
- 14 leadership needs to be involved in having a voice in the
- 15 common core standards and also each state's standards.
- 16 It's very important that we take a look at the effects of
- 17 our -- that it has on our children, because, you know,
- 18 they're the ones we're here for.
- 19 And it starts in third grade, gets worse in
- 20 fourth grade and from then on. You know, we start seeing
- 21 dropouts by sixth, seventh, eighth grade. And we say, you
- 22 know, it's the mobility. Well, these kids are dropping
- 23 out and nobody cares.
- 24 And we are there as indian educators to help them
- 25 and keep track of them and bring them back. We

- 1 actually -- with my program we have several funding
- 2 sources. But we also have a high school for students,
- 3 indian kids who have dropped out, who have been expelled.
- 4 And we take them from several counties as long as they
- 5 come to our program.
- And those are the ones. We probably graduated
- 7 about 500 students who would not have -- would have just
- 8 dropped out and disappeared in the past maybe ten years.
- 9 A lot of the boys that come to our school have
- 10 long hair, you know, it's acceptable. They may be in
- 11 gangs. But when they walk in the door, they're
- 12 respectful.
- 13 So there are ways to deal with this -- these
- 14 issues.
- 15 One of the things that I really have expressed
- 16 over and over is looking at best practices. It's so
- 17 important. Maybe getting a group together of, you know,
- 18 people who have been successful. Because sometimes we
- 19 know that a program is great, and that director or
- 20 administrator leaves and the program falls.
- 21 You know, what do we do to take steps to ensure
- 22 that there's continuity in these programs and, most of
- 23 all, making sure that culture is at the forefront of what
- 24 these programs are about? It's the most important part of
- 25 what we do.

184 And to also have a voice in California, because 1 it's such a complicated state. Like I said, I'm Pit River and Paiute, but I belong to a rancheria. The only gaming tribe -- my daughter did an analysis. The only gaming 5 tribe that actually has a profit that doesn't give out per But they do pay for education of its tribal 6 7 So that's a great thing, except for my per But -- I might join another tribe. 8 9 (Laughter.) Yeah, maybe this one. 10 MS. LaMAR: 11 So I think it's very important that you come out 12 to communities. I apologize for the lack of attendance, 13 but this is a bad time of the year. Schools are 14 graduating. You know, it's difficult to get away. 15 know, some programs are ending and there's other 16 priorities. 17 Of course tribal chairs are pulled in so many 18 different directions. You know, we really need to make 19 sure we talk at a level that they understand the 20 importance of what they're doing. Because it is for the 21 children, but all these other things get in the way -22 economic development, roads and, you know, all the other 23 infrastructure needs. Even, you know, feeding families. 24 So those were my comments. Thank you. 25 MR. MacALLISTER: Yes, ma'am.

185 1 MS. DELGADO: Hi. I'm Marilyn Delgado. Cultural Resources Director and the Tribal College Project Coordinator for the Yocha Dehe Wintun Nation. 3 like to follow up with a couple of things that the 5 chairman from Karuk and Cindy had to say too. 6 One of the areas that we're looking into, we're 7 working with 27 partner tribes right now in California to try to develop a California tribal college. Currently we 9 do not have an operating or functioning tribal college in 10 California. We're working on one that would be tribally 11 run, tribally controlled. 12 But one of the stumbling blocks that we've hit is 13 curriculum. And, that is, working with, looking at 14 community colleges, looking at the UC systems, we would be bound to their curriculum standards and the state 15 16 curriculum standards and not something that would be 17 specific to tribes. And so we would have a problem 18 telling the tribes California indian history, for 19 instance, and not just whatever the state's idea of 20 history is. 21 So it would go back to -- like Cindy said, we'd 22 have to -- you know, they'd want the mission or whatever, 23 and it wouldn't be necessarily exactly what the true 24 indian history of California is. That's a problem for us. 25 We're also looking at on-line courses, as Cindy

- 1 had mentioned too, because we know that that's a way to
- 2 get it to some of our remote tribes. Karuk is one of our
- 3 partner tribes that we're working with in this project.
- 4 So I just want to thank you too for coming out.
- 5 And we came to listen -- really just to listen to some of
- 6 the needs, because we really want to get kids educated so
- 7 they can go to college.
- 8 MR. MacALLISTER: Well, we may be few, but the
- 9 comments have been great. So appreciate it.
- 10 Other comments?
- One more comment, great, or question.
- MR. ATTEBERY: Just to comment about, you know,
- 13 our education goes deeper than the classroom. And I was
- 14 talking to Duke about our enrollment at Yreka High School.
- 15 We probably have -- did you say 40? -- 40 Native American
- 16 students that go to Yreka high school. That's up from 9.
- 17 When Duke started the program there was 9 Native American
- 18 students that came forward.
- 19 And we don't see it a lot at Happy Camp High
- 20 School where I was a teacher. And, again, half of the
- 21 enrollment is Native American students. It's not that way
- 22 at Yreka High School, being just 40 students. And their
- 23 enrollment has to be 7, 800 I'd presume.
- And so we have issues within the community. And
- 25 some of you heard about the Klamath River Dam removal

- 1 project. And the history between the county and the
- 2 tribe, there's been opposition about different things -
- 3 managing the forests. And one of the things that -- you
- 4 know, sometimes the tribe is the bad guy, and the parents
- 5 relay this message without the children -- I guess
- 6 realizing that they're listening to this. So some of the
- 7 other kids will take this to school. And I know it's a
- 8 problem.
- 9 And, again, I was a coach, so I -- I know that
- 10 there's a lot of Native American students that went
- 11 through Yreka High School, and when I was in school, that
- 12 were very good athletes. Very few of them made grades or
- 13 even wanted to play.
- So, that's changing a little bit. But that is an
- 15 underlying, you know, factor with education also. You
- 16 know, we go back to a bit of oppression. You know, you
- 17 want to feel good about who you are and what you do and
- 18 your culture. And this was an important thing about the
- 19 language that -- the program that Duke is getting going.
- 20 You can actually see the children come in -- out of the 40
- 21 students that we had the first day that we offered the
- 22 language class, 22 of them showed up to take the class.
- 23 And this -- we offer one hour a week right now.
- We're working to get accreditation for the class,
- 25 so hopefully it will be -- can be used as a second

- 1 language for college credits. And also get our elders who
- 2 teach the language credentialed so they can receive pay
- 3 for it. There is a program in place and we're working on
- 4 that right now.
- 5 But it is -- they need to feel good about
- 6 themselves. They need to feel good about their culture
- 7 and feel very proud of it. And I think we're -- we are
- 8 getting there, especially in Happy Camp. Sometimes we
- 9 have to educate the parents more than the students. I
- 10 think we all know that. And that becomes very difficult.
- 11 So, you know, in indian country up there, that is
- 12 a difficult situation. And we want to work hard to make
- 13 them proud of who they are and what they believe in, and
- 14 their ceremonies and stuff like that.
- 15 MR. MacALLISTER: Any other questions or
- 16 comments?
- 17 Would our panel like to give some closing
- 18 comments.
- 19 MR. DRAPEAUX: Yes. First of all, thank you very
- 20 much for putting the time in with us today. We've been
- 21 here since yesterday from 8 to 5 each day, and on a number
- 22 of different topics.
- 23 We appreciate the participation of the tribal
- 24 leaders that have been here over the last couple of days.
- One of the glaring things that you see when

189 you're in Washington DC is that when tribal leaders come to town, the doors open up and when they're there to talk, as in December 2nd, the President of the United States showed up and they had a dialogue with him, which is 4 5 something that he's done over the last three years. 6 On December 1st, we had a small meeting between 7 Secretary Duncan and Secretary Salazar and about 12 tribal leaders to talk about education and putting forth a path 8 9 forward. As much as we appreciate the work that 10 superintendents and tribal education agency directors do 11 and teachers and all the folks that are on the ground 12 doing that work, when tribal leaders are involved, there's 13 a whole different level of attention paid to these issues. 14 And so we're more than pleased that you're here, 15 and wanted to thank you very much you for coming and 16 spending this time with us. Because we know that you're 17 pulled in a hundred different ways every given day with 18 numerous issues that you have to face and help resolve and 19 work with and work on. 20 So we're grateful for that. 21 On behalf of my colleagues, Dr. Jeff Hamley and 22 Brian Bough, we appreciate the opportunity to show you our

- 23 waiver. We look forward to continuing to do dialogue on
- 24 the MOU with our colleagues from the U.S. Department of
- 25 Education and hopefully start to frame out what that means

- 1 for all of us in terms of indian education and the
- 2 positive things that should come of it and we hope that
- 3 will come of it.
- 4 So I just wanted to, more importantly, thank our
- 5 staff member, Yvonne Davis. Yvonne has been working as
- 6 the point person on all of the logistics for the
- 7 activities with the U.S. Department of Ed as well as
- 8 setting up these site visits, getting the word out and
- 9 really day-to-day doing the hard work that needs to be
- 10 done behind the scenes. That's usually not very well
- 11 recognized about the amount of work that needs to happen
- 12 in order for you guys to show up and make it feel like,
- 13 "Hey, we just showed up and it's good," as well as us too.
- 14 So I would like to thank Yvonne for that.
- 15 And our moderators. We have our facilitators.
- 16 We'll be spending some time with them over the next few
- 17 weeks. And as you go through your intertribal groups or
- 18 your own tribal councils, you know, these roundtables are
- 19 open to the country in any location. And so if folks
- 20 didn't make this one but they're interested, we have three
- 21 others out are scheduled. And it's in the documentation
- 22 what the dates are for those. And we would encourage you
- 23 to encourage them to come and to make comment other
- 24 educators, informed people that want to make comment we
- 25 would ask that you strongly encourage them to come and let

- 1 them know that it's worth their while and we really need
- 2 your input, your comments.
- 3 So thank you for coming. We appreciate greatly
- 4 for everybody who's done the work, and we look forward to
- 5 seeing you sometime in the near future.
- Joyce.
- 7 MS. SILVERTHORNE: Do you think it's still on?
- 8 Okay. And I would like to echo Brian's comments
- 9 about the hard work it takes to be able to put these
- 10 together. And we never know how many people might be
- 11 here. We've seen times where this room would have been
- 12 filled. But it's hard to predict and certainly it's hard
- 13 to match the date with the right activities that are going
- 14 on in each of those communities.
- 15 So we appreciate your being here.
- The Department of Education is seeing probably
- 17 some of the greatest change that we have seen for indian
- 18 education in quite a long time. And the opportunity to
- 19 work with the Bureau of Indian Education is one that we
- 20 value and are really trying to look at how we can take
- 21 this as far as it will go and make sure that those folks
- 22 that are out there in the field have an opportunity to see
- 23 some success with it.
- The opportunity with the STEP pilot project,
- 25 please keep watching the Federal Register. It is a rare

- 1 opportunity. I don't know how many of your programs might
- 2 be interested or willing to -- and I don't know how many
- 3 of your states. It does require that the states are
- 4 willing to open that door as well.
- 5 And so we're putting some fairly high stakes into
- 6 that activity, hoping that it be begins to inform us about
- 7 where we can take it further and where we need to expand
- 8 it.
- 9 So thank you for being here today. And we look
- 10 forward to continued conversation.
- And there is an opportunity for written input.
- 12 And I -- and it's on which one?
- MR. MacALLISTER: It's on the slides package. On
- 14 the last slide it's got the email address, it's got a
- 15 website, additional information.
- 16 MS. SILVERTHORNE: To continue for input. So,
- 17 please, if you know people who would like to have had more
- 18 to say here, and if you have other things you'd like to
- 19 cover, please do submit.
- 20 So thank you.
- 21 MR. MacALLISTER: All right. If there's no
- 22 further business, then thank you very much for the time
- 23 and energy that you showed and the commitment. And we
- 24 really appreciate your input and your involvement.
- 25 And we look forward to making sure that this gets

	193
1	folded into the information package.
2	Monique and I will be presenting to the
3	Department a rolled-up package session by session and then
4	a complete package of all the key points that were made,
5	input and comments. So we really appreciate it and look
6	forward to having more sessions like that.
7	Thanks so much.
8	(Thereupon the meeting adjounred at 4:38 p.m.)
9	
10	
11	
12	
13	
14	
15	
16	
17	
18	
19	
20	
21	
22	
23	
24	
25	

	194
1	CERTIFICATE OF REPORTER
2	I, JAMES F. PETERS, a Certified Shorthand
3	Reporter of the State of California, and Registered
4	Professional Reporter, do hereby certify:
5	That I am a disinterested person herein; that the
6	foregoing hearing was reported in shorthand by me, James
7	F. Peters, a Certified Shorthand Reporter of the State of
8	California, and was thereafter transcribed, under my
9	direction, by computer-assisted transcription;
10	I further certify that I am not of counsel or
11	attorney for any of the parties to said hearing nor in any
12	way interested in the outcome of said hearing.
13	IN WITNESS WHEREOF, I have hereunto set my hand
14	this 29th day of May, 2012.
15	
16	
17	
18	
19	
20	
21	JAMES F. PETERS, CSR, RPR
22	Certified Shorthand Reporter
23	License Number 10063
24	
25	

		ge 1	
\$	<b>1200</b> 1:14 157:21	95:18 138:15	
<b>\$11</b> 41:20	<b>125</b> 89:9	<b>2.58</b> 9:24	3
<b>\$12,000</b> 10:1	<b>12-pager</b> 78:24	<b>20</b> 121:15 135:14	<b>3</b> 8:3,10 17:22 24:9 46:15 60:5
<b>\$2</b> 133:4	12th 17:22	170:3 178:1	83:9,20 101:20
<b>\$20</b> 154:12	<b>13</b> 11:9 28:17	<b>200</b> 21:3	<b>3.89</b> 12:8,9
<b>\$22</b> 42:7	177:8	<b>2004</b> 29:20 98:7	<b>3:20</b> 166:4
<b>\$250</b> 141:16	<b>1300</b> 15:12 76:17	<b>2005</b> 23:8,19	<b>3:30</b> 166:6
<b>\$5,000</b> 9:25	<b>131</b> 3:10	<b>2011</b> 98:10	<b>30</b> 42:13 74:6
<b>\$50</b> 42:13	<b>15</b> 94:3,6,8,24	<b>2012</b> 1:12 194:14	<b>300,000</b> 21:3
	95:16 97:10 98:22 147:5,19	<b>2012-13</b> 95:19	<b>30-104</b> 102:6
$\frac{0}{0.120:12}$	149:7 160:11	<b>2013</b> 12:22	<b>31st</b> 68:24
<b>V</b> 120.12	172:4 173:23	<b>2014</b> 81:1	<b>33</b> 14:10 18:25
1	<b>150</b> 78:24	<b>2014-2015</b> 92:20	<b>35</b> 8:11 178:1
<b>1</b> 21:20 45:21 78:6	<b>16</b> 19:25 30:1,3	<b>2020</b> 96:1	<b>36</b> 19:25
83:5,20 91:15 139:17	141:11	<b>20th</b> 15:25	<b>365</b> 127:21
<b>1.1</b> 10:7	<b>17</b> 12:13,14 24:10	<b>21</b> 12:23	<b>37</b> 178:18
<b>1.3</b> 10:7	<b>173</b> 135:6 148:10	<b>22</b> 187:22	<b>37,000</b> 33:1
<b>1.3</b> 10.7 <b>1.35</b> 12:9	<b>18</b> 1:12 17:23 30:3 105:17 151:25	<b>23</b> 81:24 82:6	
<b>1.58</b> 10:25	180 24:25	122:12,13,14,18 123:24 126:25	4
1/4 5:15	180-day 7:6	127:25	<b>4</b> 3:3,4,5 46:25 74:11 83:11,13
1:13 70:2	<b>183</b> 135:6	<b>23-part</b> 82:2	92:11 101:7
<b>10</b> 24:10 43:8	<b>188</b> 3:10	<b>23rd</b> 25:1	140:11,13
55:14 87:22	<b>19</b> 17:23 64:7	<b>23-state</b> 85:21	<b>4.59</b> 12:12,14
89:21 109:13	<b>193</b> 3:11	102:5 124:10	<b>4.76</b> 12:11
<b>10:27</b> 69:13	<b>1934</b> 74:19	125:3	<b>4:38</b> 193:8
<b>100</b> 81:1,2 120:12	<b>194</b> 3:12	<b>23-states</b> 86:2 102:23	<b>40</b> 86:13 108:13
<b>100-297</b> 44:17	<b>1969</b> 48:1	<b>24-7</b> 61:18 64:24	150:9 186:15,22 187:20
<b>10063</b> 1:17 194:23	1970s 5:10	24th 68:22	<b>40,000</b> 20:24 21:1
<b>101-647</b> 54:16	<b>1989</b> 10:6	<b>25</b> 54:16 102:5	<b>42</b> 96:23
<b>10-inch</b> 5:14	<b>1990</b> 12:7 54:17	106:15 117:14	<b>45</b> 163:15
<b>11</b> 104:16 105:16	<b>1991</b> 10:7 12:8	<b>25th</b> 133:15,16	<b>46</b> 78:15
126:3	<b>1995</b> 5:18 25:9	<b>26</b> 117:15 178:16	
110 131:20	36:22	<b>27</b> 12:2 185:7	5
11514 48:2	1st 59:8,14 189:6	<b>271,884</b> 12:1	<b>5</b> 5:15 10:2 24:10 47:10 48:12
<b>12</b> 8:4,11 10:2 17:17 45:20		<b>28</b> 105:16 126:7	140:13 188:21
57:12 126:18	2 11.10 46.7	<b>29th</b> 194:14	<b>5.87</b> 12:10
189:7	<b>2</b> 11:10 46:7 83:7,20 92:11	<b>2nd</b> 189:3	<b>50</b> 78:15 94:1
	l,		

_	Pag	ge 2	
120:8,13 135:25	142:5,6,9 188:21	65:1 69:13	108:20 183:10
<b>500</b> 183:7	<b>8:15</b> 1:13	<b>A-133</b> 55:17	accepted 46:17
<b>500,000</b> 12:18	<b>80</b> 120:17 136:5	<b>AAIHB</b> 32:21	105:11 126:12
<b>53</b> 33:2	162:2	<b>Aaron</b> 24:15 34:22	accepting 49:21
<b>550</b> 146:25	<b>800</b> 186:23	abandoned 60:14	53:24
<b>5500</b> 110:24	<b>8003</b> 142:14	abilities 87:22	access 46:11 51:5 62:11,21,25
<b>5th</b> 69:1	<b>80s</b> 5:11	<b>ability</b> 107:1 108:1	63:8,16 67:6
	<b>85</b> 120:17 149:2,5	113:14 133:20	87:13,17 114:14
6	8th 56:12	150:12 156:14 158:4	116:3,25 117:4 130:1 168:22
<b>6</b> 47:22 51:9 52:17 65:1 76:10			169:10
	9	<b>able</b> 16:19,20 17:16 30:14	accessibility 61:24
<b>60</b> 89:7	<b>9</b> 54:12 140:11 142:4 186:16,17	56:13 60:22	accessing 117:4
<b>63</b> 54:16	<b>9:28</b> 43:9	64:10 72:9 75:9	accommodate
<b>638</b> 6:5 8:21 10:15,16 22:13	<b>9:43</b> 43:11	76:2 77:6 94:24 105:22	145:10
28:5	<b>90</b> 55:19	107:15,19,25	accomplish 72:19
	120:13,17,22	111:16 116:18	accordance
7	132:12	119:6,10 122:15,19	46:16,22 55:16
7 37:23 53:22 76:10,14,16	<b>90-10</b> 149:25	124:10 126:22	account 49:5
131:24 140:8,14	<b>90s</b> 21:18	127:8 143:20	68:12 109:8 138:24 139:1
142:1 150:24	<b>90's</b> 120:9	148:2 151:10	
152:13	<b>91</b> 12:9	156:6 161:16 165:2 174:23	accountability 65:24 78:4 80:5
174:7,9,13 175:10,15	<b>92</b> 12:9	179:17 191:9	81:23 82:1,2
186:23	<b>92-'93</b> 12:10	absolutely 34:2	83:8,16 84:15
<b>7.06</b> 12:10	<b>93</b> 76:11 97:24	35:22 38:9 58:23	85:14 88:24,25 95:19,20 101:11
<b>70</b> 3:8,9 120:15	<b>93-'94</b> 12:10	77:23	102:10,11,16,18,
<b>700</b> 16:16,18	<b>94</b> 76:11 138:9	<b>absorb</b> 25:10 60:13	24 103:9
<b>70s</b> 14:20 163:18	<b>94-'95</b> 12:11	absorbing 25:21	104:3,21 105:23 108:10 109:7,14
<b>70's</b> 120:10	<b>95</b> 5:19 6:11,16	abuse 47:6	113:6 117:5,7
<b>75</b> 21:18 136:5	8:11,25	academic 81:22	120:7 121:1
162:15	11:3,13,25 12:2	86:11 91:16,22	122:15,18 123:12,20
<b>75,000</b> 33:2	14:10,13,18 15:6,9,14 16:15	104:6 106:7	123.12,20
<b>76</b> 31:21	18:20,21,25	108:9,15	129:6 144:12
<b>78</b> 3:9	28:17 109:12	109:9,15 135:6 149:3	148:3 171:21
<b>7s</b> 174:23	<b>96</b> 12:3	academically	accountable 33:13
<b>7th</b> 56:12	<b>97</b> 138:9	62:4,9 85:22	37:7
	<b>99.9</b> 132:14 168:21	accept 26:20 34:17	<b>accounting</b> 26:16 33:14
8		70:25 101:14	46:16,17,21,22
<b>8</b> 54:5 117:15	A 1.12 42.0 11	acceptable 17:24	accreditation
	<b>a.m</b> 1:13 43:9,11		

	1 αξ	, , , ,	
187:24	93:1 95:10 97:8	<b>adjusted</b> 113:6,16	139:14
accumulating 52:5	99:22 112:18	adjusting 171:14	affiliation 13:9
accurate 111:25	116:1 118:10	adjustment 12:3	58:2 96:15
achieve 81:1	121:2 123:16 128:6 130:21	administer 33:16	131:11 167:7
	139:5 142:14	39:2	afford 31:2 36:5
achievement 82:14 92:18 121:23	146:14,19	administered	171:8
123:1	156:10 157:7,25	38:24	afternoon 4:14
acknowledgement	165:23 175:4	administers	64:24
99:11	183:1 184:5 187:20	149:16	65:11,15,21,25
acres 19:24		administration	66:4,13,18 69:6 70:1,3 72:7 74:2
	ad 125:1	57:1 74:15	ŕ
acronyms 75:2 132:2	add 26:7 37:11	141:25	<b>against</b> 64:3 102:14 126:24
	68:15 108:10 111:6 121:18	administrative	
across 76:11,17 82:5 88:3	170:8 174:2	142:19	<b>age</b> 17:22,23 171:23
89:7,17 92:18	added 18:22 53:20	administrator	
106:7 108:15	65:12 66:16	25:6 64:2 174:11	<b>agencies</b> 66:10 114:7,17
109:9 118:19,24		183:20	115:10,13
121:21 127:25	adding 28:4 45:4	administrators	128:19 133:11
143:14 149:15	addition 5:1 7:21	77:1	172:22,23
156:11,15 159:16 160:6	73:3,13 109:20 128:9 137:3	adopt 91:24	181:15
177:5	141:16 151:15	adopted 86:2	agency 14:19,23
Act 47:11,16,20	176:25 177:10	93:25 104:25	46:8 88:21 116:2
48:1,13,24 50:15	additional 18:1	105:6	133:10 189:10
51:15 53:13	23:21 24:8 35:19	adopting 93:21	agenda 65:8
54:8,9,15,17	105:17 149:8	adult 5:20 6:11,14	70:6,7,18 160:12
55:16 62:18	192:15	28:11 141:7	ages 8:3,10
99:15,21,22 115:4 135:12	<b>add-on</b> 175:12	adults 101:4	<b>ago</b> 49:4 150:9
145:9	address 31:14	advance 42:13	agreed 34:15
actions 53:12 68:1	57:23 61:19 98:3		agreement 64:14
	146:13,22,24,25	advances 42:16 43:3	65:19 66:1,13
active 146:17	147:19,25 192:14		139:3,10 150:17
actively 94:19,25		advice 7:5	181:11
activities 45:24	addressed 147:1	Advisory 181:19	agreements 150:2
47:12,13	addresses 96:3	advocate 41:4	Agriculture
48:14,18 49:12 74:21 122:10	139:24 176:14	advocating	149:19 178:20
141:1,2 163:17	addressing 46:20	37:19,24	ahead 4:2,22
164:7 177:10	144:19	<b>Affairs</b> 1:5 2:8	43:12
190:7 191:13	adequate	6:9,13 8:13	aid 37:14,22 38:7
activity 192:6	86:5,9,22 106:3	52:21 74:18	41:25 58:20
actual 16:1	adjounred 193:8	177:11,25 178:8	142:3,23 168:2
actually 12:2 66:6	Adjournment 3:11	affect 59:25 77:10	<b>Air</b> 53:13
74:7 84:18 91:12	adjudicated 54:19	135:5,8 151:1,2	Alaska 5:11
17.107.10 71.12		<b>affected</b> 59:19,24	

	1 αξ	, - -	
9:22,23,25 11:1 <b>Albuquerque</b> 32:19 34:3 39:5,7,8 55:25	139:13,14 148:16 158:12 174:12 175:1,11 alteration 171:11	169:4,5 190:11 amounts 26:14 121:21 141:22	61:17 68:15 71:15 112:7 113:1 127:7 145:2 166:21
56:3,11 65:24 110:20 align 103:14	alternate 147:11,14 alternative 74:10	amplify 152:7,8 ANA 149:16 analogy 123:21	169:14 anyway 30:12 99:23
177:21 <b>aligned</b> 27:9 87:24 93:3 105:4	94:22,23 alternatives 36:2	analysis 155:23 156:3 184:4 Anderson 56:18	anywhere 110:11 178:1 Apache 61:13
aligning 104:24 176:23 alignment 92:5	aluminum 118:4 am 44:4 60:10,11 180:14,16	angstful 160:15 announced 24:23	apiece 21:1 apologies 103:23
Allen 13:11,12,24 14:2,6 36:24	194:5,10 amazed 170:4 Amazing 173:18	announcements 32:3 annual 23:8,11	apologize 13:11 184:12 applicable
38:15 alleviating 164:20 Allison 176:20	ambitious 96:1 amend 102:9	24:9 46:19 55:18 98:24 119:20,22 annually 9:12	47:11,23 57:8,13,17 <b>application</b> 79:21
<b>allocate</b> 5:2,21 6:3 15:21 21:24	<b>amendments</b> 55:17 56:9 57:4 115:24	43:17,22 55:20 answer 14:4 30:9	91:10,24 92:5 102:1,9,25 103:5 105:10,13,14
<b>allocation</b> 5:1 6:18 11:9,23 141:8 <b>Allocations</b> 11:6	<b>America</b> 1:2 153:17 168:1	50:10,14,17 111:1 116:7 143:24 151:23	108:12 121:14 126:19 127:17,20
<b>allow</b> 44:20 53:23 54:3 83:14 102:9 119:7	American 63:2 96:4 126:5,9 132:12 135:25	154:21 172:3 answered 180:7 answers 129:23	135:1,4 143:4 148:16 150:21 <b>applications</b>
124:2,14,20 165:8	136:6 160:7 161:22 162:6,21 163:3 182:3	151:20 answer's 158:15	105:8,20 126:12 127:9
allowed 73:1 141:21 allowing 131:2,21	186:15,17,21 187:10 <b>AMO</b> 120:1,22	Anthony 2:8 anticipate 133:19	applied 43:19 102:12 105:17 applies 43:25
144:5 161:4 <b>allows</b> 94:21 109:8 122:4,16	144:12 among 110:2 157:2 160:6	<b>Anticipated</b> 86:1 <b>Antone</b> 51:13 59:15 167:19,23	49:14 148:12 <b>apply</b> 45:22 51:21 97:14 132:8
alluded 65:16 80:24	amongst 153:2 174:16	anybody 31:23 42:19 57:23 160:1 166:16,22	<b>applying</b> 101:25 122:24
alone 38:4 alongside 159:11 already 11:3 17:10 39:16 40:8 51:24 57:15 62:9 101:8 104:17 124:25 129:25	amount 7:8 9:13,15,19 10:17,20 17:13 21:19 26:13 32:24 33:7 38:23 63:7 91:14 108:21 161:5	172:3  anymore 52:10 81:13 164:1  anyone 118:5 160:2  anything 18:1 31:3 38:10 42:17	appointed 47:1 appreciate 32:14 35:21 43:2 85:1,12 173:8 176:17 186:9 188:23 189:9,22 191:3,15 192:24

	Ι αξ	, · · · · · · · · · · · · · · · · · · ·	
193:5	Arizona 28:17	45:22 59:1 60:7	attendance 85:3
	68:22 82:1	132:9,15	106:1 119:24
approach 71:13	86:13,14,20,23	, in the second	120:4 184:12
84:11 116:23		<b>Assistant</b> 1:4 2:8	
appropriate 21:22	arrangements	13:25	attended 40:19
46:9 84:13	66:17	associate 2:6 13:17	171:3
appropriately	arrest 41:2	19:9 38:10 59:3	attending 138:10
33:15	articulated 82:21	78:3	attention 125:16
		associated 177:15	189:13
appropriation	<b>arts</b> 80:7,8 91:19		
6:21 10:14,22	92:12	Association 93:22	attitude 37:6,8
11:9 16:7 21:17	<b>Arwood</b> 160:22,24	159:3	attorney 194:11
22:1	Asians 97:7	assume 36:18	· ·
appropriations		assumed 28:9,10	attorneys 115:24
133:3	<b>aside</b> 141:19	36:22	attributed 71:10
annwayal 64:16	aspect 128:19		audience 43:22
approval 64:16 126:20	<u> </u>	assurance 3:5	87:10 110:5,6
	aspects 73:2,10	43:16,20	· ·
approvals 126:10	assessed 108:17	44:13,19 45:21	audit 46:19 55:16
approved 53:4	assessment	46:1,7,15,20,25	audits 55:16,19
105:14 126:3,17	87:14,17,22,24	47:10,22 48:12	<b>Audra</b> 51:13 59:15
	92:16,17,20,21	49:16 50:5,8,15	167:19
approximately 12:17 126:18	93:5 102:13,18	51:9 52:17	
	103:18,25	53:3,16,22	August 41:17
arbitrary 123:17	106:8,20	54:1,12,21 55:14	authority 34:6
Archaeological	108:18,19	56:1,10 57:5,12	45:22 47:6
54:8	110:13	59:25	authorized 80:18
	111:6,8,10,19,20	assurances 4:12	
area 25:13 32:19	,24 112:17	43:7 44:15	availability 180:21
34:20 38:19	144:20 145:19	46:4,5 57:8	available 48:24
71:24 89:18,19	146:16,18,20	59:17,20 65:13	59:12 61:18
91:5,14 94:10	147:23 156:17	assuring 115:24	64:24 69:11
99:7,16 104:8	159:6,15		76:16 77:17,18
128:25 147:3 162:22 163:9	assessments 80:6	Athens 1:14	98:11 104:5
162:22 163:9	93:3 94:18	athletes 187:12	116:16,22 164:4
174:7,8		attached 101:16	171:20
Í	95:1,5 111:3,14 112:17 117:6,25		Avenue 1:14
areas 89:2 91:22	118:23 122:14	Attebery	
95:1 127:8 129:4	124:11 125:4	134:19,25	average 9:16,25
134:9 137:13	145:24	135:10	12:12
147:17 156:24	156:12,15	161:17,18	22:18,19,23
162:22 173:8	· ·	175:21 186:12	23:3,20 24:3,6
174:22,24 178:6	assigning 50:4	attempt 88:7 98:8	award 46:12
180:23 185:6	Assiniboine	127:1	awarding 46:8
aren't 106:10	29:12,13	attempted 133:8	8
108:24 115:12	assist 129:17		aware 21:14 26:2
118:10,14	132:17	attempting 155:14	44:5 50:14 66:15
179:20		attend 40:4 56:13	75:4 111:5
argue 31:3	assistance	67:14	178:10
argue 31.3	37:16,21 38:13		awareness 111:4
	l .		

	1 4	) 	
away 83:18 87:19	barriers 155:17	133:8	<b>better</b> 21:10 73:9
96:10 102:23	<b>bars</b> 64:3	<b>begins</b> 49:19	75:7 97:12 99:25
123:6 125:2		150:18 192:6	112:12 115:22
135:18	<b>Bart</b> 2:6 4:13 13:17 26:7 28:4	<b>begun</b> 80:15	116:15 119:7
162:4,7,19	34:1 37:10 61:12	S	122:17,19
168:25 184:14	114:25	<b>behalf</b> 33:11 34:4	130:17 155:3,5,6
awful 169:4		37:19 72:10	157:16 172:7
awfully 158:17	base 6:16 10:21	89:24 129:8	174:18
1	11:17 17:11,16	141:21 167:24	beyond 134:8
AYP	<b>based</b> 9:14 10:13	170:10 189:21	145:19 158:6
86:3,12,15,17,19 87:7 88:15	11:4 23:10,16	<b>behind</b> 16:3 24:2	177:23
90:11,15 94:22	26:13 47:7 80:5	45:6 57:17 64:3	<b>BIA</b> 6:10,17 11:14
107:14,15,20,23	82:15 84:13 86:6	78:13,16 79:19	29:20 40:23
107:14,13,20,23	92:22 102:4,17	80:1,12	41:20 61:4 67:5
117:9,10,15,16	107:2,23 139:1	81:3,17,19,21	170:2
118:14,16,18	141:22 156:1,11 157:12	82:16 83:22 84:8,20,23	bias 110:9 111:2
120:1 123:17		85:13,17 91:18	112:14 146:13
124:5 147:11,14	baseline 120:18	92:7,9 94:20	biases 111:17
	<b>bases</b> 6:18	104:7,18 105:21	146:4
B	basic 81:8 112:3	106:4,15,22,25	
<b>baby</b> 178:3	154:19	107:25	BIE 13:22
background		109:4,11,18	22:17,22 25:13 37:17 38:11,25
54:14,20,22	<b>basically</b> 80:4,12 81:25 82:23	119:22 123:5	40:1 41:25 43:16
55:2,11 61:16	99:15 141:5	135:12,16	44:20 45:17
72:16,22 76:4	178:14	138:23 145:23	56:25 57:2,23,24
138:14 162:1	<b>basis</b> 6:19 91:17	190:10	59:7 65:9,14,16
backing 22:2	116:21 142:13	believe 20:23	66:2 67:7 69:11
125:2	154:23 161:6	25:18 29:2,20,23	73:16 81:22
<b>bad</b> 23:14 184:13		30:1 31:16,17	85:14 89:4,18
187:4	basketball 163:13	42:18 69:7 81:10	105:18 117:8
	<b>bear</b> 113:19	89:18 168:23	122:14,24
<b>badly</b> 80:21	<b>became</b> 6:15,19	174:18 176:23	129:20 130:7,14
<b>bags</b> 69:3	74:11 135:13	188:13	138:16 140:4 141:1 145:18
Balance 112:11	<b>become</b> 83:24	Belknap 19:22	155:1 159:10
<b>Band</b> 22:15 32:15	85:24 116:2	20:22 39:19 58:5	
48:10 65:6 66:14	123:2 133:10	<b>belong</b> 184:3	BIE-funded 43:21
	178:24	benefit 20:5,19	103:17 135:3
<b>bank</b> 158:19	becomes 16:20	51:4 90:1	BIE's 86:24
Bannock 61:13	188:10	benefits 122:24	106:12
<b>Bar</b> 176:3	becoming 174:13		147:18,22
<b>Barack</b> 72:23		Bengochia 169:23	biggest 82:4 124:9
barely 66:11	beg 62:12	best 31:10	139:17
129:24	<b>begin</b> 95:11 98:16	63:24,25 65:20 75:14 130:3	<b>biggie</b> 52:12
<b>barrier</b> 75:25	150:3	75:14 130:3 143:18 145:9	124:23
106:14 115:4	beginning 75:7	146:13 172:2	<b>bill</b> 30:2,4 154:12
100.17 113.7	79:11 108:2,18	176:10 183:16	<b>billion</b> 101:15

	1 48	, 	
<b>Bishop</b> 169:23,24	<b>body</b> 46:10	95:16 97:10	<b>burdens</b> 101:11
170:7	<b>bond</b> 87:16	101:22 104:10	burden's 155:3
<b>bit</b> 37:15 61:3,15	<b>Boo</b> 156:9	109:22 112:3,13	Bureau 1:5
71:21 76:5 84:16		114:3 134:4	2:3,4,5,6 3:7
87:8 93:10 97:3	<b>book</b> 69:3	146:16 156:9	5:17 6:7,12,13
99:5 100:9	<b>books</b> 46:11	166:12 176:8	8:12,15 18:21
109:23,24	boomers 178:3	189:22	28:6,7,9,13
113:8,12		<b>Brian's</b> 91:5 191:8	39:14 44:23,25
114:4,10 120:2	border 14:15	<b>brief</b> 8:1 79:18	45:15 54:24
122:7 135:16	border-town	briefly 79:19	61:6,10 62:23
138:21,22	20:12	-	65:17 72:9,12,15
142:11 144:13	<b>borrow</b> 77:21	bring 21:4 77:2	73:2,18 74:11,18
187:14,16	<b>bottom</b> 88:12,18	88:23 91:4,21	75:20 76:7 78:21
bitchin 31:9	121:9,12 129:6	119:15 129:18	81:20 82:2 85:20
bits 181:24	130:11 179:17	133:1 157:20 182:25	87:15 89:14
<b>black</b> 171:18			97:21 99:19
	<b>Bough</b> 65:23 79:6 85:8,9 189:22	bringing 77:5	101:9,24 106:2
Blackfeet 29:12	,	163:25	119:14 122:4
Blackwater 44:5	<b>B-o-u-g-h</b> 85:9	<b>broad</b> 81:7 84:9	123:3,23
51:14 59:16,22	<b>BOUGH</b> 85:8	broke 136:1 138:4	124:2,17,19 126:5,23 127:24
60:13	87:11 90:23	<b>broken</b> 30:24	128:14 132:10
167:20,24,25	101:24 103:14	119:2	133:25 135:7
<b>blah</b> 83:17	104:13 106:18		137:8 138:20
Blessing 3:8	110:8,23 113:2	Bronner 61:4	139:3 140:19,25
	114:20,23 117:1	brought 29:17	148:6 152:17
blocks 185:12	119:16 121:4	37:11,22 57:3	155:9 156:11,15
<b>blood</b> 29:7,9,21	147:3 156:8,14 159:5	93:11 177:2	157:2,3 178:7,8
30:6 74:17		<b>Bruce</b> 2:10 70:4	179:23 191:19
Bloomington	<b>bound</b> 45:14 63:18	<b>brush</b> 81:7 84:10	bureaucracies
68:25	185:15		75:12
blows 90:12	<b>boys</b> 183:9	Bryan 19:5	bureaucratic
blueprint 82:22	<b>brain</b> 175:6	<b>budget</b> 4:25 8:6	179:10
•	<b>bread</b> 123:22,24	30:21 40:16	Bureau-funded
board 32:18,20	, in the second	59:19 140:20	23:9 135:6
41:2,6,13 46:3,10 47:8	<b>break</b> 4:11 43:6	158:3 174:8,9	148:10
49:15 58:19 65:1	69:14 160:11 165:24	budgets 140:22	
74:13 143:14		142:17 155:5	Bureau-operated 76:9 150:23
153:22 167:25	breakout 140:20	<b>build</b> 24:9 128:18	
181:4	breakthrough	building 52:6	<b>bureaus</b> 177:8,9
boarding 20:4	123:15 124:1	110:21	<b>burnt</b> 163:19
31:1,23 74:23	breed 123:22	buildings 165:12	buses 38:5
boards 42:23 46:2	<b>Brian</b> 2:3 19:13,15	<b>bulbs</b> 52:5	<b>Bush</b> 181:7
58:15 59:10,13	65:15,23 70:20		business 91:12
85:16 94:13	72:5,8 79:5,7	<b>bunch</b> 31:18 86:16	192:22
<b>boat</b> 180:6	84:25 85:8 87:5	burden 83:12	
200.0	88:13 93:13	154:16	busting 115:6

	1 ag	,	
buy 27:11,22	<b>caps</b> 27:2	19:6,8	84:16 182:4
123:21,22,23 154:13	<b>card</b> 118:22	ceremonies 188:14	changes 37:6
buys 123:23	<b>care</b> 6:14	ceremony 70:19	116:1 127:2 136:23 140:12
	41:10,15,18	certain 97:13	173:10
bypass 63:9	42:25 43:7 111:6 174:19 175:10	114:19 120:25	changing 101:24
	career 64:7 75:25	136:11 141:2,21 144:4 158:8	127:1 140:2
calculate 10:17	77:4 92:1 96:10	170:3,16	187:14
calculation 10:10	99:6,18 103:16	171:16,23	channels 55:5
86:11,16 108:14	150:5 165:5,6	172:18,25	<b>charge</b> 8:6 42:13
113:17 114:1 157:22	career-oriented 83:25	certainly 181:2 191:12	85:14 101:22
calculations 86:17			<b>chart</b> 144:6 150:13
	career-rated 95:21	Certificate 3:12 194:1	charter 25:15
<b>California</b> 1:15 22:4 26:9 73:20	career-ready 83:5	certified 1:17	<b>charts</b> 150:10
81:25	careers 178:3,6	105:1 194:2,7,22	<b>chase</b> 123:20
87:8,9,11,13,14,	cares 32:5 182:23	<b>certify</b> 194:4,10	check 66:25 77:18
21,25 88:1 90:19 92:12 96:23 97:5	Carlos 61:13	CFR 24:20 54:16	Chemawa 40:15
114:9	Carpio 171:5	102:6 106:15	chemicals 52:7
131:17,18,20	carried 93:24	chairman 93:11	Cheyenne 40:2
132:14 134:1,22 136:1,2,3,11	case 14:22 39:11 77:19 158:1	134:19 135:13 151:16 161:19	<b>chi</b> 156:5
144:21 146:11		185:5	<b>Chief</b> 2:3 56:19
157:20 162:3	cases 27:11 46:2,3 100:18 156:21	chairmen 136:21	72:8
168:18,20 169:24 174:15	cash 154:8	<b>chairs</b> 184:17	<b>child</b> 20:16 45:6
179:3 180:24	casino 1:14 178:22	challenge 41:12	54:14 57:17 75:18 78:13,16
182:3,4,13 184:1	catch 65:3 163:23	95:7 101:14	79:19 80:1,12
185:7,8,10,18,24 194:3,8	categories 84:14	173:7	81:3,17,18,21
calm 91:3	121:5,16,20	challenges 73:17	82:16 83:22 84:8,20,23
Calvin 115:18	122:1,3	81:16 88:3 114:6 152:8 172:5	85:13,16 91:18
	category 121:18	chance 85:12	92:9 94:20
Camp 136:1,3 162:14,16	122:1,21 139:13	117:17 130:23	104:7,17 105:21 106:4,14,22,24
186:19 188:8	Catholic 20:2	136:9 160:17	106:4,14,22,24
campaign 153:14	cause 55:12	166:19,20	109:4,11,18
Camp's 136:4	145:11	change 6:21,22	119:22 123:5
Canada 29:13	caution 127:5	10:5,13,22 31:13 104:3 106:22	135:12,15,17 138:23 145:23
candidates 51:5	CCS 93:23	108:11 109:3	151:8 154:3
can't's 58:21	CCSSO 144:7	111:6 120:1	182:5
capacity 128:18	cell 57:22	124:19 136:16,18	<b>childhood</b> 76:21
145:20 146:1	Center 56:4,18 160:8	151:1,12 191:17	77:4 150:4
capita 184:6,8		changed 23:19	<b>children</b> 8:3 37:2,7 58:17
	<b>central</b> 9:6 18:15	S	31.4,1 30.11

	Ι αξ	, e 9	
73:22 75:16,17	classified 157:14	179:13	comes 10:14 60:7
76:3 77:4 89:11	classroom 116:12	collaboration	63:8 74:24
107:6 123:6	186:13	134:9 181:6	110:16 112:15
129:10			129:7 133:16
132:6,9,14	<b>Clean</b> 53:13	collaborations	150:13 161:3
136:23,25	clear 41:22 71:9	179:21	178:4 181:17
138:24 141:6	106:10	collaborative 79:9	
142:11 149:15		165:1	comfortably 71:17
150:4,7,19,22	clearance 54:22		<b>coming</b> 26:15
151:2,6 163:11	55:3 75:3,14	collateral 7:20 19:7	59:25 62:25 69:9
168:20 169:4,12	158:10		72:11 74:3 75:16
170:9 171:19,22	cleared 103:20	colleague 71:18	76:6,13 77:15
172:2 173:2	clearly 58:1	73:25 79:5	92:8 107:13
182:11,17	, and the second	colleagues 4:14	116:5 133:14,18
184:21 187:5,20	Clemson 97:22	72:14 189:21,24	138:17 143:25
Ching 19:21 39:19	Clinton 30:2,5	<b>'</b>	161:25 168:11
58:4	181:5	collect 19:14 82:11	171:24 178:2
	clipped 164:3	97:2 156:2 157:8	179:19 181:24
Choctaw 118:2,8		158:5,11	186:4 189:15
119:4	<b>close</b> 5:6,8 26:8 94:1 110:11	collecting 158:10	191:3
choice 29:14	144:14	collection 156:20	commend 43:3
170:17		collective 96:25	127:3 173:7
<b>choose</b> 148:17	closely 104:11		commendable
172:9	closer 5:4 109:2	college 40:19	43:4
	closing 3:10	75:25 76:22 77:4	
chosen 144:11	125:25 188:17	83:5,23 84:3	comment 33:18
148:22		91:25 92:3 95:21	38:17 44:1 59:11
Chris 61:21 67:22	<b>clothes</b> 31:24 32:2	96:9 99:6,18	61:20 71:14
176:19	clues 68:3	100:1,2 103:16	123:1 125:14
Chukchansi	<b>coach</b> 135:14	105:3 107:7,8,10	131:3,8 132:19 133:23 135:21
96:19,22	163:13 187:9	150:25 172:10	
, in the second		176:5,12 177:19	143:3 144:18
Cindy 180:14	coalesce 92:14	178:24 179:14	166:16 167:2,15
185:5,21,25	Coastal 53:5	180:20 185:2,8,9	180:19
Circular 55:17	codified 102:5	186:7 188:1	186:11,12 190:23,24
circumstances		colleges 42:10	,
114:19 136:12	<b>coffee</b> 43:7 90:24	74:12 107:10	comments 3:10
	coherent	150:5 161:7	19:20 32:14
<b>city</b> 87:19	124:10,13	178:16,18	33:24 34:15
clarification	cohesive 151:13	179:2,4 185:14	35:21 43:2 58:1
115:20,21		<b>color</b> 156:23	59:6,9 70:7,25
clarify 67:23	<b>cohort</b> 113:6,16	<b>colors</b> 79:20	71:2,4,5,9
145:18	157:13,22		128:3,6 131:5
clarity 52:23 138:6	179:19	Columbus	132:9,24 134:6
Liailty 32.23 130.0	Coinciding 78:10	39:23,24	135:19 137:21
			160:14 161:18
class 187:22,24	collaborate 65:10	combine 120:5	
class 187:22,24 classes 161:7	<b>collaborate</b> 65:19		168:13 169:21
classes 161:7	130:18	combined 120:3	168:13 169:21 173:15,21
			168:13 169:21

	<del>-</del> -	E 10	
188:16,18	companies 21:2	145:11	15:24 16:1,5
191:2,8 193:5	<u> </u>		17:25 18:1 21:22
ĺ	company 111:10	complications 6:5	24:7,12 25:2,18
commerce 39:3	146:18	comply 46:4	34:25 42:19
commercial 26:25	compare 82:5	47:11,23	67:23 68:13
27:1,5 34:9	108:18 116:18	55:10,15	163:3 168:1
39:4,6,10	117:11	57:8,12,13	
commitment	118:18,23,24	component 130:20	congressman
192:23	119:10	176:15	154:13
	156:10,15		connected 67:3
commitments	compared 50:24	components 88:16	Connecticut 9:22
56:14	123:7	compose 93:2	
committed 37:18		comprehensive	consensus 91:15
committee 8:5,6	comparison	176:2	99:16
81:21 86:1	131:18 144:6		consequences 42:1
181:19	compile 9:5	comprise 108:13	conservatively
	complain 32:8	Comptroller 46:8	15:13
common 68:7	103:22	computer 5:15	
88:23 91:16,24		67:5 180:20	consider 112:18
92:6,7,14,16	complained		148:15 177:6
93:4,10,16,20,21	106:23	computer-assisted	179:6
102:11	complaint 101:9	194:9	considerable
103:15,24	110:1 123:10	computers 52:6	91:14 128:1
104:24 105:5	complete 44:21	concept 8:17 99:12	considerably
125:3,4 144:19	55:19 68:12,19	108:9	36:22
147:5,21	136:16 193:4		
148:19,21		concepts 93:2	considered 146:7
150:18 156:7,18	completed 98:25	182:9	<b>consist</b> 102:11
173:22	completion 45:23	concern 21:8 37:2	consistency 23:2
182:12,15	105:3	40:5 110:1 129:1	53:3
commonality	complex 74:22	136:22	
104:20	105:21 127:2,23	concerning 110:3	consistent 159:15
communities	150:14		consolidated
91:11 93:15	159:18,23	concerns 20:7	12:24
136:2,22 177:15	· ·	37:22 88:10	consortia 92:21
184:12 191:14	complexity 77:12	111:11 137:9,12	112:10 146:21
	88:4 150:17	179:25	
community 7:11	compliance 40:24	concluding 79:25	consortium 32:21
22:9 51:14 53:16	44:22 46:13	conduct 12:19	consortiums 33:11
59:16 90:21	48:13,20		constantly 47:15
107:8 114:18	51:10,18	conducting 25:8	ř
116:18 127:6,11 136:4	53:8,9,17,24	Confederated 74:5	constituency
167:20,24,25	54:6,13 55:16	conference 163:2	111:10
171:17,18	60:9 83:16		constituent
171.17,18	compliant 50:7	conflict 47:4	144:1,16
178:24 185:14	<u> </u>	Conformity 53:12	constitutes 47:3
186:24	complicated 85:17 88:5 114:23	confusing 85:17	
	142:20 184:2		constitution 147:8
compact 22:13		Congress 5:17	construe 34:25
	complication	7:3,6,7 9:12 10:5	

	1 u <sub>5</sub>		
consultant 170:2	54:17 91:3 94:11	154:5 170:7	124:22 128:16
consultation 1:1	controlled	councils 59:10	135:20 140:24
4:19 7:10 14:1	43:17,21,23	190:18	146:5 149:15
			163:1,4 165:6,15
18:16 19:17	44:18 45:10,14	Councilwoman	177:5 178:10
24:23 43:18	46:18 94:6 107:9	36:24	188:11 190:19
52:22	135:8 147:4,20	counsel 51:2,7	
65:10,14,21,25	185:11	,	<b>counts</b> 18:6,20
66:16,20 67:14	conversation	194:10	20:8
79:3 102:3 103:4	192:10	Counselor 2:8	county 187:1
consultations	convoluted 142:20	<b>count</b> 3:5 4:9 5:18	couple 22:20,23
60:22 66:7,12	cooks 163:24	7:4,5,7	32:17 119:17
73:6		8:14,16,25	126:4 140:12
consulting 68:18	cooperation 77:6	9:2,7,11 10:9	161:17 173:21
contact 5:9 57:20	coordinate 33:8	12:1,4,8,13,15,1	185:4 188:24
61:18 69:10	Coordinator 185:3	6,19 13:4	<b>course</b> 25:10
125:10 168:6,7		14:8,9,13,17,20,	70:6,9 103:15
,	copies 59:11	21	130:25 184:17
content 51:20	сору 72:24 168:8	15:9,16,17,24,25	
context 90:17	cord's 48:9	16:1,2,7,9,10,11,	courses 179:18
continually 153:14		21,24	180:22 185:25
•	core 33:5 91:16,24	17:13,23,24	cover 4:8 16:7
continue 20:20	92:6,7,14,16	18:2,4,6,18,23	48:16 50:13,15
21:11 140:4	93:4,10,16,20,21	19:17,19 20:19	175:1 192:19
160:20 179:18	102:11 103:24	22:16,17,25	covered 11:3
192:16	104:25 105:5	23:6,8,11,18	
continued 12:16	144:19 147:5,21	24:2,4,9,11,17,1	51:9,25 139:19
94:20 139:15	148:19,21	8,24 25:8,9,12	<b>craft</b> 87:2 147:10
160:18 192:10	173:23	26:13 36:21	crafted 86:23
	182:12,15	37:13 38:4	
continues 20:14	corporation 33:9	68:7,11,18,19	<b>cramp</b> 13:22
26:17,18 75:9	_	107:15,20,25	crazy 64:4
continuing 21:21	correct 27:13 82:8	113:21	create 33:5
52:16 189:23	135:3 138:11	counted 11:25	94:21,24 133:5
continuity 183:22	168:9	12:1,17,25	136:13 137:6,12
	corrected 80:20	14:10,16,17 15:5	144:12 145:4
contract 6:15		18:24 19:1 22:23	
26:25 27:1,5	corresponding	28:17 113:19,25	146:11
32:22 33:10 34:9	122:9	ŕ	152:20,25 153:5
39:3,4,6,10,12,1	corresponds 99:21	counterparts 59:2	created 38:23
4 46:21 74:11	cost 6:23,25 25:10	159:11	72:17
133:9,20	28:20 33:2 40:22	counties 183:4	creating 77:3
contracted 160:8		counting 155:25	139:5 145:5
contracting	cost-of-living 10:23	Ü	creation 94:7
103:19 112:7		country 36:9 52:8	
	costs 25:21 41:20	76:11,17 80:21 81:18 84:4 88:11	creatively 34:19
contractor 26:25	council 13:12 17:7	81:18 84:4 88:11 89:20 94:12	credentialed 188:2
27:1	32:7 42:6 46:10		credit 84:23
control 36:12	58:5 96:21	95:10 99:3,16,24	108:21 109:3
	116:17 136:21	110:1,2 123:1	100.41 107.3
	1		

113:14 118:14   27:19 28:16   91:19 94:19   156:3,6,10,19,20   decided 92:13   97:21 120:22   156:3,6,10,19,20   21,24 187:8   158:5,7,10,11,20   159:15,17,19   29:11   168:22 169:11   date 1:12 37:13   decision 18:20   39:18 68:13,20   decided 92:13   99:14 148:17   decision 18:20   39:18 68:13,20   decline 23:15		0		
credited 123:11         97:21 120:22         21,24 157:8         decition 18:20           credits 188:1         curricula 122:14         158:5,7,10,11,20         39:14 148:17         decision 18:20           Cree 29:12         curriculan 124:12         129:14 149:3         158:5,7,10,11,20         39:18 68:13,20           crisis 26:3 85:20         74:44 182:4         decline 23:15         decline 142:20         142:2         dedicated 140:23         142:2         dedicated 140:23         142:2         deepp :19         deepp :19         143:2         dee	113:14 118:14	27:19 28:16	155:22	decide 81:20
credited 123:11   credits 188:1   Cree 29:12   185:8   curricula 122:14   curriculum 124:12   129:14   149:3   torsis 26:3 85:20   174:4 182:4   curriculum 124:12   129:14   149:3   torsis 26:3 85:20   174:4 182:4   tortical 100:4   custody 31:3   191:13   date 1:12 37:13   decline 23:15   decline 2	123:15 124:7	91:19 94:19	156:3,6,10,19,20	decided 92:13
credits 188:1         curricula 122:14         curriculum 124:12         159:15,17,19   168:22 169:11         decision 18:20         39:18 68:13,20         40clining 22:12         40clining 23:15         40clining 23:15         40clining 23:15         40clining 23:15         40clining 23:22         23:21         40clining 23:22         40clining 23:22         23:21         40clicining 23:15         40clicining 23:15         40clicining 23:15         40clicining 23:15         40clicining 23:15         40clicining 23:15         40clicining 23:11         40clicining 23:11         40clicining 23:15         40clicining 23:11         40clicining 23:11         40clicining 23:15         40clicining 23:15	credited 123:11			
Cree 29:12	credits 188-1			decision 18·20
Crime 54:17         curriculum 124:12 129:14 149:3 174:4 182:4 182:4 185:13,15,16         date 1:12 37:13 191:13         decline 23:15 declined 62:9 declining 22:22 23:21           criteria 102:19 117:7         cuss 31:4 custody 31:3 customized 122:19 20:23 erosses 150:15         cut 21:5 60:1 81:4 95:23 erosses 150:15         Davis 67:16 190:5 day 42:1 32:18 39:23,24 sededicating 129:10 decmed 22:5 day 42:1 32:18 seep 90:11 92:24 decemed 22:5 deep 90:11 92:24 decemed 22:5 deep 90:11 92:24 decemed 22:5 deep 90:11 92:24 deceper 186:13 deeper 186:13 declined 62:9 declining 22:22 23:21 deciming 22:22 day 4:23:21 deciming 22:22 day 4:23:21 deciming 22:22 day 4:23:21 deciming 22:22 day 4:23:23 deciming 22:22 day 4:22:23 deciming 22:22 deciming 22:22 deciming 22:22 deciming		curricula 122:14	7 7	
crisis 26:3 85:20				decline 23:15
criteria 102:19				declined 62·9
Critical 100:4   Custody 31:3   Custody 31:3   Customized 122:19   Cut 21:5 60:1 81:4   Sp:23   Sp:24   Sp:23   Sp:23   Sp:23   Sp:24   Sp:23   Sp:23   Sp:24   Sp:24   Sp:24   Sp:25   Sp:26   Sp:24   Sp:25   Sp:26   Sp:26   Sp:24   Sp:25   Sp:26   Sp:26   Sp:26   Sp:26   Sp:26   Sp:26   Sp:27				
critical 100:4         custody 31:3         David 57:1         decreased 36:21           critically 77:11         customized 122:19         Davis 67:16 190:5         dedicated 140:23           crop 20:23         95:23         day 4:21 32:18         dedicated 140:23           crop 20:23         95:23         39:23,24         dedicating 129:10           cross-section 149:12         cuts 59:19         164:13 187:21         deemed 22:5           CRP 20:23         cutting 42:19         188:21 189:17         deepp 90:11 92:24           crunches 174:9         166:19 169:19         days 25:1 55:20         deeply 109:24           crush 118:4         Cycling 173:16         day-to-day 130:15         188:24         defer 51:2,6 66:23           CSR 194:21         Dakota 40:12         56:8,12 143:19         Defense 142:23,25           cultural 18:2         dad's 163:25         Dakota 40:12         65:17 74:17         153:9 189:1         definitely 34:8         37:18         definitely 34:8         37:18         definitely 34:8         37:18         definition 86:22         94:22,23         98:31,14 99:4         147:11,14         147:11,14         147:11,14         147:11,14         147:11,14         147:11,14         147:11,14         147:11,14         147:11,14         147:11,14         147:11,14 <th< td=""><td></td><td>l í</td><td></td><td>O</td></th<>		l í		O
critically 77:11         customized 122:19         Davis 67:16 190:5         dedicated 140:23           crop 20:23         95:23         39:23,24         dedicated 140:23           crosses 150:15         cutoff 123:18         56:14,24 127:20         dedicating 129:10           cross-section 149:12         cutting 42:19         164:13 187:21         deemed 22:5           CRP 20:23         cycle 141:15         164:13 187:21         deepp 109:24           crunches 174:9         166:19 169:19         days 25:1 55:20         56:8,12 143:19           crush 118:4         Cycling 173:16         day-to-day 130:15         188:24           CSR 194:21         D         day-to-day 130:15         152:10 154:23         definition 86:22           culturally         111:7,22,23         56:24 86:10         153:9 189:1         definition 86:22           149:12 bis:3         Dam 186:25         dam 30:11,14         deadlines 66:9         deallines 66:9           culture 93:13         165:11,13 174:5         dam 30:11,14         deal 129:5 183:13         definitions           188:6         dashboards         55:7,10 60:8         61:1 66:12 129:8         definitions           cumulative 98:19         99:2         DAS-M 61:4,5         deals 44:17 45:21         50:18 54:17         Delegado 185:1			G	decreased 36·21
Crop 20:23		,		
Crop 20:23				
crosses 150:15         cutoff 123:18         56:14,24 127:20         deemed 22:5           cross-section 149:12         cuts 59:19         56:14,24 127:20         deemed 22:5           CRP 20:23         cutting 42:19         188:21 189:17         deept 109:24           crunches 174:9         Cycling 173:16         days 25:1 55:20         56:8,12 143:19         deepty 109:24           CRP 19:21         D         D         days 25:1 55:20         Defense 142:23,25         define 144:8         deepty 109:24         definitely 34:8         37:18         definitely 34:8         37:18         definitely 34:8         37:18         definitely 34:8         definitely 34:8			_	dedicating 129:10
cross-section         cuts 59:19         129:4 130:5         deep 90:11 92:24           149:12         cutting 42:19         188:21 189:17         deep 90:11 92:24           CRP 20:23         cycle 141:15         188:21 189:17         deepty 109:24           crunches 174:9         cycle 141:15         days 25:1 55:20         deepty 109:24           crush 118:4         Cycling 173:16         days 55:1 55:20         Defense 142:23,25           CSR 194:21         D         dad 164:12         day-to-day 130:15         defer 51:2,6 66:23           CUltural 185:2         dad's 163:25         Dakota 40:12         55:210 154:23         definitely 34:8           111:7,22,23         147:23 149:4         107:6,14,24         153:9 189:1         definition 86:22           culture 93:13         117:12,14         118:1,12 119:5         deadline 39:21         133:16           149:2 163:7         Dam 186:25         deadlines 66:9         deal 129:5 183:13           188:6         Dam 186:25         deal 129:5 183:13         definitions           61:1 66:12 129:8         61:1 66:12 129:8         61:1 66:12 129:8           62:21,24 72:20         99:23         114:11,14         deals 44:17 45:21         Delgado 185:1           61:11         death 30:24         debate 137:1,17,19 </td <td>-</td> <td></td> <td>Ź</td> <td>8</td>	-		Ź	8
Culting 42:19			,	
CRP 20:23         cycle 141:15         194:14         deeply 109:24           crunches 174:9         Cycling 173:16         days 25:1 55:20         Defense 142:23,25           CSR 194:21         D         dad 164:12         day-to-day 130:15         define 144:8           CTGP 18:13         Dakota 40:12         DC 4:25 28:19,20         definitely 34:8         definition 86:22           culturally         Dakota 40:12         56:24 86:10         107:6,14,24         117:12,14         deadline 39:21         133:16         definition 86:22         94:22,23         98:13,14 99:4           culture 93:13         117:12,14         deadlines 66:9         deadlines 66:9         deal 129:5 183:13         definitions         86:3,4,8 150:19           183:23 187:18         Dam 186:25         deal 129:5 183:13         dealing 53:15         definitions         86:3,4,8 150:19         definitions           188:6         dashboards         116:10         55:7,10 60:8         61:1 66:12 129:8         definitive 68:10           cumulative 98:19         DAS-M 61:4,5         data 68:14 86:19         50:18 54:17         61:11         death 30:24         desta 44:17 45:21         Delgado 185:1         delicate 91:7         demise 164:10,11         demise 164:10,11         demonstrate 93:1         demonstrate 93:1 <th< td=""><td></td><td><b>cuts</b> 59:19</td><td></td><td>•</td></th<>		<b>cuts</b> 59:19		•
crunches 174:9         cycle 141:15         days 25:1 55:20         122:10           crunches 174:9         Cycling 173:16         days 25:1 55:20         56:8,12 143:19           CSR 194:21         D         dad 164:12         day-to-day 130:15         defer 51:2,6 66:23           Cultural 185:2         dad's 163:25         DC 4:25 28:19,20         definitely 34:8         37:18           culture 93:13         117:12,14         153:9 189:1         dedfinition 86:22         94:22,23           110:15 147:16         149:2 163:7         damn 30:11,14         deallines 66:9         deallines 66:9         definitions           188:6         dashboards         discovered companies         design 53:15         design 63:14:17:16         design 63:14:17:16		cutting 42:19		-
crush 118:4         Cycling 173:16         56:8,12 143:19 188:24         Defense 142:23,25 defer 51:2,6 66:23 define 144:8           CSR 194:21         D dad 164:12         day-to-day 130:15 152:10 154:23 190:9         definitely 34:8 37:18           Culturally 111:7,22,23 147:23 149:4         Dakota 40:12 56:24 86:10 107:6,14,24 117:12,14 118:1,12 119:5         DC 4:25 28:19,20 65:17 74:17 153:9 189:1 deadline 39:21 133:16         definition 86:22 94:22,23 98:13,14 99:4 147:11,14 definitions           Culture 93:13 94:15 95:2 110:15 147:16 149:2 163:7 165:11,13 174:5 183:23 187:18 188:6         Dam 186:25 damn 30:11,14 4 1:10 42:4,22 dealing 53:15 55:7,10 60:8 61:1 66:12 129:8 deals 44:17 45:21 50:18 54:17 61:11 deals 48:19 99:2 22:21,24 72:20 22:21,24 72:20 22:21,24 72:20 85:23 93:5 95:24 115:6,9,14,21 117:10 118:15 122:9 146:15,16 176:25         DAS-M 61:4,5 117:3 118:15,21 116:3,10,15,19,2 119:1 8 145:7 1	CRP 20:23	•		- v
CSR 194:21	crunches 174:9	166:19 169:19		
CSR 194:21         D         day-to-day 130:15         defice 151:2,6 66:23           Cultural 185:2         Dakota 40:12         152:10 154:23         definitely 34:8           culture 11:7,22,23         Dakota 40:12         56:24 86:10         107:6,14,24         153:9 189:1         definition 86:22         94:22,23         98:13,14 99:4         147:11,14         definition 86:22         98:13,14 99:4         147:11,14         definition 86:22         98:13,14 99:4         147:11,14         definition 86:22         98:13,14 99:4         147:11,14         definition 86:32         98:13,14 99:4         147:11,14         147:11,14         definition 86:32	crush 118:4	Cycling 173:16	-	, and the second se
CTGP 18:13         dad 164:12         152:10 154:23         definitely 34:8           culturally         Dakota 40:12         56:24 86:10         107:6,14,24         153:9 189:1         definition 86:22         94:22,23           culture 93:13         94:15 95:2         10:15 147:16         deadline 39:21         133:16         definition 86:22         94:22,23         98:13,14 99:4         147:11,14         definitions 86:22         94:22,23         98:13,14 99:4         147:11,14         definitions         86:3,4,8 150:19         definitions         86:3,4,8 150:19         definitions         86:3,4,8 150:19         definitive 68:10         definitive 68:10         definitive 68:10         definitive 68:10         definitions         86:3,4,8 150:19         definitive 68:10         definitions         86:3,4,8 150:19         definitions         86:3,4,8 150:19         definitive 68:10         definitive 68:10         definitions         86:3,4,8 150:19         definitive 68:10         definitive 68:10         definitive 68:10         definitive 68:10         definitive 68:10         degree 8:21,22         171:16 172:18         173:1         Dehe 185:3         Delgado 185:1         Delgado 185:1         Delgado 185:1         delicate 91:7         demonstrate 93:1         demonstrate 93:1         demonstration         76:18,20 132:1	CSR 194:21			defer 51:2,6 66:23
Cultural 185:2         dad 184:12         190:9         definitely 34:8           culturally         111:7,22,23         Dakota 40:12         56:24 86:10         153:9 189:1         definition 86:22           147:23 149:4         107:6,14,24         153:9 189:1         deadline 39:21         133:16           culture 93:13         94:15 95:2         Dam 186:25         deadline 39:21         133:16           149:2 163:7         165:11,13 174:5         damn 30:11,14         deal 129:5 183:13         definitions           188:6         dashboards         55:7,10 60:8         61:1 66:12 129:8         degree 8:21,22           cumulative 98:19         DAS-M 61:4,5         deals 44:17 45:21         50:18 54:17         Delgado 185:1           99:2         22:21,24 72:20         99:23 114:11,14         death 30:24         debate 137:1,17,19         demise 164:10,11           85:23 93:5 95:24         116:3,10,15,19,2         5 117:3         December 25:1         demonstration           176:25         119:1 8 145:7         189:3,6         76:18,20 132:1	<b>CTGP</b> 18:13			define 144:8
culturally         Dakota 40:12         56:24 86:10         65:17 74:17         37:18           111:7,22,23         147:23 149:4         107:6,14,24         153:9 189:1         94:22,23           culture 93:13         94:15 95:2         110:15 147:16         149:2 163:7         deadline 39:21         133:16           149:2 163:7         165:11,13 174:5         damn 30:11,14         deal 129:5 183:13         definitions           188:6         dashboards         61:1 66:12 129:8         degree 8:21,22           cumulative 98:19         99:2         data 68:14 86:19         55:7,10 60:8         61:1 66:12 129:8           current 10:8 12:22         22:21,24 72:20         99:23 114:11,14         death 30:24         death 30:24           85:23 93:5 95:24         115:6,9,14,21         116:3,10,15,19,2         152:11         demonstrate 93:1           176:25         118:15,21         118:15,21         118:15,21         189:3,6	Cultural 185·2			
Table 11: 7, 22, 23			<b>DC</b> 4:25 28:19.20	37:18
147:23 149:4  culture 93:13 94:15 95:2 110:15 147:16 149:2 163:7 165:11,13 174:5 188:6  cumulative 98:19 99:2  cup 43:7 90:24  current 10:8 12:22 22:21,24 72:20 85:23 93:5 95:24 117:10 118:15 112:9 146:15,16 176:25  153:9 189:1  deadline 39:21 133:16  deadlines 66:9 deal 129:5 183:13 dealing 53:15 55:7,10 60:8 61:1 66:12 129:8 deals 44:17 45:21 50:18 54:17 61:11 December 25:1 189:3,6  189:2,23 98:13,14 99:4 147:11,14 definitions 86:3,4,8 150:19 definitive 68:10 degree 8:21,22 171:16 172:18 173:1 Dehe 185:3 Delgado 185:1 demonstrate 93:1 demonstration 76:18,20 132:1				
culture 93:13         117:12,14         133:16         147:11,14           94:15 95:2         110:15 147:16         149:2 163:7         165:11,13 174:5         damn 30:11,14         deal 129:5 183:13         definitions         86:3,4,8 150:19           183:23 187:18         41:10 42:4,22         dealing 53:15         definitive 68:10         degree 8:21,22         171:16 172:18           188:6         16:10         55:7,10 60:8         61:1 66:12 129:8         61:1 66:12 129:8         173:1         Dehe 185:3           current 10:8 12:22         22:21,24 72:20         99:23 114:11,14         death 30:24         death 30:24         delicate 91:7         demise 164:10,11           175:10 118:15         116:3,10,15,19,2         517:3         152:11         December 25:1         demonstrate 93:1           176:25         119:18 145:7         119:18 145:7         189:3,6         76:18,20 132:1			153:9 189:1	*
94:15 95:2 110:15 147:16 149:2 163:7 165:11,13 174:5 188:6  cumulative 98:19 99:2 cup 43:7 90:24 current 10:8 12:22 22:21,24 72:20 85:23 93:5 95:24 118:1,12 119:5 Dam 186:25 damn 30:11,14 41:10 42:4,22 dashboards 116:10 DAS-M 61:4,5 data 68:14 86:19 97:2 98:8,10 99:23 114:11,14 115:6,9,14,21 117:10 118:15 122:9 146:15,16 176:25  118:1,12 119:5 Dam 186:25 deadlines 66:9 deal 129:5 183:13 definitions 86:3,4,8 150:19 definitive 68:10 degree 8:21,22 171:16 172:18 173:1 Dehe 185:3 Delgado 185:1 death 30:24 debate 137:1,17,19 152:11 December 25:1 189:3,6  189:3,6	culture 93:13	, ,		,
Dam         186:25         deadlines         66:9         86:3,4,8 150:19           149:2 163:7         165:11,13 174:5         damn 30:11,14         deal 129:5 183:13         definitive         68:10           188:6         dashboards         116:10         55:7,10 60:8         61:1 66:12 129:8         61:1 66:12 129:8         171:16 172:18           cup 43:7 90:24         data 68:14 86:19         97:2 98:8,10         99:23 114:11,14         99:23 114:11,14         death 30:24         delicate 91:7           85:23 93:5 95:24         115:6,9,14,21         116:3,10,15,19,2         152:11         demonstrate 93:1           176:25         118:15,21         119:1 8 145:7         December 25:1         189:3,6		,	133:16	,
damn 30:11,14         deal 129:5 183:13         definitive 68:10           183:23 187:18         41:10 42:4,22         dealing 53:15           188:6         55:7,10 60:8         61:1 66:12 129:8           16:10         61:1 66:12 129:8           16:11         61:1 66:12 129:8           171:16 172:18         173:1           1		<b>Dam</b> 186:25	deadlines 66:9	
183:23 187:18 188:6  cumulative 98:19 99:2  cup 43:7 90:24  current 10:8 12:22 22:21,24 72:20 85:23 93:5 95:24 117:10 118:15 122:9 146:15,16 176:25  41:10 42:4,22  dashboards 116:10  DAS-M 61:4,5  data 68:14 86:19 97:2 98:8,10 99:23 114:11,14 116:3,10,15,19,2 119:1 8 145:7  dealing 53:15 55:7,10 60:8 61:1 66:12 129:8 61:1 66:12 129:8 61:1 66:12 129:8 61:1 66:12 129:8 61:1 66:12 129:8 61:1 66:12 129:8 61:1 16:11  Dealing 53:15 61:1 61:12:18 171:16 172:18 173:1  Dealing 53:15 61:1 61:1 1 0eals 44:17 45:21 61:11 0eals 44:17 45:21 61:11 0eals 44:17 45:21 50:18 54:17 61:11 0eals 44:17 45:21 50:18 54:17 61:11 0eals 44:17 45:21 50:18 54:17 61:11 0eals 42:4,22 171:16 172:18 173:1  Dealing 53:15 6eals 44:17 45:21 50:18 54:17 61:11 0eals 42:4,22 171:16 172:18 173:1 0eals 44:17 45:21 50:18 54:17 61:11 0eals 42:4,22 171:16 172:18 173:1 0eals 44:17 45:21 50:18 54:17 61:11 0eals 44:17 45:21 50:18 51:11 0eals 44:17 45:21 50:18 54:17 61:11 0eals 4:17:16 172:18 171:16 172:18 171:16 172:18 171:16 172:18 171:16 172:18 171:16 172:18 171:16 172:18 171:16 172:18 173:1  Deligado 185:1 0eals 44:17 45:21 50:18 54:17 61:11 0eals 44:17 45:21 171:16 172:18 171:16 172:18 173:1  Deligado 185:1		damn 30:11.14	deal 129:5 183:13	r r
188:6         dashboards         35:7,10 60:8           cumulative 98:19         116:10         35:7,10 60:8           99:2         DAS-M 61:4,5         deals 44:17 45:21         Dehe 185:3           current 10:8 12:22         data 68:14 86:19         61:11         Dehe 185:3           current 10:8 12:22         99:23 114:11,14         death 30:24         delicate 91:7           debate 137:1,17,19         demise 164:10,11         demostrate 93:1           171:16 172:18         173:1           Dehe 185:3         Delgado 185:1           death 30:24         debate 137:1,17,19         demise 164:10,11           171:16 172:18         173:1           Delgado 185:1         demise 164:10,11           18:15:6,9,14,21         152:11         December 25:1         demonstration           170:25         110:18 145:7         189:3,6		,	dealing 53:15	
cumulative 98:19       116:10       61:1 66:12 129:8       173:1         p9:2       DAS-M 61:4,5       deals 44:17 45:21       Dehe 185:3         current 10:8 12:22       22:21,24 72:20       99:23 114:11,14       death 30:24       delicate 91:7         85:23 93:5 95:24       115:6,9,14,21       debate 137:1,17,19       demise 164:10,11         117:10 118:15       116:3,10,15,19,2       152:11       demonstrate 93:1         173:1       118:15,21       death 30:24       delicate 91:7         173:1       116:3       death 30:24       demise 164:10,11         173:1       demonstrate 93:1       demonstration         173:1       173:1       173:1         189:3,6       185:3       185:3	188:6	dashboards	· ·	
cup 43:7 90:24 current 10:8 12:22 22:21,24 72:20 85:23 93:5 95:24 117:10 118:15 122:9 146:15,16 176:25  CUAS-M 61:4,5  data 68:14 86:19 97:2 98:8,10 99:23 114:11,14 115:6,9,14,21 116:3,10,15,19,2 5 117:3 118:15,21 119:18 145:7  Defice 185:3  Delgado 185:1  death 30:24 debate 137:1,17,19 152:11 December 25:1 189:3,6  Dehe 185:3  Delgado 185:1  demonstrate 91:7 demonstrate 93:1 189:3,6	cumulative 98:19	116:10		
cup 43:7 90:24       data 68:14 86:19       50:18 54:17       Delgado 185:1         current 10:8 12:22       97:2 98:8,10       death 30:24       delicate 91:7         85:23 93:5 95:24       115:6,9,14,21       debate 137:1,17,19       demise 164:10,11         117:10 118:15       116:3,10,15,19,2       152:11       demonstrate 93:1         122:9 146:15,16       5 117:3       December 25:1       demonstration         176:25       119:18 145:7       189:3,6       76:18,20 132:1	99:2	<b>DAS-M</b> 61:4,5		<b>Dehe</b> 185:3
current 10:8 12:22       97:2 98:8,10       death 30:24       delicate 91:7         85:23 93:5 95:24       115:6,9,14,21       debate 137:1,17,19       demise 164:10,11         117:10 118:15       116:3,10,15,19,2       152:11       demonstrate 93:1         122:9 146:15,16       5 117:3       December 25:1       demonstration         176:25       119:18 145:7       189:3,6       76:18,20 132:1	<b>cup</b> 43:7 90:24	data 68:14 86:19		Delgado 185·1
22:21,24 72:20 85:23 93:5 95:24 117:10 118:15 122:9 146:15,16 176:25  99:23 114:11,14 115:6,9,14,21 116:3,10,15,19,2 5 117:3 118:15,21 119:18 145:7  demise 164:10,11 152:11  December 25:1 189:3,6  demonstration 76:18,20 132:1	<b>current</b> 10:8 12:22	97:2 98:8,10		<u> </u>
117:10 118:15 122:9 146:15,16 176:25 118:15,21 119:18 145:7 110:3,10,15,19,2 5 117:3 118:15,21 119:18 145:7 119:18 145:7 119:18 145:7	,	*		
122:9 146:15,16 176:25  5 117:3 118:15,21 119:1 8 145:7  December 25:1 189:3,6  demonstration 76:18,20 132:1			, ,	· ·
176:25 118:15,21 189:3,6 demonstration 76:18,20 132:1				
1  110.1  21/5.7  1  10.10, 20.132.1	1			
	currently 10:25	119:1,8 145:7	107.5,0	/0.10,20 132.1

	ı ag		
150:23	78:3	development 53:4	differently 173:3
<b>Denise</b> 74:14	describing 32:21	76:24,25 89:3	<b>difficult</b> 81:17,18
department 1:3	114:11	90:15 112:4,21	124:13 127:3
2:2 3:6,7 4:15,16	description	124:12 146:7,20	147:24 151:4
7:11 15:11 19:18	7:16,20 8:1	147:5 149:20	156:8,10,18
57:11 65:18,22	ĺ	150:5 152:19	157:5 158:17
66:2 67:15,19	deserving 34:16	176:11 177:3,13	164:19,21
72:14,15,18,21	<b>desire</b> 161:10	178:7,21,23	165:9,10 184:14
73:5 74:3 75:1	destination 76:1	184:22	188:10,12
76:7,14		develops 75:9	difficulty 75:3
78:6,9,11 79:22	<b>detail</b> 138:21	devise 144:20	98:12
80:23 81:12	details 133:17	dialogue 72:13	digest 131:23
82:19 97:13	deter 35:2	73:24 77:14	132:4
101:15 102:25	determination	89:16 110:6	
104:18 105:9,12	86:18,19	134:14 137:5	dilemma 27:25
113:3,7 126:1,16	107:1,23 108:5	152:3	dinged 52:10,14
128:13,14,21	117:9,10 120:7	155:2,11,13	dinner 65:4
130:8,17,24	ĺ	180:1 189:4,23	
132:1 133:4,20	determinations	difference 75:19	direct 27:21 43:14
137:6,8,18	123:12	95:23	62:11 63:11
138:19	determine 9:13		directed 5:17
139:11,19,22	11:14 85:21 86:4	differences 146:25	7:4,13 10:5
140:20,22,23	100:25	different 30:3	11:14,20,22
141:17 142:1,22,24,25	determined 8:25	34:19 38:5 48:25	24:24
145:21 148:24	9:18 24:12	63:13,16 73:1	direction 116:6
149:18 152:13	143:17	77:9 86:17 88:15	173:4 194:9
155:2 158:13,14	determining 23:5	89:2 90:12 97:4	directions 74:25
164:22 176:9,24	90:11	99:1 114:9 120:2	184:18
177:1,4,7,8,18,2	<b>develop</b> 7:15 92:21	122:13,14 136:2	directives 91:23
3,24 178:11,20	94:17 102:3	139:1 142:11	
189:24 190:7	110:13 114:7	144:20,22 145:3	directly 11:14
191:16 193:3	115:11 137:10	147:16 150:10 15	43:25 63:9 84:1
departments 76:6	144:23	150:10,15 152:23 155:17	111:21
85:2 114:13	145:19,24	152.23 133.17	133:11,21 141:9 143:25 149:23
129:11 148:13	147:18 148:2	157:15,25 159:8	
149:12,13,24	150:13 180:21	172:25 178:19	<b>director</b> 2:6,11
181:15	185:8	179:1 180:3	13:18 19:9 32:19
depended 162:2	developed 19:4	184:18 187:2	38:11 61:11 72:9
_	93:22 98:23	188:22	78:3 89:14 114:6
<b>depending</b> 70:6	109:24 110:3	189:13,17	131:16,24,25 160:25 173:21
76:12 120:17	112:5,18 116:10	differentiate 84:8	176:18 180:16
150:10	122:11 147:14	144:11	183:19 185:2
depends 98:23	developing 8:6		
depth 88:15 93:4	91:16 94:13	<b>differentiated</b> 83:7 84:14 95:20	directors 59:3
99:17	111:24 112:10		88:9 189:10
deputy 2:6,8 13:17	129:14 134:10	differentiates	disabilities 45:7
19:9 38:10 59:3	155:6 176:13	84:11	disadvantage
17.7 30.10 37.3			

	<u> </u>	C 14	1
23:25	25:5 34:22 35:14	<b>Dormitory</b> 56:18	142:22 143:2,23
disagree 34:23	doable 34:8	dorms 135:7	144:18
152:21		141:11	145:14,15,17
	document 4:12		148:4,7
disallowed 40:22	26:1 33:19	dos 58:7	155:21,24,25
41:20	43:18,19	dot 13:22 57:23,24	156:13 159:2
disappeared 183:8	44:1,5,11,14,15,	67:18 69:11	189:21
discipline 154:1	19 45:20 49:21	127:14	draft 3:5 18:15
-	53:7,20 72:17	double 8:17	44:11 72:20
discretionary	78:21,25 98:9	132:5,21	127:5 138:14
76:23	126:17 127:20	ŕ	148:14
discuss 4:15 56:9	128:10 131:2	download 59:12	
66:1 103:20	138:13	downloading	Drapeaux 2:3 3:4
discussion 4:10,17	documentation	17:20	4:2,7 5:4,6,8,23
60:4 68:2 73:13	36:12 52:13		13:7 17:2 65:15
	190:21	dozen 80:3	70:20 72:7,8
87:7 93:18 128:6 140:17	documents 14:1	<b>DPA</b> 57:2 78:5	84:24,25 87:5
	46:12 52:22,25	79:6	88:2 93:9 96:13
152:3,9,21	98:19 170:16	<b>Dr</b> 4:9,23,24	104:10 109:22
discussions 91:11		5:5,7,9,23,25 6:3	114:3 128:5
109:25 114:5	<b>dole</b> 27:3,12	7:3,10,13	136:10 139:7
179:22	dollar 9:13,14,19	8:1,10,20,24	140:18 142:6,16
disinterested	10:13,17,20 38:3	10:25	151:15 176:8,9
194:5	87:16 140:7	11:3,13,19,25	188:19
disjointed 125:3	dollars 5:22	12:6,22 13:3	drill 137:25
_	6:6,8,9,10,18,20	14:4,7 16:23	138:2,3 167:4
diskette 5:13	10:19,23 23:22	17:4,18 18:11	drinking 53:14
diskettes 5:14,15	26:12 33:10	19:3,13 21:14	١
dismissal 49:8	34:17 37:14	23:7 24:20,23	driven 117:7
64:21	38:19 41:21	28:4 36:14 39:11	<b>drop</b> 157:7,15
	49:10,13 50:7	50:18,21,22,23	dropout
disparity 21:8	51:6 90:1 101:15	51:1 56:22 65:23	96:6,7,12,24
distinguished	138:17,24,25	66:24,25 67:16	97:6,14,16,19,20
56:23	140:16 141:18	68:16,21 69:7	,24 98:12,20,24
distribution 141:9	142:3	73:14,16	99:1 113:12
		77:21,24 78:2	129:3 134:11
district 116:11,12	done 12:13 24:19	79:17 80:10	154:22 157:11
136:24 137:11	25:5,9 28:14 30:19 65:13 79:9	81:16 82:10 83:3	
142:10 164:24		84:7 85:6,19	<b>dropouts</b> 156:25 182:21
districts 76:17	116:9 149:1 155:16 159:1	93:19 95:18	
95:22 135:2	164:15 165:3	96:12,18,21 97:2	dropped 158:1
136:24 174:25	171:2 189:5	99:5 100:12	183:3,8
175:9	171:2 189:5 190:10 191:4	101:7,20 103:11	dropping 182:22
divide 10:2		108:8 112:2,25	drops 17:3 23:16
<b>divided</b> 9:16,24	don'ts 58:7	115:18 116:6 119:9 122:23	dry 81:4
ĺ	door 130:9 137:4	125:6 133:23	•
<b>Division</b> 65:24	183:11 192:4	135:5 137:23	Ducayne
78:4	doors 189:2	138:2,13 139:4,8	160:22,24
<b>Dixon</b> 24:15,16,22		140:6,10,15	<b>Duchesne</b> 61:15

	1 45		
due 49:1,6 50:3	113:11	80:15,23 81:12	164:14
56:14 118:2	<b>echo</b> 191:8	83:15 85:2	educators 63:23
due-process 49:3		87:15,23	83:15 91:11
_	economic 184:22	88:5,9,21 89:14	110:2,5 111:12
<b>Duke</b> 161:20	<b>ed</b> 5:20 6:11,14	92:1 94:5 96:4	112:9 114:25
186:14,17	7:11 15:12 19:18	98:5,7 103:1	115:2 130:16
187:19	28:11 67:19 78:6	104:18	171:22 182:24
<b>Duke's</b> 164:23	79:22 82:19	105:2,9,12 106:2	190:24
<b>Duncan</b> 80:23	97:13 101:15	113:7,23	effect 86:4
104:4 153:9	127:14 128:21	114:5,7,8,12,17	
189:7	130:8,17 132:1	115:3,10	effective 83:9
duplicate 18:6	137:6,8,19	126:1,24	129:2
1 -	139:11,19,22,23	128:13,14,19	effectively 175:14
duplicates 18:9	140:20 141:7	129:11,19 130:24	effects 182:16
duplication 83:11	142:1 155:2	130:24	
<b>during</b> 48:19	190:7	,	efficiently 175:14
84:22 106:25	Ed's 145:21	133:4,6,10,11 137:9,16,20	effort 18:9 22:5
117:16	EDU 13:23 57:24	138:20 139:3,20	43:3 78:10 79:9
duties 19:7	69:11	140:7,19,23,25	82:13 124:18,20
	educate 58:15	141:17	127:3 129:15
<b>duty</b> 7:20	132:2 165:17	142:18,25	177:5 180:17
	188:9	148:5,9 149:9,14	efforts 80:19
E		150:3,9 151:7	104:12,13,14
eager 59:3 63:21	educated 83:23	152:5,10,18	130:18
Eagle 40:1	89:1,16 107:2	153:15,25	eight 30:9 74:4
	163:9 175:25	154:16 155:9,13	131:25
earlier 30:18 56:5	186:6	158:13 159:6	
65:3 80:24 113:8	educating 106:24	160:9,24	<b>eighth</b> 182:21
114:11,25 132:20 146:17	107:19 108:4	161:2,4,8,11,15,	eighties 162:3
152:4 153:19	136:25 161:13	16,21 162:1,5,22	eight-story 110:21
173:22	education	164:22 168:23	either 11:5 29:11
	2:3,4,5,7,11 3:7	170:18,23 172:4	41:2 81:4
early 64:19,21	4:15,16 5:19,21	173:20 175:23	84:10,20 92:2
65:3 76:21 77:4	6:8,17 8:5 11:22	178:8 180:2,4,16	120:17 145:5,10
138:8 150:4	12:23 15:11,12	181:1,8,16,20	148:12
169:2	31:20 32:22 35:5	184:6 186:13	
earmarked 76:24	40:11 44:23	187:15	elders 188:1
earth 91:4	45:7,15 54:24	189:8,10,25 190:1	<b>elect</b> 38:19
easier 50:23 64:15	57:11,16 60:5	190:1	<b>elected</b> 47:2 70:23
117:25 130:18	61:10	r r	137:22 160:19
143:8,16	62:16,17,23 64:7	educational 9:4	<b>election</b> 47:15,19
Í	65:17,18,22 66:2 67:15,18	82:13 91:13	51:5
easiest 15:18 143:6	72:9,12,14,15,21	130:12 136:17	
easy 104:14	73:2,5,7,18,22	149:24 176:22	elections 50:16
106:1,5 114:21	74:4,6,9,13,21	Education's 113:3	51:2
127:22	75:1,15,22	133:20 148:24	electronic 17:19
eccentricities	76:7,8,15,21	educator 135:13	63:3
	77:9 78:9,11,21		
1	, , ,		

	1 50	E 10	
electronically 59:6	177:12	162:23 164:15	evaluations
Elementary 107:5	Enemy 56:24	environmental	100:12
elevation 110:24	energy 192:23	45:5,11 47:24	eventually 162:13
eligibility 16:13	enforce 49:2	48:1,2 51:25	everybody 54:19
29:21		53:23 59:23	59:5 70:10 71:17
eligible 8:14,16	enforcement 162:14	envisioned 93:20	72:7 85:8 96:13
11:15 13:5		<b>EPA</b> 45:11,16,18	160:13,16
15:3,23 16:10	engage 93:17	51:10 52:1,11	165:14
18:21 139:2	102:2 110:6 152:9 177:5	53:25 60:8	166:18,20 167:9,17 173:19
else 24:13 39:1		<b>EPM</b> 60:4	191:4
59:6 68:15	<b>engaged</b> 91:10 128:20	<b>equally</b> 109:16	everybody's 63:17
125:15 130:6	engaging 89:15	equitable 144:24	everyone 70:3
elsewhere 73:20		equivocal 117:21	· ·
email 49:4,5 57:22	England 146:10	118:17	<b>everything</b> 25:25 59:21 71:1
59:7 61:19 67:13	Enhanced 128:23	err 156:4	110:25
125:11,15,21	enjoyed 130:21	ESEA 45:5 57:15	everywhere
168:6,7 192:14	<b>enrolled</b> 8:11 23:9	74:11 78:22	174:14
empathize 38:9	29:9,22 30:4	80:4,18 105:10	exact 54:10 144:11
emphasis 111:4	74:16	139:16 140:1	
emphasize 113:3	enrollment	141:22	<b>exactly</b> 38:1 185:23
124:18	17:11,17,19 18:6	especially 30:23	
emphasized 80:8	22:22 23:2,13,15,21,23	45:12 96:4	examine 46:11
employed 19:4	24:1 135:24	162:14 188:8	<b>example</b> 14:13 49:4 52:1 84:21
employee 49:2,4	186:14,21,23	essentially 83:4	86:9 104:16
50:1 56:25 152:1	enrollments	102:5 140:5	107:4 146:9
employees 6:24	157:21	establish 7:14	156:4 157:20
47:1,12,16	ensure 45:23 54:6	46:16 47:1	examples 175:12
48:14,15,16	60:9 88:24 89:23	126:17 179:4	excellent 70:14
49:1,11,17,18	183:21	established 10:6	131:6
50:6 51:19 54:23	ensuring 53:8	55:24 74:18 75:14 76:19 80:4	except 154:14
55:3,11 155:8	54:18	181:8,11	184:7
employment 47:13	enter 65:19 98:24	establishing 98:12	exceptional 47:7
49:12	entering 5:12	establishment	155:15
enclaves 89:6	entire 82:5 86:12	176:14	exceptions 110:12
encourage 51:21	159:16	estimated 21:19	excess 158:11
52:24 54:9 63:14 94:16 130:1	entirely 49:20	ethic 164:11	exchanging 115:6
177:17	entities 149:19	165:18	
190:22,23,25	entitled 78:21	Eufaula 56:18	<b>excited</b> 65:2 72:12,25 73:23
encourages 177:6	entity 39:4 151:9	evaluating 157:21	89:13 91:1
Endangered 53:19	entity 39.4 131.9 entree 128:7	evaluation 53:1	119:18 130:22
endeavor 88:5		100:24	134:12 155:1,10
	environment		excuse 15:5

	ı		
execution 5:1	exposed 42:10	<b>fail</b> 20:15,16 21:11	26:1 35:3,7
executive 32:19	expound 95:10	32:5 81:5 154:16	45:1,22
48:1 52:20,24	expounding 93:9	161:4	47:14,16,23
53:6 72:23		<b>failed</b> 20:16,20	48:25
130:15 148:11	express 30:16	80:20 161:8,11	49:5,10,13,18
152:18	148:1 170:7	<b>failing</b> 20:6,10	50:7,19 51:3 53:12,24 54:13
181:5,7,10,18,22	expressed 183:15	32:4 41:24 81:7	56:25 57:9,14
,23	extensive 77:17	82:17	66:9,10 89:5,6
exercise 18:3	158:4 176:2	fails 20:6	102:3 133:14
exist 158:19	extent 35:17 38:8	153:18,19	142:8 152:1
159:20	50:3 101:13	fair 22:24 88:1	155:8 172:22
existed 16:18	112:13,20 134:2	107:3 118:18	177:7 191:25
existence 178:18	147:2	Faircloth 97:18	federally 37:4
	<b>extra</b> 59:11		142:10
<b>existing</b> 54:13 91:19 139:9	extreme 146:8	<b>fairly</b> 106:4 192:5	Feds 36:13 59:1
	extremely 96:7	fairness 110:4,7	feedback 16:23
exists 139:13	111:24 113:5	fall 17:21 97:23	59:14 70:11
exiting 92:1	159:17	98:25 120:14	102:22 144:17
expand 18:20	Eyes 56:25	154:16	168:13
158:25 192:7	Lycs 50.25	<b>fallen</b> 113:18	feeding 184:23
expanded 137:12	F	<b>Fallon</b> 13:12 36:25	feel 12:6,14 32:5
expansion 176:15	face 5:6 129:4	falls 45:17 171:21	71:12 79:15 90:7
178:14	135:11,20 136:7	183:20	187:17 188:5,6,7
<b>expect</b> 68:9 154:7	154:23 165:11	familiar 82:20	190:12
expectation 53:9	177:14 189:18	115:18 132:2	feeling 163:22
84:5 93:7	faced 19:6 26:11	families 184:23	feet 110:24 149:21
expectations 83:6	63:20 151:14	<b>family</b> 30:24 54:15	<b>felt</b> 107:3
expects 154:11	155:17	62:16,17 63:9	FERPA
1 -	facilitate 71:19	74:22 115:3	62:15,16,20
expelled 183:3	facilitator 2:10	154:3 164:7	63:5,10,19 64:18
expenditure	70:5	farm 20:23	115:8,13,21,24
9:15,16	facilitators 190:15	farmer 20:21 21:9	116:7,24 168:22
expensive 145:25	facilities 52:17	farms 20:21	fidelity 89:25
experience 75:21	59:23 60:25	<b>fashion</b> 153:13	129:13
100:14 148:25	61:5,9 163:11		<b>field</b> 19:10 42:10
151:11	164:9	fast 13:14 57:15	77:8 88:13
experiences 151:9	facility 61:2	90:25 91:2 119:17 173:18	136:19 141:24
experts 88:13	fact 21:25 96:6		191:22
explained 146:16	126:18 130:24	father 74:23	<b>fields</b> 59:18 164:10
explanation 76:5	133:3 179:2	father's 61:14	<b>fight</b> 40:10 41:4,19
explicitly 34:13	<b>factor</b> 20:9 187:15	<b>fault</b> 31:11 163:8	42:23
115:10,12	factored 23:22	<b>favor</b> 156:4	figure 31:10 97:8
exploring 78:16	faculty 50:1	<b>federal</b> 24:20 25:7	132:12 138:25 180:12
capioring / 0.10			100.14

	1 "8	E 19	
full-time 174:12 175:11 fully 75:4,12 93:8 128:20 fun 14:20 function 4:25 functioning 185:9 functions 7:21 133:12 fund 15:20 33:21 140:25 141:11 159:10 178:16 fundamental 96:3	89:23 101:15 138:16,23 139:16,20,23 140:6 141:5,17,20 142:2,6,7,25 152:14  future 41:16 67:14 95:15 191:5  futuristic 84:4  G Gaddy 56:22 gain 47:4 170:14	91:1 144:14 152:10 166:20 167:12 182:19 192:25 <b>getting</b> 25:21 35:10 67:16 90:1 96:7 109:1 159:16 160:15 168:6 178:12 183:17 187:19 188:8 190:8 <b>Gila</b> 51:13 65:1 <b>given</b> 9:13 22:25 64:16 86:7	26:2 35:1,3,7 44:24 83:14 88:19 94:14 95:2 147:8,15 149:13,14,24 153:17 154:4,17 168:25 169:8,10 governmental 123:9 government-to- government 169:9 governor 154:14 gowns 27:2
funded 8:15 23:16 47:13 49:12 50:7 74:10 92:21 141:1 149:24 152:14 160:5 178:18  funding 6:19,25 8:3,17,24 12:23 13:6 15:10 16:5,19 18:1,5 19:5 23:10,19 24:3 25:18 40:5,23 41:22,25 45:24 68:2,9 89:24 90:15 114:15 135:22 139:10,11 140:2,3 141:14 142:9 150:8,13 152:12 168:2 176:6 178:13 183:1  funds 5:1,19 11:16,22 24:8 25:19,22 33:7,8,14,15 34:4,7,14 35:5,16,17,24 36:1,12 38:25 39:15 42:8,9 44:20 47:14	gaining 64:12 75:10  game 66:5 127:1 162:23  gaming 184:3,4  gangs 183:11  gaps 82:14  Garcia 4:4 48:3,5,7,10 50:11,13 65:5,6 66:14  gas 154:13  gathered 56:3  gee 117:18,21  general 37:20,24 46:8,17 63:23 83:13  generalize 104:14  generalized 148:5  generally 120:13,20 134:4  generate 37:14 138:24 158:22  generated 9:7 142:13  generating 156:1	110:11 121:13 145:25 159:6 174:11 176:21 189:17  gives 8:1 12:6 46:7 66:7 120:12  giving 63:25 71:5 108:5 115:9 124:7 156:23 163:25 168:7  glaring 188:25  goal 70:9 76:1 77:5 120:16  goals 95:21 96:1 143:8,17,22 144:8  gone 7:17 10:18 13:14 39:16 158:24 165:15  Google 52:24 54:9 gosh 146:15 gotten 104:20 131:25 GOV 127:14 govern 73:12 governance 93:22 151:17 governing 46:9	grab 43:7  grade 8:4,10 17:22 20:6 86:13 169:6 182:9,10,19,20,2 1  grades 100:5 187:12  graduate 98:25 113:13,15,20,24, 25  graduated 113:22 183:6  graduates 98:18 113:21 161:5  graduating 31:21 40:15 184:14  graduation 97:14,15,17 98:13,19 103:17 106:1 113:4,18 114:1 119:25 120:3 129:3 154:22 157:14,16,22  grandchildren 29:10  grandpa 52:8  grandparent 31:5
50:19 51:3 53:25 67:24 78:6,7	gentleman 171:6 gets 33:21 42:3,9	57:9,18 167:25 government 25:7	grandson 164:5 grant 4:12 12:24

	Pag	e 20	
34:5 43:7,15,17,20,23 44:15,18,21,25 45:1,10,14 46:1,18 48:15 49:21 54:21 55:19 56:3,9 57:4,7,12 63:12,14 65:12 76:19 89:9 178:20 granted 133:4 grantee 46:2 49:15 53:24 54:7 55:9 grantees 60:10	57:7 95:25 97:23 119:6 149:21 153:2 183:17 <b>groups</b> 18:13 95:9,22 97:4 130:4 179:3 190:17 <b>grow</b> 110:15 <b>growing</b> 163:20 <b>growth</b> 12:9 84:17 106:7,9,10 107:17,25 108:9,19,21,23 109:9,16,21	halves 175:4  Hamley 2:4 65:23 66:24,25 67:16,17 68:21 69:7 70:21 73:14,17 77:21,24 78:2,3 79:17 80:10 81:16 82:10 83:3 84:7 85:6,19 93:19 95:18 97:2 99:5 100:12 101:7,20 103:11 108:8 112:2,25 116:6 119:9 122:23 125:6	42:5,20 130:5 155:7 159:17 163:14 164:20 173:9 188:12 190:9 191:9,12 Harlem 40:5,19 Haskell 171:3 176:16,18,19 hat 171:3 Hatch 47:11,16,20 48:13,24 50:15 51:15 hate 34:15 42:21 60:18 143:11,12
63:13 granting 80:15 grantor 54:7 grants 15:12,13	121:21 123:13 124:24 guardians 62:21 64:12 guess 41:14 48:22	133:23 135:5 139:8 143:23 145:14,17 148:7 155:24 189:21	haven't 13:20 26:23 30:9 69:10 74:7 90:24 110:20 130:25 133:2 158:23
grappling 91:9 grass 21:1 grateful 189:20	58:7 69:5 112:8,11 124:16 125:1 131:22 166:12 170:3,8 171:24 182:8	hand 79:15 166:17 175:4,5 194:13 handbook 50:1 handle 62:24 133:11,12	172:24 180:5  having 38:6 40:10 62:12 72:1 73:24 91:17 92:4 93:18
great 40:12 67:20 72:16 79:8 84:21 109:1 112:22 118:9 140:18 160:21 163:22 165:16,22	187:5 guidance 38:13 60:9 89:15 guinea 131:22	handles 78:5 handling 116:3 handout 52:21	100:13 105:5 108:16 121:22 122:16 124:9,14 157:24 159:14 170:23 182:14 193:6
169:5,19 173:24 180:22 183:19 184:7 186:9,11 greatest 150:1,6,7	guy 187:4 guys 90:18 103:7 190:12 gym 163:14	handouts 13:19,21 44:9 hands 162:12 167:4	Hawaii 15:1 hazards 53:1 head 16:10,11
191:17 greatly 191:3 Greg 56:18 grew 164:12 182:3	gymnasium 163:12 ————————————————————————————————————	happen 14:11 34:11,18 38:1 39:9 41:23 60:15 115:11,17 151:6 164:1 172:23 190:11	20:8,19 64:25 90:13 138:12 149:18 150:24 heads 130:6 Health 32:19
Gros 29:12 Gross 56:17 ground 100:24 149:21 175:8 189:11	half 29:25 56:13 95:23 136:6 161:6 175:1 186:20	happened 25:25 77:19 happens 162:11 Happy 136:1,2,4	149:16  hear 17:3 43:24 71:14 77:11 85:16 113:17 131:13 160:23
group 17:22,23 34:2 55:25 56:8	hall 1:14 163:19 hallway 67:1	162:14,16 186:19 188:8 <b>hard</b> 21:12 40:9	166:10 <b>heard</b> 78:12 88:10 126:3 132:11

_	1 ag		
137:2 173:22	14:4,7 16:23	<b>hiring</b> 174:25	77:3 78:25 79:14
174:3 186:25	17:4,18 18:11	Hispanics 97:6	187:25 189:25
hearing 131:3	19:3,13 21:14 23:7 24:20,23	Historic 54:7,8	hoping 60:21
153:11 194:6,11,12	26:6 28:4 36:14	historically 20:14	126:22 133:15 150:6 164:25
<u> </u>	39:11	history 74:20	192:6
heart 88:17 154:15	50:18,21,22,23	93:14 94:14 95:2	<b>hopping</b> 64:23
heart's 51:20	51:1 68:16	138:14,22	horizon 144:15
Heather 39:5	<b>he's</b> 73:3 163:3 189:5	170:16 174:4 185:18,20,24	hospital 83:25
held 31:24 46:19		187:1	-
49:18 63:5	<b>hey</b> 29:13 118:17 190:13	hit 119:24	hosting 66:20
hell 32:7 40:8 41:1 58:22	Hi 71:23 85:8	120:5,25 185:12	hour 187:23
	167:19 185:1	hits 121:2	house 6:12,13 7:3
he'll 138:21			11:13,20 141:12
help 30:19,22	<b>high</b> 87:18 92:2 97:6 105:3	hitting 108:24	houses 165:12
31:7,9,11 32:8	120:10	HIV 32:22	huge 124:1 126:8
42:16 48:17 59:3 61:16 64:1,9	121:6,19,22	Hoaglen-Card	161:2,12 162:25
71:19 79:7	126:4 128:24	17:6	164:5 178:2
115:25 122:5	157:1 160:7	hogan 145:1	hugest 123:19
128:18,21	161:22 164:24 165:4,11 171:1	<b>hold</b> 5:4,5 49:17	<b>Human</b> 149:16
129:21 130:8,13	183:2	51:11 141:24	hundred 95:24,25
132:9,16 136:13	186:14,16,19,22	holding 73:6	125:1 189:17
147:18 154:2,3,8 163:6 169:14,16	187:11 192:5	home 25:16 30:25	<b>hurting</b> 41:8,9
172:18	higher 23:23 93:6	116:8 117:7	0
174:6,17,21	98:21 105:2	163:15,23	I
182:24 189:18	118:13 153:3	177:13	<b>I-5</b> 162:15
helped 31:12 32:2	161:10,15,16,21 162:22	homework 163:16	<b>I'd</b> 28:16 34:17
helpful 131:12		homogeneous	41:11 51:21 54:9
132:18	<b>highlight</b> 128:15 130:8	127:23	64:2 79:5 128:5
helping 32:8 72:1		honest 143:11	151:16 160:20 167:3 185:3
hereby 194:4	<b>highlighted</b> 112:3 113:8	honor 42:11 85:11	186:23
herein 194:5	highlights 113:12	honored 56:23	idea 12:18 45:5,6
here's 125:7	128:17	hooked 67:9	57:16 78:7 88:2
153:11	highly 126:8	<b>Hoopa</b> 114:5	91:21 99:6 125:1
hereunto 194:13	hill 43:24 44:4	hoops 123:4 143:7	139:20,24 151:17 180:21
Herrin 2:5	59:15 60:14	hope 58:13 72:19	185:19
4:9,23,24,25	167:19	76:2 128:8	ideal 182:8
5:5,7,9,23,25 6:3 7:3,10,13	hint 67:25 117:23	130:7,20 136:10	ideals 182:8
8:1,10,20,24	hire 26:20 27:17	137:11 147:1 150:17 152:1,17	ideas 82:21 87:3
10:25	32:24 33:7 46:20	169:13 171:4	152:23
11:3,13,19,25	174:23,24	172:12 190:2	identification
12:6,22 13:3	hired 30:15	hopefully 75:9	identification
	l	1 /	

	1 ag	C 22	
120:18	131:15 132:2	182:16	increases 25:11
identified 9:8,9	145:9 148:23	183:17,24	80:13 82:14
16:4 54:16 64:13	150:20 151:16	184:11 187:18	incredible 126:24
121:16,20	154:3,7	importantly 190:4	
121:10,20	157:8,9,10,17	·	incredibly 86:21
167:9	160:24 161:18	impose 44:24 50:5	127:6,11 150:14
	167:19 170:3	imposing 45:8	in-depth 47:6
identifies 56:7	171:13 174:9	impossible 82:3	index 109:7 121:1
62:20	180:15 184:2	-	144:12
identify 26:24 27:6	185:1	improve 115:2	
45:13 121:4	imagine 32:3	122:5 130:12	indian 1:5
identifying 121:25	<u> </u>	Improved 129:6	2:3,4,5,7,8,11
	impact 7:1 37:14,22 38:7	improvements	3:7 6:9,13 7:11
ideologist 32:25 33:2	41:25 58:20 60:6	84:19	8:3,13 14:12 15:9,12 20:10,22
	61:9 73:11,15	;mmwayaa 02.12	24:16 30:19
ideology 32:22	88:20 140:7	improves 82:13	32:19 35:8,9
33:6	142:3,18,23	inappropriately	36:8,9 37:19,23
<b>IHS</b> 38:18,19,20	150:7,19 152:12	115:7	38:6 39:22 41:24
39:12,15,17	168:2	incentive 42:15,17	44:23 45:15
40:23 54:25 55:3	impacted 58:12	incentives 42:11	51:13 52:21
<b>I'll</b> 4:22 20:15	140:17 142:11		54:14,24 56:4,17
30:10 34:10	150:1	include 54:13 92:5	58:12,17 59:15
66:23 70:8		95:23 109:21	62:23 65:17
71:2,20 72:3	<b>impacts</b> 73:20	113:4 116:16 137:12 146:14	67:18 72:9,12,15
77:20,24 90:23	88:8		73:2,18 74:18
101:22 107:11	implement 81:20	included 92:23	76:7,8 78:21
119:13 133:23	82:6,12 93:7	112:20 113:5	85:10 87:15,18
135:20 156:23	94:4 95:19 99:22	123:14	89:14,16 96:5
157:19 166:13	146:10 147:19	includes 37:20	98:5,7 106:2
167:5 169:19	implementing	95:20	110:2 123:1
ills 154:22 155:13	54:15 81:12	including 57:14	126:5,23
I'm 21:14 22:14	106:14 134:13	64:14 66:7 70:21	128:14,16
25:23 29:17 30:5	imply 116:1	112:13 149:6	129:19 132:12 135:20 137:8
31:5 33:6 35:15	importance 117:5	177:25	138:20 137.8
40:24 41:14	121:25 184:20	income 42:16	140:7,19,24,25
50:2,21 59:2			140.7,19,24,23
60:21	important 25:23	incorporate 108:8 147:7 148:3	146:4,5,6
61:12,16,18	26:1 29:4 31:8	147.7 148.3	148:5,8 149:14
64:20,23,25 65:2	42:9 77:11 83:18	ŕ	150:7
70:4 71:23	85:23 93:14 109:19 111:24	incorporates	152:5,10,18
72:8,10 74:3,16	113:5 114:1	147:15	153:15 154:15
78:17	119:12 123:16	increase 6:25	155:9 163:1,4
85:6,8,9,14 91:3	127:7,11	10:23 12:7,15,16	165:6,14 167:20
93:19 96:18,21	128:15,19 130:2	24:1 25:19 42:7	171:1 177:11,25
101:5,22	133:2 158:2	68:8,9	178:7,8,10
103:21,22	162:5 178:10	increased 23:13	180:15
106:18 117:23	180:25	68:2	181:1,8,20
119.10,18			182:3,24 183:3
119:16,18	180:25 181:9,13,21	68:2	182:3,24 183:3

	Pag	C 23	
185:18,24 188:11 190:1	infrastructure 184:23	144:20,23 145:4 146:7	internally 153:8 internship
191:17,19	initial 17:24	instruments 149:3	177:6,22
indians 96:19,22 97:6,25 163:3	120:17 <b>initiative</b> 78:9	intact 75:13	<b>interpret</b> 131:23 132:8,11
indicated 18:25 28:4 44:13 61:18	82:19 93:25 97:21	integrate 164:19 intend 95:8	interpretation 132:6,21
indicates 8:20	<b>initiatives</b> 134:10,12	intended 67:10 81:22 125:17	interrupt 87:5
indicating 35:5 46:4	innovative 96:2	intent 5:16	132:20 <b>interruption</b> 60:23
indication 68:6	<b>input</b> 44:16 66:3	82:10,12 161:10	-
indications 68:4	70:24 71:8 73:8	intentions 135:15	intertribal 190:17 inter-tribal 29:11
indicator 109:17	79:2,4 125:6,12	interacts 150:14	
123:14	127:6,11 128:4 130:25 132:24	<b>interagency</b> 75:3,11 77:6	intertribally 180:2,4
individual 9:1	134:3 144:3	149:20 181:11	intervention
20:25 116:13,20	160:19 164:25 165:25	interest 47:4 63:23	169:3,7,12
135:17	166:1,10,21	129:20 148:1	interventions
individualism	167:8,16 169:20	150:11	100:17
135:17	170:8 172:1	interested 45:3	introduce 71:21
individually 20:24	191:2	77:7 94:13 95:14	79:5
individuals 5:11	192:11,16,24	97:17 129:18	introduced 84:17
7:23	193:5	160:1 190:20	129:15
industry 162:2,5	insert 57:11	192:2 194:12	<b>Introductions</b> 3:9
164:11	insidious 117:20	interesting 87:12	investigation
info 57:21 61:18 69:11	inspect 53:25	95:7,8 99:7 142:3,17 143:23	54:20
inform 192:6	inspection 53:23	158:7 177:2	investigations
	inspections 52:14	180:3	54:14 55:11
information 9:5 19:14 25:3 59:4	instance 17:12	interests 179:25	invitation
61:23,25 62:6,12	185:19	interim 80:22	134:3,16
63:1,2,3,15,22,2	instances 117:14	99:14,19	invite 125:6
5 64:5,11,16	127:10 156:19	<b>interior</b> 1:3 2:2 3:7	inviting 158:20
68:5,19 70:22	instead 108:5	4:16 44:24	invocation 4:5,6
72:22 77:17	122:18 123:20	72:15,18 76:7	70:13,16
95:11 103:7	143:6	128:14 140:22	involved 7:18
115:1,5 119:7,18 125:7,10 127:16	institute 33:13	152:13 158:14 176:9,24	18:18 22:3 48:18
132:11 134:11	institutions 105:1	177:2,4,7,9,18,2	74:6,12,13 86:18
156:7 158:20	178:21	4 178:11	89:19 111:12
192:15 193:1	instructed 34:12	interject 26:5	128:21 130:4
informative	instruction 74:15	intermediate	152:10 162:24,25
159:17	82:15 83:9	112:5,17 146:16	179:10 182:14
informed 190:24	instrument	internal 158:13	189:12
	msti ument	IIICI II 11 11 11 11 11 11 11 11 11 11 11 11	

	1 ag		
involvement	67:5,7 68:22,24	192:12,13,14	<b>Johnson</b> 56:22,23
192:24	69:1,11 71:8,16	I've 4:4 11:3 29:19	Johnson-
Iowa 14:14	74:22 75:11	31:1 37:18 38:17	O'Malley 4:9
irks 58:21	78:3,12 79:9	50:24 71:18 74:4	5:3,10,20
	80:2,3 81:4,9	131:23,24 132:3	6:11,16,24
ISEP 22:17	82:18,25 84:3	150:12 151:19	7:14,16,18,19,22
isn't 104:24 134:4	85:17 87:20	166:12 172:4	,24 8:2,14,16 9:2
148:5,12,23	89:18,19 93:25	180:24	10:9,11 11:4
isolated 120:14	94:1,9 95:5,7 97:10 98:2,23		12:4,7,15 13:5
isolation 180:20	99:12 100:5	J	15:10,14,22,25 21:10,16,19
	101:3 105:11	<b>Jack</b> 67:17	28:13 36:23
issue 14:7,9 16:20 19:5,18 27:15	107:5,10 109:18	Jacqueline 13:12	42:8,18 67:21
29:23 36:14 84:7	117:21 120:2	36:24	141:4 152:13
88:5 90:25 91:8	123:5,24	Jamerson	
93:11 97:16	124:13,19,20	107:5,18,22	Johson-O'Malley
99:10,25 101:17	128:15,19,24,25	r r	3:5
129:19 146:3	129:22	James 1:16	<b>join</b> 79:7 124:20
151:18 153:15	130:2,5,18	194:2,6,21	174:20 184:8
151:18 155:15	131:23	January 29:20	joined 4:14
168:22	132:4,5,14 134:4	jargon 91:6	
	136:10 137:4	•	joining 72:11
issues 31:15 48:2	139:1,14,15,20,2	Jeff 65:23	<b>JOM</b> 5:16 6:14
49:24 59:23 60:8	3 140:3,4	66:23,24 68:21	18:18 19:3 21:25
61:2 73:17	142:18,24	69:2 70:21 73:14	22:2,7,8 24:17
101:12 112:7	145:24 146:24	77:24 78:3 84:24	25:8,12,19
129:3 139:24	148:6,24 150:16	88:13 93:19	26:12,14
152:7 156:20	151:4	133:23 141:18	28:2,11,22,23
177:14 183:14	152:1,6,12,17	145:17 189:21	29:3,21 30:17
186:24	156:8,10 157:5	Jeffrey 2:4	34:17 41:25
189:13,18	158:16,17	Jeff's 117:2	64:6,7 65:12
item 45:19 133:2	159:5,6,17,18	Jim 131:15 133:1	174:20
items 93:14 114:9	162:25 163:8,13 164:19,21	168:17 173:20	<b>jotted</b> 69:10
122:16	165:9,10 166:23	<b>job</b> 32:18 71:16	<b>Joyce</b> 2:11 70:21
it's 8:2,10 12:13	167:7 168:24	92:3 100:25	74:1 89:21 98:4
17:14 19:25	169:13,25	106:23 107:18	112:22 113:8
22:18,19	171:18	108:23 107:18	139:9,15 144:6
25:8,19,23,25	172:10,19	154:4 162:11	148:8 166:11
26:19,20	174:14,22	174:12,18	191:6
27:8,19,23 29:4	175:8,11	175:11	Joyce's 128:6
30:9	177:2,12		· ·
31:4,10,11,16,18	178:15,19	jobs 32:17 83:25	<b>judge</b> 121:2
32:11 35:22	181:2,12,24	101:4 114:17	judged 81:7
36:3,7,10 37:9	182:8,16,22	130:19 162:10	111:15 119:25
41:18 46:2,3	183:10,16,24	<b>Joe</b> 2:5 4:9,24 5:4	120:6
47:17,19	184:2,11,14	26:5 34:10	<b>juggle</b> 163:14
48:24,25 49:1,11 50:23 52:13 55:6	186:21 187:7	50:14,20,22,23 68:15 171:5	jump 123:4 143:7
62:5 64:3,17,18	190:13,21	00.13 1/1.3	June 15:25 24:19
02.3 04.3,17,10	191:1,7,12		June 13.23 24.19

,	rag	e 25	
59:8,14 69:1 159:24 160:3 Juneau's 74:14 junior 161:7 jurisdiction 136:20 137:14 jurisdictions 93:17 110:7 Karsas 14:13,17 74:17 Kansas-Nebraska-Missouri 14:15 Karen 96:18,21 138:6 Karuk 134:20,21 160:25 161:18 175:22 185:5 186:2 Keel 163:2 keepers 63:15 key 100:13 166:13 193:4 kick 35:18 39:23	145:8 146:9 154:16,21,23 155:16 164:4,13 169:5,6,7,15 170:24 171:15,16 172:7,14 173:11 175:25 181:14 182:6,22 183:3 186:6 187:7 kid's 170:12 killing 101:10 kinds 147:8 King 19:21 29:2 39:19 58:4 153:19 King's 34:15 Klamath 162:15 176:3 186:25 knew 159:25 knowledge 75:7,10 149:3 150:12 knowledgeable 182:1 Kootenai 74:5	179:5  language 36:3,7 54:10 80:7,8 91:19 92:12 93:13 94:15 95:3,4,13 121:13 134:13 143:11,12 147:16 149:17 150:18 174:4 187:19,22 188:1,2  languages 180:24 laptop 67:3 large 14:12,25 15:2,8 29:3 35:11 91:10 131:19 157:12 largely 82:16 larger 15:13 131:19 largest 63:6,7 131:17,20 134:22 larynx 85:7 last 5:18 8:25 12:1,4 18:16 19:3 23:23 24:11	80:16 81:8 85:4 91:20 162:14  laws 31:14 41:24 44:22 47:24 54:13 57:9,14,17 58:16  lawyer 28:19,20 lay 90:17  lead 4:10,13 67:24 91:25 105:2  lead-based 53:19 leader 56:23  leaders 30:21 34:13 58:19 73:7 85:2,12,15 88:10 89:20 91:12 93:16 110:6 112:9 114:16 129:9 130:16 134:4,5 137:7 153:16 173:24 177:14 188:24 189:1,8,12  leadership 83:10 88:19 110:2 136:14 137:1,13 151:23 152:9 181:17 182:14
key 100:13 166:13 193:4 kick 35:18 39:23		12:1,4 18:16 19:3 23:23 24:11 25:9 38:4 56:12	151:23 152:9
kicked 25:15 40:3,14,17 41:5 kid 164:6 kidding 64:20 kids 21:11	lack 25:18 41:19 153:25 154:1 184:12 lady 23:7 30:1,3 laid 73:4	57:23 106:19 115:23 117:13 155:21 188:24 189:5 192:14 late 66:5 162:3	leakage 52:12,13 leap 132:10,15 learn 75:22 158:21 159:18 161:14
25:14,20 27:4 32:11 35:8,9,10,12,19 36:9 38:6 40:7 41:16 42:16 58:15 63:24,25 64:9 65:20 83:19 88:11,12,18,25 90:1 114:13 123:8 132:11,12,17 136:5,9 144:24	Lakota 29:11 lamar 180:12 184:10 LaMar 180:14 land 20:22 21:3 137:15 178:20 land-based 142:9 178:20 lands 20:1 142:8,14,15	163:17  Laughter 50:25 51:23 64:22 67:8,11 103:12 110:22 112:24 114:22 134:24 167:18 173:17 184:9  launch 97:22  law 45:6 54:16 62:22 64:3,13	learned 95:9 learning 56:4,18 75:8 83:19 84:1,12 100:14 123:9 159:22 170:1 182:7 least 20:8 88:6 109:12 133:7 146:23 149:2 153:7 leave 38:19 39:1

	1 46		
92:2 134:16	lies 80:12	114:4,10 120:2	long-term 179:9
145:22 161:22 178:24	life 31:18 173:12	122:7 133:6	Lorton 56:19
	lifestyle 164:18	135:16 138:21,22	lose 17:2 182:10
Leavenworth 115:6	lifetime 20:15	142:11,19,20	losing 8:8
leaves 149:7	<b>lift</b> 130:5 168:24	150:10	<b>lost</b> 166:12
183:20	<b>lights</b> 164:9	160:10,15 181:24 187:14	<b>lot</b> 9:20 14:20
Leblanc 56:22	likely 105:2	little-to-no 60:23	19:23 30:24
leeway 144:8	limited 7:8	live 15:3 71:24	31:14 40:11,13 50:23 59:23 91:6
legacy 74:24	<b>limits</b> 47:12 48:21	163:5	93:6 99:2,11
legal 45:22 51:6	Lincoln 1:15	lived 165:14	101:16 110:1
62:20 64:11	line 9:4,5,8 19:8	lives 162:18	119:11,18
legally 26:12,23,24	26:10,15,17,18	living 6:23,25	122:25 131:19,23
27:21 33:22	27:4,7,8,9,13,19,	163:7	132:2,4 139:16
36:11	21 34:12 38:11 39:7 48:24 57:21	loaf 123:22,23	143:16 144:8
legislation 11:19 139:24	58:13 59:18	<b>lobby</b> 51:20,21	145:3 146:11 158:23,25
Leschi 56:19	60:2,7,16 61:11	lobbying 51:16	161:22 180:1,3
less 9:21 12:2 89:4	88:12,18 104:22 105:8 111:13	local 76:17 88:20	183:9 186:19
113:20 124:4	129:7 130:11	94:7,11 107:7	187:10
175:10	179:18	129:16 130:2	<b>loud</b> 103:22
let's 67:3 80:1	lines 118:19,24	136:24 147:6 174:1 176:12	love 44:1 175:25 176:25
103:9 137:25	link 85:3	179:13	
153:12 167:9	<b>links</b> 84:1	<b>locally</b> 94:5 147:20	low 97:11 98:22 120:9 123:7
letter 35:4,15,23 36:1,3,7,10	list 16:12 17:21	locate 62:3 169:5	lunch 64:19
49:6,7 81:11	18:8 56:2 62:2	<b>located</b> 15:4 19:8	69:8,14
letters 34:13,24	listed 7:19 67:19	81:24 96:23	
125:8	157:24	105:18,24	<u>M</u>
level 19:8,9 28:15	<b>listen</b> 143:17 186:5	location 1:14 190:19	ma'am 137:24 180:11 184:25
42:7 60:24 88:20,21,22 90:9	listeners 166:13	logically 119:6	macallister
93:6 109:19	<b>listening</b> 150:20 151:21 187:6	logistics 190:6	70:3,17 72:2
114:15		long 59:13 69:8	77:16,23 125:19
116:11,12,13,17 117:3 120:25	literary 100:4	74:21 78:4 93:8	128:3 131:6 132:23 134:17
121:22 129:16	literature 147:9	107:20 165:20	137:21,24
130:2 132:21	<b>little</b> 7:1 11:9,10 35:7 37:15 48:25	180:8 181:9	155:19 160:10
149:2 153:3	61:3,15 65:16	183:4,10 191:18	165:21 166:7 167:22 168:4
169:6 174:1 175:8,13 181:4	71:21 77:9 84:16	longer 60:17 113:24 125:17	167:22 168:4
184:19 189:13	87:8 88:14 91:3 93:9 99:5 100:9	158:15	175:18 180:9
License 1:17	109:23	longitudinal 117:3	184:25 186:8
194:23	113:8,12,24	119:1	188:15 192:13,21
			1,2.10,21

	Pag	C 21	
MacAllister 2:10 70:4 mail 57:22 mainstream 104:15 105:7 maintained 109:11,13 maintenance 61:1 major 80:17 84:3,19 97:19 101:17 106:22 109:3 110:8 111:9 112:17 122:23 123:14	Maricopa 61:14 Marilyn 185:1 Martha 48:10 65:6 66:14 Martine-Alonzo 22:14,15 32:15 38:16 64:21 massive 177:4 master 93:1 match 191:13 material 174:2 materials 125:13 math 80:7,8,25	176:12 177:19,21 179:24,25 183:10 186:8 194:14 <b>maybe</b> 17:10 30:10 65:3 68:9 110:20 117:24,25 138:9 142:20 145:1 147:9 170:5,8,10 171:11 172:18,25 179:13 183:8,17 184:10	means 38:14 63:25 85:4,22 86:9 91:12 106:8 110:12 117:10 123:13 134:21 189:25 meant 23:20 meanwhile 166:13 measurable 119:21,23 measure 87:22 91:7 99:9,15 100:1 102:14 103:25 104:7
177:14  majority 107:15 110:11 148:20 150:7  makers 68:13  manage 26:21 27:18 34:3,6,14 35:25 36:1,5,13	92:10 108:15,25 109:20 119:24 120:3 161:7 172:8 mathematical 100:4 mathematics 91:18	mayor 154:14 McGuillen 173:20 mckay 71:23 McKay 71:18,23 mcquillen 61:21 67:21 131:13 168:16 173:18 McQuillen 61:21	106:9,21 108:16 111:25 measurement 104:8 106:7 measures 92:17 107:17 measuring 84:22 119:20
61:7 129:24 132:17 141:5,16 176:16 <b>management</b> 45:23 53:4,5 60:5 61:10 82:3 158:3 174:10,12 176:15 <b>managers</b> 175:9	matter 29:3 30:20 60:14 62:5 85:18 88:17 89:19 102:19 103:4 137:13,14,15 Matthew 56:21 maximize 20:24 maximum 9:18 10:25	67:22 131:15 168:17 <b>meal</b> 164:1 <b>mean</b> 20:8 29:22 30:15 32:3 40:16,19 58:9,10 73:21 83:13 88:12 96:3 99:6,10 100:2	mechanism 39:14 84:22 mechanisms 39:15 178:19 media 113:17 meet 64:25 66:9 80:10 84:5 122:19 123:4 133:16 179:3
manages 27:10 managing 174:18 175:10 177:14 187:3 mandated 106:15 107:24,25 manipulating 156:22 manner 17:20 manually 27:12 March 56:12 marching 152:19	may 1:12 27:2,3 33:1 47:24 62:8,15 66:10 67:1 68:1,22,24 70:7 73:20,21 82:19,25 95:5,13 97:5 110:14,15 111:4,5 129:14 133:15,16 134:15 153:6 154:3 156:22 157:11,18,21 158:1,8 159:25 160:15 174:13	101:9,13 110:5 112:3 116:1,7,14,21 119:9 122:23 124:5 129:6 136:15,23 139:10 143:24,25 145:8,18 146:4,24 155:3 167:8 179:17 180:2 meaning 7:20 153:13	meeting 1:1 57:3 65:17 67:14 70:4,5 71:19 72:1,3,5 170:2 171:25 189:6 193:8 meetings 56:9 member 8:22 13:12 33:16 37:5 85:9 96:22 154:5 180:15 190:5 members 15:3 17:21 29:8 36:18

	1 ag		
56:2 58:19	<b>million</b> 11:9,10	145:21	19:21 22:14
114:18 162:24	12:23 41:21 42:7	models 96:2	24:15 61:3
184:7	60:5 87:16 133:4	moderators	65:1,12
memo 18:15 72:16	141:17	190:15	mostly 47:17
memorandum 3:6	mills 162:4		58:12 92:13
75:6 77:5 138:19	mind 45:2 50:4	mom 163:24 164:12	mother 74:16,22
149:11	60:10,11,18,20		<b>MOU</b> 4:17 62:11
mention 39:25	63:24 75:24 87:7	moment 125:25	72:13,16,20
68:1	93:9 103:18	138:21 150:9	73:13 89:13
mentioned 56:4	109:22 113:19	<b>Monday</b> 112:12	128:7 137:5
57:14 61:2 80:24	153:14	money 17:14	138:14
95:16 114:25	161:20,25	26:14,17,21,25	139:14,20,21,22
141:22 145:8	minds 117:21	27:6,11 31:2,7	141:19,23
165:11 181:13	mine 37:2 131:14	33:4,19,20 34:18	152:18 160:14
186:1		35:1,3,7,19	168:19 169:13
	minimum 8:21	36:8,9,13	172:24 189:24
message 187:5	9:17 10:6 33:2 86:10 149:2	38:7,21 40:7	MOUs 175:5
met 45:25 54:25		41:17 42:2 89:10	<b>mouth</b> 107:11
55:25 56:11 66:11 74:17	Minneapolis	101:16 129:7,9 133:6 146:1	move 10:15
161:15 171:5	104:19,22	181:2	11:14,20
	Minnesota 68:25		70:5,7,23
methodology	104:23,24 105:4	money's 139:14	71:2,22 75:17
97:13	minority 38:2	monies 5:2	87:2 92:15 95:18
<b>Mexico</b> 39:7 82:1	minute 62:17	6:3,12,15,16	101:2
104:19,20 105:5	169:19	11:4,14,21 15:21	102:8,9,22,23
110:17		21:22,24,25	103:24 111:9
mic 26:8 77:21	minutes 160:12 163:15 166:3	22:9,12 27:16	119:16 123:8
96:17		28:25 32:23,24	124:2 128:3
Michigan 178:25	mirrors 14:21	39:11,16 51:4	130:8 131:8
	missed 44:9	141:8	149:22 153:12
microphone 13:8	missing 180:5	Monique	173:4
mid-'80s 10:5	S	71:18,20,23	moved 6:11,16
middle 120:11	mission 147:22 185:22	193:2	60:16
mid-June 122:25	missions 20:2	monitoring 46:13	movement 82:18
midst 136:16	182:7	monitors 52:6	moves 71:17
mike 48:8 50:20	Mississippi	Montana 40:1	<b>moving</b> 91:20
137:25 166:18	117:12,15	74:5 81:10	100:9 111:18
167:5,11	117.12,13	148:23,25	116:6 145:21
mikes 165:25	<b>Missouri</b> 14:13,16	<b>month</b> 79:3	160:16
	, in the second	months 41:21 62:2	<b>muddies</b> 143:13
miles 96:23 162:15	MOA 67:15	74:4 151:25	multiple 107:17
milestone 84:3	mobility 157:1 182:22	Moore 72:9	multiply 10:3
military 142:13		176:18	12:14
172:10	<b>model</b> 84:17 102:23 144:12	morning	myself 32:7 35:14
mill 162:8	102.23 144.12	4:3,5,8,10,13,24	mysen 52./ 55.14

	1 46		
	187:10	45:13,18	8:9,19,23 10:24
N	natural 92:15	non-construction	11:2,12,18,24
<b>NACIE</b> 181:19	176:15 177:3,13	3:5 44:14	12:5,21 13:2
N-a-e-p 159:4	178:6,22	none 15:6 118:13	16:22 18:10
<b>NAEP</b> 159:3,14,16	naturally 174:22	126:12 144:10	19:2,12 44:7
N-A-E-P 159:5	l	153:18 163:17	46:6,14,24 47:9,21 50:9
	nauseam 125:1	165:13 171:15	52:15 53:11,21
name's 70:4 138:6	Navajo 4:4 32:16	non-federal 51:19	54:4,11 55:13,23
160:22,24	39:16 48:11 56:6,21 62:25	non-indian 58:14	56:16 57:6,10,19
Nancy 22:14 32:15	63:6,7,14 110:19	167:8	79:16 80:9 81:15
38:16	119:4		82:9 83:2 84:6
NAPE 158:20	147:13,15,16	nonprofit 33:9	95:17 100:11
narrows 82:14	necessarily 27:9	nontraditional	101:6,19 103:13 106:17 108:7
Nashville 69:1	52:8 59:9 109:6	113:15	121:3 122:22
NASIS 63:1	131:14 157:10	<b>noon</b> 66:18	125:5
	158:9 173:1	nor 194:11	<b>Obama's</b> 47:18
nation 56:6,21 62:25 63:6,8,14	185:23	norm 119:10,12,14	72:23 181:23
118:2 160:6	negatively 58:13	normal 141:20	objectives
185:3	neglected 105:19	normalize 120:8	119:21,23 143:9
national 9:16,25	negotiated 81:19	normally 7:1	obviously 48:25
12:1 42:7 47:25	86:1 102:2,4	norms 123:7	occurred 158:16
54:7 88:22 93:22	106:16		occurring 60:23
94:4 96:25 98:7 112:10	negotiating 105:13	north 86:10 96:23 107:5,14,24	S
119:10,12,13	negotiation 126:15	107.5,14,24	o'clock 69:7,8
123:7 124:20	neighborhood	northern 40:2	October 21:20
129:19 130:3	76:10	61:13 68:22	39:21 41:18 42:21
137:1,19 152:11	Nevada 36:25	131:16 162:3	
159:3,5 160:8	92:11	168:17 174:15	offense 67:10
163:2 181:4,8,19	News 128:10	<b>nothing</b> 41:14 68:9	offer 59:1 61:23
national-parks- or-fisheries	<b>NIA</b> 181:6	nothing's 140:2	179:14,18 187:23
177:10	nice 37:5,12 111:8	notice 24:20,21	offered 37:21
nations 58:8	119:1 128:7	66:8 163:1	80:23 187:21
	159:14	noticed 170:5	
nationwide 14:22 82:13	night 32:18		<b>offering</b> 79:22 176:21,22
native 38:2 63:2	nineties 162:4	notification 24:18 25:7	170.21,22
89:22	nobody 32:5	notify 18:14,22	offers 82:7
112:4,13,20	154:11,14 163:4	• ,	office 1:4 2:11
126:9 129:8	182:23	numerous 189:18	5:21 7:15
134:13 135:25	nodding 167:14	0	9:5,6,7,8 18:15
136:6 141:12	Nods 138:12	O&B 158:11	19:6,8
149:17 160:7 161:22 162:6,20	Noli 87:18		26:10,15,18
186:15,17,21		O&M 60:25	27:4,7,10,13,19, 21 39:7 47:19
	noncompliances	<b>o0o</b> 7:2,9,12,25	21 39:/ 4/:19

	ı ag		
57:21 59:18	35:9,10 105:2,18	165:4 170:1,23	ours 55:7 61:8,10
60:7,8,12,16	121:8 159:10	174:6 175:3,8	79:24 109:7
74:15 76:8 98:5	161:23 182:18	174.0 173.3,8	
158:3 160:8		,	ourselves 36:6
158:3 160:8	183:6	180:6 181:3	103:15 154:19
officer 34:12 38:11	one's 27:4	189:22	155:7 168:24
162:17	angaing 00:0	191:18,22,24	<b>outcome</b> 194:12
- <b>fc</b> 0.4 50.10	ongoing 98:9	192:1,11	outcome 194.12
officers 9:4 59:19	on-line 180:22	opposed 143:9	outcomes 82:13,15
60:2 111:13	185:25	157:15	90:2 130:12
offices 27:8 61:11	on-time 113:21		145:6
official 70:24		opposite 35:25	autlina 72.17
	open 19:20 57:25	opposition 187:2	outline 73:17
160:19	59:8 134:16	* *	outlines 97:19
officially 133:17	149:8 159:25	oppression 187:16	141:23
	165:24 167:8	<b>option</b> 15:18 16:9	
officials 47:2 55:1	189:2 190:19	38:23	outside 44:12
70:24 89:6	192:4	5 5 1 2 5	163:6
137:22 160:19		<b>options</b> 13:4 15:19	overall 94:2 95:25
<b>Oh</b> 17:1 50:20	open-door 62:21	38:7 95:23	108:14
51:22 56:15	<b>opening</b> 3:3,4,8,9	order 48:1 72:24	
87:11 103:11,21	70:19 130:9	73:8 115:16	over-count 16:16
155:21 157:6	137:4	119:25 120:6	overdue 80:19
		121:1 130:15	arranhaad (.1.44.2
okay 5:9,25	operate 28:13		overhead 6:1 44:2
13:11,24 14:4	36:16	148:12 152:18	77:25
17:1,4 23:4,7	operated 8:15	157:22	over-sample
24:13 43:12	135:7 141:1	181:5,7,10,18,23	160:5,9
48:7,23 50:12		190:12	ŕ
51:12,19 52:16	operating 11:16	orders 52:20,24	overseeing 8:7
58:3 61:12 67:2	185:9	53:6 152:19	oversees 61:5
69:5 79:12 85:6	operation 21:21	181:22	157:9
90:23 96:21	28:9,18,22		arrawai ah 4 27.17
106:18 113:2		org 67:18	oversight 37:17
	36:18,23 61:1	organization	46:12
119:16 135:10	145:25	33:9,10 47:8	overview 19:16
139:8 141:14	operations 85:5	48:16,17 71:5	ovomuholmina
155:19	178:22	154:20	overwhelming
160:10,17 166:7	oninion 20.0 25.22		129:22
168:10 191:8	opinion 30:8 35:23	organizational	
Oklahoma	103:5	47:3 153:10	<u> </u>
15:2,4,5,7 22:4	opportunities 82:7	original 105:16	<b>p.m</b> 70:2 166:4,6
28:8	130:9,13 134:14	J	193:8
	170:13 171:20	originally 71:24	
Oklahoma's	170:13 171:20	72:18	pack 69:3
127:20	176:4 177:20	Orleans 136:3	package 125:20
<b>old</b> 52:4,6 106:4	178:9 182:1	176:3	128:10 192:13
143:19 180:24			193:1,3,4
	opportunity 70:10	others 28:1 53:20	
OMB 55:17	78:17 87:1 91:1	80:7 131:2	packed 69:4
one-fourth 8:21,22	135:23 136:8	148:16 181:16	packet 44:12
29:7	144:1 155:10	190:21	78:20
	159:20 160:5,14		
ones 29:18 30:18	162:21 163:21	Otherwise 153:1	packets 77:17
	104,41102,41		

	rag	e 31	
page 3:1 78:25 128:11 pages 127:21 paid 189:13 paint 52:4 53:19 Paiute 13:12 36:25 169:23 180:15 184:3 panel 188:17 Pano 1:14 paper 76:4	particulars 90:15  parties 18:17	112:20 117:4 136:21 139:16 143:6,16 152:21 153:2 154:7 158:24 162:11 163:4 165:16 166:9 170:9,18,20 177:5 178:2 183:18 190:24 191:10 192:17 per 10:1,13 20:24 21:1 86:13 108:17 184:5,7	107:2 117:16 120:20,23 135:21 peripheral 141:11 permanent 7:14 145:16 permission 6:10 63:12 64:12 person 7:16,22 19:11 71:5 74:3 157:9 174:25 182:3 190:6 194:5
papers 46:11	<b>part-time</b> 174:23,24	percent	personal 47:3,4
paperwork 22:6	pass 145:8	12:8,9,10,11,12	personnel 50:2
par 59:21	passed 141:5	21:18 76:10,12 81:1,2 89:21	perspective 45:4
paragraph 128:11 parent 8:5 31:5	passionate 125:17	94:3,6,8,24	72:19 77:7
116:8,21	passions 135:15	95:16,24,25	88:19,20 89:4 130:6 136:15
parents 62:18,20 63:11,12	past 12:17 145:2,23 183:8	97:10,24 98:22 108:13 109:12,14	130:0 130:13 142:19 170:12 179:11
64:4,14,18 74:17	<b>path</b> 189:8	121:15	pertain 173:1
81:6 116:13 164:17 171:22	<b>paths</b> 76:3	132:12,13,14 135:25 138:9	pertaining 7:24
172:13 187:4	patrolling 38:5	147:5,20	44:1
188:9	patterns 158:8	149:2,5,7 162:2	Peters 1:16 194:2,7,21
park 112:11 178:7	<b>Patty</b> 56:21	168:21 173:23 178:1	Ph.D 2:4,5
parochial 20:2	pave 102:24	percentage 146:6	phenomenal
<b>participants</b> 13:8 15:23 16:10	pay 42:2,3,13,16	Perfect 165:23	107:18 118:9
participation	101:3 122:2 179:17 184:6	perform 92:3	155:16
109:10 120:4	188:2	performance	philosophical
188:23	<b>paying</b> 179:20	65:24 78:4 95:21	143:23
particular 8:18	payroll 43:3	108:1 123:7,13	<b>Phoenix</b> 64:25 65:4
9:5,17,19 10:4 13:1 14:18,22	peer 105:12	performed 7:21	phone 57:22
16:16 21:23 25:3	126:13,14	<b>performing</b> 102:14 109:19	<b>Picayune</b> 96:19,22
28:12,24 36:20	<b>Peggy</b> 56:22	120:10,22	138:7
48:15 87:4 90:6 104:5 114:5	penalty 81:3	121:6,7	picked 93:23
115:19 134:6,15	people 7:18 30:15	perhaps 73:19	167:12,14
137:10 156:24	32:9 37:21 42:15 49:21 56:6,7	104:12 138:9 144:24 176:25	picking 96:20
particularly	70:6 71:21 77:8	179:14	picture 47:18
22:1,3 45:3 85:13 88:1 111:5	100:9 101:2 103:22 110:13	<b>period</b> 7:6 62:22	<b>piece</b> 4:19 34:9 39:10 43:15,24

	Pag	e 32	
61:8 65:13 93:11	92:11 131:20	106:13 131:11	97:12
130:2 156:7	162:25 164:22	157:9,10,17	prescribed 47:25
177:3	pocket 154:8	158:9	presence 89:13
piecemeal 40:24	pockets 30:22 31:7	positions 47:2,7	present 2:9 23:17
pieces 181:24	point 12:18 22:25	positive 190:2	43:24 56:6 57:2
Pierre 40:12	25:17 34:25	possibilities	59:13 182:1
56:4,17	47:18 62:1 71:14	158:18	presentation 3:9
pig 131:22	72:3 74:10 77:20 90:6 97:1 104:10	possibility 17:18	4:6 6:1 44:2
<b>pilot</b> 133:5,6,18	107:23 108:24	23:5 24:5 33:22	70:16 72:6 77:25
191:24	111:19 119:9	38:21 68:3 143:21 159:21	84:25 131:7,22 132:16,20 151:5
Pine 43:24 44:4	125:22 135:9		173:22
56:25 60:14	142:16 146:22	<b>possible</b> 4:18 6:22 12:15 16:5 17:11	presentations
pissing 41:11	160:10 190:6	33:23 75:15,25	70:19
<b>Pit</b> 180:14 184:2	points 105:13	117:18 169:2	<b>presented</b> 6:2 44:3
<b>places</b> 171:8	107:17 193:4	possibly 23:24	78:1 116:11
plan 66:12 68:4	<b>police</b> 162:17	24:4 102:7	131:4 174:5
94:8 122:25	<b>policies</b> 44:24 45:9	post 87:15	presenting 70:22
plane 64:23	50:2	posted 13:22 52:21	90:7 193:2
-	policy 48:1 51:25	-	Preservation 54:8
<b>planet</b> 145:10	80:18 86:2 89:3	post-secondary 175:23 176:5	president 17:8
planned 60:19	90:14 101:25 144:14 152:11	178:15	19:22 30:2 32:17
94:3		pot 27:10	39:20 47:18 58:4
planning 45:23 179:10	<b>political</b> 47:12 48:14,19 49:5	poverty 168:25	72:23,25 89:15
	51:3 153:16	- '	130:15 153:19
<b>plans</b> 137:10	154:10,18	<b>power</b> 64:17	154:5,11 163:2 176:19 181:4,6,7
plan's 53:13	<b>politics</b> 50:13,16	<b>PowerPoint</b> 44:14	189:3
platform 152:20	pool 142:3	58:6 78:19 79:8,17 101:5	presidents 181:25
play 10:15 39:22	poor 100:22,23	ĺ	presume 186:23
127:1 149:14	<del>*</del>	practice 163:14	•
187:13	populated 126:9	<b>practices</b> 130:3 183:16	<b>pretty</b> 47:5 48:9 104:14 139:25
players 166:8	population 12:7		
playing 136:19	14:20,22 22:17 23:13 25:12	prayer 3:3	prevent 53:9
please 48:6 59:11	89:22 107:12	pre- <b>'95</b> 5:19	prevention 32:23
71:3,12,16 96:15	110:10 112:5,14	predict 191:12	previous 9:1 22:23
127:12 191:25	143:18	prejudice 40:20	23:3,20 26:13 114:4
192:17,19	populations 14:12	prepare 100:17	
pleased 72:25	15:9 98:1	145:7	previously 8:12,13
189:14	126:4,5 160:7	prepared 90:14	<b>price</b> 101:3
pleasure 5:12 169:25	<b>portions</b> 141:23,24	96:6 100:15,16	primarily 76:15
	position	103:16 144:7	78:6,14 80:5 148:6
plug 136:14 137:1	7:14,16,19 13:9	preparedness 92:1	
plus 33:3 42:6	19:4,6,7,9 21:6	preparing 84:2	primary 4:25

	Pag		
108:11	119:15 126:25	proficient 108:25	159:6 160:11
principal 47:13	145:6 146:17	profit 184:5	progressed 62:8
62:6 63:19	157:1 158:2	program 5:17	172:6
100:22,23 132:3	185:17,24 187:8	1 0	nrogressing 121.0
153:21	<b>problems</b> 21:11,14	7:1,19,24 8:2,7	progressing 121:8
principals 100:21	28:8 55:12 71:12	10:11 11:6,16 12:24 13:1 15:15	progression 92:15
• •	80:20 83:22	20:24 21:5,19,23	120:24,25
principle	97:20 110:8	22:2,6,7,8,10	progressive 82:18
83:5,7,9,11,13,2	135:12 136:7	27:10,18	149:23
0 91:15 95:18	146:12 153:24	28:18,22,24 29:3	prohibit 47:1
101:7	154:17 155:4	30:13 33:5	115:9
principles 83:3	procedure 49:3	36:16,19,20,23	
92:13 111:13	-	42:15,17,19	<b>project</b> 53:3 95:8
printout 62:12	procedures 54:15	45:24 53:4	132:1 133:5,18
*	<b>PROCEEDINGS</b>	57:9,18 60:5	185:2 186:3
prior 22:20 23:8	4:1	61:10 74:10	187:1 191:24
priorities 76:20	process 7:15 22:1	76:23 95:13	projected 12:22
161:21 184:16	28:10 33:12	141:4,9 168:3	promised 57:20
priority 6:18	49:1,6,9 50:3	176:3,13,21,25	173:16
11:6,8,23 22:7	54:22 55:3,5	177:6,21 179:20	
121:9,12	58:25 59:2	180:16	promoting 155:5
122:3,21 141:8	64:15,17 65:10	183:1,5,19,20	<b>proper</b> 45:23
,	73:15	186:17 187:19	46:16 164:15
privacy	75:2,6,9,16 76:8	188:3	properly 54:19
62:16,18,19	77:3 80:22		
115:4	103:19 111:12	<b>programming</b> 140:8 149:17	proportion 126:8
private 8:12,13	116:4		150:1
18:12 157:3	126:2,14,15,24	programs 3:5	proposal 27:5
privy 141:20	127:3,10,17	6:22,23 8:18	73:18 102:22
	128:1 133:8	21:15,16 28:13	105:14 135:8
proactive 116:23	135:1 136:12,18	43:21 44:15 52:2	proposals 134:6
probably 19:5,6	137:4 143:10,15	64:6	
29:8,16 49:25	145:11 148:4	76:8,14,16,18,20	<b>propose</b> 153:6
58:12 63:3 74:8	149:10 150:3	77:12 114:9,15	158:5
76:9 78:12 89:4	157:9 179:6,8	129:12 135:6,22	proposed 45:9
135:24 136:6	processed 181:12	136:17 141:23	73:11 104:17
144:4 146:5	-	154:6 155:6	128:13 153:1
149:22 151:12	processes 37:24	165:7 169:1	proposing 88:8
158:15 159:12	74:21	174:7,9,10	103:3 104:15,21
161:23 170:2	produce 77:6	175:10	153:11,12
176:10 178:13	professional	176:22,23 179:16	prostitute 40:6
180:5 183:6	76:24,25 124:12	1/9:16	•
186:15 191:16	194:4	183:22,24 184:15 192:1	prostitution 40:6
problem 20:18			protected 64:18
21:15,17 30:12	<b>proficiency</b> 95:24 96:1 104:6	progress 61:24	protection 52:19
40:25 80:12,17	105:25 108:24	62:10 86:5,9,23	53:14 54:14
82:4 84:19 96:3	109:2,15,21	91:7,13 92:17	75:14
97:20 98:2	111:15	106:3,21 108:14	
113:12 115:8	111,13	109:17 121:19	protects 62:18

	Pag		
<b>proud</b> 93:12	132:7,8,13,14,18	quarter 29:21,24	
188:7,13	133:13 134:25	101:15	R
provide 19:15	135:24 138:10	queries 158:22	racist 182:8,9
26:22 27:1 28:7	141:2,6,10,13	•	raise 79:15 82:20
34:19 38:20	142:7 144:3,14	question 7:23	166:17
55:1,4 59:4	150:22 157:3	13:3,7 14:5	
64:10 68:19	159:11 160:6	15:16 17:9	raised 61:14
70:24 84:13	165:25 167:2	24:7,14 29:19 48:3 50:10 51:15	Ramah 4:4 22:15
101:1 122:17	168:21 169:15	60:3 61:23 62:14	32:15,18 48:10
154:6 170:12	170:24,25 175:9	67:22 96:11,24	65:6 66:14
172:19	publicizing 125:8	99:8 110:17	ran 9:10,20
provided 45:24	publicly 116:22	111:2	rancheria 24:16
60:9 71:9	published 140:3	112:3,8,20,23	34:22 96:19,22
provider 39:18	publishes 139:11	114:24 116:8	138:7 180:15
provides 24:8	pull 96:17 154:8	131:9,14 132:24 135:1 143:23,24	184:3
162:23	_	144:25 145:16	<b>random</b> 117:17
providing 38:12	pulled 123:5	151:23 154:19	range 120:12
137:16 152:2	184:17 189:17	155:21	121:5 147:16
170:20	punishing 124:5	157:10,17,18,23	rare 191:25
provision 28:5	punitive 85:24	167:5,15 178:12	rate 96:7,12,24,25
79:24 81:19	124:4	180:1,7 186:11	97:24
provisions 47:11	purple 79:21	questioning 111:3	98:12,13,22,24
82:24 138:16	purpose 44:6 47:3	questions 43:5	99:1 106:1
	75:15 92:7 128:7	57:25 71:12	109:10 113:7,17
prudently 33:15		79:14 90:7,8	114:1 120:4
<b>public</b> 3:10 5:3	<b>purposes</b> 46:13 107:16,21 147:6	92:25 110:9,14	157:14,16,22
8:11 9:15,16	·	111:6,16,22	rates 95:24 98:20
10:11,16,18	pursuant 47:25	114:21 125:9	113:4,18
11:10 15:21	<b>pursue</b> 165:5,6	129:20 131:7	119:24,25 120:4
18:7,11,19 20:6,10 21:20,23	<b>pushed</b> 106:18	137:21,23	129:3 157:11
22:2,5,11,12	_	140:18 147:7	178:2
25:14 28:14,25	puts 20:23	152:24,25 153:8	rather 21:9 31:3,6
36:14,21	<b>putting</b> 54:1 59:21	154:21 155:7,19 166:10 168:13	34:17,20 62:11
37:1,8,17,20	103:5 178:23	169:20 173:15	81:25 83:15
38:3 39:8 40:3	188:20 189:8	175:19 180:9	153:13 162:1
53:15 54:16 62:1	192:5	188:15	<b>Ray</b> 56:19
63:18,20,22		quick 19:16 43:6	reach 31:6
64:2,8 70:25	Q Q	131:7 161:17	120:17,20 149:4
74:13,15 75:8,20	<b>Q&amp;A</b> 3:9	173:21 175:22	154:8,12 171:23
76:13 80:17	qualification		reading 80:6,7,25
86:6,7,23	134:5	quickly 100:23	91:19 92:12
89:11,16,23	quality 82:14	quite 45:12 97:3	108:15 109:1,20
96:14 103:6	115:2 156:21	121:17 144:13	119:24 120:3
106:11 113:17 114:8,14,19	quantify 97:9,12	162:18 179:16	161:8 172:7
116:11 128:24	99:13	191:18	ready 76:1
129:7,10 131:3,8	,,,,,		83:23,24 92:2
127.1,10 131.3,0			05.45,44 74.4

	1 450		
96:8,9 99:6,18	receive 11:15 26:9	red 161:2,12	48:5,12
100:1,2 122:6	29:5 32:23	redistributed	region 28:1 37:19
real 21:8 119:17	141:21 188:2	33:21 34:21	97:7 119:3
175:22 178:5	received 24:18	redistribution	176:13 179:24
realize 114:2	25:6 28:16	34:10 67:24	regional 130:3
realizing 187:6	104:17	<b>Redman</b> 176:19	regionally 97:3
	receiving 84:18		e •
really 5:7,8 22:25	89:24 118:14	redraft 72:19	<b>Register</b> 24:20
29:15 32:24 37:5 40:9	recent 21:17 74:3	reduced 83:11	66:9 133:15 191:25
41:9,10,15,18	176:12	reduction 60:6	
42:3 58:21 72:16	recently 45:12	reductions 174:8	Registered 194:3
79:9,17 81:8	54:25 55:24,25	reemphasizing	regrouping 166:7
82:4 84:8 85:20	59:24 74:14	45:8	regularly 45:12
88:12,17,23 89:2	127:19	refer 63:10	regulation 27:9,24
97:7,16 99:17	recess 43:10 166:5		63:5
100:3 103:20 105:7 106:13	recipients 13:5	reference 48:24	regulations 8:20
107:22 111:1	18:21	references 55:21	28:12 31:14,18
112:19 113:3	recognition 83:8	referring 21:15	41:24 45:8,18
114:8 115:1,11	84:18	23:7	53:7,18 55:10
118:6,14,17	recognize 17:25	refers 138:14	57:9,14,18
119:8 128:6,12	101:12 122:2	reflected 14:12	58:10,11,16,18 77:10 102:3
131:1 137:3,4	126:23 144:25	123:6	123:9 164:2
139:23,24 140:21,25	recognized 37:4	reflective 123:12	reimbursements
141:18	121:22,24	reflects 145:3	25:22
143:12,13	190:11		
154:16 155:14	recognizing 88:4	<b>reform</b> 78:8,10 80:19 82:12	reinvigorated 181:19
157:8,17 165:3	recommend 36:17	124:18,20	
169:13,16 171:2	recommendations	129:16	relate 85:1 87:9 88:7 90:4,20
180:24 183:15 184:18 186:5,6	126:15	reforms 104:4	99:18
190:9 191:1,20	reconvene 69:5	129:2	related 46:12
192:24 193:5		refuse 27:16	
realm 161:16	record 43:9,11 51:21 69:13 70:2		<b>relates</b> 90:16 94:24 128:16
reason 21:4 162:7	71:9 96:14	refused 81:11	
	166:4,6 167:10	refusing 35:3	relation 89:12
reasons 75:13	168:4	36:3,4,8	119:12
reauthorization	recorded 71:1	regard 73:19 85:4	relationship 72:20
57:16 80:4,21	167:13	88:4,11 109:23	73:4,8,10 137:5 169:9
82:23,25 94:21 144:4,15	records 46:11	136:23	
,	62:22 63:9 71:6	regarding 33:25	relationships 129:24 130:1
reauthorization's	131:12	45:20 48:13 67:15	
143:25	recount 67:24		relay 187:5
reauthorize 168:2	recruitment	regardless 25:17	release 64:4 98:10
reauthorized	128:23	regards 8:24 25:24	128:11
82:25	120.23	34:24 39:21	relevant 110:14

	Pag	e 30	
111:23	26:16,17	requiring 113:4	90:3
147:9,12,23 167:7	represent 34:6	res 38:5 41:3	responsibility
rely 146:2	120:9,10	rescinds 28:6	130:14,16 155:8 171:17
remarks 3:4,9,10	representation 146:20	research 82:15,16	responsible 33:14
remedial 92:4	representative	83:21 100:12,22 researchers	45:17 46:19
161:7	170:6	158:21	116:2
remember 31:21	representatives	reservation 20:22	rest 42:22 73:16 85:7 89:22 99:24
58:1 60:4 75:17 85:25 86:3	56:1,5 57:2 65:22	38:4 58:9 110:19	restore 168:2
137:25 138:2	represented 56:3	135:11 136:8 142:15 179:5	result 72:23 86:21
167:6,13	58:2 152:16	reservation-based	results 26:14
remembered	representing 34:5	132:3	102:4,17
56:19	148:8	reservations 19:24	156:11,17
remind 39:24 59:5	reprimand 49:8	20:13 133:13	resurface 166:8
reminded 47:16	reprogram	reserve 20:23	resurgence 180:23
reminder 77:16 125:20 131:10	6:6,7,9,10 10:22	reserved 94:6	retire 178:4
reminding 71:2	reprogrammed 6:20	resided 5:20	retirement 178:1
remote 186:2	request 34:23 35:2	resident 162:17	returns 28:6
removal 186:25	36:20	resolution 28:23	reverse 35:25
removing 47:18	78:13,14,18,22 148:10	36:19 167:24 168:6,10	review 111:16
renewal 139:9	requested 68:17	resolutions 34:5	126:14 127:9 176:21
repeat 167:21	requesting 36:1	resolve 26:12	reviewers 105:12
replaced 163:19	62:6 78:15	189:18	reviewing 57:4
replicate 105:22	167:25	resolved 26:23	reviews 75:3 126:2
106:2,13 155:18	requests 129:23	RESORT 1:14	revise 55:25
report 7:3,7 9:2	require 55:21	resource 177:3,13	revisions 43:18
12:4 15:24 25:1,24 118:21	87:15 192:3	178:7,21,22	reward 121:6,11
155:23	required 43:22 55:15 80:10	resources 124:11 130:9 163:22	122:1
156:16,24	86:11 109:12	174:16,17,18,20,	<b>Ridge</b> 56:25
reported 1:16 16:3	113:7 126:13 158:12 182:6	21	rights 49:2 115:4
157:11 194:6	requirement 8:21	175:14,15,16,24 176:15 177:15	<b>rigorous</b> 80:11,14
<b>Reporter</b> 1:17 194:1,3,4,7,22	55:15	185:2	rise 165:11
Reporter's 3:12	requirements 8:22	respect 118:2	River 40:1 51:13
reporting 83:16	45:5,6,11	respectful 183:12	59:15 65:1 162:15 167:19
101:11 117:8	57:8,13 80:16 123:5 158:6	respective 18:17	176:3 180:14
118:15 157:18 158:12,13	requires 43:16	respects 145:11	184:2 186:25
reports 11:21	158:4	responsibilities 28:11 49:2 85:4	Riverside 87:18 89:5

Γ	ı ag		
road 87:20	Sac 14:14	10:11,18 12:17	9,25 159:11
roads 184:22	Sacramento	20:6,10,19	161:23 164:24
	26:10,11,15	22:11,12,21	165:1,5
Robert 56:24	27:16 34:18	23:4,10,12,14,21	167:20,24,25
rocks 115:6	38:12 180:17	24:4 25:15	170:24 171:1
role 149:14	safe 54:18	27:3,11,22	172:10,15
roles 181:1		28:14,24 30:23	175:9,24 176:5 178:14 183:2,9
	safeguards 47:1	31:23 32:1,18 35:11 36:21	186:14,16,20,22
roll 42:11 156:16	safety 47:24	37:1,3 38:5,6	187:7,11
rolled 14:16	53:15,23 55:8	39:17	ŕ
rolled-up 193:3	Salazar 153:9	40:2,3,12,20	school-age 14:19
rolling 86:18	189:7	41:2,6,13	schools 5:2,3 7:22
room 191:11	<b>Salish</b> 74:5,16	42:23,24 43:23	8:11,12,13,15
	Salon 1:14	44:21 45:14	9:1,17 10:16
rotating 159:7		46:2,3,10 47:8	11:11 15:19,22
rough 99:15	sample 146:14,23	51:14 55:20	18:7,12,19 20:2,4,11,12
roughly 12:23	<b>San</b> 61:13	56:23,24	21:20,23 22:2,5
121:15 122:8	sat 74:7 87:22	58:2,15,19	23:9,14,25
round 17:6	satisfactory 121:7	59:10,16 60:24 62:3,5,8 63:19	25:13,14,15
126:3,7,10		64:2 65:1	26:22 28:25 31:1
	Sauk-Suiattle	74:9,11,12,23,24	36:15 37:8,17,20
rounds 126:20	85:10	75:20 76:13,19	38:3,22 39:8
roundtables	save 114:20	80:5 81:24 84:2	40:4,5,6,18,25
190:18	135:21	85:16	43:17,21
route 116:7 148:18	saw 5:11 152:5	86:5,7,12,15	44:17,18,25
<b>RPR</b> 194:21	scale 91:10 113:15	87:18 88:20	45:1,10,12 46:18
rule-making 81:20	120:8	89:11 91:7	52:2 53:8 54:19 55:2,19 56:4
86:1 102:2,4	scale's 120:11	92:2,20 94:12	58:9 62:1
106:16		98:24 100:23,24 103:17 105:3	63:7,14,18,20,23
	scenario 136:11 137:17	103:17 105:3	64:8 65:20 75:21
rules 55:10 58:14 107:14,24		107.3 108.2,3,21	76:9 77:11
ĺ	scenarios 114:11	114:14,19	81:5,24
run 10:12 30:17	152:15 179:1	116:12,19	84:9,12,13,17
89:6,10 100:23 120:11 124:13	scenes 190:10	118:21 119:25	85:24
131:1 178:17	schedule 66:19,22	120:5,9,10,19	86:6,14,19,22,23
185:11	67:1,13 68:21	121:6	,24 87:16,17
	159:8	124:2,19,21	89:5,7,9,10,23 90:16 93:7 95:22
runaway 74:24	scheduled 66:5,6	128:24,25	101:10
running 24:1	67:13 190:21	129:10,15	102:13,19
30:2,13 70:8	scheme 94:2	132:3,8,18 134:6,15 135:2	105:18,24
100:13 122:7 125:22		134.6,13 133.2	106:23 107:9
	scholarship 6:12,14 42:14	141:6,10,13	109:12 113:14
Russell 134:19	,	142:10	117:11,12,14,15
161:18 175:21	scholarships 5:20	150:23,24	118:2,4,8,13,14,
	28:11 141:7	153:22 154:21	18,23,24
S	school 9:15	157:7,15,17,18,1	119:3,4,5,14,23

	1 ag	-	
120:13,16,21	secondary 92:1	self-sufficiency	session 18:16
	174:13	169:1 170:15	66:16 70:1 193:3
121:4,7,10,11,12	1/4:13	169:1 1/0:15	
,13,16,19,25	secretary 1:4 2:8	semester 161:24	sessions 24:24
122:2,5,20	17:7 62:5	Senate 11:13,20	66:20 67:12
123:10,16	80:15,22 104:4	Senate 11.13,20	193:6
124:6,7 126:5	153:9 189:7	senator 154:13	
127:24,25 129:8		send 19:15 31:7	set-aside
132:7,10,13,15	secretary's 13:20	34:24 35:15 41:3	139:4,6,13,18
133:13 134:1	14:1	55:5	140:4
135:1,3,6,8,23,2	section 19:25	33.3	sets 122:14
4 136:19 138:10	102:6 131:8	sending 102:1	
141:1,3,5 142:7		125:7	setting 190:8
143:1 144:11	seeing 4:18 98:21	senior 98:18	seven 32:21,23
148:6,10 150:22	149:12,20	113:10	38:5
156:22 157:3,4,5	156:25 174:10		seventh 182:21
158:8 159:10,13	179:13 182:20	sense 27:23 51:16	
	191:5,16	68:7 105:4	several 9:22 13:4
160:6,9 163:12	seeking 7:5 44:16	114:16 120:12	15:8 18:22 22:1
168:21 169:15	<u> </u>	134:7 175:7	33:11 60:4 73:6
170:25 171:7	seem 40:17 92:10		125:9 183:1,4
school's 85:22	seemed 22:24	sensitive 111:7,22	, ,
86:12 107:1	•	149:4	<b>SF-424B</b> 3:5
117:9	seems 21:8 97:11	sent 18:17 20:3	shape 152:15
	142:19 143:6,15	81:11 170:7	share 28:3 59:11
Schools 121:19	seen 20:16 31:1	ganamata 144:7	63:21 75:8 115:1
184:13	108:3 130:25	separate 144:7	
science 91:22	169:10 180:24	September 41:17	134:11 171:14
score 99:20 100:6	191:11,17	series 70:19 98:6	shared 64:17
106:25 107:2	, and the second	121:5 137:23	132:8
	seize 87:1		sharing 75:10
120:3,5 121:1	selected 19:13	seriously	95:11 115:4
scores 107:16	self-determination	111:11,21	
108:1 145:7		serve 77:13 89:21	<b>Shawn</b> 169:23
169:11 172:8	168:24 170:15	181:13	shed 52:4,5
	self-determine		ŕ
scrapes 110:25	143:8	served 11:5 14:23	sheet 139:18
scurry 165:25	self-determined	27:4	sheriff 41:2
sea 130:23 133:12	143:22	service 27:2 29:5	<b>Sherman</b> 87:17,20
		34:19 39:17 55:1	157:20 171:1
seamless 77:3	self-explanatory	107:6 162:23	
150:3	47:5	177:7 178:7	Sherry 56:22
search 127:14	self-governance		176:20
	6:23 9:10,11	services 26:10,22	she's 40:19
SEAs 141:20	10:15,16,19,20	28:6,7 29:22	
seated 167:1	11:7,23 12:24	32:25 33:6,16	Shirley 56:17
second 9:10 18:4	22:13	34:16 38:20	shock 165:11,14
56:13,14 79:20		60:24 122:17	,
87:6 99:22	self-governance-	149:16 169:3	<b>short</b> 4:11 170:12
107:11 124:25	<b>and</b> 18:13	172:19 181:16	shortfalls 35:18
	self-interest 32:11	serving 9:3 15:22	shorthand 1:17
126:7 128:11		76:10	194:2,6,7,22
134:22 187:25	self-reported 16:4	70.10	1,74.4,0,1,44

	1 ag		
short-term 179:12	107:23	slots 159:24	58:11,13 76:10
Shoshone 13:13	111:18,20 117:6 120:5 122:16,18	slow 170:4	171:4
36:25 61:13	120.3 122.10,18	small 7:1 12:25	son 20:25
<b>shot</b> 57:1	159:15	21:16 22:4	sorry 29:16
<b>shout</b> 176:17	Sioux 151:17	26:14,19,20 27:16,17 28:2,16	50:20,21 51:22 67:10 103:21
<b>showed</b> 187:22	<b>SIPI</b> 171:4	29:3 32:23 33:7	161:19 165:20
189:4 190:13	176:17,20	35:24 36:5 38:24	sort 32:20 99:20
192:23	sir 70:15,17 131:9	124:6 133:25	101:5 129:11
shown 100:13,22	132:23 134:17	136:4 189:6	145:12 153:13
shows 53:25	160:20 168:14 169:22	smaller 17:12,15 24:3 123:4	174:13
sign 31:24 33:19	175:18,20	Smarter 112:11	<b>sound</b> 98:22
43:17,22 49:21	sit 26:17,18 68:20		<b>sounds</b> 75:11
signature 49:17	151:25	smoke 14:21	<b>source</b> 138:22
signed 46:3 181:5,7	site 60:25 174:11	smoothly 71:17	sources 53:14
, i	190:8	<b>social</b> 163:17,18 164:7 181:16	183:2
<b>significant</b> 98:2	sits 27:6 152:12		South 39:7 40:12
124:17,18	sitting 27:18,19	socially 147:12	56:24 117:11,14 118:1,12 119:5
signing 46:1 49:16	52:4 58:20	<b>solicit</b> 39:4 125:11	sovereignty 88:4
53:16 54:2	142:17 151:19 153:7	solicited 39:6	<b>.</b>
<b>signs</b> 38:3	situation 16:15	solicitor 30:14	<b>speak</b> 48:2 58:1 167:11,17
Silverthorne 2:11	26:11 28:8 32:20	solicitors 30:12	170:10 176:8
70:21 74:1,2	63:16 90:6	solicitor's 30:8	speaking 120:21
98:4 115:23 125:24 133:1	137:15 188:12	<b>solid</b> 151:5	175:23
138:12,18	six 38:4 41:21	solution 99:14	speaks 43:15
140:8,13,16	95:24 113:13,22	117:23,24 143:6	96:14
142:5,9,24	sixth 182:21	154:7	special 45:7 57:16
148:11 155:12 158:18 159:3,18	size 21:24 36:15	<b>solutions</b> 151:24 153:1 154:25	113:23 125:11 139:20,23
191:7 192:16	sizeable 38:8		specializes 176:6
similar 32:20	skill 159:22	solve 154:17 155:4	•
33:12 39:9 109:8	skills 100:3 161:15	Somas 176:3	species 53:19
179:25	sky 110:25	<b>somebody</b> 24:13 26:21 27:6 43:13	<b>specific</b> 44:21,22 78:11 81:16
similarly 96:1	skyscraper	63:25 77:19	102:6 107:4
<b>simple</b> 75:11	110:16,18,23	somehow 20:4	122:4 135:19
101:25 118:20	slack 60:12	22:24 58:11	139:4 178:12 185:17
simply 101:25	slide 13:14 56:7	someone 19:4 27:8	
sing 166:13	103:10 105:20	30:13 31:10 39:1	<b>specifically</b> 43:15 44:17 66:1 79:23
single 23:5 55:16	106:20 192:14	something's 173:4	104:9 123:13
92:17 99:3 102:13,23	<b>slides</b> 56:2 119:17 192:13	sometime 191:5	specifics 24:25
102.13,23	174.13	somewhere	spectacles 113:18
			*

	1 46		
<b>speed</b> 90:23	148:2,20,21	159:7 172:22	182:15 185:19
spend 83:18 169:4	149:4 171:10	174:1 184:2	<b>States</b> 1:2 35:1
spending 189:16	173:23 174:3	185:15 194:3,7	46:9 73:16
190:16	182:13,15	stated 49:25 60:1	89:8,17,22
	185:15,16	173:6	130:22 136:16
spent 9:19	standards-setting	state-developed	147:6 153:17
<b>spider</b> 150:14	111:12	83:7	154:10,12,18
<b>spirit</b> 104:3	stands 62:16	statement 3:5	159:16 168:1
<b>spite</b> 155:16	start 4:4 35:3 37:3	44:13,19 45:21	189:3
split 149:25	49:6,8 69:6 72:5	46:7,15,20,25	statewide 95:19
_	80:1 89:15 92:24	47:5,10,22 48:12	122:9
spoken 133:2	96:10 106:6	49:16 50:5,8,15	<b>stating</b> 94:9 152:4
sponsor 22:10	118:21 123:15	51:9 52:17	stationed 64:8
sponsored 42:15	124:7 140:21	53:17,22	statistic 98:15
98:6 107:8	149:10,18	54:12,21 55:14	
<b>Sports</b> 164:9	150:24	57:12 138:8	statistical 86:17
_	152:1,2,20 158:10 160:15	148:24 163:4	statisticians
<b>spot</b> 112:25	161:3,13 176:23	statements	106:11
square 156:5	178:6,13 179:2	43:16,20 45:4	statistics 90:11
staff 2:3 3:9 27:18	182:10,20	46:1,4 49:6 54:2	98:9 156:1 160:9
72:8 154:19	189:25	56:1,10 57:5	status 47:7 135:11
160:20 190:5		states 9:2,20,22	136:8 137:14
stakeholder 79:2	started 4:2,22 7:15	14:10,11	
	43:13 64:7 70:12	15:8,20,21	statutes 44:22
stakes 192:5	82:18 93:24 108:2 161:12	18:11,25 20:3	45:1,9 53:6
stand 119:11	162:4 167:2	54:21 78:11,14	55:21
standard 49:18	179:7 181:5	79:22 80:14	statutory 158:6,9
80:6 94:4 145:13	186:17	81:1,25 86:3	stay 34:18 69:4
		91:9 92:8,18	Steelhead 163:23
standards 46:17,23 47:24	starting 10:6	93:17 94:1 97:25 99:11,14 100:18	164:2
81:8,23	70:13,20 156:18	,	
87:9,11,21,25	starts 182:19	104:5,12,15,16,1 9 105:17,18,23	step 18:4 30:20
91:16,25	state 9:9,15,19	106:3,9,11,13	31:13,19 191:24
92:6,8,14,18,22,	10:4 13:8 14:18	100.5,9,11,15	steps 183:21
24	16:16 20:5 34:13	116:9 119:11	<b>Stevens</b> 2:6 4:13
93:2,4,7,16,21	37:13 47:23	122:13 124:22	13:17,25 14:3
94:3,6,14,16	53:4,13 58:1	126:3,4,7,9,16,2	26:5,7 32:14
95:1,5,22	74:13 80:5	5 127:13,18,25	34:1 35:13,21
102:12,15	81:10,23 85:10	136:18	37:10,11 39:3
103:15,24	86:6,7 87:13,14	139:1,2,12	43:2,12 44:4,8
104:1,6,25	88:21 91:9 92:10	144:7,10 145:24	46:7,15,25
105:1,6 108:9,15	93:23 102:19	147:10	47:10,22
109:15 117:6,25	110:12 115:10	148:14,20 159:8	48:4,6,8,23
118:10,12,22	116:2,11	192:3	50:10,12,14,20,2
122:13 124:11	118:19,24	state's 73:21	2 51:8,19,24
125:4	131:17 133:5,10	105:1,10 106:8	52:16 53:12,22
147:4,6,11,19,20	147:8 156:12		54:5,12 55:14,24

	1 46		
56:17 57:7,11,20	student 3:5 5:12	102:14 103:16	succeed 64:9
58:23 60:3 61:12	9:14 10:1,13	106:24	161:16 165:18
62:14 64:23 65:9	16:12,21 17:22	107:7,13,15,19	
66:21	24:17 29:4 32:4	108:4,14,17,20,2	succeeding 58:17
67:5,9,12,20	40:18 41:24 55:7	3 109:13,19	success 74:23
68:6,17 69:2,8	61:24 62:21,25	110:11,15	84:21 97:24
114:25	63:2,8 92:17,25	111:1,23,25	105:3 191:23
4.1.4.10	95:21 100:1	113:9,13,15,19,2	successful 35:12
stick 4:18	106:7,21	1,23 115:2	84:20 85:22
stifle 71:8	107:2,12,17	116:20 118:8,9	100:14 120:6
stop 40:23 41:6	108:1,9	124:24 126:6	121:2 134:10
48:21 119:19	109:8,15,16,21	129:8 130:12	172:17 173:12
	110:10 111:7	134:2,16,25	183:18
storage 52:12	116:9,13,21	135:25 136:6	
store 123:23	121:21 123:1	138:10 139:1	sue 64:4
stores 123:24	134:5 142:18	141:12,21 146:6	suffering 35:6
	143:18 153:18	150:25 152:14	sufficient 112:4
story 74:23	157:6,21,23,24	153:20 155:15	
straightened 62:7	162:6 168:22	157:2,4 159:12	suggested 35:24
	169:10	160:7	suggestions 70:7
straightforward		161:1,4,9,14,21,	
139:25	students	22 162:20,21	suicide 154:22
strategies 128:12	8:14,16,18	165:4,17 170:25	<b>suited</b> 143:18
streamlining	9:3,8,9	171:7	sum 122:6
64:15	10:3,12,16 11:5	174:17,20,21	
65:10,11,14	12:2,18,25	179:19 183:2,7	summarize 79:19
1	14:10,15,16,17,2	186:16,18,21,22	summary 78:21
strengthen 73:4	5 15:3,9,22	187:10,21 188:9	94:9
stretched 48:9	16:14,16,18 19:1	ŕ	<b>summer</b> 98:10
strict 58:15 80:4	20:10,15,20	student's 108:25	
	23:9,17 28:17	157:14	superintendent
strides 165:16	29:8 30:20 31:16	studies 98:6	153:22
stringent 47:20	32:6 33:16	stuff 52:9 188:14	superintendents
49:1,22 54:23,24	34:16,20		58:14 93:24
55:6,7	37:19,24 38:2	stumbling 185:12	189:10
strings 101:16	39:23	subjective 91:8	Superman 118:4,7
	40:3,8,11,13,14,	subjects 80:11	•
strongly 190:25	17 41:4,5,7,9	<b>u</b>	supervise 38:12
structure 140:3	42:9,14 45:7	submission 126:19	supplement 114:8
153:10,16	54:18 58:12	submit 9:6 15:23	129:12
154:10,18,20	62:1,2,8,13,19	17:23 25:24 26:1	supplemental 8:2
166:24	76:11 80:10 81:6	122:25 125:14	
structures 73:12	82:5 83:6,22	135:2 167:23	supplies
	84:9,11	192:19	27:3,11,22
struggle 150:20	86:10,12,13,15	submitted 9:12	support 35:8
151:22 162:14	87:22		83:8,9 84:13
163:11 164:13	89:16,17,20,25	18:7 126:8,13	115:16
struggled 97:9	96:4,5,8 97:24	submitting 83:17	122:9,12,17
	98:16,24	168:5	141:2 151:10
struggling 30:23	100:6,7,14 101:3	subtracted 74:7	161:1 169:3
		Sastineted / 1./	

	1 ag	C 42	
172:19,21	117:3,6,11	talked 34:9	90:9 91:6 107:7
· ·	118:16 119:2,20	37:15,16 39:21	130:20
supported 16:2	122:9,12,15,18	52:18 55:18 61:5	
27:24 112:22	123:20	66:8 79:23 85:19	technicalities
supporting	124:3,4,5,10,13,	89:3,21 95:12	116:4
35:9,10 114:18	14 125:2,3	101:7 102:12	technically 110:24
124:11	128:25 129:15	115:3,19 141:18	technician 83:24
supports 100:17	146:19 148:3	180:8	
101:1 122:5,8	150:16 151:13		teepee 144:25
	153:19 158:22	talking 23:6 30:18	Teliempo 57:1
suppose 179:11	159:23	37:1 38:18,21	•
supposed 81:1	161:2,4,8,11	48:13 61:4 63:4	tempted 101:22
••	165:1 178:24	85:11 90:5,9,21	ten 86:12 131:24
sure 18:5 31:19	179:7	100:2,3,5 106:6	166:3 183:8
32:10 35:12,13		109:22 113:18	tend 90:25 95:8
44:4 50:2,6	systems 20:16,19	136:1 143:3	
58:16 59:2 60:13	75:13,15 76:13	146:3 153:2	tends 110:10
70:10 71:10,16	77:2 80:5 82:6	161:3,12,13	ten-minute 43:6
90:8,19 96:8	88:25 89:17,24	170:13 186:14	165:24
111:22 112:16	100:25 105:23	talks 47:6 53:1	
121:23 137:15	114:19 122:19	54:12 128:12	Tennessee 69:1
138:11 145:9	124:19,21		tentatively 91:21
146:21	150:12 151:3	tangible 100:3	term 93:8 146:8
160:13,16	178:15 185:14	target 120:19	171:12
166:9,19,20	system-wide 99:23	S	
167:9 172:3	system-wide 99.23	targeting 148:6	terminate 101:2
180:8 181:25		targets	terminating
183:23 184:19	T	80:11,13,25	100:19
191:21 192:25	table 9:10 31:15	119:23	touminology
surprising 25:9	44:9 88:24	task 73:3	terminology
	163:25 166:23	127:22,23 157:5	150:19
Susanville 24:16	tables 9:7	ŕ	terms 22:16 73:21
34:22 180:15		tasked 90:3	111:24 114:17
suspension 49:8	taking 22:25 59:11	tasks 44:21 176:20	131:2 136:17
sustainable 179:19	94:8 160:11		137:19 141:25
sustainable 1/9:19	172:1	taught 180:25	145:7 170:5
Swim 56:24	talk 4:12 24:17	teach 188:2	177:14 180:6
system 8:13 17:19	34:10 57:15 61:3	teacher 124:12	190:1
20:6,10,14 40:3	73:19 78:8,17	128:23 135:14	test 100:6 102:17
42:24 46:16,22	85:12,15 87:8	153:21 186:20	109:10,12 110:9
63:1,2,3 75:2,18	88:14 90:14		112:4,21 118:6
76:15 77:9 81:23	93:15 99:5	teachers 39:22	156:11
82:1,2,3,6	101:21 103:2	40:21 42:21 62:4	159:11,12
84:1,15 85:21,23	104:11 105:25	76:25 81:6	169:11
88:1 93:5 95:20	113:16 114:4,10	100:12,15,16,19,	
97:3 98:25	128:8 134:11	20 111:13	testing 80:11
102:5,10,17,24	137:7 147:4	189:11	109:23 110:7,9
102.3,10,17,24	155:14 176:13	teams 163:14	111:2
105:9 104:3,9,21	180:3,4 184:19		tests 99:20 109:23
108:10 109:4,14	189:2,8	technical 37:16	110:3,4 112:6,11
113:6,25	107.2,0	38:13 59:1 60:7	110.5,1112.0,11

	1 ag	<u> </u>	
Texas 15:2,4,6	82:20 83:13	107:5,18,22	30:23 31:11 34:5
text 17:8	84:2,3 85:9	thereabouts 25:1	35:4 36:5,15
textbooks 27:2	87:24 88:12	thereafter 194:8	37:5 40:13 44:10
	90:20 91:9,19		52:19 61:25
texting 25:5	92:19,22,23	therefore 81:6	63:15,18 68:7
thank 4:7 13:10,16	94:15 95:6,16	164:18	77:18 83:23,24
14:2 21:13 26:4	97:8 99:7,10	therein 80:11	87:19 90:2
32:13 35:20	100:4 102:6	there'll 66:12	91:17,20 92:2
38:15 43:1 51:8	106:4,21 107:8	121:15	93:3,12 94:4 96:5,6 97:17
61:21 69:2 70:17	108:11,13 109:3,11 111:2		98:11 100:18
71:25 72:2,11	112:8,14	there's 10:22	101:1 104:22
77:15 78:2	113:4,19 114:1	12:25 13:4,7 20:11 25:11	109:6,7 110:3
125:16,18,19	116:14,23	28:1,5,16 35:6	111:5 113:25
128:2 131:21	117:19	37:3 38:10	114:14 118:3,9
132:22,23	118:6,17,20	40:1,16 45:20	120:22 121:23
133:1,22	119:15 123:14	58:14 61:16	120:22 121:23
165:19,22 166:3	124:10 126:20	62:15 64:13	123:8,10,11,17
168:12,15	127:3 129:6,15	71:12 77:17	124:8 127:24
169:18	132:13,19	78:20 81:3,7,19	135:24 136:5
173:9,13,14	135:7,8 137:3,17	88:25 93:6 97:18	140:23 142:20
175:17,18	139:5,12,21	99:2,11,16,25	144:22 145:22
184:24 186:4	142:11 144:14	101:16 110:1	149:5 151:9
188:19 189:15 190:4,14 191:3	145:9,15,19	111:2 116:4	152:21,22,23
190.4,14 191.3	146:14,17	117:13 121:18	153:12 158:23
	147:24 150:8	129:7,9,20 138:9	162:10,18 163:8
thankful 29:17	151:12,22	139:4,12 142:2	169:11 177:18
171:1	155:7,9 156:5,17	144:1,13 147:16	178:23 182:7,18
thanks 69:9,12	158:11 159:19	148:7 153:16,17	183:11 184:20
96:16 163:25	160:12 163:5	158:2,25 166:24	187:6 189:2
193:7	164:5,18	172:5 175:3	190:20
that'd 79:8	165:14,21,22	178:9 179:6	they've 28:19 66:6
	169:17	180:1 181:23	93:24 104:25
that's 15:13 18:2,7	170:17,22 171:8	183:22 184:15	116:10 157:10
20:18 23:5 26:14	172:12,18 173:9	187:2,10 189:12	171:2
27:13,19,24,25 28:25 29:5,19,22	174:1,16 175:1,5	192:21	third 170:2
30:7,15 31:8	179:17 180:2,25	Thereupon 6:1	182:9,19
33:17 34:8 35:22	184:7 185:24	43:10 44:2 69:14	ŕ
37:1 38:1 39:10	186:1,16 187:14 190:10	77:25 166:5	thorough 54:20
40:4,25 41:14,23		193:8	thoughts 60:18
42:2,5,15 43:4	theater 163:18	they'd 68:17	79:25 82:11
44:12,19 46:22	theme 88:23	176:25 185:22	124:16 131:4
47:19 52:10 54:2	themselves	they'll 40:23 46:4	thousands 19:23
55:6 57:3,20	110:3,9 153:3	68:13 91:21	three-round 126:2
58:17 61:17	170:21	120:24 121:22	
62:14,22 64:6,12	177:21,22		three-year 22:23
66:1,3,4,13	179:17 188:6	they're 25:7,21	24:3,5
68:23 71:6,10	Theodore	27:17 29:9,11,12,16,24	three-years 86:18
76:18 77:5 81:13		27.7,11,12,10,24	throughout

	1 ag		
107:13,17	towards 37:6	travel 79:3	182:13 184:6,17
throw 52:9 91:6	73:14 85:24	treated 37:12	185:2,8,9 188:23
121:18	92:16 130:9		189:1,7,10,12
	145:22	treatment 47:7	190:18
thrown 99:8	town 189:2	tremendous 85:11	tribally
THUNDER 1:14		118:3 121:21	43:16,21,23
tied 49:12 52:19	Townsend 39:5	tremendously	44:18 45:9,14
ties 55:21 61:8	township 19:25	169:16	46:18 107:9
	<b>TPA</b> 5:19 6:18,22	<b>trial</b> 131:1	135:7 147:4
<b>tight</b> 48:9	10:19,20 11:6,8		179:23
till 42:21 59:8	12:23 18:13	tribal 1:1 6:18,24	185:10,11
Tippeconnic 97:19	21:21	11:6,8,17,23	tribe 8:22 11:15
**	track 71:4,7 171:5	12:24 13:9 15:3	13:13 22:9 25:24
title 37:23 74:11	182:25	17:7,16,20,21	28:5,9,10,12,17
76:14,16 78:4,6		18:5,12 25:6	31:2 35:15,18
96:15 131:24	tracking 156:25	28:14,22 30:21	36:25 39:1,12,16
139:16,17	tracks 63:3 113:8	33:9 34:4,13	46:3 49:11,15
140:8,11,13	<b>Tracy</b> 19:21 29:2	36:18,19 37:4 39:18 42:12 46:9	51:4 61:22
141:17	37:11 39:19 58:4		64:8,14 67:22
142:1,4,6,9 150:23 152:13	trade 172:10	47:8,23 48:17 49:11	71:4,11 85:10,23
167:7		50:2,13,15,16	116:2,24
174:7,9,12,23	traditions 163:7	54:23 57:17	131:16,17
174.7,9,12,23	180:23	58:2,19 70:24	134:20,22
<u> </u>	<b>train</b> 100:19	73:7 74:12 76:11	144:21,22,25
today 5:16 13:20	trained 100:8	85:2,12,15	151:17 153:18
20:14 25:24,25		88:4,9,19	160:25 161:19
44:10 57:4	training 128:23	89:9,20 94:14,15	168:17,23
72:10,11,13	154:1 158:24	95:1,2 96:15,21	169:1,24
73:14 77:15 78:8,18 85:11	159:23	110:2,6 112:9	170:8,14,18
88:7 90:22,24	transcribed 71:1	114:7,12,16	173:20 174:19
93:11 102:21	194:8	116:16,17 119:2	175:22 184:4,5,8
128:8 131:4	transcriber 167:10	128:19 129:9,11	187:2,4
149:12 153:20	transcription	130:16	tribes 5:22
188:20 192:9	194:9	131:10,15,24	6:4,5,19 7:22 9:1
		132:17 133:5,10	11:5 14:14,23
tomorrow 65:1	transfer 10:18	134:4,5 137:7	15:4,5,6,7,19
ton 129:20	11:22 39:15	141:8 150:5,25	17:12,15,19
tool 145:9	44:20 138:16	151:22 152:9	18:18,19,22
170:19,22	157:2	153:15,17	19:17 21:20,21
top 82:20 121:11	transferred 10:21	154:4,5,17 157:3	22:10 24:18
132:5 175:13	11:4,16	158:21 160:18	25:4,11,20 26:9,19 27:12,16
	157:6,15,24,25	162:24 167:6 168:20 169:8	28:24 29:10
topic 87:12 88:14	transition 76:22	170:6,7 172:22	30:1,3,6
144:17	transitioning	170.6,7172.22	32:21,23
topics 4:8 188:22	121:8	175.24 175.13	33:4,11,18
tough 95:4		178:16,18	34:4,5,11,16,24
toward 96:17	translate 124:24	179:2,4,14	35:6 36:17,22
towaru 90.1/	translating 18:4	180:19 181:16	37:23 38:19,22
		100.17 101.10	

		e 45	
58:8 61:25	145:4,7,10	uncertainty 21:25	<b>units</b> 19:10
62:10,24 64:6	146:10	underground	universities
66:11 89:9 91:12	149:21,22	53:14	176:16,18
94:10,12,16,21,2	150:16 151:13		178:17,23 179:7
3,25 95:10,12	163:14 168:22	underlying 187:15	·
114:7,12	169:5 179:2	undermines	university 55:3 68:22 97:22
115:9,12 117:1	191:20	156:14	178:13 179:13
131:19,20	Tso 56:21	understand 37:10	
133:9,21 141:9	turn 4:22 31:22,23	38:1 72:17 77:12	unless 6:20 10:21
144:2 145:3	35:4 72:3 73:25	90:10 98:2	21:22 164:2
146:25	77:20,24 94:17	115:25 136:14	unmatching 156:5
147:12,18,23	100:22 170:4	163:6 184:19	unnecessary 83:11
148:1,12 174:17 179:24	tutor 64:8	understanding 3:6	unprepared 96:6
185:7,17,18		44:22 73:9 75:6	• •
186:2,3	<b>tutoring</b> 169:2 172:20	138:19 168:5	unravel 150:16
tribe's 43:3 164:25		172:17	unrelated 156:6
<b>Tribes</b> 22:7 74:5	two-story 165:12	understood 75:5	unverified 16:4
107:10	<b>type</b> 127:15 176:11	undertaking	unwilling 36:16
tribute 122:2	types 93:14,15	147:22 177:4	upcoming 120:19
trickles 175:13	129:3,23 156:6	<b>unfair</b> 86:21 107:22	update 3:5
tried 79:20 150:12	177:10,20		<b>upon</b> 38:14 45:1
173:3	179:21	unfairness 81:8	58:16 84:13 92:1
	typical 86:24	unfortunately	103:16 105:3
trips 42:10		35:19 56:13 99:3	103:16 105:3 <b>upriver</b> 134:21,22
trips 42:10 trouble 41:14	U	35:19 56:13 99:3 113:13 115:12	
trips 42:10 trouble 41:14 trout 163:23	U.S 4:15,16 65:18	35:19 56:13 99:3 113:13 115:12 151:8	upriver 134:21,22
trips 42:10 trouble 41:14 trout 163:23 true 157:13 163:5	U.S 4:15,16 65:18 66:2 72:13,21	35:19 56:13 99:3 113:13 115:12 151:8 unhappy 146:5	<b>upriver</b> 134:21,22 <b>usually</b> 62:5 80:17
trips 42:10 trouble 41:14 trout 163:23 true 157:13 163:5 185:23	U.S 4:15,16 65:18 66:2 72:13,21 73:5 94:5 102:25	35:19 56:13 99:3 113:13 115:12 151:8 unhappy 146:5 unify 122:15	upriver 134:21,22 usually 62:5 80:17 190:10 Utah 61:15 63:20
trips 42:10 trouble 41:14 trout 163:23 true 157:13 163:5	U.S 4:15,16 65:18 66:2 72:13,21 73:5 94:5 102:25 104:18 105:9,11	35:19 56:13 99:3 113:13 115:12 151:8 unhappy 146:5 unify 122:15 unintended	upriver 134:21,22 usually 62:5 80:17 190:10 Utah 61:15 63:20 Ute 61:13
trips 42:10 trouble 41:14 trout 163:23 true 157:13 163:5 185:23	U.S 4:15,16 65:18 66:2 72:13,21 73:5 94:5 102:25 104:18 105:9,11 113:3 128:13,21	35:19 56:13 99:3 113:13 115:12 151:8 unhappy 146:5 unify 122:15	upriver 134:21,22 usually 62:5 80:17 190:10 Utah 61:15 63:20
trips 42:10 trouble 41:14 trout 163:23 true 157:13 163:5 185:23 truly 29:2 169:8	U.S 4:15,16 65:18 66:2 72:13,21 73:5 94:5 102:25 104:18 105:9,11 113:3 128:13,21 130:8,17,24	35:19 56:13 99:3 113:13 115:12 151:8 unhappy 146:5 unify 122:15 unintended	upriver 134:21,22 usually 62:5 80:17 190:10 Utah 61:15 63:20 Ute 61:13 utilizing 175:24
trips 42:10 trouble 41:14 trout 163:23 true 157:13 163:5 185:23 truly 29:2 169:8 trust 20:22 21:3 170:5	U.S 4:15,16 65:18 66:2 72:13,21 73:5 94:5 102:25 104:18 105:9,11 113:3 128:13,21	35:19 56:13 99:3 113:13 115:12 151:8 unhappy 146:5 unify 122:15 unintended 150:15	upriver 134:21,22 usually 62:5 80:17 190:10 Utah 61:15 63:20 Ute 61:13 utilizing 175:24
trips 42:10 trouble 41:14 trout 163:23 true 157:13 163:5 185:23 truly 29:2 169:8 trust 20:22 21:3 170:5 try 84:4 90:4,23	U.S 4:15,16 65:18 66:2 72:13,21 73:5 94:5 102:25 104:18 105:9,11 113:3 128:13,21 130:8,17,24 132:1 137:6,8,18	35:19 56:13 99:3 113:13 115:12 151:8 unhappy 146:5 unify 122:15 unintended 150:15 unique 8:3 90:19	upriver 134:21,22 usually 62:5 80:17 190:10 Utah 61:15 63:20 Ute 61:13 utilizing 175:24
trips 42:10 trouble 41:14 trout 163:23 true 157:13 163:5 185:23 truly 29:2 169:8 trust 20:22 21:3 170:5	U.S 4:15,16 65:18 66:2 72:13,21 73:5 94:5 102:25 104:18 105:9,11 113:3 128:13,21 130:8,17,24 132:1 137:6,8,18 140:20,22	35:19 56:13 99:3 113:13 115:12 151:8 unhappy 146:5 unify 122:15 unintended 150:15 unique 8:3 90:19 113:11 140:21 141:14	upriver 134:21,22 usually 62:5 80:17 190:10 Utah 61:15 63:20 Ute 61:13 utilizing 175:24
trips 42:10 trouble 41:14 trout 163:23 true 157:13 163:5 185:23 truly 29:2 169:8 trust 20:22 21:3 170:5 try 84:4 90:4,23 91:3,4 101:12	U.S 4:15,16 65:18 66:2 72:13,21 73:5 94:5 102:25 104:18 105:9,11 113:3 128:13,21 130:8,17,24 132:1 137:6,8,18 140:20,22 141:17 142:1	35:19 56:13 99:3 113:13 115:12 151:8 unhappy 146:5 unify 122:15 unintended 150:15 unique 8:3 90:19 113:11 140:21	upriver 134:21,22 usually 62:5 80:17 190:10 Utah 61:15 63:20 Ute 61:13 utilizing 175:24 Valid 111:25 Valley 1:14 17:7
trips 42:10 trouble 41:14 trout 163:23 true 157:13 163:5 185:23 truly 29:2 169:8 trust 20:22 21:3 170:5 try 84:4 90:4,23 91:3,4 101:12 119:16 129:5	U.S 4:15,16 65:18 66:2 72:13,21 73:5 94:5 102:25 104:18 105:9,11 113:3 128:13,21 130:8,17,24 132:1 137:6,8,18 140:20,22 141:17 142:1 155:2 158:12 176:9,24 177:1 178:20 189:24	35:19 56:13 99:3 113:13 115:12 151:8 unhappy 146:5 unify 122:15 unintended 150:15 unique 8:3 90:19 113:11 140:21 141:14 unitary 102:10 124:14 125:2	upriver 134:21,22 usually 62:5 80:17 190:10 Utah 61:15 63:20 Ute 61:13 utilizing 175:24 Valid 111:25 Valley 1:14 17:7 value 9:21,23
trips 42:10 trouble 41:14 trout 163:23 true 157:13 163:5 185:23 truly 29:2 169:8 trust 20:22 21:3 170:5 try 84:4 90:4,23 91:3,4 101:12 119:16 129:5 143:7 160:3 166:19 167:11 173:2,25 175:5	U.S 4:15,16 65:18 66:2 72:13,21 73:5 94:5 102:25 104:18 105:9,11 113:3 128:13,21 130:8,17,24 132:1 137:6,8,18 140:20,22 141:17 142:1 155:2 158:12 176:9,24 177:1	35:19 56:13 99:3 113:13 115:12 151:8 unhappy 146:5 unify 122:15 unintended 150:15 unique 8:3 90:19 113:11 140:21 141:14 unitary 102:10 124:14 125:2 United 1:2 35:1	upriver 134:21,22 usually 62:5 80:17 190:10 Utah 61:15 63:20 Ute 61:13 utilizing 175:24 Valid 111:25 Valley 1:14 17:7
trips 42:10 trouble 41:14 trout 163:23 true 157:13 163:5 185:23 truly 29:2 169:8 trust 20:22 21:3 170:5 try 84:4 90:4,23 91:3,4 101:12 119:16 129:5 143:7 160:3 166:19 167:11	U.S 4:15,16 65:18 66:2 72:13,21 73:5 94:5 102:25 104:18 105:9,11 113:3 128:13,21 130:8,17,24 132:1 137:6,8,18 140:20,22 141:17 142:1 155:2 158:12 176:9,24 177:1 178:20 189:24	35:19 56:13 99:3 113:13 115:12 151:8 unhappy 146:5 unify 122:15 unintended 150:15 unique 8:3 90:19 113:11 140:21 141:14 unitary 102:10 124:14 125:2	upriver 134:21,22 usually 62:5 80:17 190:10 Utah 61:15 63:20 Ute 61:13 utilizing 175:24 Valid 111:25 Valley 1:14 17:7 value 9:21,23 10:2,13 164:14
trips 42:10 trouble 41:14 trout 163:23 true 157:13 163:5 185:23 truly 29:2 169:8 trust 20:22 21:3 170:5 try 84:4 90:4,23 91:3,4 101:12 119:16 129:5 143:7 160:3 166:19 167:11 173:2,25 175:5 185:8 trying 42:23 61:24	U.S 4:15,16 65:18 66:2 72:13,21 73:5 94:5 102:25 104:18 105:9,11 113:3 128:13,21 130:8,17,24 132:1 137:6,8,18 140:20,22 141:17 142:1 155:2 158:12 176:9,24 177:1 178:20 189:24 190:7 UC 185:14	35:19 56:13 99:3 113:13 115:12 151:8 unhappy 146:5 unify 122:15 unintended 150:15 unique 8:3 90:19 113:11 140:21 141:14 unitary 102:10 124:14 125:2 United 1:2 35:1 46:9 73:16	upriver 134:21,22 usually 62:5 80:17 190:10 Utah 61:15 63:20 Ute 61:13 utilizing 175:24 Valid 111:25 Valley 1:14 17:7 value 9:21,23 10:2,13 164:14 191:20 variant 86:8
trips 42:10 trouble 41:14 trout 163:23 true 157:13 163:5 185:23 truly 29:2 169:8 trust 20:22 21:3 170:5 try 84:4 90:4,23 91:3,4 101:12 119:16 129:5 143:7 160:3 166:19 167:11 173:2,25 175:5 185:8 trying 42:23 61:24 62:3 71:8 75:7	U.S 4:15,16 65:18 66:2 72:13,21 73:5 94:5 102:25 104:18 105:9,11 113:3 128:13,21 130:8,17,24 132:1 137:6,8,18 140:20,22 141:17 142:1 155:2 158:12 176:9,24 177:1 178:20 189:24 190:7	35:19 56:13 99:3 113:13 115:12 151:8 unhappy 146:5 unify 122:15 unintended 150:15 unique 8:3 90:19 113:11 140:21 141:14 unitary 102:10 124:14 125:2 United 1:2 35:1 46:9 73:16 89:7,17,22	upriver 134:21,22 usually 62:5 80:17 190:10 Utah 61:15 63:20 Ute 61:13 utilizing 175:24  Valid 111:25 Valley 1:14 17:7 value 9:21,23 10:2,13 164:14 191:20 variant 86:8 variation 99:2
trips 42:10 trouble 41:14 trout 163:23 true 157:13 163:5 185:23 truly 29:2 169:8 trust 20:22 21:3 170:5 try 84:4 90:4,23 91:3,4 101:12 119:16 129:5 143:7 160:3 166:19 167:11 173:2,25 175:5 185:8 trying 42:23 61:24 62:3 71:8 75:7 82:6 94:4 98:8	U.S 4:15,16 65:18 66:2 72:13,21 73:5 94:5 102:25 104:18 105:9,11 113:3 128:13,21 130:8,17,24 132:1 137:6,8,18 140:20,22 141:17 142:1 155:2 158:12 176:9,24 177:1 178:20 189:24 190:7 UC 185:14 ultimately 155:4 170:17	35:19 56:13 99:3 113:13 115:12 151:8 unhappy 146:5 unify 122:15 unintended 150:15 unique 8:3 90:19 113:11 140:21 141:14 unitary 102:10 124:14 125:2 United 1:2 35:1 46:9 73:16 89:7,17,22 107:10 130:22 136:16 153:17 154:10,12,18	upriver 134:21,22 usually 62:5 80:17 190:10 Utah 61:15 63:20 Ute 61:13 utilizing 175:24  Valid 111:25 Valley 1:14 17:7 value 9:21,23 10:2,13 164:14 191:20 variant 86:8 variation 99:2 144:13
trips 42:10 trouble 41:14 trout 163:23 true 157:13 163:5 185:23 truly 29:2 169:8 trust 20:22 21:3 170:5 try 84:4 90:4,23 91:3,4 101:12 119:16 129:5 143:7 160:3 166:19 167:11 173:2,25 175:5 185:8 trying 42:23 61:24 62:3 71:8 75:7 82:6 94:4 98:8 116:24 123:3,20	U.S 4:15,16 65:18 66:2 72:13,21 73:5 94:5 102:25 104:18 105:9,11 113:3 128:13,21 130:8,17,24 132:1 137:6,8,18 140:20,22 141:17 142:1 155:2 158:12 176:9,24 177:1 178:20 189:24 190:7 UC 185:14 ultimately 155:4 170:17 unable 26:12	35:19 56:13 99:3 113:13 115:12 151:8 unhappy 146:5 unify 122:15 unintended 150:15 unique 8:3 90:19 113:11 140:21 141:14 unitary 102:10 124:14 125:2 United 1:2 35:1 46:9 73:16 89:7,17,22 107:10 130:22 136:16 153:17 154:10,12,18 159:16 168:1	upriver 134:21,22 usually 62:5 80:17 190:10 Utah 61:15 63:20 Ute 61:13 utilizing 175:24  Valid 111:25 Valley 1:14 17:7 value 9:21,23 10:2,13 164:14 191:20 variant 86:8 variation 99:2
trips 42:10 trouble 41:14 trout 163:23 true 157:13 163:5 185:23 truly 29:2 169:8 trust 20:22 21:3 170:5 try 84:4 90:4,23 91:3,4 101:12 119:16 129:5 143:7 160:3 166:19 167:11 173:2,25 175:5 185:8 trying 42:23 61:24 62:3 71:8 75:7 82:6 94:4 98:8 116:24 123:3,20 126:16 129:18	U.S 4:15,16 65:18 66:2 72:13,21 73:5 94:5 102:25 104:18 105:9,11 113:3 128:13,21 130:8,17,24 132:1 137:6,8,18 140:20,22 141:17 142:1 155:2 158:12 176:9,24 177:1 178:20 189:24 190:7 UC 185:14 ultimately 155:4 170:17 unable 26:12 36:15 80:14	35:19 56:13 99:3 113:13 115:12 151:8 unhappy 146:5 unify 122:15 unintended 150:15 unique 8:3 90:19 113:11 140:21 141:14 unitary 102:10 124:14 125:2 United 1:2 35:1 46:9 73:16 89:7,17,22 107:10 130:22 136:16 153:17 154:10,12,18	upriver 134:21,22 usually 62:5 80:17 190:10 Utah 61:15 63:20 Ute 61:13 utilizing 175:24  Valid 111:25 Valley 1:14 17:7 value 9:21,23 10:2,13 164:14 191:20 variant 86:8 variation 99:2 144:13 varies 97:3,7 various 5:22 6:4
trips 42:10 trouble 41:14 trout 163:23 true 157:13 163:5 185:23 truly 29:2 169:8 trust 20:22 21:3 170:5 try 84:4 90:4,23 91:3,4 101:12 119:16 129:5 143:7 160:3 166:19 167:11 173:2,25 175:5 185:8 trying 42:23 61:24 62:3 71:8 75:7 82:6 94:4 98:8 116:24 123:3,20	U.S 4:15,16 65:18 66:2 72:13,21 73:5 94:5 102:25 104:18 105:9,11 113:3 128:13,21 130:8,17,24 132:1 137:6,8,18 140:20,22 141:17 142:1 155:2 158:12 176:9,24 177:1 178:20 189:24 190:7 UC 185:14 ultimately 155:4 170:17 unable 26:12	35:19 56:13 99:3 113:13 115:12 151:8 unhappy 146:5 unify 122:15 unintended 150:15 unique 8:3 90:19 113:11 140:21 141:14 unitary 102:10 124:14 125:2 United 1:2 35:1 46:9 73:16 89:7,17,22 107:10 130:22 136:16 153:17 154:10,12,18 159:16 168:1	upriver 134:21,22 usually 62:5 80:17 190:10 Utah 61:15 63:20 Ute 61:13 utilizing 175:24  V valid 111:25 Valley 1:14 17:7 value 9:21,23 10:2,13 164:14 191:20 variant 86:8 variation 99:2 144:13 varies 97:3,7

	ı ag	C 10	
97:25 117:4	82:21 143:7	159:25 187:23	97:9,22
vary 92:10	161:3,12	weeks 73:7 125:9	98:3,14,15,21
varying 101:5	walk 73:15 78:19	126:19 190:17	99:13,20,22
	79:13 183:11	weigh 137:19	100:2,3,5,20
vast 114:18	<b>walls</b> 47:19		101:10,17,21
vehicle 78:11	Walters 2:8	weight 9:17,18,24 10:7	103:2,5,18 104:2,5,8,21
vendor 111:21			105:4,22
vendors 145:20,22	warning 49:7,8	weighted 109:16	108:8,10,17
146:2	Washington 4:25	weights 10:8	109:2,10,17,20,2
Ventre 29:12	65:17 74:17	welcome 14:3	1 111:8,9,18,20
	77:10 85:10	73:23 130:25	112:6 115:6,22
verbal 49:7	153:9 189:1	134:3,7 166:23	116:6,21
verbiage 36:10	wasn't 30:4 31:25	welfare 168:25	120:1,4,8 122:6
verify	55:6 107:3 138:5	171:19	124:6,7,10 125:2,22 126:22
16:8,13,17,21	waste 123:25	we'll	130:22
18:9 55:5	wasting 31:6	4:2,11,12,14,21	131:2,17,20
vice 17:8 151:16	watch 37:8	43:5,6,8 60:22	134:10,12,21,22
Violating 52:17	watches 100:10	65:21,23	135:10
Violence 54:15		68:19,20 69:5	136:1,7,12,16
	watching 164:12 191:25	70:5,9,20,23,25 71:22 73:6 76:2	137:16
Virginia 71:25		78:23 79:2,13	141:20,21
visit 4:19 52:11	water 53:15	84:16 94:22	145:6,18 146:14,21,22
visits 52:2 190:8	143:13	95:14 97:11	148:4,9 149:20
voice 57:21	ways 60:11 119:6	99:23 112:23	150:6 151:10,13
137:2,16 174:3	150:16 162:19	119:9,20 121:9	153:7,10,11
182:14 184:1	180:24 183:13 189:17	122:19	154:24 155:1,9
volumes 98:11		125:3,7,8,10	156:25 158:24
	weak 127:7	160:3 165:24,25 166:7,11,13,18,1	161:4,23 163:10
	web 150:14	9 167:2 168:6,7	164:22,25 165:2,21 169:9
wait 21:23 68:20	webpage 116:18	180:3 190:16	171:1,13 172:6
waived 159:22	website 13:22,23	we're 26:11 27:25	174:23,25 180:5
waiver	14:1 52:22 67:4	35:9 36:4 40:10	182:6,18
73:15,18,19,21	69:11 78:23	42:23 43:12	185:6,10,25
78:14 80:22	98:11 105:9	44:8,16 45:3,19	186:3 187:24
82:12 83:4 88:15	117:8 139:11	48:12 55:7 57:3	188:3,7
90:18 91:10,24	177:18 192:15	59:21 63:21	189:14,20 192:5
101:25 102:8,25	websites 125:10,21	64:10 67:9	West 2:6 13:18
121:13 122:24	we'd 4:17 13:7	68:12,18 70:8 72:12,25 73:23	26:7
124:17 128:9	34:11 43:25	75:5,6,10	wetlands 52:19
135:4 136:17 137:4 143:3	70:12 102:18	77:7,14 78:8	we've 7:17 12:13
148:10 152:20	129:16 161:25	80:21 81:12 82:6	21:17 22:21
189:23	162:13 175:25 185:21	88:8,14 89:12	26:11 52:17
waivers 78:15		90:4,5,7,8,9,14,2	70:18,19 79:9
80:16 81:13	week 56:11 79:1	1 92:19 93:2,21	88:10 90:3 95:9
00.10 01.13		94:9 95:5 96:23	98:6 102:5

	Pag	C 47	
104:20 109:25 124:25 131:25 145:25 156:19,20 165:15 172:6 173:2,5 176:21 185:12 188:20 191:11 whatever 17:22 27:2,3 38:12 58:25 120:21 145:8 149:8 151:9,10 162:7 172:20	whoever 31:3,12 whole 37:6 47:13	76:1,15 79:8 92:4 94:13,17 95:14 96:5 97:25 101:2 119:8 121:24 123:11,16 130:5 147:17 148:2 149:11,20 155:2 158:21 159:1,19 162:8 164:11,12,15,18, 23 165:18 170:24 173:8,9 175:4,6 181:3,15 188:12	wrap 106:19 122:23 write 13:15 36:1 writing 13:22 125:15 written 25:24 26:1 42:1 95:5,6 192:11 wrong 20:11 63:22 wrote 35:4 www 127:14 Wynn 96:12,18,21
185:19,22 whatnot 20:12 32:2	wife 20:25 Williamsburg	189:9,12,19 190:9,11 191:4,9,19	137:23 138:2,6,13 139:4 140:6,10,15
wheels 170:4 whenever 13:7 105:25 110:13 113:16 156:23	71:25  willing 64:10 134:10 147:18 153:8 192:2,4 wind 98:18 152:6	worked 6:4 23:4 64:8 74:14 76:19 working 14:19,24 32:1 41:7 48:15	142:22 143:2 144:18 145:15 148:4 155:21,25 156:13 159:2
157:8 whereas 8:15 82:2 146:21 WHEREOF	162:15 window 52:9 59:5 70:23 127:15 160:18	61:25 74:20 75:3,5 88:22 94:25 95:9 97:9,12 111:20 116:14 117:2,20	Y Yankton 151:17 yearly 86:5,9,23 106:3 161:6
194:13 wherever 20:4 38:24	Winnipeg 71:24 Wintun 185:3	127:23,24 130:6 136:12 150:11 161:2 163:10	yellow 37:3 yesterday 13:19 25:25
whether 25:3 34:16 75:19 85:21 86:11 88:9 97:4 100:1 102:14 105:11	wireless 67:6,7 77:22 wish 158:5 wishes 174:2	164:20,22 168:8 169:6 173:4 185:7,10,13 186:3 187:24 188:3 190:5	37:11,15,22 40:1 44:10 60:1 61:3,19 65:11,16 170:6 173:6 188:21
108:14 128:24 145:4 148:15 152:12 157:24 171:17 172:9,19 174:1,4 178:15,19	WITNESS 194:13 wonderful 165:7 174:6 wondering 33:6 58:8	works 58:25 79:6 116:4 154:11 174:8 workshop 115:25 173:24	yesterday's 60:3 yet 53:13 68:2 127:6 129:24 130:25 133:2 158:24
whisper 152:6 153:14,15 white 39:22 41:2 56:24 115:18 171:18	woods 90:11 wording 35:22,23,24 work 22:12 31:24 39:17 41:21	workshops 95:15 116:5 world 21:9 29:17 75:2 165:17 worse 182:19	Yocha 185:3 York 9:22 you'll 54:3 57:22 70:18 76:4 79:14 119:6 171:5
<b>Whoa</b> 48:9	61:22 64:13 70:8 73:1,11 75:11	worth 22:5 86:19 169:13 191:1	<b>young</b> 30:1,3,22 31:1 40:18 177:5

	1 ag	
178:5		
youngsters 177:19		
yourself 71:21 137:17		
youth 150:1 170:13		
you've 5:4,5 113:23 126:3		
Yreka 136:2 162:18 186:14,16,22 187:11		
Yurok 61:22 67:22 131:16 168:17 173:20		
<b>Yvonne</b> 67:16 168:7 190:5,14		
Z Zerlinda 17:6		
<b>Zone</b> 53:5		