

Gaston County Schools
Board of Education
Friday, January 27, 2023
Meeting 8:30 a.m.

MINUTES

The Gaston County Board of Education met in a regular session on Friday, January 27, 2023 in the Linda Rader Staff Development Center, 240 Eighth Avenue, Cramerton, NC. Those Board Members in attendance were: Chairman Jeff Ramsey, Vice Chairman Dot Cherry, Josh Crisp, Lee Dedmon, Dot Guthrie, Tod Kinlaw, Robbie Lovelace, Brent Moore, and A.M. Stephens III.

Additional attendees include: Superintendent Dr. W. Jeffrey Booker, Attorney Sonya McGraw, Associate Superintendents Melissa Balknight and Gary Hoskins, Chief Communications Officer Todd Hagans, and Board Clerk Dana Luoto.

Chairman Ramsey called the meeting to order at 8:32 a.m.

Invocation

Superintendent Booker led the invocation.

Pledge of Allegiance

Superintendent Booker led the Pledge of Allegiance.

Agenda Adoption - Action

The Board considered Agenda Adoption – Action

Motion to adopt the Agenda as presented was made by Ms. Dot Cherry; seconded by Mr. Brent Moore; motion carried unanimously. (9-0)

Good News – Information

Superintendent Booker reported that January is designated as National School Board Recognition Month. Each Board Member received a bag from the NC School Boards Association. Inside the bag were a number of items including cards created by students to show their appreciation to our Board Members. It is our tradition for a class to "adopt" a Board Member for School Board Recognition Month. Also included in their bag was a picture of the adopted class with the teacher's name and grade level.

The following schools adopted each Board Member:

New Hope (Chairman Ramsey)
Pleasant Ridge (Vice Chairman Cherry)
Carr (Mr. Crisp)
Brookside (Mr. Dedmon)
Lingerfeldt (Mrs. Guthrie)
Page Primary (Mr. Kinlaw)
Cherryville Elementary (Mrs. Lovelace)
Bessemer City Primary (Mr. Moore)
Ida Rankin (Mr. Stephens)

Public Expression – Information

No one signed up for Public Expression.

Approval/Correction of Minutes

The Board considered Approval/Correction of Minutes – Action

Motion to adopt minutes of December 5, 2022 (Organizational and Regular Meetings) as presented was made by Mr. Josh Crisp; seconded by Mr. Tod Kinlaw; motion carried unanimously. (9-0)

Gaston County Schools Calendar 2023-2024 – Information

Chairman Ramsey recognized Dr. Kecia Coln who presented a PowerPoint on School Calendar Survey Results 2023-2024.

(View PowerPoint)

Gaston Early College Calendar 2023-2024 – Information

Chairman Ramsey recognized Dr. Kecia Coln who presented a PowerPoint on Gaston Early College High School Calendar.

(View PowerPoint)

School Business Systems Modernization Update – Information

Chairman Ramsey recognized Mr. Gary Hoskins who presented a PowerPoint on School Business Systems Modernization Update.

(View PowerPoint)

Policy Update – Policy 6335/7270 — Drug & Alcohol Testing of Commercial Motor Vehicle Operators – Information

Chairman Ramsey recognized Attorney Sonya McGraw who reported recent changes require revisions to GCS policies. As of January 6, 2023, school officials are no longer required to contact an applicant's previous Federal Motor Carrier Safety Administration (FMCSA) – regulated employer to obtain records of an applicant's drug or alcohol violations. This information can now be obtained from querying the Drug and Alcohol Clearinghouse. The revision to Policy 6335/7270, Drug & Alcohol Testing of Commercial Motor Vehicle Operators, will streamline this process. This change complies with 49 C.F.R. 40.25.

Consent Agenda – Action

The Board considered the Consent Agenda:

- A. Recommended Personnel
- B. Budget Amendments & Budget Transfers
- C. Construction/Repair Change Orders
- D. Contracts
 - North Gaston High School Drainage Repair Project
 - Mount Holly Media Center Renovations – Mechanical
 - Mount Holly Media Center Renovations – Electrical
 - Annual Payment – CherryRoad Technologies

Motion to adopt the Consent Agenda as presented was made by Ms. Dot Cherry; seconded by Mr. Lee Dedmon motion carried unanimously. (9-0)

Superintendent's Comments

Superintendent Booker reported the all-district band concert for the Charlotte region is at 2:00 p.m. on Saturday, January 28, 2023 at Stuart W. Cramer High School.

Superintendent Booker reported that North Gaston High School is hosting a dinner and celebration to honor long-time track coach Trace Barnett from 5:00 until 7:00 p.m. on Saturday, January 28, 2023.

Superintendent Booker reported the Gaston County Schools spelling bee will be held on Wednesday, February 1 at Ashbrook and the winner will represent GCS in the Carolina Panthers regional spelling bee in March.

Superintendent Booker reported that Friday, February 3 from 5:00 until 8:00 p.m. and Saturday, February 4 from 9:00 a.m. – 4:00 p.m. is the School Choice Fair at the Gastonia Conference Center.

Closed Session

Chairman Ramsey asked the Board to consider going into Closed Session under, N.C.G.S. §143-318.11(a)(6) Personnel and N.C.G.S. §143-318.11(a)(3) Consultation with Attorney.

Motion to go into Closed Session was made by Ms. Dot Cherry; seconded by Mr. A.M. Stephens; motion carried unanimously. (9-0)

The Board went into Closed Session at 9:34 a.m.

The Board returned to Open Session at 10:38 a.m.

On behalf of the Board, Mr. Tod Kinlaw reported the following:

The lawsuit captioned *C.A., a minor, by and through his Guardian ad Litem, Tiffany Scott, and K.G., by and through his Guardian ad Litem, Tiffany Scott; and K.M., by and through his Guardian ad Litem, Holden Clark v. Gaston County Board of Education and Penny Pope Barker*, in the Western District of North Carolina, Case No. 3:20-CV-00228-RJC-DSC, has been settled. The Board's insurer, Liberty Mutual Insurance Company, agreed to pay \$225,000 to each plaintiff in exchange for a full dismissal of the litigation. The settlement is not an admission of liability, but rather a strategic decision by the Board's insurance company to avoid the costs of further litigation, including possible appeals, and to obtain a dismissal and full release of all claims. The settlement agreement must be approved by the court before the matter is dismissed. A copy of the settlement agreement will be maintained in the Board's records.

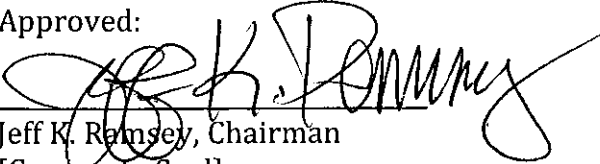
Chairman Ramsey wished Mrs. Dot Guthrie a Happy Birthday.

Adjournment

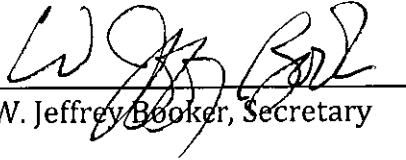
All business having been conducted, Motion to adjourn was made by Ms. Dot Cherry seconded by Mr. Brent Moore motion carried unanimously. (9-0)

The Board Meeting adjourned at 10:45 a.m.

Approved:




Jeff K. Ramsey, Chairman
[Corporate Seal]



W. Jeffrey Booker, Secretary

Date Approved: 2/20/2023



School Calendar Survey Results 2023-2024



Survey Information

Survey Information

- Survey published on GCS Homepage from January 11, 2023 until January 20, 2023.
- Three draft calendars for review with questions to provide feedback.

3

6,018 Survey
Respondents

4

Survey Question 1

“Which of the following groups best applies to you?”

- ◆ Employee
- ◆ Student
- ◆ Parent/Guardian
- ◆ Community Member
- ◆ Other

5

Survey Respondents- Demographics

Survey Respondents

Community Member
3.0%

Employee
33.3%

Parent/Guardian
51.6%

Student
11.2%

6

Sample Calendars

Sample A Calendar

Gaston County Schools

2023-2024 School Calendar Worksheet

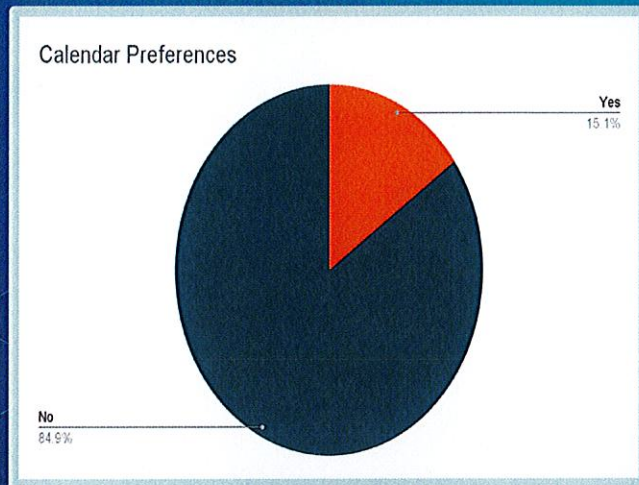
JULY S M T W T F S 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31	NOVEMBER S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30	MARCH S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30
AUGUST S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31	DECEMBER S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30	APRIL S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30
SEPTEMBER S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30	JANUARY S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31	MAY S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31
OCTOBER S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31	FEBRUARY S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29	JUNE S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30

- Calendar Information**
- 215 Employee Days
 - 175 Student Days - 88 First Semester, 87 Second Semester
 - 43 days - First 44 - Second, 43 - Third, 44 - Fourth
 - 1,041 Instructional Hours (includes 3 half days for early dismissal - fall and spring parent-conference days and last day of school)
 - 10 teacher annual leave days
 - Includes state holidays for employees
 - Inclement Weather Makeup Days
 - January 23
 - February 19
 - March 15
 - April 5
 - April 4
 - April 3
 - April 2
 - End of 9 Week Grading Periods
 - October 27, January 19, March 26, and June 5
 - Report Cards Distributed
 - November 2, January 25, April 11, mailed by June 13
 - Graduation Day is Saturday, June 8
 - Parent-Teacher Conference Days are October 12 and March 14 (early dismissal for students)

SAMPLE A

Mid-year semester and exams in January
- Semesters are balanced

Survey Responses: Do you like the Sample A Calendar?



15.1%
**Support
Rate**

9

Sample B Calendar

Gaston County Schools 2023-2024 School Calendar Worksheet

JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE
1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31	1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31	1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30	1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31	1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30	1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31	1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31	1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30	1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31	1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30	1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31	1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30

Calendar Information

- 215 Employee Days
- 155 Student Days / 77 First Semester / 88 Second Semester
- 30 days - First 30 - Second 49 - Third 49 - Fourth
- 1,641 Instructional Hours (includes 31 off days for early dismissal, fall and spring parent conference days and last day of school)
- 10 teacher annual leave days
- Includes state holidays for employees
- Incremental Winter Breakout Days
 - January 3
 - February 19
 - March 15
 - April 5
 - April 4
 - April 3
 - April 2
- End of 9 Week Grading Periods
 - October 20, December 20, March 19, and June 5
- Report Cards Distributed
 - October 26, January 11, March 29, mailed by June 13
- Graduation Day is Saturday, June 8
- Parent-Teacher Conference Days are October 12 and March 14 (early dismissal for students)

SAMPLE B

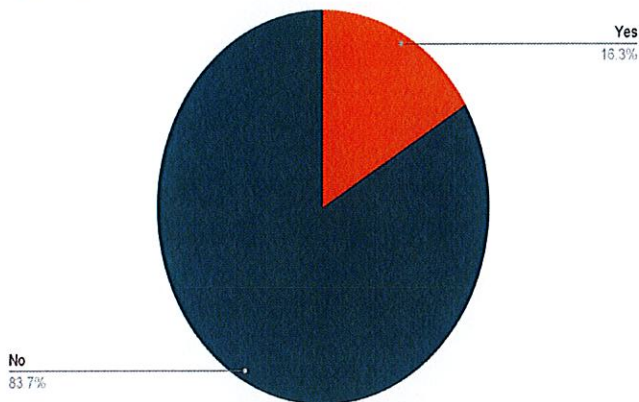
- Mid-year semester and exams in December
- *Semesters are not balanced

Calendar Template produced by Communications/Public Information Department

10

Survey Responses: Do you like the Sample B Calendar?

Calendar Preferences



16.3 %
Support
Rate

11

Sample C Calendar

Gaston County Schools

2023-2024 School Calendar Worksheet

JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE
S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31	S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31	S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30	S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31	S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30	S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31	S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31	S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29	S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31	S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30	S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31	S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30

Calendar Information

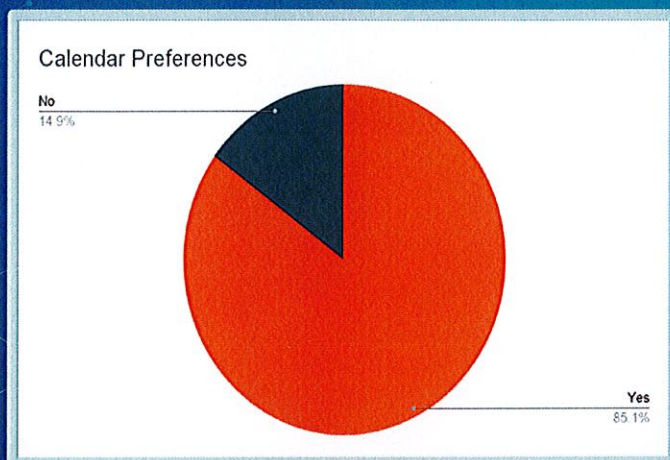
- 213 Employee Days
- 174 Student Days - 85 First Semester 89 Second Semester
- 41 Days - First: 44 - Second: 42 - Third: 47 - Fourth
- 1,638 Instructional Hours (includes 2 half days for early dismissal - fall and spring parent conference days)
- 10 teacher annual leave days
- Includes state holidays for employees
- Incentive Weather Makeup Days
 - January 5
 - February 19
 - March 8
 - April 5
 - April 4
 - April 3
 - April 2
- End of 9 Week Grading Periods
 - October 12, December 20, March 7, and May 22
- Report Cards Distributed
 - October 19, January 11, March 14 mailed by May 30
- Graduation Day is Friday, May 24
- Parent Teacher Conference Days are October 12 and March 7 (early dismissal for students)

SAMPLE C

- Early start in August; mid-semester break and exams in December (like 2022-23 calendar)
- *Semesters are balanced

12

Survey Responses: Do you like the Sample C Calendar?

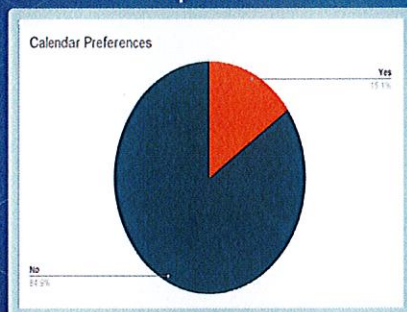


**85.1 %
Support
Rate**

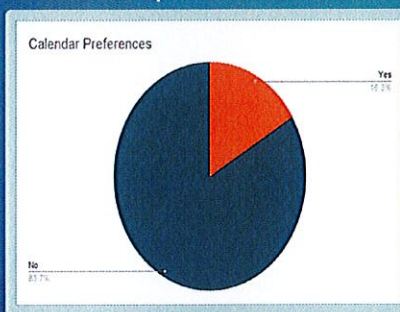
13

Patterns of Calendar Support

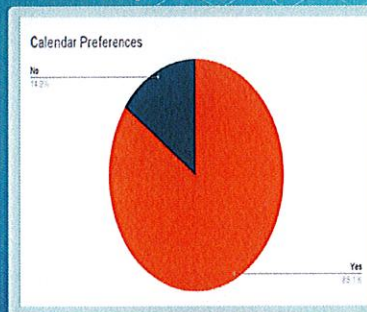
Sample Calendar A



Sample Calendar B



Sample Calendar C



14

Overall Calendar Preference By Demographic Group

	A	B	C
Community Member	5.00%	11.67%	83.33%
Employee	7.25%	8.45%	84.31%
Other	11.67%	5.00%	83.33%
Parent/Guardian	12.15%	8.99%	78.86%
Student	5.19%	8.01%	86.80%
Grand Total	9.52%	8.74%	81.74%

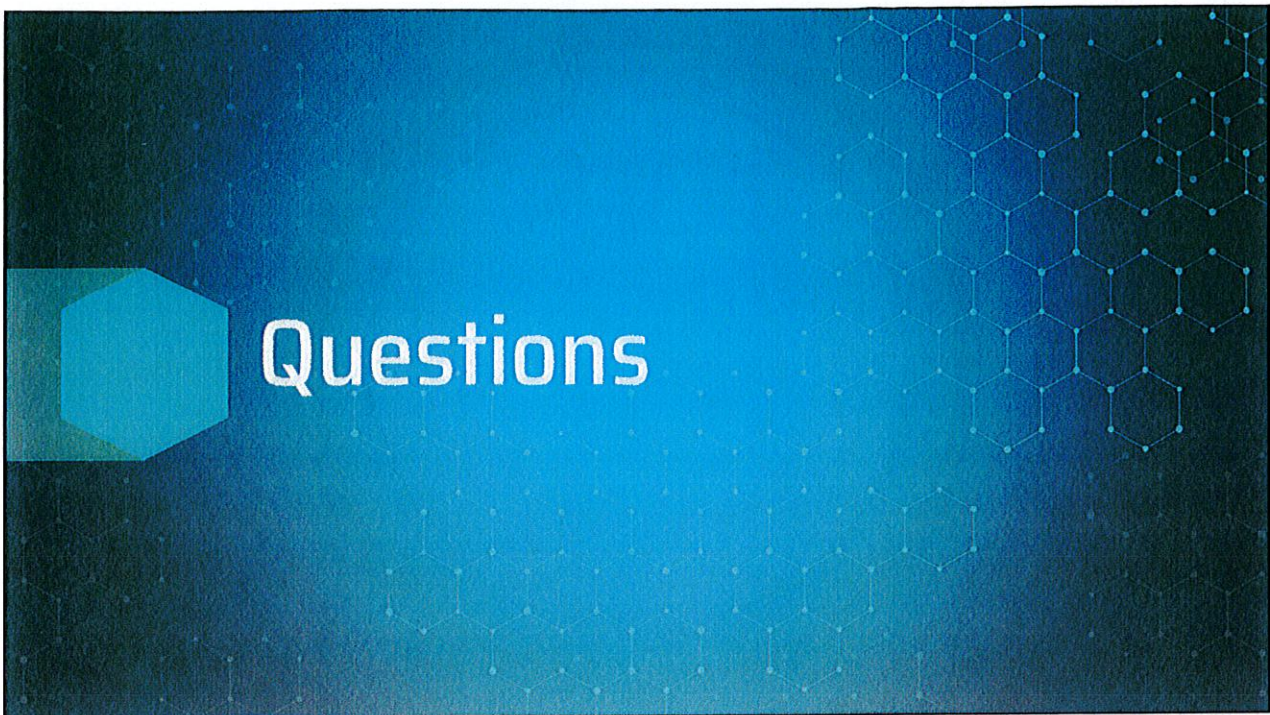
15

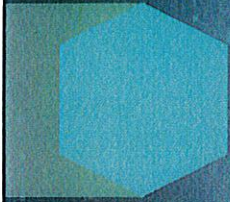
Survey Suggestions For Consideration

Highest response patterns:

- ◆ Complete first semester and exams in December.
- ◆ Balance semesters if possible.
- ◆ Graduation in early June.

16





Gaston Early College High School Calendar

Gaston Early College High School Calendar

Gaston Early College High School

2023-2024 DRAFT School Calendar

July 2023							August 2023							September 2023						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
						1	1	2	3	4	5	6		3	4	5	6	7	8	9
2	3	4	5	6	7	8	6	7	8	9	10	11	12	10	11	12	13	14	15	16
9	10	11	12	13	14	15	13	14	15	16	17	18	19	17	18	19	20	21	22	23
16	17	18	19	20	21	22	20	21	22	23	24	25	26	24	25	26	27	28	29	30
23	24	25	26	27	28	29	27	28	29	30	31									
30	31											17								19
23 employee days							21 employee days							21 employee days						

October 2023							November 2023							December 2023						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7			1	2	3	4		3	4	5	6	7	8	9
8	9	10	11	12	13	14	5	6	7	8	9	10	11	10	11	12	13	14	15	16
15	16	17	18	19	20	21	12	13	14	15	16	17	18	17	18	19	20	21	22	23
22	23	24	25	26	27	28	19	20	21	22	23	24	25	24	25	26	27	28	29	30
29	30	31					26	27	28	29	30			31						
22 employee days							22 employee days							21 employee days						

January 2024							February 2024							March 2024						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
						1							3	4	5	6	7	8	9	
2	3	4	5	6	7	8	4	5	6	7	8	9	10	10	11	12	13	14	15	16
9	10	11	12	13	14	15	11	12	13	14	15	16	17	17	18	19	20	21	22	23
16	17	18	19	20	21	22	18	19	20	21	22	23	24	24	25	26	27	28	29	30
23	24	25	26	27	28	29	25	26	27	28	29			31						
30	31											20								17
23 employee days							21 employee days							21 employee days						

April 2024							May 2024							June 2024						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
						1							2	3	4	5	6	7	8	
2	3	4	5	6	7	8	5	6	7	8	9	10	11	9	10	11	12	13	14	15
9	10	11	12	13	14	15	12	13	14	15	16	17	18	16	17	18	19	20	21	22
16	17	18	19	20	21	22	19	20	21	22	23	24	25	23	24	25	26	27	28	29
23	24	25	26	27	28	29	26	27	28	29	30	31		30						
30	31												13							
23 employee days							19 employee days													

School Closed / Holiday

Mandated Teacher Workday

Annual Leave

First and Last Day of School

Optional Teacher Workday

19

Questions

School Business Systems Modernization Update



Board of Education Meeting

January 27, 2023



SBSM Update

At previous Board meetings we discussed the following items:

- The history and background of SBSM
- The specific goals of the SBSM initiative
- The impact on Gaston County Schools
- The historical conversion timeline
- **Current payroll issues**

Current Payroll Issues

Global Payroll Issues

Retirement Contributions	Progressing
Multiple Deductions	Progressing
EPI Teacher Deductions	Corrected
ASPIRE Overtime Pay	Corrected
Longevity Payments	Corrected
Comp Time Pay Rate	In Development

2

Current Payroll Issues

Retirement Contributions - Progressing

- NC State Retirement files have been submitted through **August** / posted through **August**
- **Interest** has been posted for 2022 in Orbit
- Empower **401(k)** posted through **December**
- All other retirement plans **457** and **403(b)** posted through **December**

3

Current Payroll Issues

Multiple Deductions - Progressing

- A number of employees had **excess deductions** taken from their checks in prior pay periods.
- We are working to identify and refund these deductions. We have made solid progress, but there are still a number of **outstanding deductions** to refund.

4

Current Payroll Issues

EPI Teacher Deductions - Corrected

- EPI teachers are contract employees, so they are not subject to pay **FICA deductions** during their first two years, or any **retirement contributions**. However, we did withhold FICA and retirement from many of these individuals.
- These deductions **have been refunded** to these employees.

5

Current Payroll Issues

ASPIRE Overtime Pay - Corrected

- Non-certified employees that work in the after-school ASPIRE program are currently earning **comp time** for overtime hours worked.
- These employees should be **paid** for their overtime worked
- These employees have now been **paid for their overtime.**

6

Current Payroll Issues

Longevity - Corrected

- No longevity payments were made to employees in **July and August.**
- The issue was resolved for ongoing longevity payments in **September.**
- The missing July and August longevity payments **have been paid.**

7

Current Payroll Issues

Comp Time Pay Rate – In Development

- The system is currently using the employee's pay rate at the time **when comp time is earned**.
- The system should be using the pay rate at the time **when comp time is used**.
- We currently have a ticket with CherryRoad to correct this issue and assist us with **reimbursement** for this discrepancy.

8

Current Payroll Issues

Individual Issues

In addition to the current global issues, there are individual payroll issues that are unique to each employee. These issues are being **reviewed and resolved** by the Payroll Department. This is an on-going process.

9

Current Payroll Issues

Outstanding Issues

Incorrect Deductions

Overpayments

Comp Time Pay Rate

Retirement Contributions

Leave Balances

9

Current Payroll Issues

Outstanding Issues

1,834 incidents reported January - September

962 employees met with Customer Care Team
in October

413 employees resolved November – January

549 employee folders in process

9

Issue Resolution

Third-party Operational Support

CherryRoad Technologies – are providing off-site support for each pay run, month-end closing, interface analysis and employee on-boarding. In addition, they provide on-going support for any other Oracle issues through a ticketing system.



10

Issue Resolution

Third-party Operational Support

Oracle - We have a dedicated **off-site Oracle resource** in January 2023 for payroll issues and Form W-2 testing and preparation. Also, we have Oracle Managed Cloud Services support through October 2023.



11

Issue Resolution

Third-party Operational Support

True Ingenuity Consulting – assists staff with:

- 1) building custom reports for finance, payroll and human resources;
- 2) work flow management; and
- 3) security protocols.



12

Bonus Pay Runs - January

COVID Retention Bonus – 1st Semester (01/24)

- 3,660+ qualified employees
- Approximately \$3.8 million funded from ESSER

Teacher Bonuses (01/25)

- 3rd - 5th grade reading and 4th - 8th grade math, AP and CTE scores
- 220+ eligible teachers
- Approximately \$690,000 funded from State

13

NCASBO Finance Forum

*Update from NCDPI – Division of School Business to the NCASBO Leadership
and Regional Representatives*

Modernization Update

Key items to know

- **State oracle** implementation date: **Oct 2023**.
- SBS Main Frame will go off-line June 2024.
- Impacts all programs we currently use in SBS.
- We are trying to set-up structurally for July 2023 to allow for interfaces, testing, reporting, operations, training, etc.
- We are setting up then for LIVE Data starting July 2024.
- **MANY processes, reports, etc. that we know will go away...** BAAS, BUD, JHA>>>, etc. All of these have to be redesigned.



Questions