



**TESTIMONY OF
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SUPERINTENDENT AND CHIEF STATE SCHOOL OFFICER
DISTRICT OF COLUMBIA PUBLIC SCHOOLS**

BEFORE

**US SENATE SUBCOMMITTEE ON
OVERSIGHT OF GOVERNMENT MANAGEMENT,
THE FEDERAL WORKFORCE AND
THE DISTRICT OF COLUMBIA**

TUESDAY, JULY 18, 2006

THANK YOU VERY MUCH, CHAIRMAN VOINOVICH AND SUBCOMMITTEE MEMBERS. I AM CLIFFORD B. JANEY, SUPERINTENDENT AND CHIEF STATE SCHOOL OFFICER OF THE DISTRICT OF COLUMBIA PUBLIC SCHOOLS (DCPS). I AM PLEASED TO BE HERE TODAY TO DISCUSS PUBLIC EDUCATION IN THE DISTRICT OF COLUMBIA, PAST AND PRESENT, AND TO SHARE MY VIEWS ON WHAT CHALLENGES AND OPPORTUNITIES LAY AHEAD FOR A FUTURE MAYORAL ADMINISTRATION.

FIRST, I WOULD LIKE TO TAKE THIS OPPORTUNITY TO ACKNOWLEDGE MAYOR ANTHONY A. WILLIAMS FOR HIS LEADERSHIP AND SUPPORT. I THANK HIM GREATLY FOR HIS COMMITMENT TO IMPROVING EDUCATION AND INCREASING OPPORTUNITIES FOR CHILDREN AND FAMILIES OF THE DISTRICT OF COLUMBIA. IT HAS BEEN A PLEASURE WORKING WITH HIM, AND I LOOK FORWARD TO DEVELOPING AN EQUALLY RESPECTFUL AND PRODUCTIVE RELATIONSHIP WITH OUR NEXT MAYOR.

I CANNOT UNDERSCORE MORE THE IMPORTANCE OF STRONG RELATIONSHIPS AMONG CITY LEADERS TO THE SUCCESS OF WIDESPREAD

EDUCATION REFORM AND THE ABILITY OF THAT REFORM TO BE EFFECTIVE AND SUSTAINED. AS MANY OF YOU KNOW, NOT TOO LONG AGO OUR CITY DID NOT ENJOY SUCH SUPPORT AND COOPERATION AMONG THOSE WHO HAD BEEN VESTED WITH RESPONSIBILITY AND ACCOUNTABILITY FOR PUBLIC EDUCATION.

JUST A LITTLE LESS THAN A DECADE AGO, PUBLIC EDUCATION IN THE DISTRICT WAS CHARACTERIZED BY INSTABILITY, CHAOS, LACK OF DIRECTION AND OTHER LESS THAN FLATTERING DESCRIPTORS. FOR EXAMPLE, OVER THE LAST SEVERAL YEARS THE DISTRICT GRAPPLED WITH THE FOLLOWING CHALLENGES:

- FEDERAL TAKEOVER OF THE CITY AND A CONGRESSIONALLY APPOINTED EDUCATIONAL BOARD OF TRUSTEES
- NEW AND UNTESTED SCHOOL BOARD STRUCTURE
- REVOLVING DOOR OF SUPERINTENDENTS
- RECURRING DEFICITS IN DCPS FUNDING
- DECLINING STUDENT ENROLLMENT WITHIN DCPS
- EXPLOSION OF PUBLIC CHARTER SCHOOLS
- POOR SCHOOL AND STUDENT PERFORMANCE
- THE TRANSPORTATION SYSTEM PUT IN RECEIVERSHIP
- SPECIAL EDUCATION CHALLENGES
- CONTENTIOUS RELATIONS BETWEEN BOARD, MAYOR AND COUNCIL
- AN ATTEMPTED MAYORAL TAKEOVER

THANKFULLY, OUR WORK IS NO LONGER ENTANGLED IN THIS WEB OF WORRIES. BUT I SHARE THESE EXAMPLES AS AN ILLUSTRATION OF WHAT UNSTABLE LEADERSHIP AND LACK OF CLEAR RESPONSIBILITY/ACCOUNTABILITY FOR EDUCATIONAL DECISION MAKING HAS BRED. AS WE FACE CHANGES IN THE CITY'S LEADERSHIP AT THE MAYOR, COUNCIL AND BOARD LEVEL, I ASK US ALL TO BE MINDFUL OF OUR PAST MISTAKES AND TO LOOK TO THE TREMENDOUS PROGRESS WE RECENTLY EXPERIENCED AS OUR BLUEPRINT FOR MOVING FORWARD.

WHEN I BECAME SUPERINTENDENT TWO YEARS AGO, IT WAS WITH THE UNQUALIFIED AND UNIFIED SUPPORT OF THE BOARD OF EDUCATION, MAYOR WILLIAMS, THE CITY COUNCIL, THE CITY ADMINISTRATOR AND KEY COMMUNITY STAKEHOLDERS. THIS SUPPORT HAS PROVEN EXTREMELY CRUCIAL AS WE CONTINUE TO TACKLE LONGSTANDING CHALLENGES AND IMPLEMENT A REFORM AGENDA THAT IS DESIGNED TO TRANSFORM DCPS INTO THE WORLD-CLASS EDUCATION SYSTEM THAT THE DISTRICT OF COLUMBIA AND ITS RESIDENTS SO RICHLY DESERVE.

WE ARE MAKING SIGNIFICANT PROGRESS IN CREATING A FOUNDATION FOR ACADEMIC SUCCESS IN THE DISTRICT OF COLUMBIA PUBLIC SCHOOL. LAST

FALL, WE IMPLEMENTED NEW AND MORE RIGOROUS ACADEMIC STANDARDS IN READING/LANGUAGE ARTS AND MATH. STANDARDS IN SCIENCE AND SOCIAL STUDIES WERE ADOPTED EARLIER THIS YEAR AND WILL BE IMPLEMENTED DURING THE UPCOMING SCHOOL YEAR. IT IS IMPORTANT TO NOTE THAT WHILE MANY STATES TYPICALLY TAKE 4-6 YEARS TO DEVELOP AND ADOPT NEW ACADEMIC STANDARDS, THIS DISTRICT SUCCESSFULLY ADOPTED STANDARDS IN 4 DIFFERENT SUBJECT AREAS IN LESS THAN 2 YEARS. WE EXPECT TO RELEASE THE RESULTS OF THE DC-CAS, A NEW ASSESSMENT INSTRUMENT AND ACCOUNTABILITY SYSTEM THAT IS ALIGNED WITH THE STANDARDS, IN OCTOBER AND EARLY RESULTS ARE ENCOURAGING.

IT IS WORTH NOTING OTHER INDICATORS OF OUR ACADEMIC PROGRESS OVER THE LAST TWO YEARS:

- THE NUMBER OF SCHOOLS MEETING ADEQUATE YEARLY PROGRESS (AYP) IN BOTH READING AND MATH INCREASED DISTRICT WIDE; INCREASING FROM 63 SCHOOLS IN SCHOOL YEAR (SY) 2003-04 TO 72 SCHOOLS IN SY 2004-05. AT THE ELEMENTARY LEVEL, THE NUMBER OF SCHOOLS MEETING THESE TARGETS INCREASED FROM 55 TO 58 AND AT THE SECONDARY LEVEL FROM 8 TO 14.
- STUDENT ATTENDANCE ALSO INCREASED, RISING FROM 85 TO 89 PERCENT DISTRICT WIDE.
- ADDITIONALLY, ENGLISH LANGUAGE LEARNERS DRAMATICALLY IMPROVED THEIR PROFICIENCY IN BOTH READING AND MATH; RISING FROM 30.8% TO 50.4% IN READING; AND FROM 50.8% TO 56.4% IN MATH.
- MORE THAN 20 OF OUR SCHOOLS HAVE RECENTLY BEEN IDENTIFIED AS HIGH-PERFORMING SCHOOLS. THESE ARE SCHOOLS THAT MET AYP IN ALL ACADEMIC AND NON-ACADEMIC INDICATORS AND HAD 70 PERCENT OF THEIR STUDENTS SCORING AT OR ABOVE PROFICIENT LEVELS. BECAUSE OF OUR DESIRE TO PROVIDE POSITIVE REINFORCEMENT, AND TO ENCOURAGE INNOVATION, THESE SCHOOLS WILL RECEIVE ADDITIONAL MONEY FROM OUR SCHOOL INCENTIVE FUND. THEY WILL SET UP DEMONSTRATION SITES OF INSTRUCTIONAL BEST PRACTICES FOR OTHER SCHOOLS TO MODEL. A NUMBER OF OTHER SCHOOLS HAVE RECEIVED AWARDS FOR SIGNIFICANT IMPROVEMENT.

WE ARE ALSO MOVING IN THE RIGHT DIRECTION ON NATIONAL BENCHMARKS.

- DCPS IS ONE OF 11 DISTRICTS TO PARTICIPATE IN THE NATIONAL ASSESSMENT OF EDUCATIONAL PROGRESS (NAEP) TRIAL URBAN DISTRICT ASSESSMENT (TUDA).
- AS ILLUSTRATED IN THE RECENT REPORT FROM THE COUNCIL OF GREAT CITY SCHOOLS, TITLED "BEATING THE ODDS," WE HAVE REDUCED THE GAP BETWEEN STUDENTS PERFORMING BELOW BASIC AND THOSE SCORING AT PROFICIENCY ON THE NAEP: THE

PERCENTAGE OF STUDENTS SCORING BELOW BASIC DECREASED BY NINE PERCENT. AND THE PERCENTAGE OF STUDENTS SCORING AT PROFICIENT LEVELS INCREASED BY THREE PERCENT.

WE ALSO CONTINUE TO MAKE PROGRESS IN OUR ABILITY TO PREPARE STUDENTS FOR SUCCESS IN POSTSECONDARY EXPERIENCES.

- THE NUMBER OF STUDENTS TAKING ADVANCED PLACEMENT (AP) COURSES HAS INCREASED FROM 818 TO 832. MOREOVER, THE NUMBER OF STUDENTS SCORING 3, 4 OR 5 ON AP EXAMS HAS INCREASED FROM 531 TO 549; WITH A 17 PERCENT INCREASE AMONG MALES ALONE.
- IN ADDITION, WE HAVE SEEN A SLIGHT INCREASE IN STUDENT PERFORMANCE ON THE SCHOLASTIC ACHIEVEMENT TEST (SAT), WITH AVERAGE VERBAL SCORES INCREASING FROM 412 TO 414 AND MATH SCORES FROM 402 TO 404. TO HELP STUDENTS GAIN EXPERIENCE IN TAKING THE SAT, WE HAVE BEGUN TO STRONGLY ENCOURAGE ALL ELIGIBLE 9TH GRADERS AND ALL 10TH AND 11TH GRADERS TO TAKE THE PSAT SINCE STUDIES CLEARLY SHOW THAT STUDENTS WHO TAKE THE PSAT SCORE HIGHER ON THE SAT.

TO SUPPORT ACADEMIC PROGRESS, IN THE PAST YEAR WE HAVE BEEN FORTIFYING OUR BUSINESS SYSTEMS. RECENTLY, DCPS BECAME THE FIRST SCHOOL DISTRICT IN THE COUNTRY TO PARTNER WITH A MUNICIPALITY IN OPERATING A STATE-OF-THE-ART PROCUREMENT AUTOMATED SUPPORT SYSTEM (PASS). PASS ALLOWS US TO ORDER SUPPLIES, EQUIPMENT AND INSTRUCTIONAL MATERIALS MORE QUICKLY AND MORE EFFICIENTLY; AS WELL AS, HELPS LEVERAGE OUR BUYING POWER AS A SYSTEM. AS A NEXT STEP IN IMPROVING OUR BUSINESS OPERATIONS, WE WILL BE TACKLING OUR HUMAN RESOURCES AND PAYROLL SYSTEMS TO ENSURE THAT THEY TOO, EFFECTIVELY SUPPORT THE WORK WE HAVE AHEAD. OF NOTE IS THE RECENT BOARD OF EDUCATION ADOPTION OF THE LABOR CONTRACT WITH THE TEACHER'S UNION. THE CONTRACT WAS RATIFIED BY A OVER 80 PERCENT OF THE UNION MEMBERSHIP AND WAS SUCCESSFULLY APPROVED BY THE BOARD, MAYOR AND COUNCIL WITHOUT THE ACRIMONY OF THE PAST NEGOTIATIONS.

WE ARE EVER MINDFUL OF THE NEED TO HAVE AN EFFICIENT BUSINESS SYSTEM, GIVEN THE FISCAL REALITIES WE FACE. AND BECAUSE OF THOSE FISCAL REALITIES, WE HAVE SUCCESSFULLY SOUGHT AND CONTINUE TO PARTICIPATE IN SOME EFFECTIVE PARTNERSHIPS THAT WILL HELP US REACH OUR GOALS.

OUR RECENT PARTNERSHIP WITH THE WORLD BANK, FOR EXAMPLE, WILL ASSIST US IN OUR ABILITY TO RECRUIT AND TRAIN 100 TEACHERS A YEAR, FOR THE NEXT FIVE YEARS, IN ORDER TO ACHIEVE NATIONAL BOARD

CERTIFICATION FOR ALL TEACHERS, WHICH, IN TURN, WILL FORTIFY THE QUALITY OF TEACHING IN OUR CLASSROOMS.

I MENTIONED EARLIER THE PARTNERSHIP WITH THE CITY OF THE DISTRICT OF COLUMBIA THAT RESULTED IN OUR NEW PROCUREMENT SYSTEM. WE ARE HOPING FOR SIMILAR PARTNERSHIP OPPORTUNITIES AS WE IMPROVE OUR HUMAN RESOURCES, BUDGET AND TECHNOLOGY INFRASTRUCTURE.

WE ARE ALSO ENCOURAGED BY ANOTHER RECENT PARTNERSHIP. THE DC CHILDREN AND YOUTH INVESTMENT TRUST CORPORATION (THE TRUST) RECENTLY ANNOUNCED THAT THE WALLACE FOUNDATION IS INVESTING UP TO \$8 MILLION OVER THREE YEARS TO IMPROVE OUT-OF-SCHOOL PROGRAMS FOR STUDENTS IN THE DISTRICT OF COLUMBIA. THE INITIATIVE WILL BEGIN IN THREE PILOT MIDDLE SCHOOLS IN JANUARY AND WILL SERVE A TOTAL OF ABOUT 600 CHILDREN. ULTIMATELY, THE GOAL IS THAT ALL MIDDLE-SCHOOL CHILDREN IN THE DISTRICT WILL HAVE ACCESS TO HIGH-QUALITY ACTIVITIES OUTSIDE OF THE SCHOOL DAY – IN THE AFTERNOONS, ON WEEKENDS, AND DURING THE SUMMER.

PERHAPS THE GREATEST EXAMPLE OF WHERE COLLABORATION AND CONSENSUS HAS BEEN EFFECTIVE IS IN THE ESTABLISHMENT OF THE DISTRICT OF COLUMBIA EDUCATION COMPACT (DCEC). THE DCEC IS COMPOSED OF PARENTS, TEACHERS, PRINCIPALS, SCHOOL ADMINISTRATORS, BUSINESS LEADERS, COMMUNITY ACTIVISTS, FOUNDATION STAFF, ELECTED OFFICIALS, AND CONCERNED CITIZENS WHO SHARE OUR VISION OF HIGH-QUALITY TEACHING AND LEARNING IN ALL OF OUR SCHOOLS ALL OF THE TIME. AS A RESULT OF THE COMPACT, DCPS, IN CONCERT WITH CITY LEADERSHIP, IS GAINING THE BUSINESS COMMUNITY AS AN ACTIVE AND VIABLE PARTNER IN PUBLIC EDUCATION IN UNPRECEDENTED WAYS.

IN THIS CLIMATE OF COLLABORATION, THE SCHOOL DISTRICT HAS BEEN ABLE TO MOVE AT A RAPID BUT LOGICAL AND STRATEGIC PACE. USING THE “DECLARATION OF EDUCATION,” WHICH IS OUR STRATEGIC PLAN FOR CHANGE, AS A FOUNDATION, WE HAVE DEVELOPED A “MASTER EDUCATION PLAN” THAT SPELS OUT THE ACADEMIC GOALS WE HAVE SET FOR THE CHILDREN OF THE DISTRICT OF COLUMBIA. THESE ACADEMIC GOALS NECESSARILY INFORM HOW OUR FACILITIES WILL BE USED AND SO, WE HAVE ALSO DEVELOPED A “MASTER FACILITIES PLAN” WHICH ARTICULATES OUR VISION OF HAVING FULLY MODERNIZED STATE-OF-THE-ART CAMPUSES FOR ALL OF OUR CHILDREN.

THIS GROUNDWORK CREATES A CLEAR-THINKING APPROACH TO OUR CURRENT EFFORTS TO STRATEGICALLY PLAN FOR EFFECTIVE USE OF OUR BUILDINGS TO SUPPORT OUR ACADEMIC MISSION. THE BOARD OF EDUCATION HAS ACTED TO ELIMINATE APPROXIMATELY 1 MILLION SQUARE FEET OF EXCESS SPACE BY RIGHTSIZING OUR SCHOOL INVENTORY AND MAXIMIZING

ITS USE THROUGH EDUCATIONAL CONSOLIDATIONS, OPERATIONAL EFFICIENCIES AND CO-LOCATIONS WITH COMMUNITY-BASED ORGANIZATIONS, CITY AGENCIES AND PUBLIC-PRIVATE PARTNERSHIPS. THIS WILL RESULT IN THE CONSOLIDATION OF FIVE SCHOOLS, WHICH CREATES THE OPPORTUNITY FOR RICHER AND MORE DIVERSE EDUCATIONAL OFFERINGS AT ALL SCHOOLS BECAUSE OF A BETTER USE OF OUR RESOURCES.

THIS REALIZATION THAT WE MUST BETTER MANAGE OUR RESOURCES HAS HELPED US USHER IN A NEW ERA OF FISCAL DISCIPLINE FOR DCPS. NO LONGER PLAGUED BY OUR PAST MISTAKES, DCPS HAS ADVANCED BALANCED BUDGETS FOR THE PAST THREE YEARS. THE MAYOR AND COUNCIL'S COOPERATION AND SUPPORT IS DULY NOTED IN THEIR INCREASES TO THE PUBLIC EDUCATION BUDGET OVER TIME, INCLUDING AN ADDITIONAL INVESTMENT OF \$21 MILLION LAST YEAR TO ADDRESS UNMET EDUCATIONAL NEEDS.

IN SHORT, WE ARE MAKING SIGNIFICANT PROGRESS, BOTH ACADEMICALLY AND PROGRAMMATICALLY. I AM HOPEFUL THAT IF WE AS A CITY CONTINUE TO WORK TOGETHER AND REMAIN FOCUSED ON WHAT IS IN THE BEST INTEREST OF CHILDREN WE WILL BE ABLE TO CONTINUE AND ACCELERATE OUR EFFORTS TO TRANSFORM LIVES THROUGH HIGH QUALITY TEACHING AND LEARNING. BASED ON WHAT WE HAVE ACCOMPLISHED IN TWO YEARS, THE STRIDES WE COULD MAKE WOULD BE PHENOMENAL WITH MORE TIME AND STABILITY. ALTHOUGH WE HAVE BUILT A STRONG FOUNDATION, WE WILL NEED THE CONTINUED SUPPORT OF THE CITY'S LEADERSHIP TO COMPLETE A PERMANENT EDUCATIONAL STRUCTURE THAT STANDS THE TEST OF TIME AND ONE IN WHICH THE EXCELLENCE WILL OUTLAST ALL OF OUR ADMINISTRATIONS.

WE LOOK TO THE FUTURE MAYOR, FUTURE COUNCIL MEMBERS AND FUTURE MEMBERS OF THE BOARD TO PROVIDE THE SAME DEGREE OF SUPPORT, LEADERSHIP, AND COMMITMENT TO PROBLEM-SOLVING THAT HAS TAKEN US TO WHERE WE ARE TODAY. WE ALSO ANTICIPATE YOUR THOUGHTFUL CONSIDERATION OF HOW THIS COMMITTEE CAN SUPPORT THE WORK THAT WE ARE DOING, WHICH IS ANCHORED IN OUR COMMITMENT TO CREATE A WORLD-CLASS EDUCATION SYSTEM THAT IS REFLECTIVE OF THIS CAPITOL CITY AND THAT RECOGNIZES THE UNTAPPED POTENTIAL OF OUR YOUTH. SPECIFICALLY, WE LOOK FOR OUR FUTURE LEADERS FOR SUPPORT OF OUR EFFORTS TO:

- CHANGE THE DCPS FISCAL YEAR TO JULY – JUNE - WHILE WE RECOGNIZE THAT THIS WILL NECESSITATE CHANGES TO THE APPROPRIATIONS CALENDAR AND THAT THERE MAY BE OTHER OBSTACLES TO IMPLEMENTATION, WE ARE WILLING TO WORK WITH THE CITY LEADERSHIP AND THIS COMMITTEE TO RESOLVE THOSE

OBSTACLES. WE BELIEVE IT IS CRITICAL TO IMPROVED OPERATIONS TO HAVE A FISCAL YEAR THAT IS ALIGNED WITH OUR ACADEMIC YEAR.

- ADOPT MULTI-YEAR BUDGETING AND TO CARRY FORWARD OUR FINANCIAL CONDITION – THIS WOULD HELP TO ELIMINATE THE FISCALLY IMPRUDENT “USE IT OR LOSE IT MENTALITY” OF MANY OF OUR SCHOOLS, AND TO STRENGTHEN OUR CAPACITY TO MORE STRATEGICALLY AND PROGRAMMATICALLY PLAN.
- OBTAIN A CFO WHICH REPORTS DIRECTLY TO THE SUPERINTENDENT - ALTHOUGH OUR CURRENT RELATIONSHIP WITH THE CFO IS BETTER THAN IT HAS BEEN IN THE PAST, AS A SYSTEM, WE CANNOT MANAGE EFFECTIVELY BASED ON A GOOD WORKING RELATIONSHIP AS OPPOSED TO HAVING A SOUND ORGANIZATIONAL STRUCTURE OF OUR OWN. AS A SCHOOL SYSTEM, OUR MISSION IS CLEARLY DIFFERENT FROM THAT OF OTHER CITY AGENCIES, AND WE SHOULD NOT BE TREATED AS JUST ANOTHER DISTRICT AGENCY IN THIS OR OTHER REGARDS.
- CLEARLY DELINEATE STATE AND LOCAL FUNCTIONS - WE HAVE BEGUN TO DEVELOP METHODS AND MECHANISMS TO DELINEATE SEA/LEA ROLES AND RESPONSIBILITIES, PARTICULARLY AS THEY RELATE TO OUR RECENT HIGH-RISK DESIGNATION BY THE DEPARTMENT OF EDUCATION. OVER THE NEXT FEW MONTHS, WE WILL BE WORKING WITH THE CITY LEADERSHIP TO CRAFT LEGISLATION THAT WILL BETTER CLARIFY ROLES AND RESPONSIBILITIES IN THE DISTRICT. WE WILL LIKELY LOOK TO YOUR LEADERSHIP TO HELP US IN THIS REGARD.

WHILE ACKNOWLEDGING THE PROGRESS WE HAVE MADE, WE ARE FULLY AWARE OF THE CHALLENGES BEFORE US. BUT, WE HAVE BEEN SUCCESSFUL IN TURNING AROUND A MIRED GOVERNANCE AND MANAGEMENT STRUCTURE SUCH THAT OUR WORK IS NOW CHARACTERIZED BY CONFIDENCE AND TRUST IN EACH OTHER TO APPROPRIATELY EXECUTE OUR RESPECTIVE PART OF THE EDUCATION ARENA IN THE DISTRICT. THE BOARD AND SUPERINTENDENT ARE ACTIVELY ENGAGED IN ONGOING OPPORTUNITIES TO IMPROVE HOW WE WORK TOGETHER. THE MAYOR, COUNCIL, BOARD AND OTHER PUBLIC OFFICIALS MEET REGULARLY TO DISCUS CRITICAL EDUCATION ISSUES AND TO IMPROVE OUR EFFECTIVENESS AS EDUCATION POLICYMAKERS AND IMPLEMENTERS. GIVEN WHAT WE HAVE ACCOMPLISHED IN THE SPIRIT OF COLLABORATION CREATED BY THE OPPORTUNITIES OF THE WILLIAMS ADMINISTRATION, I AM CONVINCED THAT IF THIS ENVIRONMENT IS NURTURED BY FUTURE ADMINISTRATIONS, THE STUDENTS IN THE DISTRICT OF COLUMBIA WILL HAVE THE TYPE OF EDUCATION THEY DESERVE TO COMPETE IN THE GLOBAL MARKETPLACE. I STAND READY TO WORK WITH WHOMEVER TO DO MY PART TO ADVANCE THIS GOAL.

THANK YOU FOR YOUR TIME.