

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

ALLEGHENY COUNTY
JAIL OVERSIGHT BOARD MEETING

Thursday
September 7, 2023

Gold Room
4th Floor
Allegheny County Courthouse
436 Grant Street
Pittsburgh, Pennsylvania 15219

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

MEMBERS OF THE BOARD IN ATTENDANCE:

- Judge Elliot Howsie
- Judge Beth Lazzara
- President of County Council Pat Catena
- Stephen Pilarski for County Executive
 Richard Fitzgerald
- Controller Corey O'Connor
- Sheriff Kevin Kraus
- Terri Klein
- Abass Kamara

JAIL ADMINISTRATION IN ATTENDANCE:

- Warden Orlando Harper
- Chief Deputy Warden Jason Beasom
- HSA Dr. Ashley Brinkman
- Deputy Warden Connie Clark

COMMUNITY CORRECTIONS PRESENTERS

Shayna Givner - Passages to Recovery

Darren Hood - The Renewal Center

Steve Esswein - Electronic Monitoring

PUBLIC SPEAKERS:

John Kenstowicz

Marianne Novy

Peter Harvey

Pat Murray

Jane McCafferty

Patrick Tierney

Fran McDowell

John Bolanos

Ronnie Cook-Zuhlke

Date Dahar

Laura Perkins

Clara Swanson

MacKenzie O'Connor

Joe Shaughnessy

Sister Barbara Finch

Sharon Bonavoglia

Alex Phillips

Jodi Lincoln

Tanisha Long

Muhamad Nasir

Marion Damick

Leona Wilkerson

P R O C E E D I N G S

(4:10 o'clock p.m.)

WELCOME, CALL TO ORDER & RULES

JUDGE HOWSIE: Good evening. Good afternoon. Sorry, good afternoon, everyone. Welcome to the Jail Oversight Board Meeting.

I'm calling the meeting to order. I'd like to say first and foremost, if you intend to offer public comment, they will be limited to three minutes. I'd ask that you extend the same courtesy and respect to others that you would want in return, and we'd ask that you not interfere or yell or scream or do anything while other people are giving their public comments. It is rude, and you will be asked to leave. So please keep that in mind.

With that being said, we'll do the roll call.

Abass Kamara.

MR. KAMARA: Present.

JUDGE HOWSIE: County Controller Corey O'Connor?

MR. O'CONNOR: Here.

JUDGE HOWSIE: Judge Lazzara?

JUDGE LAZZARA: Present.

1 JUDGE HOWSIE: Terri Klein.

2 MS. KLEIN: Here.

3 JUDGE HOWSIE: Rich Fitzgerald?

4 MR. PILARSKI: Steve Pilarski.

5 JUDGE HOWSIE: Sheriff Kraus?

6 SHERIFF KRAUS: Here.

7 JUDGE HOWSIE: Pat Catena?

8 MR. CATENA: Here.

9 JUDGE HOWSIE: All right. So we
10 are here. We will get started.

11 AUDIENCE MEMBER: Gayle Moss.

12 JUDGE HOWSIE: Oh, I'm sorry.
13 Forgive me. Ms. Moss. I spoke with Ms. Moss.
14 She has COVID, so I'd ask that you keep her in
15 your concerns and your prayers for a speedy
16 recovery. So she will not be able to attend the
17 meeting.

18 With that being said, we will now
19 begin with Community Corrections Reports, and we
20 will start with Passages to Recovery.

21 And whenever you give a report, or
22 you make a public comment, please state your full
23 name and spell your last name for the record.

24 Thank you.

25

1 COMMUNITY CORRECTIONS REPORTS

2 MS. GIVNER: Hi, everybody. My
3 name is Shayna Givner. My name is spelled
4 S-H-A-Y-N-A, last name, G-I-V-N-E-R.

5 Passages to Recovery has a census
6 of 40. Since the last report we've had nine
7 discharges, three of which has been unsuccessful.
8 We have not had any overdoses at the sights.

9 At this time we have placed
10 external stakeholders on hold due to a COVID case
11 on the site. That will start back on Tuesday of
12 this upcoming week with the Maya Organization.

13 On September 19th, we will start
14 with Goodwill. They will also come in at that
15 time.

16 I'm nervous. Any questions?

17 JUDGE HOWSIE: I did have a
18 question. When you say you put external
19 stakeholders on hold, does that mean treatment
20 and/or counseling from external -- I'm not sure I
21 understand what that means.

22 MS. GIVNER: No, these are just
23 outside entities who come into our facility to do
24 groups, like life-skill groups.

25 JUDGE HOWSIE: Okay. That answers

1 that. Okay. Fair enough. That's the question.

2 You had three people that were
3 discharged?

4 MS. GIVNER: Nine people
5 discharged. Three were unsuccessful.

6 JUDGE HOWSIE: Three were
7 unsuccessful. That's what you said.

8 MS. GIVNER: Yes.

9 JUDGE HOWSIE: So that means they
10 were possibly returned back to the jail?

11 MS. GIVNER: That's correct.

12 JUDGE HOWSIE: Returned back to the
13 jail, so for some violation of your policy?

14 MS. GIVNER: For escape, yes.

15 JUDGE HOWSIE: Same thing.

16 MS. GIVNER: Okay.

17 JUDGE HOWSIE: All right. Thank
18 you very much.

19 MS. GIVNER: All right.

20 JUDGE HOWSIE: Any other questions?
21 Judge Lazzara?

22 JUDGE LAZZARA: I sort of hate to
23 ask a pointed question.

24 MS. GIVNER: Yeah.

25 JUDGE LAZZARA: But my

1 understanding is that there's been some K-2
2 concerns --

3 MS. GIVNER: Yeah.

4 JUDGE LAZZARA: -- at Passages to
5 Recovery?

6 MS. GIVNER: Yes.

7 JUDGE LAZZARA: And I just wanted
8 to know sort of what steps you're taking to sort
9 of solve that problem there and to get the K-2
10 out of the facility? It's supposed to be a
11 recovery facility --

12 MS. GIVNER: Absolutely.

13 JUDGE LAZZARA: -- so we want
14 people to be able to do that. So just I didn't
15 know what you guys were doing to handle that
16 problem.

17 MS. GIVNER: What we're doing is
18 we're maintaining our staff. I know that we've
19 reported that we've had staff issues, but we
20 utilize all of our staff to come on-site to
21 provide searches, pat-downs, and that's for both
22 unclothed searches and clothed searches.

23 In addition to that, we've done
24 room searches, urinalysis tests, and everyone who
25 has either tested positive or has been caught

1 with K-2 receive a misconduct report if they are
2 a client that has been identified through the
3 jail, or received other interventions based upon
4 their -- not the jurisdiction, but if they're
5 identified like a self-admission or through the
6 Divergent Program.

7 JUDGE LAZZARA: Okay.

8 JUDGE HOWSIE: Councilman Catena?

9 MR. CATENA: Has there been any
10 deaths or overdoses that you're aware of?

11 MS. GIVNER: No. No, I'm not aware
12 of that, no.

13 MR. CATENA: Okay.

14 JUDGE HOWSIE: All right. Thank
15 you very much, ma'am.

16 MS. GIVNER: All right.

17 JUDGE HOWSIE: Thank you.

18 MS. GIVNER: Thank you.

19 JUDGE HOWSIE: We'll now hear from
20 the Renewal Center.

21 MR. HOOD: Good afternoon,
22 everybody. Darren Hood, D-A-R-R-E-N H-O-O-D.

23 Before I give the normal report,
24 I'd just like to make comment on the water issue
25 that we had outside of our 704 facility next to

1 the Allegheny County Jail.

2 The water, we had a water main
3 break, and that started on August 28th. Renewal
4 dug and fixed the part under the sidewalk, but
5 another leak was under the street, requiring a
6 permit from the City, which we just received late
7 this morning. Work will commence on Monday
8 morning. Hopefully, it will be completed shortly
9 after that, weather permitting.

10 During that period of time without
11 the water, it didn't disturb any operations. We
12 still had temporary -- temporary water service
13 for washing, toilets, et cetera, through the temp
14 hook-up with the fire hydrant.

15 Drinking water, water coolers were
16 placed on each unit supplied with five-gallon
17 jugs, the Crystal Springs water, as well as large
18 supplies of bottled water. So come Monday,
19 hopefully that problem will be rectified.

20 Program Numbers, work release we
21 have 87; inpatient 16; giving us a total of 103.

22 Employment percentage this month
23 is -- this past month was 96 percent. Average
24 wage rate was \$16.04.

25 As far as releases, we had 39

1 reentrants exit our program; 22 successful, 6
2 escapes, and 11 program revocations, some pulled
3 out by court, some returned for behavioral
4 issues.

5 We had some special community
6 service projects that county reentrants
7 performed. Community service, Friday,
8 August 11th, at Project Destiny, which is a
9 clothing bank, and also county reentrants
10 continue to perform community service on a weekly
11 basis at Mount Ararat Food Bank.

12 And in addition, Renewal had
13 approximately 12 county reentrants participate in
14 community service on Saturday, August 19th for
15 the Hill 5-K Race from 7 a.m. until 6 p.m.

16 That's all I have for my report.

17 JUDGE HOWSIE: Thank you. Any
18 questions.

19 Terri Klein.

20 MS. KLEIN: Can you -- do you have
21 any COVID cases?

22 MR. HOOD: None.

23 JUDGE HOWSIE: Councilman Catena?

24 MR. CATENA: The census, you said
25 six escapes, correct? Is that what you said?

1 MR. HOOD: Correct.

2 MR. CATENA: Can you elaborate on
3 that?

4 MR. HOOD: There was six county
5 reentrants in the period from last meeting that
6 either failed to report after an approved
7 activity out in the community or left without
8 authorization.

9 MR. CATENA: Okay. Thank you.

10 MR. PILARSKI: Is six a higher
11 number than normal? Does that seem high to you
12 or no?

13 MR. HOOD: It was somewhat low.

14 JUDGE HOWSIE: Any other questions?

15 MR. CATENA: Well, a follow-up to
16 that one, actually, Steve.

17 JUDGE HOWSIE: Sure.

18 MR. CATENA: I mean, what is the --
19 since that was actually low, what is the norm on
20 that? And since it seems to be much higher, and
21 you're laughing about it.

22 MR. HOOD: Well, I wasn't really
23 laughing, but I just -- it fluctuates. It
24 depends on, you know, how many people we have in
25 the program at a time.

1 MR. CATENA: So what's a rolling
2 average?

3 MR. HOOD: I'd say maybe seven,
4 eight.

5 MR. CATENA: So six isn't that much
6 lower then if it's seven or eight.

7 MR. HOOD: Right.

8 MR. CATENA: I'm confused because
9 you're saying one thing, and it's something
10 different.

11 MR. HOOD: Well, it's -- I don't
12 really have an average figured.

13 MR. CATENA: I mean, if it was much
14 lower as you indicated to Mr. Pilarski, much
15 lower isn't -- in my opinion, isn't seven or
16 eight, to be much higher than six.

17 MR. HOOD: I would have to --

18 MR. CATENA: I mean, if I'm missing
19 something, you tell me. Can't?

20 MR. HOOD: I don't have an answer
21 for that. I don't have an average.

22 MR. CATENA: Okay. I think that's
23 something we might need to look into a little
24 bit, so maybe at the next meeting you can come a
25 little bit better prepared for that.

1 MR. HOOD: Okay.

2 MR. CATENA: Thank you.

3 MR. HOOD: Thank you.

4 JUDGE HOWSIE: Thank you very much.

5 We will now hear the report from
6 Electronic Monitoring.

7 MR. ESSWEIN: Good afternoon,
8 Board. Steve Esswein, S-T-E-V-E E-S-S-W-E-I-N,
9 for the Probation Office.

10 So for the report ending, this
11 period ending, we have 601 people enrolled in the
12 program. During that time, 90 were successfully
13 completed. We had 2 that were removed for
14 technical violations and 7 who absconded from the
15 program.

16 So any questions?

17 JUDGE HOWSIE: Any questions?

18 (No response.)

19 JUDGE HOWSIE: All right. Thank
20 you --

21 JUDGE LAZZARA: That counts
22 everyone.

23 MR. ESSWEIN: One.

24 JUDGE LAZZARA: Thank you.

25 MR. ESSWEIN: Yep. Not a problem.

1 JUDGE HOWSIE: Thank you very much.

2 MR. ESSWEIN: Thank you.

3 JUDGE HOWSIE: All right. We will
4 now begin with our public comments. Again,
5 public comments will be limited to three minutes
6 per comment, and we'd ask that again there's no
7 interrupting or yelling or screaming. Everyone
8 is hopefully given an opportunity to state their
9 public comments without interruption.

10 First on our -- oh, and again, when
11 the buzzer sounds, we'd ask that you please stop
12 speaking because your time is up, and it's not
13 fair to others if you go over your time. So
14 please stop when you hear the buzzer.

15 **PUBLIC COMMENT**

16 JUDGE HOWSIE: First on the list is
17 John Kenstowicz.

18 MR. KENSTOWICZ: John Kenstowicz,
19 K-E-N-S-T-O-W-I-C-Z.

20 Choosing a new warden. The choice
21 of a new warden is critical. It could affect the
22 atmosphere at our jail for the next ten years.
23 Our new warden must have a transparent and
24 working relationship with the front-line staff
25 who work at our jail. Our warden needs to be

1 aware of the day-to-day challenges of our ACJ
2 staff and what changes our front-line staff would
3 like to see.

4 For these reasons, PIIN's
5 recommendations in choosing a new warden will use
6 as a reference our two surveys, their
7 correctional officer job satisfaction survey and
8 the healthcare staff job satisfaction survey both
9 administered earlier this year.

10 Both surveys recommend changes in,
11 Number 1, the authoritarian top-down structure at
12 our jail that is embedded in the relationships
13 between administration and staff; 2, the lack of
14 autonomy of front-line staff to grow in their
15 profession; and 3, the jail's punitive
16 environment, a stick over carrot philosophy in
17 which there's a striking absence of a corrective
18 and learning philosophy to help front-line staff
19 become more effective professionals.

20 Besides the two surveys, PIIN is
21 using as a reference the Department of Justice
22 and the National Institute of Corrections
23 Workbook, Focused Leadership, a Resource Guide
24 for Newly Appointed Wardens, which contains much
25 of the current thinking regarding how a warden

1 can be successful. A national survey of wardens
2 is included in the guide.

3 Many experts in the field of
4 organizational behavior such as Stephen Covey are
5 cited.

6 In this guide, the strategies
7 recommended in forming the servant leadership
8 model for wardens are crucial. The model is
9 especially useful in countering the
10 authoritarian, very top-down structure at ACJ
11 that front-line staff often identify in their two
12 surveys.

13 A last reference is Daniel Pink's
14 Work Drive which articulates the very negative
15 effects of a carrot-stick philosophy on
16 motivation in the workplace. Besides factors
17 related to pay and benefits, Daniel believes the
18 motivators of a sense of purpose, a sense of
19 autonomy, and opportunities for growth are the
20 key factors to motivate people in the workplace
21 and stop turnover.

22 To be successful, the new warden
23 will need to resurrect from their graves these
24 three essential motivators in the workplace.

25 Following each numbered section

1 below, we provide questions and assessment
2 exercises that can be used to interview
3 applicants. Thank you.

4 JUDGE HOWSIE: Thank you very much.
5 Marianne Novy.

6 MS. NOVY: Thank you. My last name
7 is spelled N-O-V-Y, Novy.

8 I'd like to start by thanking John
9 very much for his hard work in surveying the
10 correctional officers and healthcare personnel at
11 Allegheny County Jail and for his draft of the
12 statement.

13 Also, thanks to the members of the
14 School of Social Work at the University of
15 Pittsburgh, whose survey of the jail residents a
16 few years ago gave a shocking picture of their
17 unlivable conditions.

18 The statement before you was
19 approved by members of the PIIN task force and
20 the Allegheny County Jail. It was sent
21 electronically to members of the Jail Oversight
22 Board.

23 Please have your copy before you as
24 you read it and send it to others who might be
25 interested. We hope that you will keep in mind

1 our suggestions of criteria and interview
2 questions for the next warden.

3 Number 1, our new warden will never
4 use the words "my jail" but will always refer to
5 ACJ as our jail. The DOJ and NIC emphasize the
6 importance of whether a warden stresses inclusion
7 and uses the word "our" in referring to the jail
8 and how it should function.

9 Words can be powerful. Immediately
10 speaking of "our jail" and "our plans" for the
11 future will indicate some willingness to view
12 front-line staff residents in the community as
13 necessary allies.

14 Interview suggestions. Assess
15 applicants' willingness to use the pronoun "our"
16 in referring to ACJ, and a sense of the
17 applicant's openness to inclusion of front-line
18 staff, residents, residents' families, and
19 advocacy groups for future planning. Ask would
20 you be willing to meet with leaders of community
21 advocacy groups on a consistent basis such as
22 once a month?

23 JUDGE HOWSIE: Thank you very much.

24 Peter Harvey.

25 MR. HARVEY: Good afternoon.

1 Peter Harvey, H-A-R-V-E-Y.

2 JUDGE HOWSIE: Thank you.

3 MR. HARVEY: I'm continuing with
4 the recommendations for a new warden.

5 Number 2, our new warden will
6 exhibit outstanding leadership qualities and not
7 just be a manager. The DOJ and NIC workbook
8 emphasizes the important difference between a
9 leader and a manager.

10 A leader is a proactive visionary
11 who establishes a strategic plan of how ACJ can
12 grow and rise out of the morass that it finds
13 itself in. A leader instills confidence and
14 commands a dynamic presence with individuals,
15 groups or in a large gathering.

16 A manager is an administrator who
17 oversees the compliance with current policies,
18 not a visionary. Though a leader needs to be
19 aware of whether current policies are followed, a
20 leader can wisely delegate many managerial
21 responsibilities to his or her administrative
22 team.

23 DOJ and NIC state, "Leadership is
24 not synonymous with authority. Simply achieving
25 the title of warden does not, by default,

1 establish you as a warden. To the contrary,
2 leadership reflects demonstrated personal
3 capabilities rather than designated
4 organizational positions. This is, in fact, why
5 informal leaders within an organization are
6 sometimes more powerfully influential than those
7 who hold formal rank above them in the chain of
8 command."

9 PIIN does not want a warden who
10 relies on organizational rank to assume
11 authority, thereby reinforcing the authoritarian
12 model. PIIN wants a warden who is a leader and
13 achieves authority through personal strengths of
14 skills and engagements, strategical planning,
15 crisis management, and a persistence in moving
16 forward with all parties who want to see positive
17 change in the jail. DOJ and NIC also recognize,
18 "People first follow the person, then the plan."

19 In our interview suggestion, assess
20 applicant's experiences in leadership and the
21 applicant's understanding of the differences
22 between a leader and a manager.

23 Thank you.

24 JUDGE HOWSIE: Thank you.

25 Pat Murray.

1 MS. MURRAY: My full name is
2 Patricia Murray, M-U-R-R-A-Y.

3 Our new warden will develop a
4 strategic plan for change. Our new warden must
5 be a visionary. The jail's staffing crisis, the
6 toxic culture, the high death rate needs
7 monumental change. Short-term and long-term
8 strategies need to be developed for each of these
9 problems by a warden who wants to lead and
10 innovate change.

11 Managing the current status quo, by
12 and large, needs to be left to the administrative
13 staff. DOJ and NIC state, "Management by crisis
14 is not really managing anything. It is simply
15 reacting to a situation that is blown out of
16 proportion because of the reluctance to be
17 proactive."

18 PIIN recommends the following
19 strategic plans to be implemented with time
20 deadlines. Within one year, the rate of death at
21 the Allegheny County Jail will be no worse than
22 the DOJ's average death rate, as calculated in
23 Table 16 of their DOJ report.

24 Within one year, the rate of forced
25 overtime for correctional officers will decrease

1 by 50 percent.

2 At the end of the warden's first
3 year, the staff turnover rate will decrease by
4 50 percent.

5 At the end of the first year, the
6 Intake Unit will be staffed according to NCCHC
7 standards.

8 Within the first two months,
9 healthcare staff will no longer be assigned job
10 duties that violate their license.

11 At the first Jail Oversight Board
12 Meeting, the new warden will announce the Jail
13 Oversight Board will have access to all mortality
14 and administrative reviews and any records
15 concerning an individual's death at the ACJ.

16 In the next year, all wages and
17 benefits for all staff will increase to make ACJ
18 competitive with other markets.

19 Interview suggestion. Assess
20 familiarity with the Allegheny County Jail and
21 experience and capability of devising a strategic
22 plan.

23 JUDGE HOWSIE: Thank you very much.

24 Jane McCafferty.

25 MS. McCAFFERTY: Jane McCafferty,

1 M-C-C-A-F-F-E-R-T-Y.

2 Our new warden must recognize the
3 need to identify the jail's culture and its
4 importance for any strategic plan to be
5 effective. Throughout our two surveys, responses
6 stated that "The jail culture is toxic." To be
7 successful, a warden needs to take the time to
8 get to know the jail's culture and its
9 importance.

10 DOJ and NCI state the following
11 eight points: One, understanding historical
12 roots are deeply embedded. As a result, any
13 effort to implement revised vision, mission or
14 values without taking the time and effort to
15 understand the culture is doomed to fail.

16 Two, the culture of the facility
17 ultimately will be the determining factor of your
18 new warden and your staff's success.

19 Three, if the culture is not
20 working for you, it is probably working against
21 you.

22 Four, do not underestimate culture.
23 It drives everything.

24 Five, if one misreads or ignores
25 the culture, one may never recover.

1 Six, the culture establishes the
2 informal system that guides how communication
3 information is shared, policies are interpreted,
4 and the work of the agency is accomplished.

5 Seven, while leaders shape the
6 organizational culture, they may misperceive its
7 actual nature being "above it," both literally
8 and figuratively.

9 Eight, written polices and
10 procedures simply describe how things are
11 supposed to operate. It's the culture that
12 shapes how things really are working.

13 Interview suggestion. Assess the
14 applicant's recognition of the jail culture's
15 importance and the applicant's ability to find
16 ways to identify what the ACJ culture actually
17 is.

18 Thank you.

19 JUDGE HOWSIE: Thank you.

20 Patrick Tierney.

21 MR. TIERNEY: Good afternoon.

22 Tierney, T-I-E-R-N-E-Y.

23 JUDGE HOWSIE: Thank you.

24 MR. TIERNEY: The critical

25 importance of a warden being able to engage the

1 jail's culture, locate its formal and informal
2 leaders, and provide the opportunity to
3 participate in the jail's decision-making process
4 cannot be overstated.

5 Here's what the DOJ and NCI say
6 about this in the following five points.

7 First, communicating with staff
8 about strategy plan is actually as important as
9 its development.

10 Second, from the very beginning, a
11 concerted effort must also be made to encourage
12 all staff throughout the institution in the
13 planning and policy development process.

14 Third, people are more likely to be
15 committed to implementing what they actually
16 participated in producing.

17 Fourth, it's so important
18 throughout the change process to involve those
19 doing the work.

20 And fifth, plans that are made by a
21 select few at the top of an organizational
22 hierarchy are likely to encounter resistance and
23 possibly even acts of sabotage as they move down
24 the chain of command towards the point of
25 execution.

1 So PIIN's recommendation is that by
2 the third month of the warden's first year, the
3 warden and the administration will devise an
4 anonymous survey asking for every staff member's
5 input regarding the current problems at the jail,
6 staff retention, and staff's recommendations for
7 change.

8 And PIIN's interview suggestion is
9 to assess the applicant's interpersonal skills
10 and being able to engage the culture, develop a
11 working relationship with the formal and informal
12 leaders of the culture, and gain support
13 regarding the strategies to achieve change.

14 JUDGE HOWSIE: Thank you.

15 Fran McDowell.

16 MS. McDOWELL: Fran McDowell,
17 M-C-D-O-W-E-L-L.

18 Continuing with PIIN's
19 recommendations, Number 6. Our warden will use
20 the strategies of the servant leadership model.
21 The servant leadership model is a well-known
22 model of leadership that will completely change
23 the authoritarian structure now at our jail.

24 The DOJ and NCI recommend using the
25 strategies of the servant leadership model as

1 follows:

2 Number 1, listening receptively
3 coupled with inter-reflection.

4 Number 2, understanding and
5 empathizing with others.

6 Number 3, learning to heal broken
7 hearts.

8 Number 4, developing a general
9 sense of awareness toward others along with
10 self-awareness.

11 Number 5, relying on persuasion
12 rather than positional authority, seeking to
13 convince rather than coerce.

14 Number 6, conceptualizing thinking
15 past today.

16 Number 7, having the foresight to
17 understand lessons from the past, realities of
18 the present, and consequences of a decision for
19 the future.

20 Number 8, supporting stewardship.

21 Number 9, committing to the
22 personal growth and professional development of
23 staff.

24 Number 10, building community,
25 creating a united sense of belonging among those

1 who work with you.

2 DOJ and NCI sum up with showing
3 your staff that you generally care for them and
4 their wellbeing goes a long way in getting them
5 to join in your journey.

6 The PIIN recommendation, our new
7 warden will institute an open-door policy in
8 which any front-line staff can talk with the
9 warden with privacy without getting approval from
10 other administrative staff.

11 The interview suggestion assess the
12 familiarity and comfort level of the applicant
13 with the strategies of the servant leadership
14 model. Ask the applicants if they would initiate
15 an open-door policy to directly hear from
16 front-line staff with privacy.

17 Thank you.

18 JUDGE HOWSIE: Thank you.

19 I apologize if I mispronounce the
20 last name, John Bolanos.

21 MR. BOLANOS: Close enough.

22 JUDGE HOWSIE: Close enough. I'm
23 sorry.

24 MR. BOLANOS: No worries. Last
25 name is Bolanos, B as in boy, O-L-A-N-O-S.

1 JUDGE HOWSIE: My apologies. Thank
2 you.

3 MR. BOLANOS: No worries.

4 Number 7, our new warden will be
5 someone who listens more than talks. The DOJ and
6 NCI recognize the danger of an authoritarian
7 top-down organizational structure, so in fact,
8 they urge a warden to do something quite the
9 opposite. Listen.

10 DOJ and NCI state, "It is said that
11 we have two ears and one mouth either because
12 listening is twice as hard or because we should
13 be doing it twice as often as speaking." They
14 also state, as one respondent to the 2013 NCI
15 National Survey of Prison Wardens put it,
16 "Remember, the most important part of
17 communicating is listening." In fact, "Listening
18 to staff" and developing open communications
19 represented the second most frequently cited
20 personal advice that survey participants --
21 wardens indicated they would give to their new
22 wardens. "Listening to your staff and realize
23 through their efforts you will get things done."
24 "Listen while suspending judgment. You will have
25 a chance to talk later. Listen for content, not

1 eloquence. Sophisticated articulation makes
2 great speeches, but it doesn't necessarily get
3 the job done."

4 Interview suggestion. An
5 assessment will be made from the interview and
6 from references of the interactive style of the
7 applicant and whether listening and processing
8 information is a strength of the applicant.

9 Number 8, our new warden will be in
10 the blocks daily and will instruct all
11 administrators to be in the blocks daily.

12 From our two survey studies, a
13 frequent comment was the absence of
14 administration from the blocks, especially the
15 healthcare administration remaining in their
16 offices. According to the DOJ NCI study, the
17 first response wardens provided for best advice
18 for new wardens was "get out of the office and
19 walk around the facility."

20 PIIN recommendation. The new
21 warden and all admin will daily be in the blocks
22 circulating with staff and talking with residents
23 in order to build supportive rapport and not find
24 fault.

25 Interview suggestion. Assess the

1 applicant's willingness, comfort level, and
2 experience of being in the jail interacting with
3 staff and residents.

4 Thank you.

5 JUDGE HOWSIE: Thank you.

6 Ronnie Cook-Zuhlke.

7 MS. COOK-ZUHLKE: Zuhlke, Z as in
8 zebra, U-H-L-K-E.

9 JUDGE HOWSIE: Thank you.

10 MS. COOK-ZUHLKE: Our new warden
11 will reject the punitive philosophy of
12 intimidation and threats and will build a
13 supportive learning model into discipline and
14 training. Many of the responses from the surveys
15 concern the atmosphere of intimidation and
16 threats by administration as ways of motivating
17 behavior, the stick over the carrot philosophy.

18 The DOJ and NCI see discipline as
19 an opportunity to teach more than to punish, and
20 here are some quotes. "Although a major goal of
21 discipline is to correct future behavior,
22 punishment is usually retroactive. That is focus
23 on what has already happened rather than
24 proactive, looking toward challenging behavior
25 and changing it in the future. Moreover, the

1 immediate effect is usually negative, provoking
2 the types of resistance and resentment that can
3 promote anything from an adversarial workplace
4 atmosphere to actual sabotage." Here's another
5 quote. "When we punish someone, we teach only
6 what they are not supposed to do and offer
7 insufficient guidance about what they should do."
8 And one final quote, "Always remember that the
9 process of discipline is to correct the problem
10 and not to discourage the employee."

11 Thank you.

12 JUDGE HOWSIE: Thank you very much.

13 I'm taking a risk on the last name.

14 Is that Kate Dahar, "Dahar"?

15 MS. DAHAR: That's fine.

16 JUDGE HOWSIE: What is it?

17 MS. DAHAR: It's "Dahar" or
18 "Dahar," D-A-H-A-R.

19 JUDGE HOWSIE: I'm sorry. I
20 thought the H was -- my apologies.

21 MS. DAHAR: You're fine. Thank
22 you.

23 Good afternoon. One response from
24 the correctional officer survey speaks to the
25 issue of discipline and a corrective philosophy.

1 The officer asked, "Why are the cameras always
2 used for punishment instead of something we could
3 learn from?" Instead of I got you, the message
4 should be how can I support you so that you will
5 not make this mistake again.

6 Of course for serious incidents
7 that go far beyond a corrective measure, stronger
8 measures such as termination need to be
9 considered. Being too punitive has consequences.
10 DOJ and NCI state, "Zero tolerance policy for
11 errors will severely limit innovation and
12 creativity." And Albert Einstein once said,
13 "Anyone who has never made a mistake has never
14 tried anything new."

15 Staff in both surveys talked about
16 the need for scenario in-class training instead
17 of "checking the boxes" computer training. Staff
18 want to participate in the training by talking
19 about their experiences and providing their
20 expertise in a bottom-up approach. DOJ and NCI
21 concur. With scenario-based training, employees
22 can learn what's best, what works best, and
23 reaction to unexpected events.

24 Here is an interview suggestion.
25 An important question to ask is what is the

1 applicant's philosophy on what motivates staff in
2 the workplace? How does the applicant perceive
3 disciplinary procedures? What format do they
4 recommend for training? What knowledge and
5 experience does the warden have in de-escalation,
6 especially of a resident experiencing a mental
7 health crisis or in need of detox and drug and
8 alcohol therapies and physical defense
9 strategies?

10 Thank you.

11 JUDGE HOWSIE: Thank you.

12 Art -- no, I'm sorry. Laura
13 Perkins. Sorry about that.

14 MS. PERKINS: That's okay. Hi
15 there. Laura Perkins, P-E-R-K-I-N-S.

16 First, I'd like to wish Marion a
17 happy 98th birthday.

18 (Applause.)

19 MS. PERKINS: Secondly, I'd like to
20 say that if community members present in the
21 audience aren't allowed to ask questions to
22 presenters about jail policies, then an illegal
23 substitute for the County Executive should also
24 not be allowed to ask questions.

25 But on to the prepared statement.

1 Number 10, our new warden should not hoard power
2 but can give it away and provide autonomy to
3 staff. In several responses to both surveys,
4 complaints were raised about micromanaging and
5 lack of autonomy. Daniel Pink recognizes staff
6 sense of autonomy as a key motivational factor,
7 reducing turnover. Our new warden needs to
8 believe in the professionalism and the
9 opportunity for growth of its employees.
10 Employees need to be provided autonomy as needed
11 and power needs to be decentralized.

12 DOJ and NCI say this, "Leaders work
13 to make people feel strong, capable, and
14 committed. Leaders enable others to act not by
15 hoarding the power they have, but by giving it
16 away."

17 Interview suggestion. An
18 assessment will be made of the applicant's
19 confidence in staff's opportunity to learn and
20 grow and exercise autonomy. Does the applicant
21 believe more in centralized authority?

22 Thank you.

23 JUDGE HOWSIE: Thank you.

24 Clara Swanson.

25 MS. SWANSON: Hello. My name is

1 Clara Justice Macintosh Swanson, S-W-A-N-S-O-N.

2 JUDGE HOWSIE: Thank you very much.

3 MS. SWANSON: Before I begin, I'd
4 just like to say that I'm here for many reasons,
5 but most importantly, there have been 20 deaths
6 in this facility since 2020, and that is
7 absolutely unacceptable and appalling.

8 The next piece of our message is
9 that it is crucial that our warden will value
10 each employee and will continue to assess why
11 some staff continue to work at the ACJ while
12 other staff decide to leave.

13 The DOJ and NCI recognize the
14 importance of how a warden perceives their staff.
15 "When managers treat employees as an expendable
16 resource, they should not be surprised when
17 employees treat work as an expendable
18 relationship."

19 The DOJ and NCI concur with PIIN's
20 use of the two surveys when they say "It can be
21 useful to conduct staying surveys to find out
22 what makes people think about leaving and why,
23 nevertheless some stay." "Exit interviews can
24 yield valuable information."

25 The DOJ and NCI have also found at

1 times, though exit interviews are done, nothing
2 changes. "It is not uncommon for correctional
3 agencies to conduct interviews to address why
4 people are leaving, but it becomes a meaningless
5 exercise if findings are not analyzed to uncover
6 themes or no changes are made on the basis of the
7 results."

8 From both surveys there were many
9 responses connecting high staff turnover with the
10 lack of training and support provided to new
11 staff.

12 For new correctional officer
13 recruits and healthcare staff, the DOJ and NCI
14 recommend, "Provide opportunities for frequent
15 debriefings to address any issues, concerns, or
16 uncertainties, and most importantly whether they
17 might be thinking about leaving."

18 Since the staffing crisis at the
19 ACJ is critical and getting worse, one suggestion
20 we have is to ask the applicant what their
21 strategies are to prevent further staff turnover.

22 Thank you.

23 JUDGE HOWSIE: Thank you.

24 MacKenzie O'Connor.

25 MS. O'CONNOR: O'Connor is

1 O-'-C-O-N-N-O-R.

2 JUDGE HOWSIE: Thank you.

3 MS. O'CONNOR: Number 12. Our new
4 warden will have the willingness to disclose
5 mistakes and areas that need improvement.
6 Warden Harper's continued focus has been what can
7 you say that is positive about Allegheny County
8 Jail? Behind this question is his resistance to
9 hear what needs to change at the jail, at our
10 jail.

11 For a warden, admitting to
12 mistakes, disclosing weaknesses at our jail and
13 areas that need to improve is not a weakness but
14 a strength.

15 Exposing problem areas at the jail
16 and asking for help should be valued, and will be
17 advocacy groups, front-line staff, and
18 administration, aligned together to work on
19 serious problems that need attention at ACJ.

20 DOJ and NCI state, "What you should
21 not do is attempt to lie, cover it up, or walk
22 away without acknowledging the error. Failing to
23 own up to personal mistakes can damage your
24 credibility, and even more than actually making
25 the blunder -- even more than actually making the

1 blunder in the first place. "Take responsibility
2 for your erroneous statements, actions, or
3 written material as soon as you realize what you
4 did wrong. Do not wait for someone else to
5 discover your errors."

6 Another way that DOJ and NCI
7 describe this responsibility of disclosure is a
8 process of self-reflection. "Take administrative
9 responsibility for organizational stress by
10 determining how you and other executive staff may
11 be generating stress for the line officers in the
12 workplace. This can be as sophisticated as
13 conducting an anonymous survey."

14 Our interview suggestion is ask the
15 applicant to provide an example or examples of a
16 situation in which the applicant has made a
17 mistake or violated policy and has owned up to
18 it.

19 Thank you.

20 JUDGE HOWSIE: Thank you.

21 Joe Murray.

22 MR. SHAUGHNESSY: There was a
23 little mix-up on the sign-in. My name is
24 Shaughnessy, S-H-A-U-G-H-N-E-S-S-Y.

25 Our new warden will be very

1 familiar with the American Correctional
2 Association, the ACA, and the National Commission
3 on Correctional Healthcare, NCCHC, standards
4 regarding policy and operations of the jail and
5 demonstrate a capability of devising plans to
6 achieve compliance.

7 Interview suggestion is questions
8 will be asked of the applicants regarding
9 particular standards and how compliance would be
10 achieved in problem areas such as food and
11 healthcare.

12 Our new warden will be an advocate
13 for changes to be made in the criminal justice
14 system, including reducing the number of
15 residents, better preparing residents to return
16 to the community, and encouraging jail staff to
17 have deeper and more fluid relationships with
18 community providers.

19 An interview suggestion would be
20 ask the applicants about their knowledge of
21 strategies to decrease jail population size and
22 their knowledge of the strategies to improve our
23 jail's capability to help prepare a resident for
24 release and to work with community providers.

25 In conclusion, PIIN is hopeful

1 about change for ACJ. In the coming months, we
2 have -- we will have a new warden, a new County
3 Executive, and a new face for the Jail Oversight
4 Board. The organizational structure and the
5 toxic environment at the jail must change. PIIN
6 and all of the APA are asking the hiring
7 committee to seriously consider all the
8 recommendations we have put forward in this
9 report.

10 A goal for everyone should be for
11 our correctional officers and healthcare
12 front-line staff to be given the opportunity to
13 grow as professionals, and must be given trust
14 and autonomy to do their jobs effectively. Once
15 these motivating factors are in place, then the
16 staff's strong sense of purpose and commitment to
17 their professional professions of providing
18 safety and saving lives at our jail will grow.

19 Thank you.

20 JUDGE HOWSIE: Thank you.

21 All right. Sister Barbara Finch.
22 Sister Barbara Finch?

23 MS. FINCH: That's Sister Barbara
24 Finch, F-I-N-C-H.

25 JUDGE HOWSIE: Thank you.

1 MS. FINCH: I'm going to highlight
2 for you this afternoon the dangers of pre-pouring
3 jail medicine, and that was mentioned in some of
4 our recommendations. In a recent Allegheny
5 County Jail Healthcare Staff Job Satisfaction
6 Survey, there was ten responses which spoke to
7 the dangers of healthcare staff facing -- forced
8 to pre-pour medications on a previous shift,
9 which they feel violates license and puts the
10 resident at risk.

11 Jeffrey Leonatti, President of
12 Reliant Staff would serve our jail had said
13 pre-pouring medications is unethical and against
14 all nursing medication distribution standards.

15 Betty Snook, CEO of the
16 Pennsylvania State Nurses Association, concurs
17 and has said that pre-pouring medications is
18 unsafe and no circumstances warrants the
19 practice.

20 Catherine Knox, a registered nurse
21 who specializes in correctional healthcare states
22 pre-pouring medications is fraught with error and
23 has a lack of accountability.

24 These are the three dangers of
25 medicine being pre-poured on an earlier shift at

1 our jail, greater risk of a resident being given
2 the wrong medication; the nurse who dispenses the
3 medication to the resident is subject to civil
4 and criminal liability for the mistake even
5 though the nurse was not on the previous shift to
6 pour the medication herself or himself. Some
7 pre-pouring medications is a violation of state
8 licensure. There is significant danger that this
9 violation can be a determining factor of people
10 terminating employment at ACJ.

11 A recent meeting of PIIN had with
12 State Representative Arvind Venkat, who has spent
13 many years working as an ER doctor, and has said
14 when a healthcare employee becomes aware of being
15 ordered to perform a duty that violates their
16 license, the employee must leave the job.

17 Recently, the number of vacancies
18 for our healthcare staff was 94, which is
19 significantly affecting healthcare at our jail.
20 Since the death rate at our jail is exorbitantly
21 high, I empathize with the nurses who continue to
22 be forced to engage in this process of
23 pre-pouring medicine, knowing that if someone
24 dies at the jail, the nurses involved, concerning
25 the case, will be under a microscope.

1 PIIN will continue to call the
2 state licensing board, meet with state
3 legislators, and contact persons of expertise to
4 speak on this issue of pre-pouring medication
5 being a licensing violation. Our goal is to
6 provide Dr. Brinkman with the results of our
7 investigation.

8 And once again, I just want to say
9 that I worked for ten years at the ACJ and
10 experienced much of -- and witnessed much of
11 this.

12 And also, publicly, I would like to
13 say that those chosen to be on the committee to
14 choose the next warden should be -- those of us
15 that formerly worked at the jail, former
16 residents of the jail, and community members, as
17 well as anyone else that you might choose.

18 Thank you.

19 JUDGE HOWSIE: Thank you very much.

20 Sharon Bonavoglia.

21 MS. BONAVOGLIA: Sharon Bonavoglia,
22 B-O-N-A-V-O-G-L-I-A.

23 JUDGE HOWSIE: Thank you.

24 MS. BONAVOGLIA: Clearly, PIIN and
25 all of the organizations associated with APA are

1 hopeful to have input into the hiring of the next
2 warden.

3 And exit interviews would add
4 valuable information to that endeavor. Over two
5 years ago, this Board determined to do exit
6 interviews, Judge Lazzara even pointing out the
7 importance of hearing from lower level exiting
8 employees. To date, only two interviews have
9 taken place since then, even though on July 21st
10 of this year, you were presented with names of
11 former employees who want an exit interview, and
12 no contact has been made with any of them in
13 seven weeks. These exit interviews may well help
14 to save the lives of our neighbors and current
15 residents of the jail. They are essential and
16 need to be initiated with an ongoing procedure to
17 ensure that all departing employees are given an
18 opportunity to share their observations.

19 Also, the healthcare staff is in
20 dire need of encouragement. Has Warden Harper
21 contacted Dr. Patterson's family so that a date
22 can be fixed for the installation of the plaque
23 honoring his work at the jail? We are hopeful
24 this will be part of Warden Harper's last report
25 today.

1 And now, if you are able, please
2 rise for the reading of the names of the dead,
3 and you can stay right there.

4 Richard Lenhart, Robert Blake,
5 Cody Still, Daniel Pastorek, John Brady,
6 Martin Bucek, Robert Harper, Vinckley Harris,
7 Justin Brady, Paul Allen, Roger Millspaugh,
8 Paul Spisak, Gerald Thomas, Jerry Lee Ross, Jr.,
9 Victor Joseph Zilinek, Ronald Andrus,
10 Anthony Talotta, William Spencer, James
11 Washington, Damon Leroy Kayes, Tim Manino, and
12 Douglas Bonomo.

13 Thank you.

14 JUDGE HOWSIE: Alex Phillips.

15 MR. PHILLIPS: Alex Phillips,
16 Phillips spelled P-H-I-L-L-I-P-S.

17 JUDGE HOWSIE: Thank you.

18 MR. PHILLIPS: Hello, members of
19 the Board. Usually, I like to address everyone
20 but today, since it's his last day, I'm going to
21 be addressing Warden Harper by himself.

22 So Orlando, if you're not too much
23 of a coward, I'd encourage you to actually look
24 at me when I'm talking to you. You know, you
25 don't like to look at the people you hurt but,

1 you know, I encourage you to do so.

2 You're a pathetic excuse for a man,
3 and the fact that you're no longer going to be in
4 charge of ACJ fills me with a nearly
5 indescribable joy, but at the same time, I know
6 you're just a coward trying to avoid the worst
7 consequences of your actions. Instead of waiting
8 for a new County Exec, you choose to get your
9 pension and to leave with Fitzgerald's
10 administration like his dog that you are.

11 I'll say this again, you're a
12 coward and an evil one at that. But I am
13 curious, do you actually believe in the
14 disciplinarian bullshit that you, you know, you
15 claim you believe in or are you just a sadist?
16 You think for someone who calls themselves a strict
17 disciplinarian, you actually hold yourself
18 accountable, but no. You deny people pain
19 medication. You allow COs to smuggle in drugs
20 and then blame those incarcerated for the
21 overdoses. You strip search children, and you
22 hold those with and without mental health issues
23 in solitary confinement in direct violation of
24 the democratic referendum and, of course, over
25 20 people have died in the past three years. You

1 have blood on your hands. You have broken so
2 many laws that I don't even know what the
3 equivalent punishment for you would be.

4 I'll leave you with this. I hope
5 you feel immense, immense guilt for the horrible
6 things you've done in your time here. I want it
7 to eat away at you for the rest of your hopefully
8 short time on this earth. I hope you spend the
9 rest of your days suffering and then suffering
10 more, because then, maybe then, you'll understand
11 the pain that you've inflicted on everyone else.

12 Fuck you bastard. Rest in piss.

13 Thank you.

14 JUDGE HOWSIE: Wow. Daylon Davis.

15 AUDIENCE MEMBER: He's not here.

16 JUDGE HOWSIE: He's not here?

17 AUDIENCE MEMBER: He's not here.

18 He already left.

19 Jodi Lincoln.

20 MS. LINCOLN: Well, that's an act
21 to follow. Jodi Lincoln, L-I-N-C-O-L-N, here
22 with Pittsburgh Prison Book Project.

23 First, I'd like to thank Gayle
24 Moss, who is unfortunately not here for her
25 type-up on the Book Report Committee Meeting in

1 May. It was very detailed and informative, and
2 so Gayle, when you watch this, please keep up
3 those reports at those meetings. Appreciate it.

4 With more information than we've
5 ever received directly from the jail, and has
6 given me a much better picture about what's going
7 on in terms of books.

8 So I've got some suggestions after
9 reading that. One, if you guys could put
10 instructions for the e-mail notifications on the
11 book/publication section of the website and not
12 just in the FAQs, that would be great. That's
13 where a lot of people are going to go look for
14 it.

15 The language amount your policies
16 and what you put online and then the FAQs is
17 inconsistent between directly from the publisher
18 and can only be ordered from Barnes & Noble or
19 Christian Books. Please make sure your language
20 is consistent. It would be great if you expand
21 to more vendors. Get to that later. But yeah,
22 you guys would reject something directly from
23 Penguin. So don't have it say you can send from
24 the publisher.

25 Also, as you work to create your

1 inventory and return processes, please, please do
2 not create a punishment structure for people who
3 do not follow those processes. We've seen public
4 libraries remove late fees. The people reading
5 these books are already incarcerated and being
6 subjected to horrific conditions. There's no
7 need to keep them from checking out more books
8 or, you know, creating other punishment
9 structures, taking away rec time because they
10 don't return a book. It's just a book. You're
11 going to lose some. They're going to get
12 damaged.

13 I also have some questions. Why
14 don't people have access to the full GTL library
15 of E-books? Although there is some serious
16 issues with how GTL handles their E-book
17 subscription services, which is still
18 exploitative and concerning, at least it would
19 increase the availability of the books.

20 I'd love to know who the Assistant
21 Deputy Warden of Programs are. That person is
22 not like identified online. I'd love to work
23 with that person and share some best practices
24 and guidance where I can.

25 How do individuals without tablets

1 request books if the book request feature is only
2 on tablets? We know that people who do not have
3 tablets are also folks who aren't receiving
4 recreational time. So that is a big concern, and
5 they're often people, you know, on the mental
6 health levels.

7 And what's going on with
8 discussions around expanding vendors? Also,
9 there was the breakdown in that report of the
10 number of books checked out from the GTL tablets
11 and stuff like that. Super awesome. Would love
12 to have that in the Warden's Report every month
13 going forward.

14 Also, shifting gears, I made a
15 comment a couple months ago that highlighted
16 major concerns and provide expert critiques of
17 invasive strip-search techniques on children
18 including -- and I gave the Board that packet,
19 right? I was hoping over the past few months we
20 might see some action from the Board banning the
21 strip searches of children. Well, much to my
22 chagrin, it's been a couple -- it's been
23 crickets, and the topic hasn't even been
24 discussed. Many of you expressed serious
25 concerns at the time with the strip-searching of

1 children, and rightfully so, but as is typical
2 with this Board, you have failed to act. This
3 should be Old Business. Keep talking about it.
4 Talk to your experts. Let the jail respond with
5 their bullshit about why they can't do it, but
6 don't just let it disappear into the black hole
7 that is the human right abuses at ACJ that people
8 in this room --

9 JUDGE HOWSIE: Thank you.

10 MS. LINCOLN: -- love to ignore.

11 JUDGE HOWSIE: Thank you.

12 We'll now hear from Tanisha Long.

13 MS. LONG: Tanisha Long. It's kind
14 of hard to follow Alex. I'm not going to lie to
15 you. It was spirited.

16 I don't have much left to say to
17 the man who took joy in telling people in the
18 walls of his jail that the Constitution doesn't
19 apply here. That was his mantra.

20 Warden Harper will retire with a
21 pension that's far too generous from a tenure
22 that was unjustifiably long. Instead, I'll make
23 my comment a call to action for the Jail
24 Oversight Board. Upend the policies in place
25 that the warden has built his legacy on. I ask

1 the Jail Oversight Board to do the work to
2 abolish harmful practices and policies that exist
3 and that were put in place during his tenure.

4 We could pass the family death
5 notification, the emergency medical notification.
6 We could abolish the mental health tier system
7 that unjustly discriminates against people for
8 having a mental health status, taking tablets
9 away, taking contact visits away, placing them in
10 a form of solitary confinement. Other jails
11 aren't doing these things. They don't give
12 people mental health tiers. You could change
13 that as a Board.

14 We can change the visitor policy so
15 that people can be on more than one person's
16 visitor list, so that people who have multiple
17 family members, or multiple friends who are
18 incarcerated can actually go see them, so you
19 could put commissary money on more than one
20 person's book and make it so that all people can
21 benefit from mutual aid.

22 We can stop strip-searching
23 children. It's not hard, especially in a jail
24 with a full-body scanner. Why would we even want
25 to strip-search a child?

1 The book bans, we can make it so
2 that people can get books from other vendors and
3 other sellers that are not limited to Christian
4 Books and Barnes & Noble.

5 We can actually end solitary
6 confinement in the Allegheny County Jail and stop
7 ignoring the loopholes that the warden has
8 illegally carved out for himself that he uses to
9 justify his use of solitary confinement.

10 These are things that you as a
11 Board can do. You could have done it before this
12 man left, but now that he is not here, you've
13 lost a scapegoat.

14 I'd also like to point out that
15 it's Marion's 98th birthday, and she's here, and
16 Rich Fitzgerald is not.

17 And finally, I leave you with this.
18 Do better in your search for another warden. Do
19 better in what you deem acceptable when it comes
20 to the information gathering. Do better in your
21 job to advocate for incarcerated people, and
22 while you're at it, pay incarcerated people.

23 Thank you.

24 JUDGE HOWSIE: Muhammad Nasir.

25 MR. NASIR: My name is Muhammad Ali

1 Nasir. I go by Man-E. I work for One Hood
2 Media. To tell you the truth, I don't think I
3 even need to speak after Alex and Tanisha, but I
4 will.

5 I'm one of many who table weekly at
6 the ACJ. We say 47 people get released since the
7 last JOB meeting, and we provided cash,
8 cigarettes, food, clothes, and many resources
9 that have been lacking, including, you know what
10 I mean, just like basic dignity and respect, you
11 know what I'm saying, that people do not receive
12 in the ACJ.

13 The main reason I'm here is because
14 it's Harper's last meeting. I wanted to wish him
15 a farewell and tell you, you know, I'm sure you
16 already know it, you're terrible at your job.
17 Everybody knows that, but to be fair, I don't
18 think there is any good way for anyone to
19 function as a part of an oppressive system, all
20 right? I have a lot of family and friends in the
21 ACJ. Some have been beaten. One of my friends
22 just got his tooth knocked out by a CO. Some
23 have been sexually assaulted. Some have gone
24 days without showers, without water running in
25 their cell. Some have gone long stretches

1 without commissary. Some have gone without
2 healthcare. I actually have a friend who is
3 experiencing heart failure in the ACJ, and he's
4 not getting adequate healthcare, and we know
5 that, you know what I'm saying? And, of course,
6 we all know there are some people who have died
7 in the ACJ under the care of Warden Harper.

8 As we think about his replacement,
9 I want to remind my comrades, which is the real
10 reason I'm up here, that there is no such thing
11 as a good warden. There is no such thing as a
12 good jail. As a matter of fact, the last time I
13 was in the ACJ, my cellie, he was an old head,
14 and he told me that there was no right way to do
15 wrong, and that was a lesson that stuck with me.
16 There's no good way for anybody to oppress people
17 and rob them of their dignity.

18 So I'm here to say goodbye, and I'm
19 here to remind you that nobody will miss you.
20 But more importantly, I'm here to remind my folks
21 that the only power that these people have now
22 and that they will have in the future is what we
23 willingly grant them. And I'd invite all of us
24 to imagine an Allegheny County without a warden
25 and without a jail.

1 Thank you.

2 JUDGE HOWSIE: Thank you.

3 Birthday lady, Marion Damick.

4 MS. DAMICK: Thank you back. Okay.

5 Thank you. For anybody -- this time I've

6 forgotten everything I was going to say.

7 However, I will say I'm somewhat perplexed by

8 my -- frankly Mr. K bringing up the issue of the

9 new warden at this point as though you were going

10 to make the decision. Unless things have

11 changed, which of course things do change, it was

12 quite a long time ago and I was on a committee

13 that did pick a warden for here. It was not the

14 Oversight Board. So my feeling, unless things,

15 as I said, have changed, Your Honor, you have

16 nothing to do with it. So we spent a whole lot

17 of time wasted, I think. And I'm sorry for

18 those -- because you meet.

19 What I would put into plan is

20 something quite different. We all know, we all

21 know what's wrong with the jail. We know all the

22 things from the rat on up. We don't have to know

23 that all again. Why don't we, with the audience,

24 the members here, come up with serious

25 suggestions to change things, some ideas, what

1 you can do to get better healthcare. Probably
2 money, but whatever. What could we do to get the
3 COs to be willing to work here? Probably money
4 also. The money comes from us. Okay. It's
5 worth it. But I think we should try to come up
6 with some -- some ideas that you might take back
7 to Fritz, and, you know, tell him about it.

8 Frankly, I would hope -- you know,
9 Fitz hasn't been up for any of your things.
10 You've sent a rep- -- yes. That's fairly good.
11 You never know what he tells them or what Fritz
12 says.

13 I call him Fitz because he lives
14 around the neighborhood. He lives right near me.

15 We've got -- we got to -- we've got
16 to get things on what might be good. And as an
17 example, are you going to pay attention, or are
18 you going to talk? Okay. I'm telling -- okay.
19 Here I am, New York Times. September 7th. What
20 have they done? Here's something you might think
21 of doing here, having a -- I could pass it
22 around. Having a writing class for adults,
23 things, writing. It's not -- it's a, what do you
24 call it, a like a prompt -- someone gives the
25 speak, gives them a prompt, and the inmates write

1 one sentence of what that means to them, and then
2 they get to talk about it, why that meant that,
3 why that, and it continues -- and I will pass
4 it -- here you are. Pass it around.

5 I think we would do better. Stop
6 complaining and try to make things -- tell you
7 what we see you can do to make it better, how to
8 change what everybody has been fighting here
9 about? What do you do? You're leaving it to the
10 people here. Forget that. Tell them what they
11 can do and make sure that's your rule. If we do
12 that, we also -- I have what here --

13 Oh, yeah, there's big things we can
14 do which is going to cost a lot of money, but
15 it's vital, really. We need a new jail. We need
16 to move the jail. It is absolutely in the wrong
17 place. I know when it was there, I was with the
18 church who started -- who went down and checked
19 it. I was there at the beginning. Whoa, it's
20 great, you know, the other jail was in town.
21 This is a jail in town. Those days -- you know,
22 my age, a long time ago. It's not now.

23 Now -- and also it's part -- you
24 know, you always like to put the law, they have
25 to have space, not one room with two windows out

1 is not being outside, right? Yes. That's what
2 you have in the -- you can --

3 Allegheny County is not, I hate to
4 tell you, but it's not Pittsburgh only. There
5 are other places in Allegheny County you can put
6 a jail which would have some outside fixture that
7 they could -- inmates could come out, breathe the
8 air, walk around, and go back in. That's what
9 you need. And I think that's one of the things
10 that we should try to do. It's going to cost --
11 nobody says it isn't. It's worth it. This jail
12 is not helping anybody. And you keep telling --
13 they keep telling you it's not. It's getting
14 nothing. You know that. You know everything
15 they've said. You know it already. Try to look
16 for something that will improve it. And I'm
17 saying move it.

18 That's my thing. Thank you.

19 JUDGE HOWSIE: Thank you, ma'am.

20 Brian Wilkerson.

21 MS. WILKERSON: I'm Leona
22 Wilkinson, Brian Wilkerson's sister, who I'll be
23 speaking for him -- actually for me, and I --
24 W-I-L-K-E-R-S-O-N.

25 And I want to thank everybody

1 for -- who has spoken on behalf of the inmates
2 here. This is my first time at the meeting, and
3 I'm going to put together what I was going to
4 say, and I was told to give bullet points, but I
5 do want to say this. That what Ms. Mary said is
6 correct and true. Everything that I've heard I
7 knew, and it's stale and it's old. And I haven't
8 heard any solutions. I've heard recommendations
9 from different organizations. I've heard things,
10 but I have not seen or heard anything that -- my
11 son is incarcerated in the ACJ. He was there on
12 July 5th. He was beat on July 12th by seven COs.
13 He went to the hospital. His tooth was knocked
14 out. He has mental health issues. He's not
15 allowed commissary. He takes medication. He
16 doesn't have any books. He hasn't had any
17 medical treatment.

18 Everything that they're saying is
19 true, but we need solutions, and we need
20 hands-on. We need the community to be heard. We
21 need the parents and friends of the incarcerated
22 people to be heard. This was -- I didn't find
23 out -- I found out about my son's beating by way
24 of Facebook, and when I contacted the jail, no
25 one was responsive. I contacted Fitzgerald's

1 office. I contacted the warden. I contacted
2 Channel 4 News.

3 I'm here. I'm advocating for him
4 and other inmates like him. And I -- again, I
5 don't know how much more time I have, but I'm
6 praying for all of us here that we can come up
7 with a solution because it is about time.

8 And one thing I do love about what
9 you said is the City of Pittsburgh is not the
10 only place for Allegheny County. They do need
11 air. We all need air.

12 Thank you.

13 JUDGE HOWSIE: Thank you.

14 Frank Wilkes. Is there a Frank
15 Wilkes?

16 All right. I have a statement that
17 I'm going to read from Judge Clark.

18 "Dear Warden Harper, I'm sorry that
19 I'm unable to attend the Jail Oversight Board
20 Meeting to bid farewell and say thanks to you.

21 "It can be said that the true
22 measure of a person comes to light during times
23 of turmoil and crisis. This is certainly true of
24 you, Warden Harper. You work closely with the
25 Courts to safely release as many individuals as

1 possible from the jail during the pandemic. Your
2 early identification of the most vulnerable
3 residents of the jail was invaluable.

4 "I especially appreciate that you
5 were available to me and other court staff 24/7
6 and quickly responded to our calls.

7 "The purchase of the tablets
8 enabled incarcerated individuals to maintain
9 contact with their families during this time.
10 Everyone who works closely with me knows that I
11 operate under a spirit of collaboration and
12 kindness, and that my mantra is collaboration
13 rocks and kindness is underrated.

14 "Warden Harper, thanks for working
15 with me and for always being calm and kind even
16 in the worst of situations. You really do rock,
17 and I will miss you.

18 "Sincerely, Judge Kim Berkley
19 Clark."

20 And I just want to say, Judge --
21 Warden Harper, I appreciate your efforts.
22 Nothing is perfect. The jail is not perfect.
23 You put forth your best effort to improve it.
24 I've been to other jails in this region and they
25 do not have the programming, the resources that

1 you and your staff offer.

2 And while I recognize, and I think
3 everyone understands, there are aspects of the
4 jail that could be better. But in terms of your
5 efforts and your commitment to making sure that
6 the people in the jail are treated fairly, I
7 commend you for that.

8 Most importantly, I want to
9 publicly acknowledge your effort, your commitment
10 as well as your restraint. It's tough to sit
11 here and be criticized week after week while no
12 one ever acknowledges the good news or the
13 successes that you and your staff have achieved.
14 And so I want to apologize for some of the things
15 that have been said to you. They're
16 disrespectful, and a lot of the things aren't
17 even true.

18 But with that being said, I commend
19 you. I want to encourage you to begin to enjoy
20 your retirement. Don't look back. Take pride in
21 the things you did well, understanding there may
22 have been opportunities for things that have been
23 done differently, but I do commend you for your
24 efforts, and I wish you nothing but the best of
25 luck in your future endeavors, and I do

1 appreciate your service.

2 Thank you.

3 **REVIEW OF THE MEETING MINUTES FROM AUGUST 3,**
4 **2023.**

5 JUDGE HOWSIE: With that being
6 said, we'll now have a review of the meeting
7 minutes from the last meeting of August 3, 2023.

8 Has everyone had an opportunity to
9 review those minutes?

10 (No response.)

11 JUDGE HOWSIE: Do you want to have
12 a Motion?

13 JUDGE LAZZARA: Motion to approve.

14 MR. O'CONNOR: Second.

15 SHERIFF KRAUS: Second.

16 JUDGE HOWSIE: All right. The
17 Motion being properly made and seconded, the
18 Motion will carry. The minutes will be approved.

19 With that being said, we'll now
20 have the Warden's Report.

21 **WARDEN'S REPORT**

22 WARDEN HARPER: Good afternoon.

23 JUDGE HOWSIE: Good afternoon.

24 WARDEN HARPER: As I embark on my
25 retirement as the Warden of the Allegheny County

1 Jail, I want to take the time to express my
2 heartfelt gratitude to all of the dedicated
3 employees, contractors, and volunteers who remain
4 dedicated to the facility.

5 I also want to thank every
6 department in Allegheny County, the Courts, and
7 the Jail Oversight Board because you have been an
8 integral part of our team. Your unwavering
9 commitment to the safety and rehabilitation and
10 the well-being of our incarcerated individuals
11 and the community at large has been truly
12 commendable.

13 Throughout my time here, I have
14 witnessed remarkable efforts, professionalism,
15 and compassion displayed by everyone. Your hard
16 work, resilience and teamwork have contributed to
17 the success and positive changes within our
18 facility.

19 I am proud to have the privilege of
20 working alongside each one of you. You made a
21 difference each and every day.

22 As I step into retirement, I leave
23 with fond memories and the confidence that this
24 institution will continue to thrive under your
25 capable hands. I look forward to staying

1 connected with friends and colleagues I made
2 during my time here. And once again, I would
3 like to thank everyone for their dedication and
4 support, and I wish you all continued success and
5 fulfillment in your respective duties.

6 And now I'd like to pass it on to
7 Chief Beasom.

8 CHIEF DEPUTY BEASOM: Thank you,
9 Warden. Good afternoon, Board.

10 I'll start with the staffing
11 update. Since the last Jail Oversight Board,
12 we've had two promotions. The first, Captain Lee
13 Eastock, was added to the rank on August 14th,
14 and on Monday, August 28th, Fred Young was
15 promoted from Major to the Deputy Warden of
16 Operations position. Congratulations to you
17 both.

18 Our next cadet class begins on
19 Monday, September 11th, consist of 20 candidates.
20 We have physical agility tests scheduled over the
21 next several weeks with over 40 scheduled to
22 participate in those. Then there will also be
23 additional sessions scheduled in October. These
24 upcoming physical agility testing dates are for
25 the cadet class that we have scheduled to begin

1 in December, and we are obviously still accepting
2 applications at joinACJ.com.

3 The PAD -- the PADOE transfers we
4 have in the jail, currently, we have 29 males, 2
5 females with 300 Bs waiting for transfer; 9 males
6 with detainers, 10 males with open cases. The
7 longest wait time on a 300 B was received
8 May 3rd, and the shortest wait time is from
9 yesterday, September 6th.

10 Currently, we have 34 federal
11 inmates in the facility; 19 are United States
12 Marshal holds, 15 are federal transfers for
13 Allegheny County Court.

14 Our use of force numbers from
15 August were 38.

16 And finally, I would like to
17 announce that Substance Use Recovery Nurse
18 Michael Ellick and Drug and Alcohol Assessment
19 and Placement Coordinator Ronell Thomas have been
20 named the ACJ Correctional Professionals for the
21 month of August. Congratulations to both of
22 them.

23 I'll pass it on to Deputy Warden
24 Clark to continue the report.

25 DEPUTY WARDEN CLARK: Good

1 afternoon, Board. Chaplaincy and Prerelease, the
2 Foundation of Hope is actively recruiting for new
3 volunteers in all faith groups to serve as
4 teachers, worship and prayer leaders and mentors.
5 Potential volunteers can begin the process by
6 filling out the volunteer application at
7 FoundationofHope.org. There will be a training
8 day for new and continuing volunteers on
9 November 4th.

10 The Foundation is also hosting a
11 cornhole tournament fundraiser on September 30th
12 at noon at Nova Place on the Pittsburgh's North
13 Side. Proceeds from the -- fund the Foundation,
14 which provides both chaplaincy and prerelease
15 services at the jail. More information is
16 available at FoundationofHope.org.

17 Discharge and Release. The DRC
18 assessed 391 individuals and distributed 72 boxes
19 of Narcan and 114 Fentanyl and Xylazine test
20 strips in the month of August. The DRC continues
21 to make referrals to community partners for
22 services as well as providing resources to assist
23 individuals upon their release.

24 Visits. The jail is continuing to
25 host contact visits for juveniles, incarcerated

1 workers, veterans, and program participants on
2 designated Saturdays every month. For the month
3 of August, a total of 65 incarcerated individuals
4 received contact visits with a total of 142
5 family members.

6 The Residential Placement Service
7 Department transferred 79 individuals to
8 alternative housing in August and released 30
9 individuals to substance use treatment through
10 the Diversion Program. The Diversion Program
11 received 37 new referrals and served a total of
12 83 participants in August.

13 The Medical Assistance Program
14 assisted a total of 139 individuals with
15 completing medical assistance applications upon
16 their release from the jail.

17 Reentry Services. 12 participants
18 graduated from the Harm Reduction Education Group
19 on August 24th. The next class cycle began on
20 September 5th. These groups focus on coping
21 skills, recovery and relapse, community treatment
22 resources, harm reduction, and overdose
23 prevention. Guest speakers from the Health
24 Department, the AHN River Clinic, Pathways to
25 Care and Recovery, as well as the Public

1 Defender's Project Rehabilitate have graciously
2 attended these groups in an effort to expand
3 education for community resources and support.

4 Programming with Amachi is ongoing.
5 There is currently 24 participants who are
6 utilizing Amachi for parenting programming
7 targeted to supporting incarcerated parents and
8 their families in the community.

9 A Child's Place began a Positive
10 Parenting Program on August 25th. The program
11 gives parents practical strategies to help build
12 strong, healthy relationships with their
13 children.

14 PAAR started a new trauma class for
15 the female population on August 18th. The group
16 focuses on healthy relationships, boundaries,
17 self-esteem, and coping mechanisms. On
18 September 21st, PAAR is also starting three
19 healthy relationship classes.

20 Renovation repair and painting
21 class took place on August 7th and 8th. Ten
22 individuals attended the class and passed the
23 state certification test. Those who are
24 state-certified are now able to gain employment
25 in the construction, remodeling, and painting

1 fields.

2 Educational Services. The new
3 academic school year for both adults and
4 juveniles began on August 24th. With school
5 resuming, Link, the therapy dog, will resume his
6 regular visits with the juveniles in the school.
7 His next visit is scheduled for September 15th.

8 On August 28th, former Pittsburgh
9 Steeler and Army Veteran John Kolb from
10 Adventures in Training with a Purpose visited the
11 jail as a guest speaker. The mission of
12 Adventures in Training with a Purpose is to help
13 individuals improve the quality of their lives
14 through purposeful physical training and
15 counseling. This informational session provided
16 participants with the opportunity to connect with
17 this impactful program upon release.

18 Duquesne University will begin
19 inside-out classes in the jail on September 26th.
20 These classes will focus on social justice
21 issues.

22 The first cohort of the Peace
23 Education Program concluded on August 31st. The
24 next cohort is scheduled to begin on
25 September 11th.

1 The Allegheny Intermediate Unit
2 developed and began a resume building class for
3 the veteran population. This class will be
4 comprised of four sessions that, in addition to
5 developing a resume with career -- will cover
6 career exploration and awareness. Resumes will
7 then be kept on file with Pittsburgh Hires
8 Veterans so that participants can connect with
9 employers once they are released.

10 Lastly, we are working with the
11 Jail Oversight Board liaison to develop a process
12 where incarcerated individuals and staff can
13 communicate with Ms. Duffola. To help facilitate
14 this communication, we have contacted the tablet
15 vendor to discuss utilization options through the
16 tablet. A new tablet feature would require
17 development, so an alternative that can be
18 implemented quickly -- so as an alternative that
19 can be implemented quickly, Ms. Duffola has
20 outlined a form concept, and once a version is
21 approved and finalized by Ms. Duffola, we will
22 place copies on the pods. We are also exploring
23 secure locations on each pod where the forms can
24 be deposited prior to collection.

25 In addition, Ms. Duffola's contact

1 information will be posted on the tablets, the
2 Visitor's Lobby, and the Discharge and Release
3 Center.

4 That's concludes this month's
5 report for Programs. Dr. Brinkman will provide
6 the healthcare services update.

7 HSA DR. BRINKMAN: Good evening.
8 For Medication Assisted Treatment of Substance
9 Use Disorders and expansion of those efforts, in
10 the month of August, there were 34 individuals
11 prescribed Naltrexone, with zero individuals
12 receiving the Vivitrol injection prior to
13 community release. 131 individuals were treated
14 with Suboxone, and 13 individuals treated with
15 Sublocade. Of these, 11 patients were
16 transitioned from Suboxone to Sublocade to
17 support their recovery. Methadone continuation
18 services have treated 43 individuals.

19 For Torrance commitments and
20 admissions, during the month of August,
21 7 patients were admitted and transferred to
22 Torrance State Hospital, 18 were committed to
23 Torrance State Hospital, zero had their
24 commitments to Torrance State Hospital for
25 competency restoration rescinded due to clinical

1 stabilization. And currently, we have 41
2 patients awaiting their admission, with the
3 longest wait since May 8th.

4 For Tier 4 and 5 mental health
5 data, in the month of August we had 1 individual
6 identified as a Tier 5 and 23 unique individuals
7 identified as a Tier 4 in the mental health tier
8 system.

9 Related to some of our healthcare
10 appointment waiting queues, our sick call
11 requests for medical services currently this
12 afternoon had 80 patients, the longest waiting
13 8 days. Our sick calls for mental health
14 services had 1 patient with the longest waiting
15 1 day. Our psychiatry appointment queues had
16 243 appointments, with the longest waiting 30
17 days, and our mental health specialists have 8
18 appointments, with the longest waiting 8 days.

19 For healthcare updates, reflective
20 of countywide data reporting a spike of COVID
21 infections, ACJ has seen this as well. As of
22 today, we had 60 positive cases in the facility
23 with no hospitalizations. We're seeing a mild
24 expression of the illness.

25 As we have throughout the entire

1 pandemic, the emergency which officially expired
2 on May 8th, we have enacted our mitigation
3 procedures, which allow us to accomplish -- have
4 previously allowed us to accomplish a pandemic
5 infection rate that was in the single digits.

6 In August, we were fortunate enough
7 to host a consulting team from the National
8 Commission on Correctional Healthcare regarding
9 healthcare intake procedures. Concluding the
10 visit, the consulting team shared feedback,
11 finding significant improvements in our intake
12 procedures since their last visit, which had only
13 been in the fall of '22, and continued to applaud
14 our commitment to remain proactive in a process
15 improvement for our facility, especially in
16 healthcare services.

17 Of the learning experience, we have
18 begun incorporating their input into our process
19 improvement plans that were in motion from
20 previous support offered by NCCHC.

21 And finally, I'm most proud to have
22 the opportunity to recognize a few staff. As
23 Chief had already referenced, our employees of
24 the month, which did include one of our
25 healthcare staff. I want to take the opportunity

1 to honor one of ACJ's own nurses who was awarded
2 the highest honor in our county for his services
3 to our patients in our facility. County
4 Executive Fitzgerald bestowed the Frank J.
5 Lucchino Distinguished Service Award to Mr.
6 Michael Warner in August as a result of his
7 dedication to his work and his excellent nursing
8 care. There are many things I could personally
9 brag about Mr. Warner, though I feel it speaks
10 loudest that he received 17 nominations for his
11 excellent work. I cannot be prouder to work with
12 such an incredible nurse, employee, and team
13 member.

14 Thank you.

15 WARDEN HARPER: Board, we are now
16 ready for any questions that you may have.

17 JUDGE HOWSIE: Any questions from
18 the Board Members?

19 Controller O'Connor.

20 MR. O'CONNOR: Yeah. A couple
21 questions, a couple statements.

22 The Amachi Program, is that the one
23 they do virtual reality? It's down the -- or not
24 virtual reality, like a Zoom call with their
25 parents? Is that the same one?

1 DEPUTY WARDEN CLARK: No, that's a
2 different organization.

3 MR. O'CONNOR: Okay.

4 DEPUTY WARDEN CLARK: Amachi is --

5 MR. O'CONNOR: I knew Amachi was
6 there, yeah. I just didn't know if they were
7 connected there, sorry.

8 A couple questions that came up.
9 Health, with new cases, are you guys looking into
10 quarantining, doing anything like that again?

11 HSA DR. BRINKMAN: We've already
12 instituted those procedures.

13 MR. O'CONNOR: Oh, you already
14 have. Okay. Sorry.

15 And then the tablets were
16 mentioned. Our office has been working on it.
17 We're probably a month, month and a half away
18 from getting the platform on so that residents
19 can see our meeting minutes, notes from these
20 meetings as well. So I just wanted to make
21 everybody aware of that.

22 And then Council President was
23 talking to me briefly before the meeting, but we
24 did do our full audit that we said we would do on
25 staffing. You know, we knew the numbers were

1 going to be low, but I think having a little more
2 detail -- and we did get cooperation from the
3 jail throughout this process, but I think it's
4 good for the public. It's good for the next
5 administration to talk about recruiting, how
6 we're going to get more staff down there for the
7 next warden, all of those types of things.

8 I don't want to go into too much
9 detail of the report, but it is public. It is
10 online if anybody wants to see it. I know
11 Council President is going to ask us to present
12 in front of council one day, which is perfectly
13 fine for us.

14 And then I guess I more or less
15 have a question because I've never been through
16 this, and I don't know if every Board Member has
17 been through this. So during the transition,
18 there will be a warden that is appointed by the
19 State; is that correct? Like, what's the overlap
20 here when the warden retires? Is somebody coming
21 in for the meantime? Is that how this works?

22 MR. PILARSKI: The State will
23 appoint an interim warden.

24 MR. O'CONNOR: An interim warden,
25 okay. So everything that's going on right now,

1 though, stays afloat -- you know, everybody --
2 it's a 24/7 operation, so we know this new
3 individual, whomever he or she may be, comes in,
4 you know, has authority to make changes, do
5 whatever they see fit or continue programs,
6 whatever is going on. But I think the public
7 just to have that data is interesting to know
8 what that process is.

9 So there will be somebody appointed
10 by the State in the next month or so. So I just
11 wanted to clarify that.

12 MR. CATENA: Question about the
13 process. Let me turn on my mic.

14 Steve, maybe you happen to know
15 better than the rest of us. Is that typical that
16 the governor appoints the warden when the
17 county --

18 MR. PILARSKI: The governor doesn't
19 appoint.

20 MR. CATENA: Okay.

21 MR. PILARSKI: The State DOC. So
22 that would be typical what -- I know I'm not very
23 familiar with the process. I know before
24 Warden Harper was hired, we had three interim
25 wardens during that time period until we were

1 able to search -- until the search was complete.

2 So that's really only my experience
3 with it.

4 MR. CATENA: So the county is --
5 the county is over the hiring process, correct?

6 MR. PILARSKI: Correct.

7 MR. CATENA: But they're not
8 actually in charge of the interim warden
9 technically?

10 MR. PILARSKI: Well, we would be.
11 I mean, like we'd reach out to the State and say,
12 hey, look, you know what I mean? There's some
13 other options, but most places go with an interim
14 warden from the State. They come in.

15 MR. CATENA: So the -- it's not the
16 State actually appointing the warden then. It's
17 the county actually saying who we would like to
18 run the facility?

19 MR. PILARSKI: The State will give
20 us options or send us people who they -- are
21 qualified. I believe a lot of them are sometimes
22 retired people who have worked maybe at the State
23 DOC or who were Deputy Wardens at certain levels
24 that would be qualified to work there.

25 MR. CATENA: How far along are we

1 in the process at this point?

2 MR. PILARSKI: We've reached out to
3 them, but we haven't really finalized anything
4 yet. So.

5 MR. CATENA: How many people --

6 MR. PILARSKI: We hope to have
7 somebody in place.

8 MR. CATENA: We're on the clock at
9 this point.

10 MR. PILARSKI: Certainly, our goal
11 is to have someone in place before the warden
12 leaves.

13 MR. CATENA: Okay. Thank you.

14 JUDGE HOWSIE: Any additional
15 questions?

16 MR. CATENA: Yeah.

17 JUDGE HOWSIE: Councilman Catena.

18 MR. CATENA: Thank you. Just some
19 general questions about some things I've heard
20 tonight obviously.

21 Strip-searching of the children.
22 Can you expound on that? Anybody?

23 WARDEN HARPER: Juveniles coming
24 into our facility have committed adult crimes, so
25 therefore, when they come into our facility, we

1 have to ensure that they do not have contraband
2 on them, and that's why they are strip-searched
3 because they're charged as adults for the safety
4 and security of the facility.

5 MR. CATENA: Is it true you have a
6 full-body scanner?

7 WARDEN HARPER: We do have a
8 full-body scanner.

9 MR. CATENA: So help me understand
10 why that can't be used in place of a strip
11 search.

12 WARDEN HARPER: Because a full-body
13 scanner is not always accurate at all times. So
14 that's why we're still going to continue to strip
15 search until further notice.

16 MR. CATENA: Okay. So when you say
17 it's not fully accurate --

18 CHIEF DEPUTY BEASOM: Mr. Catena,
19 if I could, juveniles coming into the facility
20 are not subject to the body scanner. It's part
21 of our policy. So anybody that -- any pregnant
22 females coming in or juveniles, we do not body
23 scan them.

24 MR. CATENA: So why is that? Help
25 me understand.

1 CHIEF DEPUTY BEASOM: Those were
2 State regulations put out by the DEP.

3 MR. CATENA: That we can't -- we
4 can strip search -- so okay. I'm just talking
5 this through. So we can basically strip-search a
6 child basically accused of adult crime, I get
7 that, but we -- but the State is telling us that
8 using a body scanner basically is not allowed
9 even though we're strip-searching them?

10 CHIEF DEPUTY BEASOM: The two
11 aren't connected. So when we got our
12 certification to use the body scanner, those
13 caveats came along with it. We cannot use it on
14 juveniles or pregnant individuals coming in.
15 Okay?

16 The policy of the strip search is
17 local to the facility.

18 MR. CATENA: So do we understand --
19 I mean, I'm just asking the question so I can
20 understand, what is the reasoning behind not
21 using it on a juvenile, the full -- because it
22 seems like that would be a better option than
23 strip-searching them personally, I mean, just me
24 trying to understand this.

25 CHIEF DEPUTY BEASOM: Well, it's

1 similar to x-ray technology, so I assume it's
2 because they don't want that exposure to the
3 juvenile.

4 MR. CATENA: Okay. Wouldn't you
5 agree, though, that it's less intrusive using a
6 body scanner than a strip search?

7 CHIEF DEPUTY BEASOM: It's not for
8 me to agree or disagree with that. It's our
9 policy.

10 MR. CATENA: But common -- I know
11 it's your policy, but I mean it's human common
12 sense what dictates -- I mean, you're smiling at
13 me so I mean I think that --

14 CHIEF DEPUTY BEASOM: As the warden
15 said, we're responsible for the safety and
16 security of everybody in there. So if we have
17 suspicion that something is concealed on a
18 person, then we have to find it.

19 MR. CATENA: I get that. I just
20 think there's better ways to do it, and I don't
21 think strip search -- I don't agree with the
22 policy, and I just think something needs to
23 change with that. I mean, I would seriously urge
24 the Board to review that process and come up with
25 better recommendations surrounding that because

1 I -- I don't think that's appropriate. And I
2 understand what the Warden is saying, but I don't
3 think that's appropriate. I'm sorry. I just
4 can't get on board with that.

5 Furthermore, we talk about safety
6 and security. I believe there was a list asked
7 by -- for the jail guards asked for about medical
8 device -- the medical device list. Was that
9 given to them yet?

10 HSA DR. BRINKMAN: We communicate
11 with jail leadership about who is authorized.

12 MR. CATENA: Was that list given --
13 provided, because I know it was not -- I read the
14 minutes, and I know that was asked from a
15 previous --

16 HSA DR. BRINKMAN: We give it to
17 the --

18 MR. CATENA: That's not my --
19 that's not -- I'm asking a yes or no. Was it
20 provided?

21 HSA DR. BRINKMAN: We did not
22 provide it directly to correctional officers. We
23 provided it to their supervisors.

24 MR. CATENA: Okay. So do we -- can
25 someone tell me if it's in their hands, and do

1 they now have it?

2 WARDEN HARPER: Mr. Catena, I think
3 the Doctor just stated that we gave it -- gave it
4 to the supervisors, not the officers.

5 MR. CATENA: Okay. But it's been
6 disseminated, or it's been -- people -- everybody
7 knows -- there is knowledge over there now of
8 what exists, correct? That's all I'm asking.

9 WARDEN HARPER: Yes, sir.

10 MR. CATENA: Okay. Thank you.
11 Just something that came up while I was sitting
12 here tonight. Is there -- I mean, the
13 departments -- obviously, all police departments
14 are obviously moving toward body cameras. Is
15 there a reason why we've never considered using
16 body cameras in the jail on our officers? I
17 don't know. I'm just -- it's just a general
18 question.

19 WARDEN HARPER: That's something
20 that we could -- or the new administrator, warden
21 could look at going forward. But you've just got
22 to realize that, you know, we've got to get the
23 union to buy in for all of that.

24 So that's something that could
25 possibly be proposed with the new warden.

1 MR. CATENA: Okay. I mean, you
2 obviously have a lot of experience with --
3 obviously within the jail. Is that some -- I
4 mean, obviously you're going to be leaving, but
5 was that something that -- I mean, if you had
6 been staying longer, I mean, would that be
7 something that you'd be looking at?

8 WARDEN HARPER: I'm not going to
9 comment on what I would do since I'm leaving,
10 sir.

11 MR. CATENA: Okay. So we'll leave
12 that for the new -- we'll leave that for the new
13 warden, but that's another thing that I highly
14 recommend that the Board get -- serious take up
15 looking at body cameras for our jail facility,
16 because I hear a lot of complaints from the
17 members in the audience, but I don't see a whole
18 lot of action on anyone's part, which is
19 disturbing to say the least. I know we're all
20 trying to do our best, but I think we can do a
21 little bit better. There's a lot that can be
22 done. And it seems like from all the complaints
23 and all the public comment that we heard tonight,
24 we're failing a lot of people. And I just don't
25 like that feeling. I mean, granted, I'm not here

1 that often, and Bethany is here in my stead, but
2 I believe there's lots of room for improvement.

3 And even Judge Howsie admitted
4 that. It's not perfect by any sense of the
5 imagination.

6 JUDGE HOWSIE: Nothing is.

7 MR. CATENA: Nothing -- exactly,
8 nothing is. But I think we can look at some of
9 these things and possibly look at trying to do a
10 little bit better.

11 Pre-pouring, what can you tell me
12 about the pre-pouring that we heard about
13 tonight?

14 HSA DR. BRINKMAN: I can tell you
15 that in our policy that a nurse is able to
16 prepare their medications in advance, and we do
17 have some stipulations on the guidelines for how
18 that can happen.

19 MR. CATENA: Okay. Because I'm
20 told there was an e-mail sent out that said
21 that -- to stop the pre-pouring of medications.
22 Is that true?

23 HSA DR. BRINKMAN: There are --
24 there are a couple of instances where we have to
25 be able to prepare those in advance just due to

1 the movement on the pod. But generally
2 speaking --

3 MR. CATENA: So there was no e-mail
4 sent out saying stop the pre-pouring?

5 HSA DR. BRINKMAN: I just said
6 generally speaking, yes.

7 MR. CATENA: So there was no e-mail
8 sent out to stop the pre-pouring? We can go
9 out -- I can sit here all night and ask the same
10 question.

11 HSA DR. BRINKMAN: Can I try to
12 answer it?

13 MR. CATENA: Go ahead.

14 HSA DR. BRINKMAN: There are --
15 there was generally as a practice we have asked
16 staff not to, but there are very minimal
17 circumstances where we have to.

18 MR. CATENA: So was there an e-mail
19 sent out -- again, I can ask the same question.

20 HSA DR. BRINKMAN: I don't know how
21 to answer your question any differently.

22 MR. CATENA: Did you send an e-mail
23 out?

24 HSA DR. BRINKMAN: I did not
25 personally send an e-mail out, but it's not --

1 MR. CATENA: Are you aware of any
2 e-mail going out?

3 HSA DR. BRINKMAN: Yes.

4 MR. CATENA: So an e-mail did go
5 out, you said?

6 HSA DR. BRINKMAN: Yes.

7 MR. CATENA: Okay. That's all I'm
8 asking for. It's a simple question. It
9 shouldn't be adversarial. I'm just trying to get
10 answers.

11 HSA DR. BRINKMAN: You didn't like
12 my answer. I don't know how to answer you any
13 differently.

14 MR. CATENA: A simple yes or no
15 would be satisfactory.

16 HSA DR. BRINKMAN: Okay. That's
17 the kind of answer you will get.

18 MR. CATENA: Thank you. Obviously,
19 in some of the -- some of the concerns was the
20 licensing issue that -- do you think the
21 licensing issue -- the concerns over a nurse
22 losing their licensing is making the problem of
23 us having healthcare staff a bigger issue?

24 HSA DR. BRINKMAN: I don't think I
25 can comment on that to a full degree.

1 MR. CATENA: So you don't --
2 because that was one of the concerns that they
3 possibly might lose their licensing because of
4 being asked about illegal things.

5 I've had -- I mean, I've had nurses
6 from the facility approach me that they're being
7 asked to do things that were wrong, and
8 obviously -- and I wanted to give it -- bring it
9 to you first to give you the opportunity to
10 address it firsthand to see if there's any
11 inkling of that happening over there, because if
12 there is, I'm simply saying that needs to stop.

13 HSA DR. BRINKMAN: If you want to
14 talk about this in-depth, I'm happy to talk about
15 that outside of here.

16 MR. CATENA: Okay. That answer
17 does concern me, the fact that that's the way it
18 was answered. So I'm telling you I don't think
19 if that is going on over there, I think the Board
20 needs to make sure that we're all aware of that
21 that is going on. It needs to stop immediately.

22 HSA DR. BRINKMAN: I think it's
23 important that you have all the facts. That's
24 why I'm asking us to not talk about it here.

25 MR. CATENA: Okay. That's fine.

1 Warden, I know you've been there a
2 long time, obviously, and I think it's not
3 perfect. I keep going back to saying that, but
4 what do you think over the path of your career,
5 is there anything you could have done differently
6 or anything you wish you would have thought of
7 that you could have tried differently, or even
8 any advice that you would give to the new warden
9 to make this a better institution?

10 WARDEN HARPER: I have no comment
11 on that, sir.

12 MR. CATENA: So you don't --

13 WARDEN HARPER: I do not want to
14 give any advice or suggestions because I'm
15 leaving.

16 MR. CATENA: Okay. You don't think
17 there's anything you could have done better,
18 though? I mean, just out of curiosity?

19 WARDEN HARPER: I am not going to
20 comment on that question, sir.

21 MR. CATENA: So there's nothing you
22 could have done better. Thank you, then.

23 Just a few more general questions.
24 The Talent Acquisition Specialist that was hired,
25 how is that going? Can anyone tell me about

1 that?

2 WARDEN HARPER: I think our Talent
3 Acquisition Specialist is doing a remarkable job
4 in recruiting individuals to our facility. So I
5 think he's doing a wonderful job.

6 MR. CATENA: So it's definitely
7 been a positive? It's definitely been a positive
8 experience, would you say?

9 WARDEN HARPER: Yes, sir.

10 MR. CATENA: Okay. Is there
11 anything that -- any resources or supplies that
12 you would believe that would increase the
13 efficiency of the healthcare services over there,
14 because we're hearing a lot about healthcare.
15 Obviously, there's lots of concerns, but
16 healthcare seems to be one of the primary ones.

17 HSA DR. BRINKMAN: Well, on a
18 regular basis, we evaluate the things that we
19 need, and we do submit proposals for budgetary
20 consideration. And we're constantly looking
21 at -- we do an annual staffing analysis too to be
22 able to see how we might need to adjust.

23 MR. CATENA: And what -- obviously,
24 we're going into budget season at this point in
25 time. Can you share some of those, or can you

1 give me examples of what you're --

2 HSA DR. BRINKMAN: We looked at --
3 we've looked at what kinds of alternative
4 medicine services could be offered, what we could
5 expand to. We've looked at potential Requests
6 for Proposals for automated medication packaging.
7 There's been a plethora of things to support both
8 the staff workload and the patient experience.

9 MR. CATENA: When you say there's
10 been a plethora, can you get me what
11 specifically it is? Can you send it to me
12 specifically because I'm curious as to what is
13 being requested, because that always doesn't come
14 across in the budgetary requests? So I'd like to
15 have that firsthand since we're going to be
16 having budget hearings coming up.

17 WARDEN HARPER: Mr. Catena, I think
18 that if you would like to have that response, I
19 think we need to schedule a meeting where we can
20 meet to discuss that. So let's schedule a
21 meeting where we can actually meet to discuss
22 some of the issues that you're talking about
23 pertaining to your last request.

24 MR. CATENA: Okay. Because that
25 would be -- I think that would be especially

1 helpful, because like I said, we're going into
2 budget season at this point.

3 One last thing that I really wanted
4 to bring up, and Councilwoman Hallam was
5 obviously over at the jail, and she saw multiple
6 people incarcerated on Pod 8-E, on Tier AC-1
7 status. Tier 1 AC individuals were not held on
8 this pod. Why are they now?

9 WARDEN HARPER: Ms. Hallam came to
10 our jail and I -- we asked her if there were any
11 concerns that she had prior to her leaving so we
12 could have addressed those concerns then. So I'm
13 really surprised that you're asking that question
14 because she did not bring that issue to us. So,
15 Chief?

16 CHIEF DEPUTY BEASOM: AC Tier 1's
17 have traditionally been housed on 8 Echo, so I
18 think the information you have is erroneous.

19 MR. CATENA: Okay. So they've
20 always been held there then?

21 CHIEF DEPUTY BEASOM: Or they've
22 been held there and other places. But yes,
23 they've been held on 8-E.

24 MR. CATENA: Okay. Because that
25 goes against previously what I think we've heard.

1 I mean, I didn't -- I thought they were
2 segregated or no? Am I wrong?

3 CHIEF DEPUTY BEASOM: They are
4 segregated, yes.

5 MR. CATENA: So they're segregated,
6 but they're held there and somewhere else?

7 CHIEF DEPUTY BEASOM: No. We've
8 moved that population around several times, but
9 they have traditionally been on 8-Echo.

10 MR. CATENA: Okay. And that's all
11 that's there right now?

12 CHIEF DEPUTY BEASOM: Yes -- no, I
13 mean, there's disciplinary status inmates also on
14 that housing unit, but additionally
15 administrative custody as well.

16 MR. CATENA: Okay. I think that's
17 it for now. Thank you, Judge.

18 JUDGE HOWSIE: Any additional
19 questions? Terri Klein.

20 MS. KLEIN: Warden, can you give us
21 an update on the installation of Dr. Patterson's
22 plaque?

23 WARDEN HARPER: Yes, ma'am. We
24 have decided we're going to place the plaque in
25 the healthcare area, so we will put it up, ma'am.

1 MS. KLEIN: And you will inform us
2 of the date for anyone who wants to attend?

3 WARDEN HARPER: We don't -- I
4 didn't say anything about anybody attending. I
5 said that we were going to put the plaque up.
6 Now, if it comes to a ceremony, you know we have
7 COVID in our jail and everything. I'm really
8 concerned about that. So I will assure you that
9 the plaque is going to be put up.

10 JUDGE HOWSIE: Any other questions?

11 (No response.)

12 JUDGE HOWSIE: I do have a question
13 regarding searching -- strip-searching the
14 juveniles that are charged as an adult. Is that
15 customary in other facilities, that juveniles are
16 strip-searched?

17 WARDEN HARPER: Yes, sir.

18 JUDGE HOWSIE: Okay. I just want
19 to say I used to work at Shumans Center, and
20 there were incidents where juveniles -- and I
21 know it's not palatable. I know it doesn't feel
22 good, and it doesn't sound like the right thing
23 to do to search -- strip-search juveniles in
24 jail. I get it, and I get everyone's concern,
25 but I guess the question I have is how do you

1 reconcile that when you have juveniles bringing
2 fentanyl into correctional facilities, and in one
3 instance up at Shumans Center, there was a
4 juvenile that came in who had a gun on him. So I
5 don't know -- you know, if you don't search the
6 juveniles, how do you keep the drugs and the
7 weapons out? So I don't know. I mean, I
8 understand everyone's concern about that everyone
9 thinks it shouldn't happen, but then I guess the
10 trade-off is how do you ensure the safety of the
11 facility? And that's just something I want to
12 encourage people to think about.

13 If you have a way to not strip
14 search a certain segment of the population and
15 still ensure the safety, then I think we should
16 all speak up. Speak up. You know, put that out
17 there. But to simply say juveniles because
18 they're in an adult facility should not be
19 strip-searched, you have some juveniles there --
20 there are juveniles in Allegheny County Jail
21 charged with multiple homicides. Innocent until
22 proven guilty, but you still have to take steps
23 to ensure the safety and security of the
24 facility. So I just want to throw that out there
25 and give you something to think about.

1 Any other questions? Yes, ma'am.

2 MS. KLEIN: Well, this is just a
3 comment, and I'm really appreciative we had this
4 discussion about that you are not allowed to use
5 the full-body scanner on juveniles. I wasn't
6 aware of that.

7 You know, you go to the dentist.
8 They put a lead shield on you. I didn't know if
9 there was any way that there could be -- I'm
10 assuming, but you're saying you don't want to
11 expose juveniles to this dose of radiation -- if
12 there was any way, and I suppose that's on
13 procreative areas that would be sensitive to
14 radiation.

15 But it's there -- if we needed to
16 go to the State and ask if there was lead
17 protection that could be given -- I'm just
18 thinking outside the box.

19 JUDGE HOWSIE: Outside the box.

20 CHIEF DEPUTY BEASOM: Ms. Klein, if
21 they had -- you know, lead protection on them,
22 then that would defeat the purpose of the scan
23 because it would block the image, so we wouldn't
24 be able to see what we're looking for.

25 MR. PILARSKI: I believe you did

1 say this was a recommendation of the State DEP?

2 CHIEF DEPUTY BEASOM: For the body
3 scanner to be licensed for use -- our
4 certification was dependent on signage, and our
5 agreement and policy that those two populations
6 would not be scanned through the -- yeah.

7 JUDGE HOWSIE: Any other questions?

8 MR. CATENA: Judge?

9 JUDGE HOWSIE: Yes, sir.

10 MR. CATENA: The COVID, since you
11 were talking -- you were talking about the COVID.
12 What do you have in place, obviously, since it's
13 on the uptick at this point?

14 HSA DR. BRINKMAN: We've returned
15 to a lot of our mitigation efforts that were
16 related to isolation, quarantining, and being
17 able to separate the population so that we can
18 attempt to not allow it to spread further beyond
19 that.

20 MR. CATENA: Are you not doing
21 screenings at intake now?

22 HSA DR. BRINKMAN: We never stopped
23 screenings at intake.

24 MR. CATENA: So you're still
25 screening at intake?

1 HSA DR. BRINKMAN: Uh-huh.

2 MR. CATENA: How many -- do you
3 have any idea, I mean, how many you have right
4 now that have --

5 HSA DR. BRINKMAN: We have 60.

6 MR. CATENA: 60 that tested
7 positive?

8 HSA DR. BRINKMAN: Uh-huh.

9 MR. CATENA: Are you doing -- I
10 mean, how are you actively testing for COVID over
11 there?

12 HSA DR. BRINKMAN: As soon as the
13 person presents to the facility they're tested
14 for COVID.

15 MR. CATENA: But obviously, once
16 they get in and once it spreads, it's a little
17 bit too late at that point. So are you doing
18 randomized testing or anything like that?

19 HSA DR. BRINKMAN: Randomized
20 testing was never recommended by the CDC to be
21 able to do that. We have in the past done
22 surveillance testing, but those recommendations
23 have changed with the evolution of it no longer
24 being a pandemic.

25 MR. CATENA: Has the number -- I

1 mean, has the number gone up would you say over
2 the past few weeks, or is it --

3 HSA DR. BRINKMAN: Uh-huh.

4 MR. CATENA: -- plateaued or is
5 it --

6 HSA DR. BRINKMAN: It went
7 drastically straight up.

8 MR. CATENA: At 60 -- and 60 was
9 the number I think you said?

10 HSA DR. BRINKMAN: Today.

11 MR. CATENA: Okay. Thank you.

12 JUDGE HOWSIE: Yes. Terri Klein.

13 MS. KLEIN: Thank you. I'm just
14 going to follow up. Are you going to be waiting
15 for recommendations from the County Health
16 Department to institute masking again?

17 HSA DR. BRINKMAN: We've already
18 reached out to Allegheny Health Network and
19 started consulting a little bit from the Health
20 Department. But at this point they don't write
21 our policies and procedures. The best we can do
22 is kind of see what the epidemiology is doing
23 with the disease itself for us to better
24 understand and make those decisions.

25 MS. KLEIN: So what would be your

1 threshold if you could say for reinstating
2 masking?

3 HSA DR. BRINKMAN: That's what
4 we're trying to determine right now.

5 JUDGE LAZZARA: I can also tell you
6 that every single person who has come into my
7 courtroom from the Allegheny County Jail in the
8 past probably week and a half has had a mask on.
9 So I don't know whether you're requiring it or
10 whether they just want to do it --

11 HSA DR. BRINKMAN: Highly
12 encouraged.

13 JUDGE LAZZARA: -- but if every
14 single person who has come in from the jail has
15 been masked.

16 JUDGE HOWSIE: That hasn't been the
17 case in my room.

18 JUDGE LAZZARA: It has been in
19 mine. So I don't know why.

20 MR. CATENA: Just a question,
21 what's the quarantine protocol, or what -- how
22 are you handling that once they test positive?

23 HSA DR. BRINKMAN: Once they test
24 positive, the recommendations at this point have
25 been at least five days of isolation, and then we

1 can test to see if someone tests negative at
2 days 5 and 7. And if they continue to test
3 positive, they will go potentially one more time
4 at 7 and 9. And if they still test positive,
5 they would go to full 10-day isolation.

6 MR. CATENA: Do you expect that --
7 obviously, I mean, what are you anticipating?
8 What do you think the next two weeks brings? I
9 mean, a continued spike?

10 HSA DR. BRINKMAN: It could be a
11 spike. The thing that looks very different with
12 this presentation is how mild it is. Almost
13 everybody is exclusively -- obviously, a few
14 people were symptomatic, and that's how it came
15 onto our radar, but almost everybody is
16 asymptomatic.

17 MR. CATENA: Okay. Thank you.

18 JUDGE HOWSIE: Any additional
19 questions?

20 (No response.)

21 JUDGE HOWSIE: All right. With
22 that being said, any Old Business?

23 JUDGE LAZZARA: Can I also provide
24 an update on our Jail Board Liaison? Just at
25 least a small -- just a small update?

1 JUDGE HOWSIE: Absolutely.

2 Absolutely.

3 JUDGE LAZZARA: As everybody knows,
4 it's been a work in progress for quite some time.
5 We are finally able to get Karen Duffola hired.
6 She began her tenure with us on July 31st, and
7 she has been, I think, working very hard. She's
8 been, first of all, trying to understand the
9 jail, going into the jail and visiting pretty
10 much everywhere to make sure that she has an
11 understanding of the facility itself. She has
12 also been going to the alternatives to jail, and
13 also investigating those.

14 She has been asked by several
15 members of the Board to specifically check on
16 certain situations in the jail, and she has very
17 promptly done that and provided written reports
18 to us with her findings.

19 I know she and I have sat down, and
20 we've tried to come up with some ways that things
21 can be better with her job. We want to make sure
22 that people are able to contact her, so we
23 wanted -- we were trying to get something done
24 with the tablets to try to make sure that people
25 can file reports with her and request things.

1 There is an issue with getting that done
2 immediately, so at least paper reports are going
3 to be available to the people in the jail so that
4 they can report.

5 We also would like to make sure
6 that it gets put on the website for the jail so
7 that members of the public who have issues or
8 concerns can reach out and speak to her as well,
9 which we think is really important.

10 We're also trying to make sure that
11 she has a private place in the jail to be able to
12 talk to people so that they are -- she has a way
13 to have very private communications that are not
14 monitored in any way so that she can get to the
15 bottom of things, which is the whole idea behind
16 her job. She does have an office, so members of
17 the public she can choose to meet at that office
18 for, again, private conversations. They are not
19 in -- well, Sheriff Kraus has been so wonderful
20 in providing a house for her basically so that we
21 can get her paid and get benefits and things
22 going. The place that she is going to be is not
23 in Sheriff Kraus's office. It's not, you know,
24 subject to everybody coming and going from the
25 Sheriff's Department so that she also, again, has

1 privacy. So we are working on those things.

2 You know, she and I have met
3 several times. We're also working on some other
4 ideas on how we can better get her to be able to
5 do her job, and certainly, any input from anybody
6 else on the Board or otherwise would be helpful
7 in making sure that she can effectively do that
8 job, which is to, you know, be our eyes and ears
9 in the jail, to see problems and help us resolve
10 problems.

11 So I just wanted to update the
12 public on the fact that this is moving forward.

13 JUDGE HOWSIE: I just wanted to say
14 I also spoke with her as well, and she informed
15 me that she did, as well as Deputy Toma, that
16 they are preparing an announcement to put in the
17 lobby of the jail so that people who are not
18 incarcerated and don't have access to the tablets
19 would still have contact information and an
20 ability to reach out to her with any concerns.
21 So that's something else.

22 JUDGE LAZZARA: And I know that
23 she's at least had one telephone conversation
24 with the folks from PIIN. That was at my request
25 is that she would reach out to the person who is

1 in charge, and I know she's had at least one
2 brief conversation, and how that will go forward
3 with meeting with community partners is something
4 we also need to start working out. But that's
5 one of the things that we also would like to see
6 done.

7 So just so everybody knows, it's
8 early in the process. She's only been in the job
9 for a little bit more than a month, and she's
10 already taking on a lot, seen a lot, and is
11 willing to talk to everybody about how to make it
12 better. So it is a work in progress, but we're
13 hoping that it progresses quickly -- so after the
14 length of time that it took us to get it going.

15 **OLD BUSINESS**

16 JUDGE LAZZARA: Jail population as
17 of 4:30 p.m. on September 5th was as follows:
18 1,541 people were in the Allegheny County Jail,
19 and 139 people were in alternative housing
20 facilities. This excludes any people with holds
21 by the Federal Government. People can be held in
22 the jail for multiple reasons such as probation
23 and parole detainers, other counties' holds or
24 sentences.

25 7 percent, that is 105 people in

1 the jail itself are serving a county sentence as
2 the result of a new conviction. 21 percent, that
3 is 29 out of 139 people in alternative housing
4 are serving a county sentence. 23 percent of
5 people in the jail, that's 348 are on a hold from
6 an external jurisdiction, including other
7 counties or the State. There are no people in
8 alternative housing that have a hold from another
9 jurisdiction.

10 40 percent of the people in the
11 jail, that is 620 people in the jail were
12 detained by Allegheny County Probation. These
13 individuals were detained for violating probation
14 on a crime for which they had been previously
15 convicted. Of those 86 percent, that is 536 of
16 the 620 people were of moderate or high risk to
17 reoffend based on their Probation Proxy Risk
18 Score. The remainder were being held for a
19 variety of reasons, including violent felonies,
20 awaiting mental health communities or service
21 plans, and other reasons related to their own
22 safety or the safety of the community.

23 26 percent, that is 35 of the 139
24 people in alternative housing were detained by
25 Allegheny County Probation. 29 of those 35,

1 which is 83 percent of those detained in
2 alternative housing were of moderate or high risk
3 based on their proxy score.

4 31 individuals in the jail have
5 been court-ordered to be seen by the Behavioral
6 Assessment Unit for evaluation, reevaluations,
7 and pending commitment hearings to Torrance State
8 Hospital. 24 are male and 7 are female. These
9 individuals seen by the Behavioral Assessment
10 Unit were seen in the jail itself and not in
11 alternative housing. 40 individuals in the jail
12 itself are committed to Torrance State Hospital
13 and are awaiting admission. I would just note
14 that there is nothing that the jail can do to get
15 people to Torrance any faster. That is a
16 Torrance issue, not a jail issue. So while we
17 would all like to see those folks get up to
18 Torrance to get the help they would like sooner,
19 we can't create more beds at Torrance. They have
20 the beds that they have. It's frustrating for
21 every single one of us, and we all wish that they
22 had more beds. 21 people currently at Torrance
23 State Hospital are wards of the Allegheny County
24 Jail. No one is in alternative housing awaiting
25 Torrance commitments.

1 29 percent of people in the jail
2 itself, that is 444 people were held pretrial
3 only, meaning they had no other reason such as
4 external holds or detainers keeping them in the
5 jail. Of these people, less than 1 percent
6 screened as low for reoffense, based on the
7 Allegheny County Locally Validated Pretrial Risk
8 Instrument without consideration of the
9 seriousness of the current offenses.

10 20 percent, that is 28 of 139
11 people in alternative housing were held pretrial
12 only, and none of those screened as low risk for
13 reoffense based on the Allegheny County Validated
14 Pretrial Instrument.

15 84 individuals, that is
16 approximately 5 percent of the jail population
17 are currently being held in the Allegheny County
18 Jail pretrial only on monetary bonds. Of these
19 individuals, only 11 screened as low risk for new
20 criminal activity.

21 2 individuals in alternative
22 housing are held pretrial only on monetary bonds,
23 and neither was screened as low for risk of
24 reoffense. All pretrial monetary bond cases are
25 reviewed for possible bail modification.

1 The Allegheny County Jail

2 population, excluding federal holds but including
3 alternative housing on March 16, 2020, that is
4 right before COVID shut the world down, was 2,075
5 including 1,859 in the jail itself and 216 in
6 alternative housing.

7 As of -- that's not supposed to be
8 August 1st. That's supposed to be September
9 5th -- sorry, there's a typo. The inmate
10 population in the jail was 1,541, which is a 17
11 percent decrease. The alternative population was
12 139, which is a 36 percent decrease over that
13 pre-COVID number.

14 Detainer population in the jail
15 itself as of March 16, 2020, again, right before
16 COVID, was 889. As of September 5th, it's 620,
17 which is a 30 percent decrease pre-COVID.

18 There's a note that indicates that
19 releasing inmates from jail, many of whom have
20 multiple holds, is a process that involves
21 multiple system checks and careful review of
22 public and victim safety, and all parties are
23 working very hard to effectuate release while
24 still keeping the public as well as individuals
25 in the jail safe.

1 So that is my update on jail
2 population.

3 MS. KLEIN: Can I ask you --

4 JUDGE LAZZARA: Yeah, absolutely.

5 MS. KLEIN: Of course this is an
6 obvious, but of the 84 individuals who are held
7 on monetary bonds, that means that they could not
8 come up with the money to be released?

9 JUDGE LAZZARA: That is correct.

10 MS. KLEIN: So the only thing
11 that's holding them there is that they -- had
12 they been able to come up with the money, they
13 could have been left -- they could have left?

14 JUDGE LAZZARA: Well, you have to
15 understand that those monetary bonds are all
16 reviewed -- every monetary bond is reviewed by a
17 county judge, so by a Court of Common Pleas
18 judge. I don't know what those numbers are, so
19 that bond amount may be \$1 million because it
20 involved a murder. So, you know, obviously,
21 nobody is going to come up with that \$1 million
22 to come up with that for a murder.

23 I don't know specifics on how much
24 the monetary bonds are, or why they were placed,
25 or why after having been reviewed by a common

1 pleas judge they were kept in place. So I simply
2 cannot answer -- I can't answer those specific
3 questions.

4 MS. KLEIN: I understand. Is it
5 common practice that someone who is arrested on a
6 charge of homicide would have a monetary bond?

7 JUDGE LAZZARA: They may or they
8 may not have any bond.

9 MS. KLEIN: But it is conceivable
10 that they could have a -- I'm trying to
11 understand.

12 JUDGE LAZZARA: Only 5 percent of
13 the jail population has any sort of monetary
14 bond, which is a very low number. In
15 Allegheny County, we try not to do monetary bond.
16 Non-monetary bond with conditions is really the
17 go-to for the entire Pretrial Services
18 Department. I mean, that's what all the judges
19 try. That's what we do.

20 This may also reflect the fact that
21 bond hearings have become somewhat slower because
22 there is a new State law that requires anybody --
23 any bond hearing to have victims present before
24 the bond hearing can be held. And so that has
25 slowed down the process somewhat because the

1 Pretrial Services Department has to communicate
2 with the victim, has to get the victims present,
3 and some of those hearings, which used to be a
4 little bit more pro forma, have become long --
5 longer evidentiary hearings where the victim is
6 also providing testimony.

7 So there has been somewhat of a
8 slowing. We've tried -- we've tried not to have
9 that slow down, but given the volume, it has, I
10 think, affected the speed with which some of
11 these things are being considered. And there's
12 nothing we can do about that. That's a State
13 law, and we are required to make sure that
14 victims are contacted and given the right to
15 attend and provide testimony.

16 MS. KLEIN: I just wanted
17 clarification.

18 JUDGE HOWSIE: I just wanted to
19 kind of piggyback off of what you said.

20 In Allegheny County, Terri, a bail
21 recommendation from Pretrial Services will never
22 include a monetary condition. It's either you're
23 in or you're out. You're out because there's no
24 concern for the safety of the community. There's
25 no concern about your ability to show up for a

1 subsequent hearing, or your in because of the
2 concern for the community or the likelihood that
3 you will not show up. Those are the only two
4 recommendations.

5 Our Magisterial District Court
6 judges may impose a monetary condition for bond,
7 but that is never a recommendation.

8 I don't know if you -- your data
9 contemplates the possibility that a person could
10 have a monetary bond because --

11 JUDGE LAZZARA: And a detainer.

12 JUDGE HOWSIE: -- and a detainer,
13 or they could have a monetary bond.

14 JUDGE LAZZARA: I'll have Sangi
15 pull that.

16 JUDGE HOWSIE: -- and another hold
17 from another jurisdiction. So say you get \$5,000
18 at 10 percent, but you also have a detainer from
19 Westmoreland County. So sometimes -- normally a
20 judge might say, hey, as part of the
21 recommendation that you be released non-monetary
22 condition, but if we release you, then how does
23 the other county get you? So sometimes they will
24 put a monetary condition on for the understanding
25 that you won't leave.

1 Sometimes bonds are revoked so that
2 the time will go to a detainer versus a period of
3 incarceration for the new charges. So there's a
4 lot of considerations that go into that
5 determination, but I think the take-away is,
6 there's never a monetary condition recommended,
7 but sometimes they are imposed. Sometimes it's
8 for purposes of ensuring that a person will not
9 leave the jail because of another matter that may
10 be holding them.

11 My experience has been in most
12 cases, most people are not just in jail because
13 of a monetary condition of bail.

14 JUDGE LAZZARA: Right.

15 JUDGE HOWSIE: It's usually because
16 they're trying to make sure that time goes to a
17 detainer or probation violation or a parole
18 violation. So most people aren't just there
19 because of monetary. I'm not saying it doesn't
20 happen. I'm saying the majority of the people
21 are not there for that reason.

22 JUDGE LAZZARA: And I can actually
23 get -- I'll try to get the person who runs the
24 data to provide us with something additional
25 about the monetary bonds and whether those

1 monetary -- people being held on monetary bonds
2 are also being held on anything else. I'll ask
3 him to figure that out for the next time.

4 JUDGE HOWSIE: All right. Any
5 additional questions?

6 (No response.)

7 JUDGE HOWSIE: No? So with that
8 being said, New Business.

9 **NEW BUSINESS**

10 JUDGE HOWSIE: Normally, Ms. Hallam
11 would be here, and she would make a Motion to
12 provide the funding for the next three months for
13 every incarcerated individual in the county jail
14 to receive their \$125 per incarcerated
15 individual. She is not present.

16 MR. CATENA: So moved.

17 JUDGE HOWSIE: So moved.

18 And so that will go for the
19 remainder of the year. That's a quarterly
20 endeavor that we seek to have that Motion made,
21 and if we don't do it now, it will be delayed.

22 JUDGE LAZZARA: Should we second
23 that?

24 MR. O'CONNOR: Second. But just a
25 quick point, Judge. We posted the numbers, so if

1 people want to look at it -- this year, it's
2 already 38 percent down from last year in the
3 fund. So --

4 JUDGE HOWSIE: Sure.

5 MR. O'CONNOR: We have to have --
6 this Board needs to have a long-term conversation
7 about other funding, alternative funding, whether
8 it's amendments --

9 JUDGE HOWSIE: Why is it down?

10 MR. O'CONNOR: Well, a number of
11 reasons.

12 JUDGE HOWSIE: Give me one or two.

13 MR. O'CONNOR: Well, we're hiring
14 somebody. The food is a different price than it
15 was before, so there's a lot --

16 JUDGE HOWSIE: The profits from the
17 commissary.

18 MR. O'CONNOR: -- it's growing
19 smaller and smaller, right. So that's been a big
20 issue. But 38 percent down means we have to have
21 a long-term conversation about funding of some
22 source, whether it's Council, whatever it might
23 be next Executive's office putting a line item in
24 the budget, but that's a long-term conversation.

25 JUDGE LAZZARA: Do we need to vote

1 on that? We have --

2 JUDGE HOWSIE: Yeah.

3 MR. CATENA: Aye.

4 JUDGE LAZZARA: Well, no. He
5 didn't call for the vote yet. I'm just making
6 sure that -- I'm just making sure that he doesn't
7 miss it so we don't forget to do that.

8 JUDGE HOWSIE: All right. So there
9 was a motion. It was properly made and seconded.
10 Any discussion?

11 (No response.)

12 JUDGE HOWSIE: All in favor.

13 (Chorus of ayes.)

14 JUDGE HOWSIE: Any opposed?

15 (No response.)

16 JUDGE HOWSIE: The Motion carries.
17 The money will be applied to fund those \$125 per
18 person for the first day of the month as we have
19 previously done in the past, and that will go
20 until the end of the year. All right? Anything
21 else?

22 MR. CATENA: Two items for New
23 Business.

24 JUDGE HOWSIE: Yes.

25 MR. CATENA: If -- Judge. The

1 first item, can someone -- what is the process
2 for the new warden, hiring the new warden? What
3 are we doing? I know it's not on us, but what --
4 maybe Mr. Pilarski can walk us through what the
5 process is going to look like.

6 JUDGE HOWSIE: That's the County
7 Exec.

8 MR. PILARSKI: I echo what the
9 Judge said. I don't know.

10 MR. CATENA: So we're not doing --
11 I mean, right now, we're --

12 MR. PILARSKI: There will be a
13 search conducted, you know.

14 MR. CATENA: But right now they're
15 not doing anything then?

16 MR. PILARSKI: They've started
17 looking into search committees. I know that --
18 the process is going to take a long time, so we
19 started the process --

20 MR. CATENA: So is the current
21 Executive appointing the search committee then,
22 or are you --

23 MR. PILARSKI: I have no idea, but
24 I don't think that's the plan, but I don't know.
25 There's no --

1 MR. CATENA: Are we waiting until
2 the new Executive gets in?

3 MR. PILARSKI: All I know is we're
4 in the process of trying to engage search
5 committees.

6 MR. CATENA: So we put out an RFP
7 then, or you don't know?

8 MR. PILARSKI: I don't know how
9 that works.

10 MR. CATENA: The second thing that
11 Controller O'Connor eluded to this evening is
12 that -- I think that it's -- I'm going to have to
13 convene a public hearing obviously on the
14 staffing and the healthcare for County Council
15 because I think there's a lot to be learned from
16 that, especially my colleagues. I think my
17 colleagues would obviously appreciate that. And
18 I'm hoping that the people that are here in the
19 room -- it's not just going to be about the
20 staffing and the healthcare. It's going to be
21 about the jail overall, and I think that we'd
22 like to hear from people about how we can make
23 the process better.

24 Obviously, County Council is
25 limited in what they can do, but I don't think it

1 hurts to get the community engagement and
2 community involvement and hear from everybody
3 about how to make it better, what the future
4 looks like for this. And I think it's going to
5 fall upon all of us at some point to make this
6 better, obviously.

7 So thank you, Judge.

8 JUDGE HOWSIE: Thank you.

9 Any additional New Business?

10 AUDIENCE MEMBER: You didn't pass
11 the minutes at the July meeting.

12 JUDGE HOWSIE: We didn't pass that
13 then?

14 AUDIENCE MEMBER: No, you didn't
15 have a quorum.

16 JUDGE HOWSIE: We did have a
17 quorum. Last meeting we did. We voted on those
18 minutes. I'm fairly certain. We voted on two
19 months worth of the meeting minutes at the last
20 meeting.

21 AUDIENCE MEMBER: Okay. I just
22 wanted to make sure on that.

23 JUDGE HOWSIE: We voted.

24 AUDIENCE MEMBER: All right.

25 JUDGE HOWSIE: With that being

1 said, Sheriff Kraus?

2 SHERIFF KRAUS: I'd make a Motion
3 to adjourn.

4 JUDGE HOWSIE: So moved. Seconded.
5 So moved.

6 And I wanted to publicly say, I
7 wanted to thank Mr. Kenstowicz for his efforts
8 and the things that he's done to try to continue
9 to, you know, improve the condition at the jail.
10 I thought he had left, so I apologize for not
11 saying that earlier. But I want to acknowledge
12 his efforts and his commitment. So thank you.

13 (Whereupon, the hearing was
14 concluded at 6:17 p.m.)

15

16

17

18

19

20

21

22

23

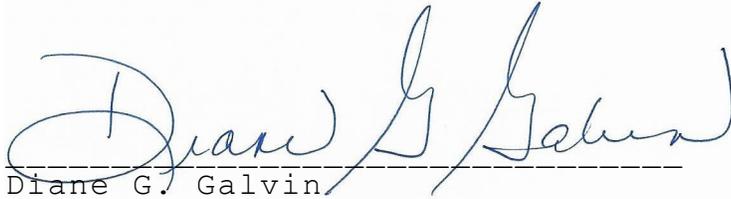
24

25

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

C E R T I F I C A T E

I hereby certify that the proceedings and evidence are contained fully and accurately to the best of my ability in the notes taken by me via an audio recording of the within cause and that this is a true and correct transcript of the same.


Diane G. Galvin
Notary Public

Commonwealth of Pennsylvania - Notary Seal
Diane G. Galvin, Notary Public
Allegheny County
My commission expires July 22, 2026
Commission number 1055705
Member, Pennsylvania Association of Notaries

\$	113:19 2,075 [1] - 114:2 20 [4] - 37:5, 48:24, 68:18, 113:8 2013 [1] - 30:14 2020 [3] - 37:6, 114:1, 114:13 2023 [3] - 1:13, 66:3, 66:6 21 [2] - 110:25, 112:20 216 [1] - 114:3 21st [2] - 46:8, 72:17 22 [1] - 11:1 23 [2] - 76:5, 111:2 24 [2] - 72:4, 112:6 247 [2] - 64:4, 81:1 243 [1] - 76:15 24th [2] - 71:18, 73:3 25th [1] - 72:9 26 [1] - 111:21 26th [1] - 73:18 28 [1] - 113:8 28th [3] - 10:3, 68:13, 73:7 29 [4] - 69:3, 111:1, 111:23, 112:24	43 [1] - 75:17 436 [1] - 1:21 444 [1] - 112:25 47 [1] - 56:5 4:10 [1] - 4:2 4:30 [1] - 110:15 4th [2] - 1:19, 70:8	5	5 [6] - 28:11, 76:3, 76:5, 105:25, 113:14, 116:10 5-K [1] - 11:15 50 [2] - 23:1, 23:4 536 [1] - 111:13 5th [5] - 62:11, 71:19, 110:15, 114:7, 114:14	6	6 [4] - 11:1, 11:15, 27:19, 28:14 60 [5] - 76:21, 103:3, 103:4, 104:6 601 [1] - 14:11 620 [3] - 111:9, 111:14, 114:14 65 [1] - 71:2 6:17 [1] - 126:12 6th [1] - 69:8	7	7 [10] - 1:13, 11:15, 14:14, 28:16, 30:4, 75:20, 105:25, 106:2, 110:23, 112:6 704 [1] - 9:25 72 [1] - 70:17 79 [1] - 71:6 7th [2] - 59:18, 72:20	8	8 [6] - 28:20, 31:9, 76:12, 76:16, 76:17, 97:15 8-E [2] - 97:4, 97:21 8-Echo [1] - 98:7 80 [1] - 76:11 83 [2] - 71:11, 111:24 84 [2] - 113:13, 115:4 86 [1] - 111:13 87 [1] - 10:21 889 [1] - 114:14	8th [3] - 72:20, 76:2, 77:1	9	9 [3] - 28:21, 69:4, 106:2 90 [1] - 14:12 94 [1] - 44:17 96 [1] - 10:23 98th [2] - 35:17, 55:14	A	a.m [1] - 11:15 Abass [2] - 2:10, 4:19 ability [4] - 25:15, 109:18, 117:23, 127:6 able [18] - 5:16, 8:14, 25:25, 27:10, 46:25, 72:23, 81:25, 90:14, 90:24, 95:20, 101:22, 102:15, 103:19, 107:3, 107:20, 108:9, 109:2, 115:10 abolish [2] - 54:1, 54:5 absconded [1] - 14:14 absence [2] - 16:17, 31:13 absolutely [6] - 8:12, 37:7, 60:15, 106:24, 106:25, 115:2 abuses [1] - 53:6 AC [2] - 97:5, 97:14 AC-1 [1] - 97:4 ACA [1] - 41:1 academic [1] - 73:2 acceptable [1] - 55:18 accepting [1] - 68:25 access [3] - 23:13, 51:13, 109:16 accomplish [2] - 77:2, 77:3 accomplished [1] - 25:4 according [2] - 23:6, 31:16 accountability [1] - 43:22 accountable [1] - 48:17 accurate [2] - 84:12, 84:16	accurately [1] - 127:6 accused [1] - 85:5 achieve [2] - 27:13, 41:5 achieved [2] - 41:9, 65:12 achieves [1] - 21:13 achieving [1] - 20:24 ACJ [25] - 16:1, 17:10, 19:5, 19:16, 20:11, 23:15, 23:17, 25:16, 37:11, 38:19, 39:18, 41:25, 44:9, 45:8, 48:3, 53:6, 56:5, 56:11, 56:20, 57:2, 57:6, 57:12, 62:10, 69:19, 76:20 ACJ's [1] - 77:25 acknowledge [2] - 65:8, 126:9 acknowledges [1] - 65:11 acknowledging [1] - 39:21 Acquisition [2] - 94:22, 95:1 act [2] - 36:14, 53:1 action [3] - 52:19, 53:22, 89:17 actions [2] - 40:1, 48:6 actively [2] - 70:1, 103:8 activity [2] - 12:7, 113:18 acts [1] - 26:23 actual [2] - 25:7, 33:4 add [1] - 46:2 added [1] - 68:12 addition [4] - 8:23, 11:12, 74:3, 74:24 additional [7] - 68:22, 83:13, 98:16, 106:16, 119:22, 120:3, 125:7 additionally [1] - 98:12 address [4] - 38:3, 38:15, 47:18, 93:8 addressed [1] - 97:10 addressing [1] - 47:20 adequate [1] - 57:3 adjourn [1] - 126:1 adjust [1] - 95:20 admin [1] - 31:21 administered [1] -			
'																			
'22 [1] - 77:12																			
1																			
1 [10] - 16:11, 19:3, 28:2, 76:4, 76:13, 76:14, 97:5, 113:3, 115:17, 115:19 1's [1] - 97:14 1,541 [2] - 110:16, 114:8 1,859 [1] - 114:3 10 [4] - 28:24, 36:1, 69:5, 118:16 10-day [1] - 106:3 103 [1] - 10:21 105 [1] - 110:23 11 [3] - 11:2, 75:14, 113:17 114 [1] - 70:18 11th [3] - 11:8, 68:18, 73:24 12 [3] - 11:13, 39:3, 71:16 12th [1] - 62:11 13 [1] - 75:13 131 [1] - 75:12 139 [6] - 71:13, 110:17, 111:1, 111:21, 113:8, 114:10 142 [1] - 71:3 14th [1] - 68:12 15 [1] - 69:11 15219 [1] - 1:22 15th [1] - 73:6 16 [4] - 10:21, 22:23, 114:1, 114:13 17 [2] - 78:9, 114:8 18 [1] - 75:21 18th [1] - 72:14 19 [1] - 69:10 19th [2] - 6:13, 11:14 1st [1] - 114:6																			
2																			
2 [6] - 14:13, 16:13, 20:5, 28:4, 69:3,	4 [4] - 28:8, 63:1, 76:3, 76:6 40 [4] - 6:6, 68:20, 111:8, 112:9 41 [1] - 75:25																		
	3																		
	3 [4] - 16:15, 28:6, 66:2, 66:6 30 [3] - 71:7, 76:15, 114:15 300 [2] - 69:4, 69:6 30th [1] - 70:10 31 [1] - 112:2 31st [2] - 73:22, 107:4 34 [2] - 69:9, 75:9 348 [1] - 111:3 35 [2] - 111:21, 111:23 36 [1] - 114:10 37 [1] - 71:10 38 [3] - 69:14, 120:25, 121:18 39 [1] - 10:25 391 [1] - 70:17 3rd [1] - 69:7																		
	4																		

<p>16:9 ADMINISTRATION [1] - 2:14 administration [8] - 16:13, 27:3, 31:14, 31:15, 32:16, 39:17, 48:9, 80:4 administrative [6] - 20:21, 22:12, 23:14, 29:10, 40:7, 98:13 administrator [2] - 20:16, 88:19 administrators [1] - 31:11 admission [3] - 9:5, 76:1, 112:11 admissions [1] - 75:19 admitted [2] - 75:20, 90:2 admitting [1] - 39:11 adult [4] - 83:23, 85:5, 99:12, 100:16 adults [3] - 59:21, 73:2, 84:2 advance [2] - 90:15, 90:24 Adventures [2] - 73:9, 73:11 adversarial [2] - 33:3, 92:8 advice [4] - 30:20, 31:17, 94:6, 94:12 advocacy [3] - 19:19, 19:21, 39:16 advocate [2] - 41:11, 55:20 advocating [1] - 63:2 affect [1] - 15:21 affected [1] - 117:8 affecting [1] - 44:18 afloat [1] - 80:25 afternoon [13] - 4:5, 9:21, 14:7, 19:25, 25:21, 33:23, 43:1, 66:21, 66:22, 68:8, 69:25, 76:11 age [1] - 60:21 agencies [1] - 38:3 agency [1] - 25:4 agility [2] - 68:19, 68:23 ago [5] - 18:16, 46:4, 52:14, 58:11, 60:21 agree [3] - 86:4, 86:7, 86:20 agreement [1] - 102:3 ahead [1] - 91:12 AHN [1] - 71:23</p>	<p>aid [1] - 54:20 air [3] - 61:7, 63:10 Albert [1] - 34:12 alcohol [1] - 35:8 Alcohol [1] - 69:17 Alex [4] - 3:16, 47:13, 53:13, 56:2 alex [1] - 47:14 Ali [1] - 55:24 aligned [1] - 39:17 ALLEGHENY [1] - 1:7 Allegheny [30] - 1:20, 10:1, 18:11, 18:20, 22:21, 23:20, 39:7, 43:3, 55:5, 57:23, 61:2, 61:4, 63:9, 66:24, 67:5, 69:12, 73:25, 100:18, 104:16, 105:5, 110:16, 111:10, 111:23, 112:21, 113:5, 113:11, 113:15, 113:24, 116:13, 117:18 Allen [1] - 47:6 allies [1] - 19:13 allow [3] - 48:18, 77:2, 102:16 allowed [6] - 35:21, 35:24, 62:14, 77:3, 85:7, 101:2 almost [2] - 106:10, 106:13 alongside [1] - 67:19 alternative [17] - 71:7, 74:16, 74:17, 96:1, 110:17, 111:1, 111:6, 111:22, 111:25, 112:9, 112:22, 113:9, 113:19, 114:1, 114:4, 114:9, 121:5 alternatives [1] - 107:10 Amachi [5] - 72:3, 72:5, 78:21, 79:3, 79:4 amendments [1] - 121:6 American [1] - 40:25 amount [2] - 50:14, 115:17 analysis [1] - 95:19 analyzed [1] - 38:5 Andrus [1] - 47:8 announce [2] - 23:12, 69:16 announcement [1] - 109:14</p>	<p>annual [1] - 95:19 anonymous [2] - 27:4, 40:12 answer [9] - 13:20, 91:11, 91:20, 92:10, 92:15, 93:14, 115:25 answered [1] - 93:16 answers [2] - 6:25, 92:8 Anthony [1] - 47:9 anticipating [1] - 106:5 APA [2] - 42:5, 45:24 apologies [2] - 30:1, 33:20 apologize [3] - 29:19, 65:13, 126:8 appalling [1] - 37:7 applaud [1] - 77:12 applause [1] - 35:18 applicant [8] - 29:12, 31:7, 31:8, 35:2, 36:20, 38:20, 40:14, 40:15 applicant's [9] - 19:17, 21:20, 21:21, 25:14, 25:15, 27:9, 32:1, 35:1, 36:18 applicants [4] - 18:3, 29:14, 41:7, 41:19 applicants' [1] - 19:15 application [1] - 70:5 applications [2] - 69:1, 71:14 applied [1] - 122:15 apply [1] - 53:18 appoint [2] - 80:22, 81:18 Appointed [1] - 16:24 appointed [2] - 80:17, 81:8 appointing [2] - 82:15, 123:19 appointment [2] - 76:9, 76:14 appointments [2] - 76:15, 76:17 appoints [1] - 81:15 appreciate [5] - 50:2, 64:3, 64:20, 65:25, 124:15 appreciative [1] - 101:1 approach [2] - 34:20, 93:4 appropriate [2] - 86:25, 87:2 approval [1] - 29:9</p>	<p>approve [1] - 66:12 approved [4] - 12:6, 18:19, 66:17, 74:20 Ararat [1] - 11:11 area [1] - 98:23 areas [5] - 39:5, 39:12, 39:14, 41:9, 101:11 Army [1] - 73:8 arrested [1] - 116:3 Art [1] - 35:12 articulates [1] - 17:14 articulation [1] - 31:1 Arvind [1] - 44:11 Ashley [1] - 2:17 aspects [1] - 65:2 assaulted [1] - 56:22 assess [8] - 19:14, 21:19, 23:19, 25:13, 27:9, 29:11, 31:25, 37:10 assessed [1] - 70:17 assessment [3] - 18:1, 31:5, 36:18 Assessment [3] - 69:17, 112:4, 112:7 assigned [1] - 23:9 assist [1] - 70:21 Assistance [1] - 71:12 assistance [1] - 71:14 Assistant [1] - 51:19 Assisted [1] - 75:7 assisted [1] - 71:13 associated [1] - 45:24 Association [2] - 41:1, 43:15 assume [2] - 21:10, 85:25 assuming [1] - 101:8 assure [1] - 99:6 asymptomatic [1] - 106:14 atmosphere [3] - 15:22, 32:15, 33:4 attempt [2] - 39:20, 102:16 attend [4] - 5:16, 63:18, 98:25, 117:13 ATTENDANCE [2] - 2:1, 2:14 attended [2] - 72:1, 72:21 attending [1] - 99:2 attention [2] - 39:18, 59:16</p>	<p>audience [3] - 35:21, 58:22, 89:16 AUDIENCE [7] - 5:11, 49:14, 49:16, 125:8, 125:12, 125:19, 125:22 audio [1] - 127:7 audit [1] - 79:23 AUGUST [1] - 66:2 August [25] - 10:3, 11:8, 11:14, 66:6, 68:12, 68:13, 69:14, 69:20, 70:19, 71:2, 71:7, 71:11, 71:18, 72:9, 72:14, 72:20, 73:3, 73:7, 73:22, 75:9, 75:19, 76:4, 77:5, 78:5, 114:6 authoritarian [5] - 16:11, 17:10, 21:11, 27:23, 30:6 authority [6] - 20:24, 21:11, 21:13, 28:12, 36:21, 81:3 authorization [1] - 12:8 authorized [1] - 87:10 automated [1] - 96:4 autonomy [8] - 16:14, 17:19, 36:2, 36:5, 36:6, 36:10, 36:20, 42:13 availability [1] - 51:18 available [3] - 64:4, 70:15, 108:1 average [5] - 10:23, 13:2, 13:12, 13:21, 22:22 avoid [1] - 48:5 awaiting [4] - 76:1, 111:18, 112:11, 112:22 Award [1] - 78:4 awarded [1] - 77:25 aware [9] - 9:10, 9:11, 16:1, 20:19, 44:13, 79:20, 91:25, 93:18, 101:4 awareness [3] - 28:9, 28:10, 74:5 awesome [1] - 52:10 aye [1] - 122:1 eyes [1] - 122:11</p>
B				
B-O-N-A-V-O-G-L-I				

<p>A [1] - 45:21 bail [3] - 113:23, 117:18, 119:11 bank [1] - 11:9 Bank [1] - 11:11 banning [1] - 52:19 bans [1] - 54:25 Barbara [4] - 3:15, 42:20, 42:21, 42:22 Barnes [2] - 50:17, 55:3 based [6] - 9:3, 34:21, 111:15, 112:1, 113:4, 113:11 basic [1] - 56:9 basis [4] - 11:11, 19:21, 38:6, 95:16 bastard [1] - 49:11 BEASOM [14] - 68:7, 84:17, 84:25, 85:9, 85:24, 86:6, 86:13, 97:14, 97:19, 98:1, 98:5, 98:10, 101:18, 101:25 Beasom [2] - 2:16, 68:6 beat [1] - 62:11 beaten [1] - 56:20 beating [1] - 62:22 become [3] - 16:19, 116:19, 117:2 becomes [2] - 38:4, 44:13 beds [3] - 112:17, 112:18, 112:20 began [5] - 71:18, 72:8, 73:3, 74:1, 107:4 begin [8] - 5:19, 15:4, 37:3, 65:18, 68:24, 70:4, 73:17, 73:23 beginning [2] - 26:10, 60:18 begins [1] - 68:17 begun [1] - 77:17 behalf [1] - 61:25 behavior [4] - 17:4, 32:17, 32:21, 32:24 behavioral [1] - 11:3 Behavioral [2] - 112:3, 112:7 behind [3] - 39:8, 85:19, 108:13 believes [1] - 17:17 belonging [1] - 28:25 below [1] - 18:1 benefit [1] - 54:20 benefits [3] - 17:17, 23:17, 108:19</p>	<p>Berkley [1] - 64:17 best [9] - 31:17, 34:22, 51:22, 64:22, 65:23, 89:19, 104:19, 127:6 bestowed [1] - 78:3 Beth [1] - 2:3 Bethany [1] - 89:25 better [26] - 13:25, 41:14, 50:5, 55:17, 55:18, 55:19, 58:25, 60:4, 60:6, 65:3, 81:14, 85:21, 86:19, 86:24, 89:20, 90:9, 94:7, 94:15, 94:20, 104:21, 107:19, 109:2, 110:10, 124:21, 125:1, 125:4 Betty [1] - 43:14 between [4] - 16:13, 20:8, 21:22, 50:16 beyond [2] - 34:7, 102:16 bid [1] - 63:19 big [3] - 52:3, 60:12, 121:17 bigger [1] - 92:21 birthday [3] - 35:17, 55:14, 58:2 bit [8] - 13:24, 13:25, 89:20, 90:9, 103:15, 104:17, 110:7, 117:2 black [1] - 53:5 Blake [1] - 47:3 blame [1] - 48:19 block [1] - 101:21 blocks [4] - 31:10, 31:11, 31:14, 31:21 blood [1] - 48:25 blown [1] - 22:15 blunder [2] - 39:24, 39:25 BOARD [2] - 1:8, 2:1 Board [32] - 4:6, 14:8, 18:22, 23:11, 23:13, 42:3, 46:4, 47:18, 52:17, 52:19, 53:1, 53:23, 53:25, 54:12, 55:10, 58:13, 63:18, 67:6, 68:8, 68:10, 69:25, 74:10, 78:14, 78:17, 80:15, 86:23, 89:13, 93:17, 106:22, 107:13, 109:4, 121:4 board [2] - 45:1, 87:3 body [14] - 54:23, 84:5, 84:7, 84:11, 84:19, 84:21, 85:7, 85:11, 86:5, 88:13,</p>	<p>88:15, 89:14, 101:3, 101:25 Bolanos [3] - 3:11, 29:20, 29:25 BOLANOS [3] - 29:21, 29:24, 30:3 BONAVOGLIA [2] - 45:20, 45:23 Bonavoglia [3] - 3:15, 45:19, 45:20 bond [14] - 113:22, 115:14, 115:17, 116:4, 116:6, 116:12, 116:13, 116:14, 116:19, 116:21, 116:22, 118:4, 118:8, 118:11 bonds [8] - 113:16, 113:20, 115:5, 115:13, 115:22, 118:24, 119:23, 119:24 Bonomo [1] - 47:11 Book [2] - 49:21, 49:24 book [6] - 51:9, 51:15, 51:25, 54:19, 54:25 book/publication [1] - 50:10 books [9] - 50:6, 51:4, 51:6, 51:14, 51:18, 51:25, 52:9, 55:1, 62:15 Books [2] - 50:18, 55:3 bottled [1] - 10:18 bottom [2] - 34:20, 108:13 bottom-up [1] - 34:20 boundaries [1] - 72:15 box [2] - 101:16, 101:17 boxes [2] - 34:17, 70:17 boy [1] - 29:25 Brady [2] - 47:4, 47:6 brag [1] - 78:8 break [1] - 10:3 breakdown [1] - 52:8 breath [1] - 61:6 Brian [2] - 61:19, 61:21 brief [1] - 109:25 briefly [1] - 79:22 bring [3] - 93:6, 97:2, 97:12 bringing [2] - 58:7,</p>	<p>99:24 brings [1] - 106:6 BRINKMAN [36] - 75:6, 79:10, 87:9, 87:15, 87:20, 90:13, 90:22, 91:4, 91:10, 91:13, 91:19, 91:23, 92:2, 92:5, 92:9, 92:14, 92:22, 93:11, 93:20, 95:15, 95:25, 102:12, 102:20, 102:24, 103:3, 103:6, 103:10, 103:17, 104:1, 104:4, 104:8, 104:15, 105:1, 105:9, 105:21, 106:8 Brinkman [3] - 2:17, 45:5, 75:4 broken [2] - 28:6, 48:25 Bs [1] - 69:4 Bucek [1] - 47:5 budget [4] - 95:22, 96:14, 96:25, 121:22 budgetary [2] - 95:17, 96:12 build [3] - 31:23, 32:12, 72:10 building [2] - 28:24, 74:1 built [1] - 53:24 bullet [1] - 62:3 bullshit [2] - 48:13, 53:4 Business [5] - 53:2, 106:20, 120:6, 122:21, 125:7 BUSINESS [2] - 110:13, 120:7 buying [1] - 88:22 buzzer [2] - 15:11, 15:14</p>	<p>capability [3] - 23:21, 41:4, 41:22 capable [2] - 36:13, 67:24 Captain [1] - 68:11 Care [1] - 71:24 care [3] - 29:3, 57:6, 78:7 career [3] - 74:4, 74:5, 94:2 careful [1] - 114:19 carries [1] - 122:14 carrot [3] - 16:16, 17:15, 32:17 carrot-stick [1] - 17:15 carry [1] - 66:17 carved [1] - 55:7 case [3] - 6:10, 44:24, 105:15 cases [6] - 11:21, 69:5, 76:21, 79:8, 113:22, 119:10 cash [1] - 56:6 CATENA [95] - 5:8, 9:9, 9:13, 11:24, 12:2, 12:9, 12:15, 12:18, 13:1, 13:5, 13:8, 13:13, 13:18, 13:22, 14:2, 81:11, 81:19, 82:3, 82:6, 82:14, 82:24, 83:4, 83:7, 83:12, 83:15, 83:17, 84:4, 84:8, 84:15, 84:23, 85:2, 85:17, 86:3, 86:9, 86:18, 87:11, 87:17, 87:23, 88:4, 88:9, 88:25, 89:10, 90:6, 90:18, 91:2, 91:6, 91:12, 91:17, 91:21, 91:25, 92:3, 92:6, 92:12, 92:16, 92:24, 93:14, 93:23, 94:10, 94:14, 94:19, 95:4, 95:8, 95:21, 96:7, 96:22, 97:17, 97:22, 98:3, 98:8, 98:14, 102:6, 102:8, 102:18, 102:22, 102:25, 103:4, 103:7, 103:13, 103:23, 104:2, 104:6, 104:9, 105:18, 106:4, 106:15, 120:14, 122:1, 122:20, 122:23, 123:8, 123:12, 123:18, 123:24, 124:4, 124:8 Catena [8] - 2:4, 5:7, 9:8, 11:23, 83:16,</p>
C				
<p>cadet [2] - 68:17, 68:24 calculated [1] - 22:22 CALL [1] - 4:3 calm [1] - 64:14 cameras [4] - 34:1, 88:13, 88:15, 89:14 candidates [1] - 68:18 cannot [4] - 26:4, 78:10, 85:12, 115:25 capabilities [1] - 21:3</p>				

<p>84:17, 88:1, 96:15 Catherine [1] - 43:19 caught [1] - 8:25 caveats [1] - 85:12 CDC [1] - 103:18 cell [1] - 56:24 cellie [1] - 57:12 census [2] - 6:5, 11:24 Center [5] - 3:3, 9:20, 75:2, 99:17, 100:1 centralized [1] - 36:21 CEO [1] - 43:14 ceremony [1] - 99:4 certain [4] - 82:22, 100:12, 107:14, 125:16 certainly [3] - 63:22, 83:9, 109:3 certification [3] - 72:22, 85:11, 102:2 certified [1] - 72:23 certify [1] - 127:4 cetera [1] - 10:13 chagrin [1] - 52:21 chain [2] - 21:7, 26:24 challenges [1] - 16:1 challenging [1] - 32:24 chance [1] - 30:25 change [17] - 21:17, 22:4, 22:7, 22:10, 26:18, 27:7, 27:13, 27:22, 39:9, 41:25, 42:4, 54:11, 54:13, 58:10, 58:24, 60:7, 86:22 changed [3] - 58:10, 58:14, 103:21 changes [7] - 16:2, 16:10, 38:2, 38:6, 41:12, 67:16, 81:3 changing [1] - 32:25 Channel [1] - 63:1 chaplaincy [1] - 70:13 Chaplaincy [1] - 69:25 charge [4] - 48:3, 82:7, 109:24, 116:4 charged [3] - 84:2, 99:12, 100:19 charges [1] - 119:1 check [1] - 107:13 checked [2] - 52:9, 60:17 checking [2] - 34:17,</p>	<p>51:6 checks [1] - 114:19 CHIEF [14] - 68:7, 84:17, 84:25, 85:9, 85:24, 86:6, 86:13, 97:14, 97:19, 98:1, 98:5, 98:10, 101:18, 101:25 Chief [4] - 2:16, 68:6, 77:22, 97:13 child [2] - 54:24, 85:5 Child's [1] - 72:8 children [7] - 48:20, 52:16, 52:20, 52:25, 54:22, 72:12, 83:20 choice [1] - 15:20 choose [4] - 45:13, 45:16, 48:7, 108:15 choosing [1] - 16:5 Choosing [1] - 15:20 chorus [1] - 122:11 chosen [1] - 45:12 Christian [2] - 50:18, 55:2 church [1] - 60:17 cigarettes [1] - 56:7 circulating [1] - 31:22 circumstances [2] - 43:17, 91:16 cited [2] - 17:5, 30:19 City [2] - 10:6, 63:8 civil [1] - 44:2 claim [1] - 48:14 Clara [3] - 3:13, 36:24, 37:1 clarification [1] - 117:15 clarify [1] - 81:10 Clark [4] - 2:18, 63:16, 64:18, 69:23 CLARK [3] - 69:24, 78:25, 79:3 class [10] - 34:16, 59:21, 68:17, 68:24, 71:18, 72:13, 72:20, 72:21, 74:1, 74:2 classes [3] - 72:18, 73:18, 73:19 clearly [1] - 45:23 client [1] - 9:2 Clinic [1] - 71:23 clinical [1] - 75:24 clock [1] - 83:7 close [2] - 29:21, 29:22 closely [2] - 63:23, 64:9</p>	<p>clothed [1] - 8:22 clothes [1] - 56:7 clothing [1] - 11:9 CO [1] - 56:21 Cody [1] - 47:4 coerce [1] - 28:13 cohort [2] - 73:21, 73:23 collaboration [2] - 64:10, 64:11 colleagues [3] - 67:25, 124:14, 124:15 collection [1] - 74:23 comfort [2] - 29:12, 32:1 coming [8] - 41:25, 80:19, 83:22, 84:18, 84:21, 85:13, 96:14, 108:22 command [2] - 21:8, 26:24 commands [1] - 20:14 commence [1] - 10:7 commend [3] - 65:6, 65:17, 65:22 commendable [1] - 67:11 COMMENT [1] - 15:15 comment [13] - 4:9, 5:22, 9:24, 15:6, 31:13, 52:14, 53:22, 89:8, 89:22, 92:23, 94:8, 94:18, 101:1 comments [4] - 4:14, 15:4, 15:5, 15:9 commissary [4] - 54:18, 56:25, 62:14, 121:15 Commission [2] - 41:1, 77:7 commitment [7] - 42:15, 65:4, 65:8, 67:8, 77:13, 112:5, 126:10 commitments [3] - 75:18, 75:23, 112:23 committed [5] - 26:15, 36:14, 75:21, 83:23, 112:10 Committee [1] - 49:24 committee [4] - 42:6, 45:12, 58:11, 123:19 committees [2] - 123:15, 124:3 committing [1] - 28:21 common [4] - 86:9,</p>	<p>86:10, 115:23, 116:3 Common [1] - 115:15 communicate [3] - 74:12, 87:9, 116:24 communicating [2] - 26:7, 30:17 communication [2] - 25:2, 74:13 communications [2] - 30:18, 108:11 communities [1] - 111:18 COMMUNITY [2] - 3:1, 6:1 community [26] - 11:5, 11:7, 11:10, 11:14, 12:7, 19:12, 19:20, 28:24, 35:20, 41:15, 41:17, 41:23, 45:15, 62:19, 67:10, 70:20, 71:20, 72:2, 72:7, 75:12, 110:1, 111:20, 117:22, 117:25, 124:24, 124:25 Community [1] - 5:19 compassion [1] - 67:14 competency [1] - 75:24 competitive [1] - 23:18 complaining [1] - 60:5 complaints [3] - 36:4, 89:15, 89:21 complete [1] - 81:25 completed [2] - 10:8, 14:13 completely [1] - 27:22 completing [1] - 71:14 compliance [3] - 20:17, 41:5, 41:8 comprised [1] - 74:3 computer [1] - 34:17 comrades [1] - 57:8 concealed [1] - 86:16 conceivable [1] - 116:7 concept [1] - 74:19 conceptualizing [1] - 28:14 concern [8] - 32:15, 52:3, 93:15, 99:22, 100:6, 117:22,</p>	<p>117:23, 117:25 concerned [1] - 99:6 concerning [3] - 23:15, 44:23, 51:17 concerns [13] - 5:15, 8:2, 38:15, 52:15, 52:24, 92:17, 92:19, 92:25, 95:13, 97:9, 97:10, 108:6, 109:18 concerted [1] - 26:11 concluded [2] - 73:22, 126:12 concludes [1] - 75:3 concluding [1] - 77:8 conclusion [1] - 41:24 concur [2] - 34:21, 37:19 concur [1] - 43:15 condition [7] - 117:20, 118:4, 118:20, 118:22, 119:4, 119:11, 126:7 conditions [3] - 18:17, 51:5, 116:14 conduct [2] - 37:21, 38:3 conducted [1] - 123:11 conducting [1] - 40:12 confidence [3] - 20:13, 36:19, 67:22 confinement [4] - 48:22, 54:9, 55:5, 55:8 confused [1] - 13:8 Congratulations [1] - 68:15 congratulations [1] - 69:20 connect [2] - 73:15, 74:7 connected [3] - 67:25, 79:6, 85:10 connecting [1] - 38:9 Connie [1] - 2:18 consequences [3] - 28:18, 34:9, 48:6 consider [1] - 42:6 consideration [2] - 95:18, 113:6 considerations [1] - 119:2 considered [3] - 34:9, 88:14, 117:9 consist [1] - 68:18 consistent [2] - 19:21, 50:19 constantly [1] -</p>
---	--	---	--	--

<p>95:18 Constitution [1] - 53:17 construction [1] - 72:24 consulting [3] - 77:6, 77:9, 104:17 contact [9] - 45:2, 46:11, 54:8, 64:8, 70:24, 71:3, 74:24, 107:20, 109:17 contacted [7] - 46:20, 62:23, 62:24, 62:25, 74:13, 117:12 contained [1] - 127:5 contains [1] - 16:24 contemplates [1] - 118:7 content [1] - 30:25 continuation [1] - 75:16 continue [11] - 11:10, 37:10, 37:11, 44:20, 44:25, 67:23, 69:23, 81:4, 84:13, 105:25, 126:6 continued [4] - 39:6, 68:3, 77:12, 106:7 continues [2] - 60:2, 70:19 continuing [4] - 20:3, 27:18, 70:7, 70:23 contraband [1] - 83:25 contractors [1] - 67:2 contrary [1] - 21:1 contributed [1] - 67:15 Controller [4] - 2:7, 4:21, 78:18, 124:9 convene [1] - 124:11 conversation [5] - 109:21, 109:25, 121:4, 121:19, 121:22 conversations [1] - 108:16 convicted [1] - 111:13 conviction [1] - 110:25 convince [1] - 28:13 Cook [2] - 3:12, 32:6 COOK [2] - 32:7, 32:10 Cook-Zuhlke [2] - 3:12, 32:6 COOK-ZUHLKE [2] - 32:7, 32:10</p>	<p>coolers [1] - 10:15 cooperation [1] - 80:1 Coordinator [1] - 69:18 copies [1] - 74:21 coping [2] - 71:19, 72:16 copy [1] - 18:23 Corey [2] - 2:7, 4:22 cornhole [1] - 70:10 correct [12] - 7:11, 11:25, 12:1, 32:21, 33:9, 62:5, 80:18, 82:4, 82:5, 88:7, 115:7, 127:8 Correctional [4] - 40:25, 41:2, 69:19, 77:7 correctional [10] - 16:7, 18:10, 22:25, 33:24, 38:2, 38:12, 42:10, 43:20, 87:21, 99:25 CORRECTIONS [2] - 3:1, 6:1 Corrections [2] - 5:19, 16:22 corrective [3] - 16:17, 33:25, 34:7 COs [3] - 48:18, 59:2, 62:11 cost [2] - 60:13, 61:9 Council [5] - 79:21, 80:10, 121:20, 124:12, 124:22 council [1] - 80:11 Councilman [4] - 2:4, 9:8, 11:23, 83:16 Councilwoman [1] - 97:2 counseling [2] - 6:20, 73:14 countering [1] - 17:9 counties [1] - 111:5 counties' [1] - 110:21 counts [1] - 14:21 county [14] - 11:6, 11:9, 11:13, 12:4, 78:1, 81:16, 82:3, 82:4, 82:16, 110:24, 111:2, 115:15, 118:21, 120:11 COUNTY [1] - 1:7 County [39] - 1:20, 2:5, 4:21, 10:1, 18:11, 18:20, 22:21, 23:20, 35:23, 39:7, 42:1, 43:4, 48:7, 55:5,</p>	<p>57:23, 61:2, 61:4, 63:9, 66:24, 67:5, 69:12, 78:2, 100:18, 104:13, 105:5, 110:16, 111:10, 111:23, 112:21, 113:5, 113:11, 113:15, 113:24, 116:13, 117:18, 118:17, 123:4, 124:12, 124:22 countywide [1] - 76:19 couple [6] - 52:14, 52:21, 78:19, 78:20, 79:7, 90:23 coupled [1] - 28:3 course [5] - 34:6, 48:23, 57:4, 58:10, 115:3 Court [3] - 69:12, 115:15, 118:3 court [3] - 11:3, 64:4, 112:3 court-ordered [1] - 112:3 courtesy [1] - 4:11 Courthouse [1] - 1:20 courtroom [1] - 105:5 Courts [2] - 63:24, 67:5 cover [2] - 39:20, 74:4 Covey [1] - 17:4 COVID [13] - 5:14, 6:10, 11:21, 76:19, 99:5, 102:8, 102:9, 103:8, 103:12, 114:2, 114:11, 114:14, 114:15 coward [3] - 47:22, 48:5, 48:11 create [3] - 50:24, 51:1, 112:17 creating [2] - 28:25, 51:7 creativity [1] - 34:12 credibility [1] - 39:23 crickets [1] - 52:22 crime [2] - 85:5, 111:12 crimes [1] - 83:23 criminal [3] - 41:12, 44:3, 113:18 crisis [6] - 21:15, 22:5, 22:13, 35:7, 38:18, 63:22 criteria [1] - 19:1</p>	<p>critical [3] - 15:21, 25:24, 38:19 criticized [1] - 65:10 critiques [1] - 52:15 crucial [2] - 17:8, 37:9 Crystal [1] - 10:17 culture [16] - 22:6, 24:3, 24:6, 24:8, 24:15, 24:16, 24:19, 24:22, 24:25, 25:1, 25:6, 25:11, 25:16, 26:1, 27:10, 27:12 culture's [1] - 25:14 curiosity [1] - 94:16 curious [2] - 48:12, 96:10 current [8] - 16:25, 20:17, 20:19, 22:11, 27:5, 46:13, 113:7, 123:18 custody [1] - 98:13 customary [1] - 99:13 cycle [1] - 71:18</p>	<p>Daylon [1] - 49:13 days [7] - 49:8, 56:23, 60:20, 76:12, 76:16, 76:17, 105:23 de [1] - 35:5 de-escalation [1] - 35:5 dead [1] - 47:1 deadlines [1] - 22:20 Dear [1] - 63:17 death [6] - 22:6, 22:20, 22:22, 23:15, 44:19, 54:3 deaths [2] - 9:10, 37:5 debriefings [1] - 38:15 December [1] - 68:25 decentralized [1] - 36:11 decide [1] - 37:12 decided [1] - 98:22 decision [3] - 26:3, 28:18, 58:9 decision-making [1] - 26:3 decisions [1] - 104:22 Deck [1] - 97:15 decrease [6] - 22:25, 23:3, 41:20, 114:9, 114:10, 114:15 dedicated [2] - 67:1, 67:3 dedication [2] - 68:2, 78:6 deem [1] - 55:18 deeper [1] - 41:16 deeply [1] - 24:12 default [1] - 20:25 defeat [1] - 101:20 Defender's [1] - 71:25 defense [1] - 35:8 definitely [2] - 95:4, 95:5 degree [1] - 92:23 delayed [1] - 120:19 delegate [1] - 20:20 democratic [1] - 48:23 demonstrate [1] - 41:4 demonstrated [1] - 21:2 dentist [1] - 101:5 deny [1] - 48:17 DEP [2] - 85:1, 101:24</p>
D				
<p>D-A-H-A-R [1] - 33:18 Dahar [5] - 3:12, 33:14, 33:17, 33:18 DAHAR [3] - 33:15, 33:17, 33:21 daily [3] - 31:10, 31:11, 31:21 damage [1] - 39:22 damaged [1] - 51:11 Damick [2] - 3:18, 58:2 DAMICK [1] - 58:3 Damon [1] - 47:10 danger [2] - 30:6, 44:7 dangers [3] - 43:1, 43:6, 43:23 Daniel [4] - 17:13, 17:17, 36:5, 47:4 DARREN [1] - 9:22 Darren [2] - 3:3, 9:22 data [5] - 76:4, 76:19, 81:6, 118:6, 119:22 date [3] - 46:7, 46:20, 98:25 Date [1] - 3:12 dates [1] - 68:23 Davis [1] - 49:13 day-to-day [1] - 16:1</p>				

<p>departing [1] - 46:16</p> <p>department [1] - 67:5</p> <p>Department [8] - 16:21, 71:6, 71:23, 104:14, 104:18, 108:23, 116:16, 116:24</p> <p>departments [2] - 88:12</p> <p>dependent [1] - 102:2</p> <p>deposited [1] - 74:23</p> <p>depth [1] - 93:12</p> <p>Deputy [7] - 2:16, 2:18, 51:20, 68:14, 69:22, 82:22, 109:13</p> <p>DEPUTY [17] - 68:7, 69:24, 78:25, 79:3, 84:17, 84:25, 85:9, 85:24, 86:6, 86:13, 97:14, 97:19, 98:1, 98:5, 98:10, 101:18, 101:25</p> <p>describe [2] - 25:10, 40:6</p> <p>designated [2] - 21:3, 71:1</p> <p>Destiny [1] - 11:8</p> <p>detail [2] - 80:1, 80:8</p> <p>detailed [1] - 49:25</p> <p>detained [4] - 111:10, 111:11, 111:22, 111:24</p> <p>detainer [6] - 114:12, 118:9, 118:10, 118:16, 118:25, 119:15</p> <p>detainers [3] - 69:5, 110:21, 113:2</p> <p>determination [1] - 119:3</p> <p>determine [1] - 105:2</p> <p>determined [1] - 46:4</p> <p>determining [3] - 24:17, 40:9, 44:8</p> <p>detox [1] - 35:7</p> <p>develop [3] - 22:3, 27:10, 74:10</p> <p>developed [2] - 22:8, 74:1</p> <p>developing [3] - 28:8, 30:18, 74:4</p> <p>development [4] - 26:9, 26:13, 28:22, 74:16</p> <p>device [2] - 87:7</p> <p>devise [1] - 27:3</p> <p>devising [2] - 23:21,</p>	<p>41:4</p> <p>Diane [1] - 127:13</p> <p>dictates [1] - 86:11</p> <p>died [2] - 48:24, 57:5</p> <p>dies [1] - 44:23</p> <p>difference [2] - 20:8, 67:20</p> <p>differences [1] - 21:21</p> <p>different [6] - 13:10, 58:19, 62:8, 79:1, 106:9, 121:12</p> <p>differently [5] - 65:22, 91:20, 92:11, 94:3, 94:5</p> <p>digits [1] - 77:4</p> <p>dignity [2] - 56:9, 57:16</p> <p>dire [1] - 46:19</p> <p>direct [1] - 48:22</p> <p>directly [5] - 29:15, 50:4, 50:16, 50:21, 87:21</p> <p>disagree [1] - 86:7</p> <p>disappear [1] - 53:5</p> <p>Discharge [2] - 70:16, 75:1</p> <p>discharged [2] - 7:3, 7:5</p> <p>discharges [1] - 6:7</p> <p>disciplinarian [2] - 48:13, 48:16</p> <p>disciplinary [2] - 35:3, 98:11</p> <p>discipline [5] - 32:13, 32:18, 32:21, 33:9, 33:25</p> <p>disclose [1] - 39:4</p> <p>disclosing [1] - 39:12</p> <p>disclosure [1] - 40:6</p> <p>discourage [1] - 33:10</p> <p>discover [1] - 40:4</p> <p>discriminates [1] - 54:6</p> <p>discuss [3] - 74:14, 96:18, 96:19</p> <p>discussed [1] - 52:23</p> <p>discussion [2] - 101:2, 122:8</p> <p>discussions [1] - 52:7</p> <p>disease [1] - 104:21</p> <p>Disorders [1] - 75:8</p> <p>dispenses [1] - 44:1</p> <p>displayed [1] - 67:14</p> <p>disrespectful [1] - 65:15</p>	<p>disseminated [1] - 88:5</p> <p>Distinguished [1] - 78:4</p> <p>distributed [1] - 70:17</p> <p>distribution [1] - 43:13</p> <p>District [1] - 118:3</p> <p>disturb [1] - 10:11</p> <p>disturbing [1] - 89:18</p> <p>Divergent [1] - 9:6</p> <p>Diversion [2] - 71:9</p> <p>DOC [2] - 81:20, 82:22</p> <p>doctor [1] - 44:12</p> <p>Doctor [1] - 88:2</p> <p>dog [2] - 48:9, 73:4</p> <p>DOJ [23] - 19:5, 20:7, 20:23, 21:17, 22:13, 22:23, 24:10, 26:5, 27:24, 29:2, 30:5, 30:10, 31:16, 32:18, 34:10, 34:20, 36:12, 37:13, 37:19, 37:25, 38:13, 39:19, 40:5</p> <p>DOJ's [1] - 22:22</p> <p>done [19] - 8:23, 30:23, 31:3, 38:1, 49:5, 55:10, 59:19, 65:22, 89:21, 94:3, 94:15, 94:20, 103:19, 107:15, 107:21, 107:24, 110:4, 122:17, 126:6</p> <p>doomed [1] - 24:15</p> <p>door [2] - 29:7, 29:15</p> <p>dose [1] - 101:9</p> <p>Douglas [1] - 47:11</p> <p>down [14] - 16:11, 17:10, 26:23, 30:7, 60:17, 78:22, 80:5, 107:17, 114:2, 116:23, 117:7, 120:25, 121:7, 121:18</p> <p>downs [1] - 8:21</p> <p>DR [36] - 75:6, 79:10, 87:9, 87:15, 87:20, 90:13, 90:22, 91:4, 91:10, 91:13, 91:19, 91:23, 92:2, 92:5, 92:9, 92:14, 92:22, 93:11, 93:20, 95:15, 95:25, 102:12, 102:20, 102:24, 103:3, 103:6, 103:10, 103:17, 104:1, 104:4, 104:8, 104:15, 105:1, 105:9, 105:21, 106:8</p>	<p>Dr [5] - 2:17, 45:5, 46:20, 75:4, 98:19</p> <p>draft [1] - 18:11</p> <p>drastically [1] - 104:5</p> <p>DRC [2] - 70:16, 70:19</p> <p>drinking [1] - 10:15</p> <p>Drive [1] - 17:14</p> <p>drives [1] - 24:23</p> <p>drug [1] - 35:7</p> <p>Drug [1] - 69:17</p> <p>drugs [2] - 48:18, 100:4</p> <p>due [3] - 6:10, 75:24, 90:24</p> <p>Duffola [4] - 74:12, 74:18, 74:20, 107:3</p> <p>Duffola's [1] - 74:24</p> <p>dug [1] - 10:4</p> <p>Duquesne [1] - 73:17</p> <p>during [10] - 10:10, 14:12, 54:2, 63:21, 63:25, 64:8, 68:1, 75:19, 80:16, 81:24</p> <p>duties [2] - 23:10, 68:4</p> <p>duty [1] - 44:14</p> <p>dynamic [1] - 20:14</p>	<p>efficiency [1] - 95:11</p> <p>effort [6] - 24:13, 24:14, 26:11, 64:22, 65:8, 72:1</p> <p>efforts [9] - 30:23, 64:20, 65:4, 65:23, 67:13, 75:8, 102:13, 126:5, 126:10</p> <p>eight [5] - 13:4, 13:6, 13:16, 24:11, 25:9</p> <p>Einstein [1] - 34:12</p> <p>either [4] - 8:25, 12:6, 30:11, 117:20</p> <p>elaborate [1] - 12:2</p> <p>Electronic [2] - 3:4, 14:6</p> <p>electronically [1] - 18:21</p> <p>Ellick [1] - 69:17</p> <p>Elliot [1] - 2:2</p> <p>eloquence [1] - 31:1</p> <p>eluded [1] - 124:9</p> <p>embark [1] - 66:23</p> <p>embedded [2] - 16:12, 24:12</p> <p>emergency [2] - 54:4, 76:25</p> <p>empathize [1] - 44:20</p> <p>empathizing [1] - 28:5</p> <p>emphasize [1] - 19:5</p> <p>emphasizes [1] - 20:8</p> <p>employee [5] - 33:10, 37:10, 44:13, 44:15, 78:11</p> <p>employees [10] - 34:21, 36:9, 36:10, 37:15, 37:17, 46:7, 46:10, 46:16, 67:2, 77:22</p> <p>employers [1] - 74:8</p> <p>employment [3] - 10:22, 44:9, 72:23</p> <p>enable [1] - 36:14</p> <p>enabled [1] - 64:7</p> <p>enacted [1] - 77:1</p> <p>encounter [1] - 26:22</p> <p>encourage [5] - 26:11, 47:22, 47:25, 65:18, 100:10</p> <p>encouraged [1] - 105:10</p> <p>encouragement [1] - 46:19</p> <p>encouraging [1] - 41:15</p> <p>end [4] - 23:2, 23:5,</p>
E				
<p>E-book [1] - 51:15</p> <p>E-books [1] - 51:14</p> <p>e-mail [9] - 50:9, 90:19, 91:2, 91:6, 91:17, 91:21, 91:24, 92:1, 92:3</p> <p>early [2] - 64:1, 110:6</p> <p>ears [2] - 30:11, 109:6</p> <p>earth [1] - 49:7</p> <p>Eastock [1] - 68:12</p> <p>eat [1] - 49:6</p> <p>echo [1] - 123:6</p> <p>education [1] - 72:2</p> <p>Education [2] - 71:17, 73:22</p> <p>Educational [1] - 73:1</p> <p>effect [1] - 33:1</p> <p>effective [2] - 16:19, 24:5</p> <p>effectively [2] - 42:13, 109:5</p> <p>effects [1] - 17:15</p> <p>effectuate [1] - 114:21</p>				

<p>55:4, 122:18 endeavor [2] - 46:3, 120:18 endeavors [1] - 65:24 ending [2] - 14:10, 14:11 engage [4] - 25:25, 27:10, 44:21, 124:2 engagement [1] - 124:24 engagements [1] - 21:14 enjoy [1] - 65:18 enrolled [1] - 14:11 ensure [5] - 46:16, 83:25, 100:8, 100:13, 100:21 ensuring [1] - 119:6 entire [2] - 76:24, 116:15 entities [1] - 6:23 environment [2] - 16:16, 42:4 epidemiology [1] - 104:20 equivalent [1] - 49:2 ER [1] - 44:12 erroneous [2] - 40:1, 97:16 error [2] - 39:21, 43:21 errors [2] - 34:11, 40:4 escalation [1] - 35:5 escape [1] - 7:14 escapes [2] - 11:2, 11:25 especially [8] - 17:9, 31:14, 35:6, 54:22, 64:3, 77:14, 96:23, 124:14 essential [2] - 17:24, 46:14 Esswein [2] - 3:4, 14:8 ESSWEIN [5] - 14:7, 14:8, 14:23, 14:25, 15:2 establish [1] - 21:1 establishes [2] - 20:11, 25:1 esteem [1] - 72:16 et [1] - 10:13 evaluate [1] - 95:16 evaluation [1] - 112:4 evening [3] - 4:4, 75:6, 124:9 events [1] - 34:23</p>	<p>everywhere [1] - 107:8 evidence [1] - 127:5 evidentiary [1] - 117:3 evil [1] - 48:11 evolution [1] - 103:21 exactly [1] - 90:6 example [2] - 40:14, 59:16 examples [2] - 40:14, 95:24 excellent [2] - 78:6, 78:10 excludes [1] - 110:18 excluding [1] - 113:25 exclusively [1] - 106:11 excuse [1] - 48:1 Exec [2] - 48:7, 123:5 execution [1] - 26:25 Executive [6] - 2:5, 35:23, 42:2, 78:3, 123:19, 123:25 executive [1] - 40:9 Executive's [1] - 121:21 exercise [2] - 36:20, 38:5 exercises [1] - 18:2 exhibit [1] - 20:6 exist [1] - 54:1 exists [1] - 88:7 exit [7] - 11:1, 37:23, 38:1, 46:2, 46:4, 46:10, 46:12 exiting [1] - 46:6 exorbitantly [1] - 44:19 expand [3] - 50:19, 72:1, 96:3 expanding [1] - 52:7 expansion [1] - 75:8 expect [1] - 106:4 expendable [2] - 37:15, 37:17 experience [9] - 23:21, 32:2, 35:5, 77:16, 82:1, 89:1, 95:6, 96:6, 119:9 experienced [1] - 45:9 experiences [2] - 21:20, 34:19 experiencing [2] - 35:6, 57:2</p>	<p>expert [1] - 52:15 expertise [2] - 34:20, 45:2 experts [2] - 17:3, 53:3 expired [1] - 76:25 exploitative [1] - 51:17 exploration [1] - 74:5 exploring [1] - 74:21 expose [1] - 101:9 exposing [1] - 39:14 exposure [1] - 86:1 expound [1] - 83:21 express [1] - 66:25 expressed [1] - 52:23 expression [1] - 76:23 extend [1] - 4:10 external [5] - 6:10, 6:18, 6:20, 111:4, 113:2 eyes [1] - 109:6</p>	<p>56:16 fairly [3] - 59:9, 65:5, 125:16 faith [1] - 70:2 fall [2] - 77:12, 125:3 familiar [2] - 40:25, 81:22 familiarity [2] - 23:20, 29:12 families [3] - 19:18, 64:8, 72:7 family [5] - 46:20, 54:3, 54:16, 56:19, 71:4 FAQs [2] - 50:11, 50:15 far [4] - 10:25, 34:7, 53:20, 82:24 farewell [2] - 56:14, 63:19 faster [1] - 112:13 fault [1] - 31:24 favor [1] - 122:10 feature [2] - 51:25, 74:15 federal [3] - 69:9, 69:11, 113:25 Federal [1] - 110:19 feedback [1] - 77:9 fees [1] - 51:3 felonies [1] - 111:17 female [2] - 72:14, 112:6 females [2] - 69:4, 84:21 Fentanyl [1] - 70:18 fantanyl [1] - 99:25 few [7] - 18:16, 26:21, 52:18, 77:21, 94:21, 103:25, 106:11 field [1] - 17:3 fields [1] - 72:25 fifth [1] - 26:20 fighting [1] - 60:7 figuratively [1] - 25:8 figure [1] - 120:1 figured [1] - 13:12 file [2] - 74:6, 107:23 filling [1] - 70:5 fills [1] - 48:3 final [1] - 33:8 finalized [2] - 74:20, 83:2 finally [4] - 55:16, 69:15, 77:20, 107:3 Finch [4] - 3:15, 42:20, 42:21, 42:23 FINCH [2] - 42:22, 42:25 findings [2] - 38:5,</p>	<p>107:16 fine [4] - 33:15, 33:21, 80:12, 93:23 fire [1] - 10:14 first [20] - 4:8, 15:10, 15:16, 21:18, 23:2, 23:5, 23:8, 23:11, 26:7, 27:2, 31:17, 39:25, 49:22, 62:1, 68:11, 73:21, 93:7, 107:6, 122:16, 122:24 First [1] - 35:16 firsthand [2] - 93:8, 96:13 fit [1] - 81:4 Fitzgerald [4] - 2:6, 5:3, 55:15, 78:3 Fitzgerald's [2] - 48:8, 62:24 five [4] - 10:16, 24:24, 26:6, 105:23 five-gallon [1] - 10:16 fixed [2] - 10:4, 46:21 Floor [1] - 1:19 fluctuates [1] - 12:23 fluid [1] - 41:16 focus [4] - 32:22, 39:6, 71:19, 73:19 Focused [1] - 16:23 focuses [1] - 72:15 folks [4] - 52:2, 57:19, 109:22, 112:15 follow [6] - 12:15, 21:18, 49:20, 51:2, 53:13, 104:12 follow-up [1] - 12:15 followed [1] - 20:19 following [4] - 17:25, 22:18, 24:10, 26:6 follows [2] - 28:1, 110:15 fond [1] - 67:22 Food [1] - 11:11 food [3] - 41:9, 56:7, 121:12 force [2] - 18:19, 69:13 forced [3] - 22:24, 43:6, 44:21 foremost [1] - 4:8 foresight [1] - 28:16 forget [2] - 60:9, 122:5 forgive [1] - 5:13 forgotten [1] - 58:5 form [2] - 54:9, 74:19 forma [1] - 117:2 formal [3] - 21:7,</p>
F				
<p>F-I-N-C-H [1] - 42:23 face [1] - 42:2 Facebook [1] - 62:23 facilitate [1] - 74:12 facilities [3] - 99:13, 99:25, 110:18 facility [27] - 6:23, 8:10, 8:11, 9:25, 24:16, 31:19, 37:6, 67:3, 67:17, 69:10, 76:21, 77:14, 78:2, 82:17, 83:23, 83:24, 84:3, 84:18, 85:16, 89:14, 93:4, 95:2, 100:9, 100:16, 100:22, 103:11, 107:9 facing [1] - 43:6 fact [8] - 21:4, 30:7, 30:17, 48:2, 57:11, 93:15, 109:10, 116:18 factor [3] - 24:17, 36:6, 44:8 factors [3] - 17:16, 17:20, 42:14 facts [1] - 93:21 fail [1] - 24:15 failed [2] - 12:6, 53:1 failing [2] - 39:21, 89:23 failure [1] - 57:2 fair [3] - 7:1, 15:13,</p>				

<p>26:1, 27:11 format [1] - 35:3 former [3] - 45:14, 46:10, 73:7 formerly [1] - 45:14 forming [1] - 17:7 forms [1] - 74:22 forth [1] - 64:22 fortunate [1] - 77:5 forward [7] - 21:16, 42:7, 52:12, 67:24, 88:20, 109:10, 109:25 Foundation [3] - 70:1, 70:9, 70:12 FoundationofHope.org [2] - 70:6, 70:15 four [2] - 24:22, 74:3 fourth [1] - 26:17 Fran [3] - 3:11, 27:15, 27:16 Frank [3] - 63:13, 78:3 frankly [2] - 58:7, 59:7 fraught [1] - 43:21 Fred [1] - 68:13 frequent [2] - 31:13, 38:14 frequently [1] - 30:19 Friday [1] - 11:7 friend [1] - 57:1 friends [5] - 54:16, 56:19, 56:20, 62:20, 67:25 Fritz [4] - 59:6, 59:8, 59:10, 59:12 FROM [1] - 66:2 front [12] - 15:24, 16:2, 16:14, 16:18, 17:11, 19:12, 19:17, 29:8, 29:16, 39:16, 42:11, 80:11 front-line [11] - 15:24, 16:2, 16:14, 16:18, 17:11, 19:12, 19:17, 29:8, 29:16, 39:16, 42:11 frustrating [1] - 112:18 fuck [1] - 49:11 fulfillment [1] - 68:4 full [12] - 5:22, 22:1, 51:13, 54:23, 79:23, 84:5, 84:7, 84:11, 85:20, 92:23, 101:3, 106:3 full-body [5] - 54:23, 84:5, 84:7, 84:11, 101:3</p>	<p>fully [2] - 84:16, 127:5 function [2] - 19:8, 56:18 fund [3] - 70:12, 121:1, 122:15 funding [4] - 120:10, 121:5, 121:19 fundraiser [1] - 70:10 furthermore [1] - 87:4 future [8] - 19:11, 19:19, 28:19, 32:21, 32:25, 57:21, 65:24, 125:1</p>	<p>71:25 graduated [1] - 71:17 grant [1] - 57:22 Grant [1] - 1:21 granted [1] - 89:24 gratitude [1] - 67:1 graves [1] - 17:23 great [4] - 31:2, 50:11, 50:19, 60:19 greater [1] - 43:25 group [1] - 72:14 Group [1] - 71:17 groups [9] - 6:24, 19:19, 19:21, 20:15, 39:16, 70:2, 71:19, 72:1 grow [5] - 16:14, 20:12, 36:20, 42:12, 42:17 growing [1] - 121:16 growth [3] - 17:19, 28:22, 36:9 GTL [3] - 51:13, 51:15, 52:9 guards [1] - 87:6 guess [3] - 80:13, 99:23, 100:7 guest [2] - 71:22, 73:10 guidance [2] - 33:7, 51:23 Guide [1] - 16:23 guide [2] - 17:2, 17:6 guidelines [1] - 90:16 guides [1] - 25:2 guilt [1] - 49:4 guilty [1] - 100:20 gun [1] - 100:2 guys [4] - 8:15, 50:8, 50:21, 79:8</p>	<p>93:12 hard [7] - 18:9, 30:12, 53:13, 54:22, 67:14, 107:5, 114:21 Harm [1] - 71:17 harm [1] - 71:21 harmful [1] - 54:1 Harper [11] - 2:15, 46:19, 47:5, 47:20, 53:19, 57:6, 63:17, 63:23, 64:13, 64:20, 81:23 HARPER [20] - 66:21, 66:23, 78:14, 83:22, 84:6, 84:11, 88:1, 88:8, 88:18, 89:7, 94:8, 94:11, 94:17, 94:25, 95:7, 96:15, 97:7, 98:21, 99:1, 99:15 Harper's [3] - 39:6, 46:23, 56:13 Harris [1] - 47:5 Harvey [3] - 3:9, 19:24, 20:1 HARVEY [2] - 19:25, 20:3 hate [2] - 7:22, 61:2 heal [1] - 28:6 health [13] - 35:7, 48:21, 52:5, 54:5, 54:7, 54:11, 62:13, 76:3, 76:6, 76:12, 76:16, 79:8, 111:18 Health [4] - 71:22, 104:13, 104:16, 104:17 Healthcare [3] - 41:2, 43:4, 77:7 healthcare [29] - 16:8, 18:10, 23:9, 31:15, 38:13, 41:10, 42:10, 43:6, 43:20, 44:13, 44:17, 44:18, 46:18, 57:1, 57:3, 58:25, 75:5, 76:8, 76:18, 77:8, 77:15, 77:24, 92:21, 95:11, 95:12, 95:14, 98:23, 124:12, 124:18 healthy [3] - 72:11, 72:15, 72:18 hear [9] - 9:19, 14:5, 15:14, 29:15, 39:9, 53:11, 89:15, 124:20, 124:25 heard [11] - 62:5, 62:7, 62:8, 62:9, 62:19, 62:21, 83:18, 89:22, 90:11, 97:23</p>	<p>hearing [7] - 46:6, 95:12, 116:21, 116:22, 117:24, 124:11, 126:11 hearings [5] - 96:14, 112:5, 116:19, 117:1, 117:3 heart [1] - 57:2 heartfelt [1] - 67:1 hearts [1] - 28:7 held [15] - 97:5, 97:18, 97:20, 97:21, 98:4, 110:19, 111:16, 112:25, 113:9, 113:15, 113:20, 115:4, 116:22, 119:24, 119:25 hello [1] - 47:17 Hello [1] - 36:25 help [11] - 16:18, 39:15, 41:22, 46:12, 72:10, 73:11, 74:12, 84:8, 84:23, 109:7, 112:16 helpful [2] - 96:24, 109:4 helping [1] - 61:11 hereby [1] - 127:4 herself [1] - 44:5 hi [2] - 6:2, 35:14 hierarchy [1] - 26:22 high [6] - 12:11, 22:6, 38:9, 44:20, 111:14, 111:25 higher [3] - 12:10, 12:20, 13:16 highest [1] - 78:1 highlight [1] - 42:25 highlighted [1] - 52:14 highly [2] - 89:12, 105:9 Hill [1] - 11:15 himself [3] - 44:5, 47:20, 55:7 hired [3] - 81:23, 94:22, 107:3 Hires [1] - 74:6 hiring [5] - 42:5, 45:25, 82:4, 121:11, 122:25 historical [1] - 24:11 hoard [1] - 36:1 hoarding [1] - 36:15 hold [8] - 6:10, 6:19, 21:7, 48:16, 48:21, 111:3, 111:6, 118:14 holding [2] - 115:9, 119:8 holds [6] - 69:11,</p>
G				
<p>G-I-V-N-E-R [1] - 6:4 gain [2] - 27:12, 72:23 gallon [1] - 10:16 Galvin [1] - 127:13 gathering [2] - 20:15, 55:19 Gayle [3] - 5:11, 49:22, 50:1 gears [1] - 52:13 general [4] - 28:8, 83:18, 88:16, 94:21 generally [4] - 29:3, 90:25, 91:5, 91:14 generating [1] - 40:10 generous [1] - 53:20 Gerald [1] - 47:7 given [11] - 15:8, 42:11, 42:12, 43:25, 46:16, 50:5, 87:8, 87:11, 101:15, 117:7, 117:12 Givner [2] - 3:2, 6:3 GIVNER [16] - 6:2, 6:22, 7:4, 7:8, 7:11, 7:14, 7:16, 7:19, 7:24, 8:3, 8:6, 8:12, 8:17, 9:11, 9:16, 9:18 go-to [1] - 116:15 goal [4] - 32:20, 42:9, 45:4, 83:9 Gold [1] - 1:18 goodbye [1] - 57:17 Goodwill [1] - 6:14 Government [1] - 110:19 governor [2] - 81:15, 81:17 graciously [1] -</p>	G	<p>grow [5] - 16:14, 20:12, 36:20, 42:12, 42:17 growing [1] - 121:16 growth [3] - 17:19, 28:22, 36:9 GTL [3] - 51:13, 51:15, 52:9 guards [1] - 87:6 guess [3] - 80:13, 99:23, 100:7 guest [2] - 71:22, 73:10 guidance [2] - 33:7, 51:23 Guide [1] - 16:23 guide [2] - 17:2, 17:6 guidelines [1] - 90:16 guides [1] - 25:2 guilt [1] - 49:4 guilty [1] - 100:20 gun [1] - 100:2 guys [4] - 8:15, 50:8, 50:21, 79:8</p>	H	
<p>graciously [1] -</p>		<p>H-A-R-V-E-Y [1] - 20:1 H-O-O-D [1] - 9:22 half [2] - 79:16, 105:6 Hallam [3] - 97:2, 97:7, 120:8 handle [1] - 8:15 handles [1] - 51:15 handling [1] - 105:20 hands [4] - 48:25, 62:19, 67:24, 87:24 hands-on [1] - 62:19 happy [2] - 35:17,</p>		

<p>110:18, 110:21, 113:2, 113:25, 114:18 hole [1] - 53:5 homicide [1] - 116:4 homicides [1] - 100:19 Honor [1] - 58:14 honor [2] - 77:25, 78:1 honoring [1] - 46:22 Hood [3] - 3:3, 9:22, 55:25 HOOD [13] - 9:21, 11:22, 12:1, 12:4, 12:13, 12:22, 13:3, 13:7, 13:11, 13:17, 13:20, 14:1, 14:3 hook [1] - 10:14 hook-up [1] - 10:14 hope [5] - 18:25, 49:3, 49:7, 59:7, 83:5 Hope [1] - 70:1 hopeful [3] - 41:24, 45:25, 46:22 hopefully [4] - 10:8, 10:19, 15:8, 49:6 hoping [3] - 52:18, 110:11, 124:16 horrible [1] - 49:4 horrific [1] - 51:5 hospital [1] - 62:12 Hospital [6] - 75:21, 75:22, 75:23, 112:6, 112:10, 112:21 hospitalizations [1] - 76:22 host [2] - 70:24, 77:6 hosting [1] - 70:9 house [1] - 108:18 housed [1] - 97:15 housing [13] - 71:7, 98:12, 110:17, 111:1, 111:6, 111:22, 111:25, 112:9, 112:22, 113:9, 113:20, 114:1, 114:4 HOWSIE [113] - 4:4, 4:21, 4:24, 5:1, 5:3, 5:5, 5:7, 5:9, 5:12, 6:17, 6:25, 7:6, 7:9, 7:12, 7:15, 7:17, 7:20, 9:8, 9:14, 9:17, 9:19, 11:17, 11:23, 12:14, 12:17, 14:4, 14:17, 14:19, 15:1, 15:3, 15:16, 18:4, 19:23, 20:2, 21:24, 23:23, 25:19, 25:23, 27:14, 29:18, 29:22, 30:1, 32:5, 32:9, 33:12,</p>	<p>33:16, 33:19, 35:11, 36:23, 37:2, 38:23, 39:2, 40:19, 42:19, 42:24, 45:18, 45:22, 47:13, 47:16, 49:13, 49:15, 53:8, 53:10, 55:23, 58:1, 61:18, 63:12, 66:4, 66:10, 66:15, 66:22, 78:16, 83:13, 83:16, 90:5, 98:16, 99:8, 99:10, 99:16, 101:17, 102:5, 102:7, 104:10, 105:14, 106:16, 106:19, 106:24, 109:11, 117:16, 118:10, 118:14, 119:13, 120:2, 120:5, 120:8, 120:15, 121:2, 121:7, 121:10, 121:14, 121:25, 122:6, 122:10, 122:12, 122:14, 122:22, 123:4, 125:6, 125:10, 125:14, 125:21, 125:23, 126:2 Howsie [2] - 2:2, 90:2 HSA [36] - 75:6, 79:10, 87:9, 87:15, 87:20, 90:13, 90:22, 91:4, 91:10, 91:13, 91:19, 91:23, 92:2, 92:5, 92:9, 92:14, 92:22, 93:11, 93:20, 95:15, 95:25, 102:12, 102:20, 102:24, 103:3, 103:6, 103:10, 103:17, 104:1, 104:4, 104:8, 104:15, 105:1, 105:9, 105:21, 106:8 hSA [1] - 2:17 human [2] - 53:6, 86:10 hurt [1] - 47:24 hurts [1] - 124:24 hydrant [1] - 10:14</p> <p style="text-align: center;">I</p> <p>idea [3] - 103:1, 108:13, 123:21 ideas [3] - 58:24, 59:5, 109:2 identification [1] - 64:1 identified [5] - 9:2, 9:5, 51:21, 76:5, 76:6 identify [3] - 17:11, 24:3, 25:16</p>	<p>ignore [1] - 53:9 ignores [1] - 24:24 ignoring [1] - 55:6 illegal [2] - 35:22, 93:2 illegally [1] - 55:7 illness [1] - 76:23 image [1] - 101:21 imagination [1] - 90:4 imagine [1] - 57:23 immediate [1] - 33:1 Immediately [1] - 19:9 immediately [2] - 93:19, 107:25 immense [2] - 49:4 impactful [1] - 73:16 implement [1] - 24:13 implemented [3] - 22:19, 74:17, 74:18 implementing [1] - 26:15 importance [7] - 19:6, 24:4, 24:9, 25:15, 25:25, 37:14, 46:6 important [7] - 20:8, 26:8, 26:17, 30:16, 34:25, 93:21, 108:7 importantly [4] - 37:5, 38:16, 57:19, 65:7 impose [1] - 118:4 imposed [1] - 119:5 improve [6] - 39:13, 41:21, 61:15, 64:22, 73:12, 126:7 improvement [4] - 39:5, 77:14, 77:18, 90:1 improvements [1] - 77:10 IN [2] - 2:1, 2:14 in-class [1] - 34:16 in-depth [1] - 93:12 incarcerated [17] - 48:19, 51:4, 54:17, 55:20, 55:21, 62:10, 62:20, 64:7, 67:9, 70:24, 71:2, 72:6, 74:11, 97:4, 109:16, 120:11, 120:12 incarceration [1] - 119:1 incidents [2] - 34:6, 99:18 include [2] - 77:23, 117:20</p>	<p>included [1] - 17:2 including [7] - 41:13, 52:17, 56:8, 111:4, 111:17, 113:25, 114:3 inclusion [2] - 19:6, 19:17 inconsistent [1] - 50:16 incorporating [1] - 77:17 increase [3] - 23:17, 51:18, 95:10 incredible [1] - 78:11 indescribable [1] - 48:4 indicate [1] - 19:11 indicated [2] - 13:14, 30:21 indicates [1] - 114:16 individual [4] - 76:4, 81:2, 120:11, 120:13 individual's [1] - 23:15 individuals [32] - 20:14, 51:24, 63:24, 64:7, 67:9, 70:17, 70:22, 71:2, 71:6, 71:8, 71:13, 72:21, 73:12, 74:11, 75:9, 75:10, 75:12, 75:13, 75:17, 76:5, 85:13, 95:2, 97:5, 111:11, 112:2, 112:7, 112:9, 113:13, 113:17, 113:19, 114:22, 115:4 infection [1] - 77:4 infections [1] - 76:20 inflicted [1] - 49:10 influential [1] - 21:6 inform [1] - 98:24 informal [4] - 21:5, 25:2, 26:1, 27:11 information [10] - 25:3, 31:8, 37:24, 46:3, 50:3, 55:19, 70:14, 74:25, 97:16, 109:17 informational [1] - 73:14 informative [1] - 49:25 informed [1] - 109:12 initiate [1] - 29:14 initiated [1] - 46:15 injection [1] - 75:11 inkling [1] - 93:9 inmate [1] - 114:7 inmates [7] - 59:24,</p>	<p>61:6, 61:25, 63:3, 69:10, 98:11, 114:17 innocent [1] - 100:19 innovate [1] - 22:10 innovation [1] - 34:11 inpatient [1] - 10:21 input [4] - 27:5, 45:25, 77:17, 109:3 inside [1] - 73:18 inside-out [1] - 73:18 installation [2] - 46:21, 98:19 instance [1] - 100:1 instances [1] - 90:23 instead [5] - 34:2, 34:3, 34:16, 48:6, 53:21 instills [1] - 20:13 institute [2] - 29:7, 104:14 Institute [1] - 16:22 instituted [1] - 79:11 institution [3] - 26:12, 67:23, 94:7 instruct [1] - 31:10 instructions [1] - 50:9 Instrument [2] - 113:6, 113:12 insufficient [1] - 33:7 intake [5] - 77:8, 77:10, 102:19, 102:21, 102:23 Intake [1] - 23:6 integral [1] - 67:7 intend [1] - 4:8 inter [1] - 28:3 inter-reflection [1] - 28:3 interacting [1] - 32:2 interactive [1] - 31:6 interested [1] - 18:25 interesting [1] - 81:6 interfere [1] - 4:13 interim [5] - 80:22, 80:23, 81:23, 82:7, 82:12 Intermediate [1] - 73:25 interpersonal [1] - 27:9 interpreted [1] - 25:3 interrupting [1] - 15:7 interruption [1] - 15:9 interventions [1] - 9:3 interview [17] - 18:2,</p>
--	--	---	---	--

<p>19:1, 19:14, 21:19, 23:19, 25:13, 27:8, 29:11, 31:4, 31:5, 31:25, 34:24, 36:17, 40:13, 41:6, 41:18, 46:10</p> <p>interviews [7] - 37:23, 38:1, 38:3, 46:2, 46:5, 46:7, 46:12</p> <p>intimidation [2] - 32:12, 32:15</p> <p>intrusive [1] - 86:4</p> <p>invaluable [1] - 64:2</p> <p>invasive [1] - 52:16</p> <p>inventory [1] - 50:25</p> <p>investigating [1] - 107:11</p> <p>investigation [1] - 45:6</p> <p>invite [1] - 57:22</p> <p>involve [1] - 26:18</p> <p>involved [2] - 44:23, 115:18</p> <p>involvement [1] - 124:25</p> <p>involves [1] - 114:18</p> <p>isolation [3] - 102:14, 105:23, 106:3</p> <p>issue [12] - 9:24, 33:25, 45:3, 58:7, 92:18, 92:19, 92:21, 97:12, 107:24, 112:14, 121:18</p> <p>issues [9] - 8:19, 11:4, 38:15, 48:21, 51:15, 62:13, 73:20, 96:20, 108:5</p> <p>item [2] - 121:21, 122:24</p> <p>items [1] - 122:20</p> <p>itself [9] - 20:13, 104:21, 107:9, 110:24, 112:8, 112:10, 112:25, 114:3, 114:13</p>	<p>113:24</p> <p>JAIL [2] - 1:8, 2:14</p> <p>jail [108] - 7:10, 7:13, 9:3, 15:22, 15:25, 16:12, 18:15, 19:4, 19:5, 19:7, 19:10, 21:17, 24:6, 25:14, 27:5, 27:23, 32:2, 35:22, 39:9, 39:10, 39:12, 39:14, 41:3, 41:15, 41:20, 42:4, 42:17, 43:2, 43:11, 43:25, 44:18, 44:19, 44:23, 45:14, 45:15, 53:3, 53:17, 54:22, 57:11, 57:24, 58:20, 60:14, 60:15, 60:19, 60:20, 61:5, 61:10, 62:23, 63:25, 64:2, 64:21, 65:3, 65:5, 69:3, 70:14, 70:23, 71:15, 73:10, 73:18, 80:2, 87:6, 87:10, 88:15, 89:2, 89:14, 97:3, 97:8, 99:5, 99:22, 105:12, 107:7, 107:10, 107:14, 108:1, 108:4, 108:9, 109:7, 109:15, 110:14, 110:20, 110:24, 111:3, 111:9, 112:2, 112:8, 112:9, 112:12, 112:14, 112:24, 113:3, 113:14, 114:3, 114:8, 114:12, 114:17, 114:23, 114:24, 116:11, 119:7, 119:10, 120:11, 124:19, 126:7</p> <p>jail's [7] - 16:15, 22:5, 24:3, 24:8, 26:1, 26:3, 41:22</p> <p>jails [2] - 54:9, 64:23</p> <p>James [1] - 47:9</p> <p>Jane [3] - 3:10, 23:24, 23:25</p> <p>Jason [1] - 2:16</p> <p>Jeffrey [1] - 43:10</p> <p>Jerry [1] - 47:7</p> <p>job [14] - 16:7, 16:8, 23:9, 31:3, 44:15, 55:20, 56:15, 95:1, 95:3, 107:19, 108:14, 109:3, 109:6, 110:6</p> <p>JOB [1] - 56:6</p> <p>Job [1] - 43:4</p> <p>jobs [1] - 42:13</p> <p>Jodi [2] - 3:16, 49:20</p>	<p>jodi [1] - 49:18</p> <p>Joe [2] - 3:14, 40:20</p> <p>john [1] - 15:18</p> <p>John [7] - 3:8, 3:11, 15:17, 18:8, 29:20, 47:4, 73:8</p> <p>join [1] - 29:5</p> <p>joinACJ.com [1] - 69:1</p> <p>Joseph [1] - 47:8</p> <p>journey [1] - 29:5</p> <p>joy [2] - 48:4, 53:16</p> <p>Jr [1] - 47:7</p> <p>Judge [14] - 2:2, 2:3, 4:24, 7:21, 46:5, 63:16, 64:17, 64:19, 90:2, 98:15, 120:23, 122:23, 123:7, 125:5</p> <p>JUDGE [142] - 4:4, 4:21, 4:24, 4:25, 5:1, 5:3, 5:5, 5:7, 5:9, 5:12, 6:17, 6:25, 7:6, 7:9, 7:12, 7:15, 7:17, 7:20, 7:22, 7:25, 8:4, 8:7, 8:13, 9:7, 9:8, 9:14, 9:17, 9:19, 11:17, 11:23, 12:14, 12:17, 14:4, 14:17, 14:19, 14:21, 14:24, 15:1, 15:3, 15:16, 18:4, 19:23, 20:2, 21:24, 23:23, 25:19, 25:23, 27:14, 29:18, 29:22, 30:1, 32:5, 32:9, 33:12, 33:16, 33:19, 35:11, 36:23, 37:2, 38:23, 39:2, 40:19, 42:19, 42:24, 45:18, 45:22, 47:13, 47:16, 49:13, 49:15, 53:8, 53:10, 55:23, 58:1, 61:18, 63:12, 66:4, 66:10, 66:12, 66:15, 66:22, 78:16, 83:13, 83:16, 90:5, 98:16, 99:8, 99:10, 99:16, 101:17, 102:5, 102:7, 104:10, 105:3, 105:11, 105:14, 105:16, 106:16, 106:19, 106:21, 106:24, 107:1, 109:11, 109:20, 110:14, 115:2, 115:7, 115:12, 116:5, 116:10, 117:16, 118:9, 118:10, 118:12, 118:14, 119:12, 119:13, 119:20, 120:2, 120:5,</p>	<p>120:8, 120:15, 120:20, 121:2, 121:7, 121:10, 121:14, 121:23, 121:25, 122:2, 122:6, 122:10, 122:12, 122:14, 122:22, 123:4, 125:6, 125:10, 125:14, 125:21, 125:23, 126:2</p> <p>judge [5] - 102:6, 115:15, 115:16, 115:24, 118:18</p> <p>judges [2] - 116:16, 118:4</p> <p>judgment [1] - 30:24</p> <p>jugs [1] - 10:17</p> <p>July [5] - 46:8, 62:11, 107:4, 125:9</p> <p>jurisdiction [4] - 9:4, 111:4, 111:7, 118:15</p> <p>justice [2] - 41:12, 73:19</p> <p>Justice [2] - 16:21, 37:1</p> <p>justify [1] - 55:8</p> <p>Justin [1] - 47:6</p> <p>juvenile [3] - 85:20, 86:2, 100:2</p> <p>juveniles [18] - 70:24, 73:3, 73:5, 83:22, 84:18, 84:21, 85:13, 99:12, 99:13, 99:18, 99:21, 99:24, 100:4, 100:15, 100:17, 100:18, 101:3, 101:9</p>	<p>115:24</p> <p>Kevin [1] - 2:8</p> <p>key [2] - 17:20, 36:6</p> <p>Kim [1] - 64:17</p> <p>kind [5] - 53:12, 64:14, 92:15, 104:20, 117:17</p> <p>kindness [2] - 64:11, 64:12</p> <p>kinds [1] - 96:1</p> <p>Klein [6] - 2:9, 5:1, 11:19, 98:17, 101:18, 104:10</p> <p>KLEIN [13] - 5:2, 11:20, 98:18, 98:24, 100:25, 104:11, 104:23, 115:1, 115:3, 115:8, 116:2, 116:7, 117:14</p> <p>knocked [2] - 56:21, 62:12</p> <p>knowing [1] - 44:22</p> <p>knowledge [4] - 35:4, 41:19, 41:21, 88:6</p> <p>known [1] - 27:21</p> <p>knows [5] - 56:16, 64:9, 88:6, 107:1, 110:5</p> <p>Knox [1] - 43:19</p> <p>Kolb [1] - 73:8</p> <p>KRAUS [3] - 5:6, 66:14, 125:25</p> <p>Kraus [4] - 2:8, 5:5, 108:17, 125:24</p> <p>Kraus's [1] - 108:21</p>
J			K	L
<p>Jail [27] - 4:6, 10:1, 18:11, 18:20, 18:21, 22:21, 23:11, 23:12, 23:20, 39:8, 42:2, 43:4, 53:22, 53:25, 55:5, 63:18, 66:25, 67:6, 68:10, 74:10, 100:18, 105:5, 106:22, 110:16, 112:22, 113:16,</p>			<p>K-2 [3] - 8:1, 8:9, 9:1</p> <p>K-E-N-S-T-O-W-I-C-Z [1] - 15:19</p> <p>KAMARA [1] - 4:20</p> <p>Kamara [2] - 2:10, 4:19</p> <p>Karen [1] - 107:3</p> <p>Kate [1] - 33:14</p> <p>Kayes [1] - 47:10</p> <p>keep [10] - 4:16, 5:14, 18:25, 50:1, 51:6, 53:2, 61:11, 61:12, 94:1, 100:4</p> <p>keeping [2] - 113:2, 114:22</p> <p>KENSTOWICZ [1] - 15:18</p> <p>Kenstowicz [4] - 3:8, 15:17, 15:18, 126:5</p> <p>kept [2] - 74:6,</p>	<p>lack [4] - 16:13, 36:5, 38:10, 43:22</p> <p>lacking [1] - 56:8</p> <p>lady [1] - 58:2</p> <p>language [2] - 50:14, 50:18</p> <p>large [4] - 10:17, 20:15, 22:12, 67:10</p> <p>last [22] - 5:23, 6:4, 6:6, 12:5, 17:13, 18:6, 29:20, 29:24, 33:13, 46:23, 47:19, 56:6, 56:13, 57:11, 66:6, 68:10, 77:11, 96:21, 97:1, 120:25, 125:15, 125:17</p> <p>lastly [1] - 74:9</p> <p>late [3] - 10:6, 51:3, 103:15</p> <p>laughing [2] - 12:21,</p>

<p>12:23 Laura [3] - 3:13, 35:12, 35:15 law [3] - 60:23, 116:20, 117:11 laws [1] - 49:1 Lazzara [4] - 2:3, 4:24, 7:21, 46:5 LAZZARA [29] - 4:25, 7:22, 7:25, 8:4, 8:7, 8:13, 9:7, 14:21, 14:24, 66:12, 105:3, 105:11, 105:16, 106:21, 107:1, 109:20, 110:14, 115:2, 115:7, 115:12, 116:5, 116:10, 118:9, 118:12, 119:12, 119:20, 120:20, 121:23, 122:2 lead [4] - 22:9, 101:6, 101:14, 101:19 leader [7] - 20:9, 20:10, 20:13, 20:18, 20:20, 21:12, 21:22 Leaders [1] - 36:12 leaders [7] - 19:20, 21:5, 25:5, 26:2, 27:12, 36:14, 70:3 Leadership [2] - 16:23, 20:23 leadership [10] - 17:7, 20:6, 21:2, 21:20, 27:20, 27:21, 27:22, 27:25, 29:13, 87:10 leak [1] - 10:5 learn [3] - 34:3, 34:22, 36:19 learned [1] - 124:13 learning [4] - 16:18, 28:6, 32:13, 77:16 least [7] - 51:17, 89:18, 105:23, 106:23, 107:25, 109:21, 109:24 leave [11] - 4:15, 37:12, 44:15, 48:8, 49:3, 55:16, 67:21, 89:10, 89:11, 118:23, 119:7 leaves [1] - 83:11 leaving [8] - 37:22, 38:4, 38:17, 60:8, 89:3, 89:8, 94:13, 97:9 Lee [2] - 47:7, 68:11 left [8] - 12:7, 22:12, 49:17, 53:15, 55:11, 115:11, 126:8</p>	<p>legacy [1] - 53:24 legislators [1] - 45:2 length [1] - 110:12 Lenhart [1] - 47:3 Leona [2] - 3:18, 61:20 Leonatti [1] - 43:10 Leroy [1] - 47:10 less [3] - 80:13, 86:4, 113:3 lesson [1] - 57:14 lessons [1] - 28:17 level [3] - 29:12, 32:1, 46:6 levels [2] - 52:5, 82:22 liability [1] - 44:3 Liaison [1] - 106:22 liaison [1] - 74:10 libraries [1] - 51:3 library [1] - 51:13 license [3] - 23:10, 43:8, 44:15 licensed [1] - 102:1 licensing [6] - 45:1, 45:4, 92:18, 92:19, 92:20, 93:1 licensure [1] - 44:7 lie [2] - 39:20, 53:13 life [1] - 6:24 life-skill [1] - 6:24 light [1] - 63:21 likelihood [1] - 117:25 likely [2] - 26:14, 26:22 limit [1] - 34:11 limited [4] - 4:9, 15:5, 55:2, 124:23 LINCOLN [3] - 49:19, 49:20, 53:9 Lincoln [3] - 3:16, 49:18, 49:20 line [13] - 15:24, 16:2, 16:14, 16:18, 17:11, 19:12, 19:17, 29:8, 29:16, 39:16, 40:10, 42:11, 121:21 Link [1] - 73:4 list [5] - 15:16, 54:15, 87:5, 87:7, 87:11 listen [3] - 30:9, 30:24, 30:25 listening [5] - 28:2, 30:12, 30:17, 30:22, 31:7 Listening [1] - 30:17 listens [1] - 30:5 literally [1] - 25:7 lives [5] - 42:17,</p>	<p>46:13, 59:12, 59:13, 73:12 lobby [1] - 109:15 Lobby [1] - 75:1 local [1] - 85:16 Locally [1] - 113:5 locate [1] - 26:1 locations [1] - 74:22 LONG [1] - 53:12 long-term [4] - 22:7, 121:4, 121:19, 121:22 longest [6] - 69:6, 76:2, 76:11, 76:13, 76:15, 76:17 look [13] - 13:23, 47:22, 47:24, 50:12, 61:14, 65:19, 67:24, 82:11, 88:20, 90:7, 90:8, 120:24, 123:3 looked [3] - 95:25, 96:1, 96:3 looking [7] - 32:24, 79:8, 89:6, 89:14, 95:18, 101:22, 123:15 looks [2] - 106:9, 125:2 loopholes [1] - 55:6 lose [2] - 51:10, 93:1 losing [1] - 92:20 lost [1] - 55:12 loudest [1] - 78:9 love [5] - 51:19, 51:21, 52:10, 53:9, 63:7 low [8] - 12:13, 12:19, 79:25, 113:4, 113:10, 113:17, 113:21, 116:12 lower [4] - 13:6, 13:14, 13:15, 46:6 Lucchino [1] - 78:4 luck [1] - 65:24</p> <p style="text-align: center;">M</p> <p>M-C-C-A-F-F-E-R-T- Y [1] - 24:1 M-C-D-O-W-E-L-L [1] - 27:17 M-U-R-R-A-Y [1] - 22:2 ma'am [5] - 9:15, 61:18, 98:21, 98:23, 100:24 Macintosh [1] - 37:1 MacKenzie [2] - 3:14, 38:24 Magisterial [1] - 118:3</p>	<p>mail [9] - 50:9, 90:19, 91:2, 91:6, 91:17, 91:21, 91:24, 92:1, 92:3 main [2] - 10:2, 56:12 maintain [1] - 64:7 maintaining [1] - 8:18 Major [1] - 68:14 major [2] - 32:20, 52:15 majority [1] - 119:18 male [1] - 112:6 males [3] - 69:3, 69:4, 69:5 man [3] - 48:1, 53:16, 55:11 Man [1] - 55:25 Man-E [1] - 55:25 management [1] - 21:15 Management [1] - 22:13 manager [4] - 20:7, 20:9, 20:16, 21:22 managerial [1] - 20:20 managers [1] - 37:15 managing [2] - 22:11, 22:14 Manino [1] - 47:10 mantra [2] - 53:18, 64:11 March [2] - 114:1, 114:13 Marianne [2] - 3:8, 18:5 Marion [3] - 3:18, 35:16, 58:2 Marion's [1] - 55:14 markets [1] - 23:18 Marshal [1] - 69:11 Martin [1] - 47:5 Mary [1] - 62:4 mask [1] - 105:6 masked [1] - 105:13 masking [2] - 104:14, 104:25 material [1] - 40:2 matter [2] - 57:11, 119:7 Maya [1] - 6:12 McCafferty [4] - 3:10, 23:24, 23:25 McDowell [4] - 3:11, 27:15, 27:16 mean [31] - 6:19, 12:18, 13:13, 13:18, 56:9, 82:10, 82:11,</p>	<p>85:18, 85:22, 86:10, 86:11, 86:12, 86:22, 88:11, 88:25, 89:3, 89:4, 89:5, 89:24, 93:3, 94:16, 97:24, 98:11, 100:5, 103:1, 103:8, 103:24, 106:5, 106:7, 116:16, 123:9 meaning [1] - 113:1 meaningless [1] - 38:4 means [5] - 6:21, 7:9, 59:25, 115:5, 121:18 meant [1] - 60:1 meantime [1] - 80:20 measure [2] - 34:7, 63:21 measures [1] - 34:8 mechanisms [1] - 72:16 Media [1] - 56:1 Medical [1] - 71:12 medical [6] - 54:4, 62:16, 71:14, 76:10, 87:6, 87:7 medication [8] - 43:13, 44:1, 44:2, 44:5, 45:3, 48:18, 62:14, 96:4 Medication [1] - 75:7 medications [7] - 43:7, 43:12, 43:16, 43:21, 44:6, 90:15, 90:20 medicine [4] - 43:2, 43:24, 44:22, 96:2 meet [6] - 19:20, 45:1, 58:17, 96:18, 96:19, 108:15 MEETING [2] - 1:8, 66:2 Meeting [4] - 4:6, 23:12, 49:24, 63:19 meeting [19] - 4:7, 5:17, 12:5, 13:24, 44:10, 56:6, 56:13, 62:1, 66:5, 66:6, 79:18, 79:22, 96:17, 96:19, 110:1, 125:9, 125:15, 125:17, 125:18 meetings [2] - 50:2, 79:19 member [1] - 78:12 MEMBER [7] - 5:11, 49:14, 49:16, 125:8, 125:12, 125:19, 125:22 Member [1] - 80:15</p>
--	---	---	--	--

<p>member's [1] - 27:4</p> <p>members [13] - 18:13, 18:19, 18:21, 35:20, 45:15, 47:17, 54:16, 58:23, 71:4, 89:16, 107:13, 108:5, 108:14</p> <p>MEMBERS [1] - 2:1</p> <p>Members [1] - 78:17</p> <p>memories [1] - 67:22</p> <p>mental [12] - 35:6, 48:21, 52:4, 54:5, 54:7, 54:11, 62:13, 76:3, 76:6, 76:12, 76:16, 111:18</p> <p>mentioned [2] - 43:2, 79:15</p> <p>mentors [1] - 70:3</p> <p>message [2] - 34:3, 37:8</p> <p>met [1] - 108:25</p> <p>methadone [1] - 75:16</p> <p>mic [1] - 81:12</p> <p>Michael [2] - 69:17, 78:5</p> <p>micromanaging [1] - 36:4</p> <p>microscope [1] - 44:24</p> <p>might [12] - 13:23, 18:24, 38:17, 45:16, 52:19, 59:5, 59:15, 59:19, 93:1, 95:20, 118:18, 121:20</p> <p>mild [2] - 76:22, 106:10</p> <p>million [2] - 115:17, 115:19</p> <p>Millsbaugh [1] - 47:6</p> <p>mind [2] - 4:16, 18:25</p> <p>mine [1] - 105:17</p> <p>minimal [1] - 91:15</p> <p>minutes [10] - 4:10, 15:5, 66:6, 66:8, 66:17, 79:18, 87:13, 125:9, 125:16, 125:17</p> <p>MINUTES [1] - 66:2</p> <p>misconduct [1] - 9:1</p> <p>misperceive [1] - 25:6</p> <p>mispronounce [1] - 29:19</p> <p>misreads [1] - 24:24</p> <p>miss [3] - 57:18, 64:16, 122:5</p> <p>missing [1] - 13:18</p> <p>mission [2] - 24:13, 73:10</p>	<p>mistake [4] - 34:5, 34:13, 40:16, 44:3</p> <p>mistakes [3] - 39:5, 39:11, 39:22</p> <p>mitigation [2] - 77:1, 102:13</p> <p>mix [1] - 40:22</p> <p>mix-up [1] - 40:22</p> <p>model [9] - 17:8, 21:12, 27:20, 27:21, 27:22, 27:25, 29:14, 32:13</p> <p>moderate [2] - 111:14, 111:25</p> <p>modification [1] - 113:23</p> <p>Monday [4] - 10:7, 10:18, 68:13, 68:18</p> <p>monetary [23] - 113:16, 113:20, 113:22, 115:5, 115:13, 115:14, 115:22, 116:4, 116:11, 116:13, 116:14, 117:20, 118:4, 118:8, 118:11, 118:19, 118:22, 119:4, 119:11, 119:17, 119:23, 119:24</p> <p>money [8] - 54:18, 59:1, 59:2, 59:3, 60:13, 115:6, 115:10, 122:15</p> <p>monitored [1] - 108:12</p> <p>Monitoring [2] - 3:4, 14:6</p> <p>month [19] - 10:22, 10:23, 19:22, 27:2, 30:11, 52:11, 69:20, 70:19, 71:1, 75:9, 75:19, 76:4, 77:23, 79:16, 81:9, 110:7, 122:16</p> <p>month's [1] - 75:3</p> <p>months [6] - 23:8, 41:25, 52:14, 52:18, 120:10, 125:17</p> <p>monumental [1] - 22:7</p> <p>morass [1] - 20:12</p> <p>moreover [1] - 32:25</p> <p>morning [2] - 10:7, 10:8</p> <p>mortality [1] - 23:13</p> <p>Moss [4] - 5:11, 5:13, 49:23</p> <p>most [11] - 30:16, 30:19, 37:5, 38:16,</p>	<p>64:1, 65:7, 77:20, 82:12, 119:9, 119:10, 119:16</p> <p>Motion [7] - 66:11, 66:16, 66:17, 120:9, 120:18, 122:14, 125:25</p> <p>motion [3] - 66:12, 77:18, 122:7</p> <p>motivate [1] - 17:20</p> <p>motivates [1] - 35:1</p> <p>motivating [2] - 32:16, 42:14</p> <p>motivation [1] - 17:16</p> <p>motivational [1] - 36:6</p> <p>motivators [2] - 17:18, 17:24</p> <p>Mount [1] - 11:11</p> <p>move [3] - 26:23, 60:15, 61:16</p> <p>moved [5] - 98:6, 120:14, 120:15, 126:2, 126:3</p> <p>movement [1] - 90:25</p> <p>moving [3] - 21:15, 88:13, 109:10</p> <p>MR [153] - 4:20, 4:23, 5:4, 5:8, 9:9, 9:13, 9:21, 11:22, 11:24, 12:1, 12:2, 12:4, 12:9, 12:10, 12:13, 12:15, 12:18, 12:22, 13:1, 13:3, 13:5, 13:7, 13:8, 13:11, 13:13, 13:17, 13:18, 13:20, 13:22, 14:1, 14:2, 14:3, 14:7, 14:23, 14:25, 15:2, 15:18, 19:25, 20:3, 25:21, 25:24, 29:21, 30:3, 40:21, 47:14, 55:24, 66:13, 78:19, 79:2, 79:4, 79:12, 80:21, 80:23, 81:11, 81:17, 81:19, 81:20, 82:3, 82:5, 82:6, 82:9, 82:14, 82:18, 82:24, 83:1, 83:4, 83:5, 83:7, 83:9, 83:12, 83:15, 83:17, 84:4, 84:8, 84:15, 84:23, 85:2, 85:17, 86:3, 86:9, 86:18, 87:11, 87:17, 87:23, 88:4, 88:9, 88:25, 89:10, 90:6, 90:18, 91:2, 91:6, 91:12, 91:17, 91:21, 91:25, 92:3, 92:6,</p>	<p>92:12, 92:16, 92:24, 93:14, 93:23, 94:10, 94:14, 94:19, 95:4, 95:8, 95:21, 96:7, 96:22, 97:17, 97:22, 98:3, 98:8, 98:14, 101:23, 102:6, 102:8, 102:18, 102:22, 102:25, 103:4, 103:7, 103:13, 103:23, 104:2, 104:6, 104:9, 105:18, 106:4, 106:15, 120:14, 120:22, 121:3, 121:8, 121:11, 121:16, 122:1, 122:20, 122:23, 123:6, 123:8, 123:10, 123:12, 123:14, 123:18, 123:21, 123:24, 124:1, 124:4, 124:6, 124:8</p> <p>MS [47] - 5:2, 6:2, 6:22, 7:4, 7:8, 7:11, 7:14, 7:16, 7:19, 7:24, 8:3, 8:6, 8:12, 8:17, 9:11, 9:16, 9:18, 11:20, 18:6, 23:25, 27:16, 32:7, 33:15, 33:21, 35:14, 35:19, 36:25, 38:25, 39:3, 42:22, 45:20, 45:23, 49:19, 53:12, 58:3, 61:20, 98:18, 98:24, 100:25, 104:11, 104:23, 115:1, 115:3, 115:8, 116:2, 116:7, 117:14</p> <p>Muhamad [2] - 3:17, 55:24</p> <p>Muhammad [1] - 55:23</p> <p>multiple [7] - 54:15, 54:16, 97:3, 100:19, 110:20, 114:18, 114:19</p> <p>murder [2] - 115:18, 115:20</p> <p>MURRAY [1] - 22:1</p> <p>Murray [5] - 3:9, 3:14, 21:25, 22:2, 40:20</p> <p>must [7] - 15:23, 22:4, 24:2, 26:11, 42:4, 42:12, 44:15</p> <p>mutual [1] - 54:20</p>	<p>75:10</p> <p>name [13] - 5:23, 6:3, 6:4, 18:6, 22:1, 29:20, 29:25, 33:13, 36:25, 40:22, 55:24</p> <p>named [1] - 69:19</p> <p>names [2] - 46:9, 47:1</p> <p>Narcan [1] - 70:18</p> <p>Nasir [3] - 3:17, 55:23, 55:25</p> <p>NASIR [1] - 55:24</p> <p>National [4] - 16:22, 30:15, 41:1, 77:6</p> <p>national [1] - 17:1</p> <p>nature [1] - 25:7</p> <p>NCCHC [3] - 23:6, 41:2, 77:19</p> <p>NCI [18] - 24:10, 26:5, 27:24, 29:2, 30:6, 30:10, 30:14, 31:16, 32:18, 34:10, 34:20, 36:12, 37:13, 37:19, 37:25, 38:13, 39:19, 40:5</p> <p>near [1] - 59:13</p> <p>nearly [1] - 48:3</p> <p>necessarily [1] - 31:2</p> <p>necessary [1] - 19:13</p> <p>need [29] - 13:23, 17:23, 22:8, 24:3, 34:8, 34:16, 35:7, 36:10, 39:5, 39:13, 39:18, 46:15, 46:19, 51:6, 56:2, 60:14, 61:8, 62:18, 62:19, 62:20, 63:9, 63:10, 95:17, 95:20, 96:17, 110:2, 121:23</p> <p>needed [2] - 36:10, 101:13</p> <p>needs [12] - 15:25, 20:18, 22:12, 24:7, 36:7, 36:11, 39:9, 86:21, 93:10, 93:18, 93:19, 121:4</p> <p>negative [3] - 17:14, 33:1, 105:24</p> <p>neighborhood [1] - 59:13</p> <p>neighbors [1] - 46:13</p> <p>nervous [1] - 6:16</p> <p>Network [1] - 104:16</p> <p>never [12] - 19:3, 24:25, 34:13, 59:10, 80:14, 88:14, 102:20, 103:18, 117:19,</p>
N				
<p>Naltrexone [1] -</p>				

<p>118:5, 119:4 nevertheless [1] - 37:23 New [4] - 59:18, 120:6, 122:20, 125:7 new [55] - 15:20, 15:21, 15:23, 16:5, 17:22, 19:3, 20:4, 20:5, 22:3, 22:4, 22:6, 23:12, 24:2, 24:18, 29:6, 30:4, 30:21, 31:9, 31:18, 31:20, 32:10, 34:14, 36:1, 36:7, 38:10, 38:12, 39:3, 40:24, 41:11, 42:1, 42:2, 48:7, 58:8, 60:14, 70:1, 70:7, 71:10, 72:13, 73:1, 74:15, 79:8, 81:1, 88:19, 88:24, 89:11, 94:6, 110:25, 113:17, 116:20, 119:1, 122:25, 123:25 NEW [1] - 120:7 Newly [1] - 16:24 news [1] - 65:11 News [1] - 63:1 next [20] - 9:25, 13:24, 15:22, 19:2, 23:16, 37:8, 45:13, 45:25, 68:17, 68:20, 71:18, 73:6, 73:23, 80:3, 80:6, 81:9, 106:6, 120:1, 120:10, 121:21 NIC [5] - 19:5, 20:7, 20:23, 21:17, 22:13 night [1] - 91:8 nine [2] - 6:6, 7:4 Noble [2] - 50:17, 55:3 nobody [3] - 57:18, 61:10, 115:19 nominations [1] - 78:9 non [2] - 116:14, 118:19 non-monetary [2] - 116:14, 118:19 none [2] - 11:22, 113:10 noon [1] - 70:11 norm [1] - 12:19 normal [2] - 9:23, 12:11 normally [2] - 118:17, 120:8 North [1] - 70:11 Notary [1] - 127:14 note [2] - 112:11,</p>	<p>114:16 notes [2] - 79:18, 127:6 nothing [11] - 38:1, 58:15, 61:13, 64:21, 65:23, 90:5, 90:6, 90:7, 94:19, 112:12, 117:10 notice [1] - 84:14 notification [2] - 54:4 notifications [1] - 50:9 Nova [1] - 70:11 November [1] - 70:8 Novy [3] - 3:8, 18:5, 18:7 NOVY [2] - 18:6, 18:7 number [21] - 12:11, 28:2, 28:6, 28:8, 28:11, 28:14, 28:16, 28:20, 28:21, 28:24, 30:4, 39:3, 41:13, 44:16, 52:9, 103:23, 103:24, 104:7, 114:11, 116:12, 121:8 Number [7] - 16:11, 19:3, 20:5, 27:19, 28:4, 31:9, 36:1 numbered [1] - 17:25 Numbers [1] - 10:20 numbers [4] - 69:13, 79:24, 115:16, 120:23 nurse [6] - 43:19, 44:1, 44:4, 78:11, 90:14, 92:19 Nurse [1] - 69:16 nurses [4] - 44:20, 44:23, 77:25, 93:3 Nurses [1] - 43:15 nursing [2] - 43:13, 78:6</p>	<p>29:25 observations [1] - 46:17 obvious [1] - 115:4 obviously [22] - 68:25, 83:19, 88:12, 88:13, 89:1, 89:2, 89:3, 92:16, 93:6, 93:25, 95:13, 95:21, 97:3, 102:10, 103:13, 106:5, 106:11, 115:18, 124:11, 124:15, 124:22, 125:4 October [1] - 68:22 OF [2] - 2:1, 66:2 offenses [1] - 113:7 offer [3] - 4:9, 33:6, 64:25 offered [2] - 77:19, 96:2 office [7] - 31:18, 62:25, 79:15, 108:14, 108:15, 108:21, 121:21 Office [1] - 14:9 officer [4] - 16:7, 33:24, 34:1, 38:12 officers [7] - 18:10, 22:25, 40:10, 42:10, 87:21, 88:3, 88:15 offices [1] - 31:16 officially [1] - 76:25 often [4] - 17:11, 30:13, 52:4, 89:25 Old [2] - 53:2, 106:20 old [2] - 57:12, 62:6 OLD [1] - 110:13 on-site [1] - 8:20 once [11] - 19:22, 34:12, 42:13, 45:7, 68:1, 74:8, 74:19, 103:13, 103:14, 105:20, 105:21 One [1] - 55:25 one [42] - 12:16, 13:9, 14:23, 22:20, 22:24, 24:11, 24:24, 24:25, 30:11, 30:14, 33:8, 33:23, 38:19, 48:11, 50:8, 54:14, 54:18, 56:4, 56:20, 59:25, 60:24, 61:8, 62:24, 63:7, 65:11, 67:19, 77:23, 77:25, 78:21, 78:24, 80:11, 92:25, 95:14, 97:1, 99:25, 106:1, 109:21, 109:24, 110:3, 112:19, 112:22, 121:10</p>	<p>ones [1] - 95:14 ongoing [2] - 46:15, 72:3 online [3] - 50:15, 51:21, 80:9 open [4] - 29:7, 29:15, 30:18, 69:5 open-door [2] - 29:7, 29:15 openness [1] - 19:17 operate [2] - 25:11, 64:10 operation [1] - 81:1 Operations [1] - 68:15 operations [2] - 10:11, 41:3 opinion [1] - 13:15 opportunities [3] - 17:19, 38:14, 65:21 opportunity [12] - 15:8, 26:2, 32:19, 36:9, 36:19, 42:11, 46:17, 66:7, 73:15, 77:21, 77:24, 93:7 opposed [1] - 122:12 opposite [1] - 30:9 oppress [1] - 57:15 oppressive [1] - 56:18 option [1] - 85:21 options [3] - 74:14, 82:12, 82:19 ORDER [1] - 4:3 order [2] - 4:7, 31:23 ordered [3] - 44:14, 50:17, 112:3 Organization [1] - 6:12 organization [2] - 21:5, 79:1 organizational [8] - 17:4, 21:4, 21:10, 25:6, 26:21, 30:7, 40:8, 42:3 organizations [2] - 45:24, 62:8 Orlando [2] - 2:15, 47:21 otherwise [1] - 109:4 outlined [1] - 74:19 outside [7] - 6:23, 9:25, 60:25, 61:5, 93:13, 101:16, 101:17 outstanding [1] - 20:6 overall [1] - 124:19 overdose [1] - 71:21 overdoses [3] - 6:8, 9:10, 48:20</p>	<p>overlap [1] - 80:18 oversees [1] - 20:17 Oversight [12] - 4:6, 18:21, 23:11, 23:13, 42:2, 53:23, 53:25, 58:13, 63:18, 67:6, 68:10, 74:10 OVERSIGHT [1] - 1:8 overstated [1] - 26:4 overtime [1] - 22:25 own [3] - 39:22, 77:25, 111:19 owned [1] - 40:16</p>
P				
<p>P-E-R-K-I-N-S [1] - 35:15 P-H-I-L-L-I-P-S [1] - 47:15 p.m [4] - 4:2, 11:15, 110:15, 126:12 PAAR [2] - 72:13, 72:17 packaging [1] - 96:4 packet [1] - 52:17 PAD [1] - 69:2 PADOC [1] - 69:2 paid [1] - 108:19 pain [2] - 48:17, 49:10 painting [2] - 72:19, 72:24 palatable [1] - 99:19 pandemic [4] - 63:25, 76:25, 77:3, 103:22 paper [1] - 107:25 parenting [1] - 72:5 Parenting [1] - 72:9 parents [4] - 62:20, 72:6, 72:10, 78:24 parole [2] - 110:21, 119:15 part [9] - 10:4, 30:16, 46:23, 56:18, 60:22, 67:7, 84:19, 89:17, 118:18 participants [7] - 30:20, 70:25, 71:11, 71:16, 72:4, 73:15, 74:7 participate [4] - 11:13, 26:3, 34:18, 68:21 participated [1] - 26:16 particular [1] - 41:8 parties [2] - 21:16,</p>				

<p>114:20 partners [2] - 70:20, 110:1 pass [8] - 54:3, 59:20, 60:2, 60:3, 68:5, 69:22, 125:8, 125:10 passages [1] - 6:5 Passages [3] - 3:2, 5:20, 8:4 passed [1] - 72:21 past [9] - 10:23, 28:15, 28:17, 48:24, 52:18, 103:19, 103:25, 105:6, 122:17 Pastorek [1] - 47:4 Pat [2] - 3:9, 5:7 pat [2] - 8:21, 21:25 pat-downs [1] - 8:21 path [1] - 94:2 pathetic [1] - 48:1 Pathways [1] - 71:23 patient [2] - 76:13, 96:6 patients [5] - 75:14, 75:20, 76:1, 76:11, 78:2 Patricia [1] - 22:2 Patrick [2] - 3:10, 25:20 Patterson's [2] - 46:20, 98:19 Paul [2] - 47:6, 47:7 pay [3] - 17:17, 55:21, 59:16 Peace [1] - 73:21 pending [1] - 112:5 Penguin [1] - 50:22 Pennsylvania [2] - 1:22, 43:15 pension [2] - 48:8, 53:20 People [1] - 21:18 people [77] - 4:14, 7:2, 7:4, 8:14, 12:24, 14:11, 17:20, 26:14, 36:13, 37:22, 38:4, 44:8, 47:24, 48:17, 48:24, 50:12, 51:1, 51:3, 51:13, 52:1, 52:4, 53:6, 53:16, 54:6, 54:11, 54:14, 54:15, 54:19, 55:1, 55:20, 55:21, 56:5, 56:10, 57:5, 57:15, 57:20, 60:9, 62:21, 65:5, 82:19, 82:21, 83:4, 88:5, 89:23, 97:4, 100:10, 106:12, 107:20, 107:22,</p>	<p>108:1, 108:10, 109:15, 110:16, 110:17, 110:18, 110:19, 110:23, 111:1, 111:3, 111:5, 111:8, 111:9, 111:14, 111:22, 112:13, 112:20, 112:24, 112:25, 113:3, 113:9, 119:10, 119:16, 119:18, 119:24, 120:24, 124:16, 124:20 per [3] - 15:6, 120:12, 122:15 perceive [1] - 35:2 perceives [1] - 37:14 percent [21] - 10:23, 23:1, 23:4, 110:23, 110:25, 111:2, 111:8, 111:13, 111:21, 111:24, 112:24, 113:3, 113:8, 113:14, 114:9, 114:10, 114:15, 116:10, 118:16, 120:25, 121:18 percentage [1] - 10:22 perfect [4] - 64:21, 90:3, 94:1 perfectly [1] - 80:11 perform [2] - 11:10, 44:14 performed [1] - 11:7 period [5] - 10:10, 12:5, 14:11, 81:24, 118:25 Perkins [3] - 3:13, 35:13, 35:15 PERKINS [2] - 35:14, 35:19 permit [1] - 10:6 permitting [1] - 10:9 perplexed [1] - 58:6 persistence [1] - 21:15 person [13] - 21:18, 51:20, 51:22, 63:21, 86:17, 103:11, 105:4, 105:12, 109:23, 118:7, 119:6, 119:21, 122:16 person's [2] - 54:14, 54:19 personal [5] - 21:2, 21:13, 28:22, 30:20, 39:22 personally [3] - 78:7, 85:22, 91:24</p>	<p>personnel [1] - 18:10 persons [1] - 45:2 persuasion [1] - 28:11 pertaining [1] - 96:21 peter [1] - 19:24 Peter [2] - 3:9, 20:1 PHILLIPS [2] - 47:14, 47:17 Phillips [4] - 3:16, 47:13, 47:14, 47:15 philosophy [7] - 16:16, 16:18, 17:15, 32:11, 32:17, 33:25, 35:1 physical [4] - 35:8, 68:19, 68:23, 73:13 pick [1] - 58:12 picture [3] - 18:16, 50:5, 61:5 piece [1] - 37:8 piggyback [1] - 117:17 PIIN [13] - 16:20, 18:19, 21:9, 21:12, 22:18, 29:6, 31:20, 41:24, 42:4, 44:10, 44:25, 45:23, 109:22 PIIN's [5] - 16:4, 27:1, 27:8, 27:18, 37:19 Pilarski [4] - 2:5, 5:4, 13:14, 123:2 PILARSKI [18] - 5:4, 12:10, 80:21, 81:17, 81:20, 82:5, 82:9, 82:18, 83:1, 83:5, 83:9, 101:23, 123:6, 123:10, 123:14, 123:21, 124:1, 124:6 Pink [1] - 36:5 Pink's [1] - 17:13 piss [1] - 49:11 Pittsburgh [7] - 1:22, 18:15, 49:21, 61:3, 63:8, 73:7, 74:6 Pittsburgh's [1] - 70:11 place [17] - 39:25, 42:14, 46:8, 53:23, 54:2, 60:16, 63:9, 72:20, 74:21, 83:6, 83:10, 84:9, 98:22, 102:10, 108:9, 108:20, 115:24 Place [2] - 70:11, 72:8 placed [3] - 6:9, 10:16, 115:22</p>	<p>Placement [2] - 69:18, 71:5 places [3] - 61:4, 82:12, 97:20 placing [1] - 54:8 plan [8] - 20:11, 21:18, 22:4, 23:22, 24:4, 26:8, 58:18, 123:22 planning [3] - 19:19, 21:14, 26:13 plans [6] - 19:10, 22:19, 26:20, 41:4, 77:18, 111:19 plaque [5] - 46:21, 98:20, 98:22, 99:3, 99:7 plateaued [1] - 104:2 platform [1] - 79:17 Pleas [1] - 115:15 pleas [1] - 115:24 plethora [2] - 96:5, 96:8 pod [3] - 74:22, 90:25, 97:6 Pod [1] - 97:4 Pods [1] - 74:21 point [13] - 26:24, 55:13, 58:8, 82:25, 83:8, 95:22, 96:25, 102:11, 103:15, 104:18, 105:22, 120:23, 125:3 pointed [1] - 7:23 pointing [1] - 46:5 points [3] - 24:11, 26:6, 62:3 police [1] - 88:12 polices [1] - 25:9 policies [8] - 20:17, 20:19, 25:3, 35:22, 50:14, 53:23, 54:1, 104:19 policy [15] - 7:13, 26:13, 29:7, 29:15, 34:10, 40:16, 41:3, 54:13, 84:20, 85:15, 86:8, 86:10, 86:21, 90:14, 102:3 population [14] - 41:20, 72:14, 74:2, 98:6, 100:12, 102:15, 110:14, 113:14, 113:25, 114:8, 114:9, 114:12, 114:25, 116:11 populations [1] - 102:3 position [1] - 68:15 positional [1] - 28:12</p>	<p>positions [1] - 21:4 Positive [1] - 72:8 positive [12] - 8:25, 21:16, 39:7, 67:16, 76:21, 95:5, 103:5, 105:20, 105:22, 106:1, 106:2 possibility [1] - 118:7 possible [2] - 63:25, 113:23 possibly [5] - 7:10, 26:23, 88:24, 90:8, 93:1 posted [2] - 74:25, 120:23 Potential [1] - 70:4 potential [1] - 96:3 potentially [1] - 106:1 pour [2] - 43:7, 44:5 poured [1] - 43:24 pouring [12] - 43:1, 43:12, 43:16, 43:21, 44:6, 44:22, 45:3, 90:10, 90:11, 90:20, 91:3, 91:7 power [4] - 36:1, 36:11, 36:15, 57:20 powerful [1] - 19:9 powerfully [1] - 21:6 practical [1] - 72:10 practice [3] - 43:18, 91:14, 116:3 practices [2] - 51:22, 54:1 prayer [1] - 70:3 prayers [1] - 5:15 praying [1] - 63:5 pre [16] - 43:1, 43:7, 43:12, 43:16, 43:21, 43:24, 44:6, 44:22, 45:3, 90:10, 90:11, 90:20, 91:3, 91:7, 114:11, 114:15 pre-COVID [2] - 114:11, 114:15 pre-pour [1] - 43:7 pre-poured [1] - 43:24 pre-pouring [12] - 43:1, 43:12, 43:16, 43:21, 44:6, 44:22, 45:3, 90:10, 90:11, 90:20, 91:3, 91:7 pregnant [2] - 84:20, 85:13 prepare [3] - 41:22, 90:15, 90:24 prepared [2] - 13:25,</p>
--	--	---	---	---

<p>35:25 preparing [2] - 41:14, 109:14 Prerelease [1] - 69:25 prerelease [1] - 70:13 prescribed [1] - 75:10 presence [1] - 20:14 present [8] - 4:20, 4:25, 28:18, 35:20, 80:10, 116:21, 116:25, 120:13 presentation [1] - 106:10 presented [1] - 46:9 presenters [1] - 35:22 PRESENTERS [1] - 3:1 presents [1] - 103:11 President [3] - 43:10, 79:21, 80:10 pretrial [5] - 112:25, 113:9, 113:16, 113:20, 113:22 Pretrial [5] - 113:5, 113:12, 116:15, 116:24, 117:19 pretty [1] - 107:7 prevent [1] - 38:21 prevention [1] - 71:22 previous [4] - 43:7, 44:4, 77:19, 87:14 previously [4] - 77:3, 97:23, 111:12, 122:17 price [1] - 121:12 pride [1] - 65:19 primary [1] - 95:14 Prison [2] - 30:15, 49:21 privacy [3] - 29:9, 29:16, 108:24 private [3] - 108:9, 108:11, 108:16 privilege [1] - 67:18 pro [2] - 39:11, 117:2 proactive [4] - 20:10, 22:17, 32:24, 77:13 probation [3] - 110:20, 111:11, 119:15 Probation [4] - 14:9, 111:10, 111:15, 111:23 problem [8] - 8:9, 8:16, 10:19, 14:25, 33:9, 39:14, 41:9,</p>	<p>92:20 problems [5] - 22:9, 27:5, 39:18, 109:7, 109:8 procedure [1] - 46:15 procedures [7] - 25:10, 35:3, 77:2, 77:8, 77:11, 79:11, 104:19 proceedings [1] - 127:5 proceeds [1] - 70:12 process [26] - 26:3, 26:13, 26:18, 33:9, 40:7, 44:21, 70:4, 74:10, 77:13, 77:17, 80:2, 81:7, 81:12, 81:22, 82:4, 82:25, 86:23, 110:6, 114:18, 116:23, 122:24, 123:3, 123:16, 123:17, 124:2, 124:21 processes [2] - 50:25, 51:2 processing [1] - 31:7 procreative [1] - 101:11 producing [1] - 26:16 profession [1] - 16:15 professional [2] - 28:22, 42:16 professionalism [2] - 36:8, 67:13 professionals [2] - 16:19, 42:12 Professionals [1] - 69:19 professions [1] - 42:16 profits [1] - 121:14 Program [7] - 9:6, 71:9, 71:12, 72:9, 73:22, 78:21 program [9] - 10:20, 11:1, 11:2, 12:25, 14:12, 14:15, 70:25, 72:9, 73:16 programming [3] - 64:24, 72:3, 72:5 Programs [2] - 51:20, 75:4 programs [1] - 81:4 progress [2] - 107:2, 110:10 progresses [1] - 110:11 Project [3] - 11:8,</p>	<p>49:21, 71:25 projects [1] - 11:6 prom [1] - 59:23 promote [1] - 33:3 promoted [1] - 68:14 promotions [1] - 68:11 prompt [1] - 59:24 promptly [1] - 107:15 pronoun [1] - 19:15 properly [2] - 66:16, 122:7 proportion [1] - 22:16 proposals [1] - 95:17 Proposals [1] - 96:4 proposed [1] - 88:24 protection [2] - 101:15, 101:19 protocol [1] - 105:19 proud [2] - 67:18, 77:20 prouder [1] - 78:10 proven [1] - 100:20 provide [13] - 8:21, 18:1, 26:2, 36:2, 40:14, 45:5, 52:15, 75:4, 87:21, 106:21, 117:13, 119:22, 120:10 Provide [1] - 38:14 provided [9] - 31:17, 36:10, 38:10, 56:6, 73:14, 87:12, 87:19, 87:22, 107:15 providers [2] - 41:17, 41:23 provides [1] - 70:13 providing [5] - 34:19, 42:16, 70:21, 108:18, 117:4 provoking [1] - 33:1 proxy [1] - 112:1 Proxy [1] - 111:15 psychiatry [1] - 76:14 PUBLIC [2] - 3:7, 15:15 Public [2] - 71:24, 127:14 public [17] - 4:9, 4:14, 5:22, 15:4, 15:5, 15:9, 51:2, 80:3, 80:8, 81:5, 89:22, 108:5, 108:15, 109:10, 114:20, 114:22, 124:11 publicly [3] - 45:11, 65:8, 126:4</p>	<p>publisher [2] - 50:16, 50:23 pull [1] - 118:13 pulled [1] - 11:2 punish [2] - 32:19, 33:5 punishment [5] - 32:22, 34:2, 49:2, 51:1, 51:7 punitive [3] - 16:15, 32:11, 34:9 purchase [1] - 64:6 Purpose [2] - 73:9, 73:11 purpose [3] - 17:18, 42:15, 101:20 purposeful [1] - 73:13 purposes [1] - 119:6 put [2] - 6:18, 30:15, 42:7, 50:8, 50:15, 54:2, 54:18, 58:18, 60:23, 61:4, 62:2, 64:22, 85:1, 98:23, 99:3, 99:7, 100:14, 101:6, 108:4, 109:14, 118:22, 124:4 puts [1] - 43:8 putting [1] - 121:21</p> <p style="text-align: center;">Q</p> <p>qualified [2] - 82:20, 82:23 qualities [1] - 20:6 quality [1] - 73:12 quarantine [1] - 105:19 quarantining [2] - 79:9, 102:14 quarterly [1] - 120:17 questions [26] - 6:16, 7:20, 11:18, 12:14, 14:16, 14:17, 18:1, 19:2, 35:21, 35:24, 41:6, 51:12, 78:15, 78:16, 78:20, 79:7, 83:14, 83:18, 94:21, 98:17, 99:8, 100:24, 102:5, 106:17, 116:1, 120:3 queues [2] - 76:9, 76:14 quick [1] - 120:23 quickly [4] - 64:5, 74:17, 74:18, 110:11 quite [4] - 30:8, 58:11, 58:19, 107:2 quo [1] - 22:11</p>	<p>quorum [2] - 125:13, 125:15 quote [2] - 33:5, 33:8 quotes [1] - 32:20</p> <p style="text-align: center;">R</p> <p>Race [1] - 11:15 radar [1] - 106:13 radiation [2] - 101:9, 101:12 raised [1] - 36:4 randomized [2] - 103:16, 103:17 rank [3] - 21:7, 21:10, 68:12 rapport [1] - 31:23 rat [1] - 58:21 rate [8] - 10:24, 22:6, 22:20, 22:22, 22:24, 23:3, 44:19, 77:4 rather [4] - 21:3, 28:12, 28:13, 32:23 ray [1] - 85:25 re [1] - 59:9 reach [4] - 82:10, 108:6, 109:18, 109:23 reached [2] - 83:1, 104:16 reacting [1] - 22:15 reaction [1] - 34:23 read [3] - 18:24, 63:16, 87:12 reading [3] - 47:1, 50:8, 51:3 ready [1] - 78:15 real [1] - 57:8 realities [1] - 28:17 reality [2] - 78:22, 78:23 realize [3] - 30:22, 40:2, 88:21 really [14] - 12:22, 13:12, 22:14, 25:12, 60:14, 64:15, 82:1, 83:2, 97:1, 97:11, 99:5, 101:1, 108:7, 116:14 reason [5] - 56:12, 57:9, 88:14, 113:1, 119:19 reasoning [1] - 85:19 reasons [6] - 16:4, 37:4, 110:20, 111:17, 111:19, 121:9 rec [1] - 51:8 receive [3] - 9:1, 56:10, 120:12 received [7] - 9:3,</p>
---	--	---	--	--

<p>10:6, 50:4, 69:6, 71:3, 71:10, 78:9</p> <p>receiving [2] - 52:2, 75:11</p> <p>recent [2] - 43:3, 44:10</p> <p>recently [1] - 44:16</p> <p>receptively [1] - 28:2</p> <p>recognition [1] - 25:14</p> <p>recognize [6] - 21:17, 24:2, 30:6, 37:13, 65:1, 77:21</p> <p>recognizes [1] - 36:5</p> <p>recommend [5] - 16:10, 27:24, 35:4, 38:14, 89:13</p> <p>recommendation [7] - 27:1, 29:6, 31:20, 101:24, 117:19, 118:5, 118:19</p> <p>recommendations [12] - 16:5, 20:4, 27:6, 27:19, 42:7, 43:3, 62:7, 86:24, 103:20, 104:13, 105:22, 118:2</p> <p>recommended [3] - 17:7, 103:18, 119:4</p> <p>recommends [1] - 22:18</p> <p>reconcile [1] - 99:24</p> <p>record [1] - 5:23</p> <p>recording [1] - 127:7</p> <p>records [1] - 23:14</p> <p>recover [1] - 24:25</p> <p>Recovery [6] - 3:2, 5:20, 6:5, 8:5, 69:16, 71:24</p> <p>recovery [4] - 5:16, 8:11, 71:20, 75:16</p> <p>recreational [1] - 52:3</p> <p>recruiting [3] - 70:1, 80:4, 95:2</p> <p>recruits [1] - 38:13</p> <p>rectified [1] - 10:19</p> <p>reducing [2] - 36:7, 41:13</p> <p>Reduction [1] - 71:17</p> <p>reduction [1] - 71:21</p> <p>reentrants [5] - 11:1, 11:6, 11:9, 11:13, 12:5</p> <p>Reentry [1] - 71:16</p> <p>reevaluations [1] - 112:4</p> <p>refer [1] - 19:4</p> <p>reference [3] - 16:6, 16:21, 17:13</p>	<p>referenced [1] - 77:22</p> <p>references [1] - 31:6</p> <p>referendum [1] - 48:23</p> <p>referrals [2] - 70:20, 71:10</p> <p>referring [2] - 19:7, 19:16</p> <p>reflect [1] - 116:18</p> <p>reflection [2] - 28:3, 40:7</p> <p>reflective [1] - 76:18</p> <p>reflects [1] - 21:2</p> <p>regarding [7] - 16:25, 27:5, 27:13, 41:3, 41:7, 77:7, 99:11</p> <p>region [1] - 64:23</p> <p>registered [1] - 43:19</p> <p>regular [2] - 73:5, 95:16</p> <p>regulations [1] - 85:1</p> <p>Rehabilitate [1] - 71:25</p> <p>rehabilitation [1] - 67:8</p> <p>reinforcing [1] - 21:11</p> <p>reinstating [1] - 104:24</p> <p>reject [2] - 32:11, 50:21</p> <p>relapse [1] - 71:20</p> <p>related [4] - 17:17, 76:8, 102:14, 111:19</p> <p>relationship [4] - 15:24, 27:11, 37:18, 72:18</p> <p>relationships [4] - 16:12, 41:16, 72:11, 72:15</p> <p>release [9] - 10:20, 41:23, 63:24, 70:22, 71:15, 73:16, 75:12, 114:21, 118:20</p> <p>Release [2] - 70:16, 75:1</p> <p>released [5] - 56:5, 71:7, 74:8, 115:6, 118:19</p> <p>releases [1] - 10:25</p> <p>releasing [1] - 114:17</p> <p>Reliant [1] - 43:11</p> <p>relies [1] - 21:10</p> <p>reluctance [1] - 22:16</p>	<p>relying [1] - 28:11</p> <p>remain [2] - 67:2, 77:13</p> <p>remainder [2] - 111:16, 120:17</p> <p>remaining [1] - 31:15</p> <p>remarkable [2] - 67:13, 95:1</p> <p>remember [1] - 33:8</p> <p>Remember [1] - 30:16</p> <p>remind [3] - 57:8, 57:18, 57:19</p> <p>remodeling [1] - 72:24</p> <p>remove [1] - 51:3</p> <p>removed [1] - 14:13</p> <p>Renewal [4] - 3:3, 9:20, 10:3, 11:12</p> <p>Renovation [1] - 72:19</p> <p>reoffend [1] - 111:15</p> <p>reoffense [3] - 113:4, 113:11, 113:22</p> <p>repair [1] - 72:19</p> <p>replacement [1] - 57:7</p> <p>report [16] - 5:21, 6:6, 9:1, 9:23, 11:16, 12:6, 14:5, 14:10, 22:23, 42:8, 46:23, 52:8, 69:23, 75:4, 80:8, 108:2</p> <p>REPORT [1] - 66:20</p> <p>Report [3] - 49:24, 52:11, 66:19</p> <p>reported [1] - 8:19</p> <p>reporting [1] - 76:19</p> <p>Reports [1] - 5:19</p> <p>reports [4] - 50:2, 107:15, 107:23, 107:25</p> <p>REPORTS [1] - 6:1</p> <p>Representative [1] - 44:11</p> <p>represented [1] - 30:19</p> <p>request [5] - 51:25, 96:21, 107:23, 109:22</p> <p>requested [1] - 96:11</p> <p>requests [2] - 76:10, 96:12</p> <p>Requests [1] - 96:3</p> <p>require [1] - 74:15</p> <p>required [1] - 117:11</p> <p>requires [1] - 116:20</p> <p>requiring [2] - 10:5, 105:7</p> <p>rescinded [1] - 75:24</p> <p>resentment [1] -</p>	<p>33:2</p> <p>resident [5] - 35:6, 41:22, 43:9, 43:25, 44:2</p> <p>Residential [1] - 71:5</p> <p>residents [11] - 18:15, 19:12, 19:18, 31:22, 32:3, 41:14, 45:15, 46:14, 64:2, 79:17</p> <p>residents' [1] - 19:18</p> <p>resilience [1] - 67:15</p> <p>resistance [3] - 26:22, 33:2, 39:8</p> <p>resolve [1] - 109:7</p> <p>Resource [1] - 16:23</p> <p>resource [1] - 37:16</p> <p>resources [6] - 56:7, 64:24, 70:21, 71:21, 72:2, 95:9</p> <p>respect [2] - 4:11, 56:9</p> <p>respective [1] - 68:4</p> <p>respond [1] - 53:3</p> <p>responded [1] - 64:5</p> <p>respondent [1] - 30:14</p> <p>response [10] - 14:18, 31:17, 33:23, 66:9, 96:16, 99:9, 106:18, 120:4, 122:9, 122:13</p> <p>responses [5] - 24:5, 32:14, 36:3, 38:9, 43:5</p> <p>responsibilities [1] - 20:21</p> <p>responsibility [3] - 39:25, 40:6, 40:8</p> <p>responsible [1] - 86:14</p> <p>responsive [1] - 62:24</p> <p>rest [4] - 49:6, 49:8, 49:11, 81:14</p> <p>restoration [1] - 75:24</p> <p>restraint [1] - 65:9</p> <p>result [3] - 24:12, 78:5, 110:25</p> <p>results [2] - 38:7, 45:5</p> <p>resume [3] - 73:4, 74:1, 74:4</p> <p>resumes [1] - 74:5</p> <p>resuming [1] - 73:4</p> <p>resurrect [1] - 17:23</p> <p>retention [1] - 27:6</p> <p>retire [1] - 53:19</p> <p>retired [1] - 82:21</p>	<p>retirement [3] - 65:19, 66:24, 67:21</p> <p>retires [1] - 80:19</p> <p>retroactive [1] - 32:22</p> <p>return [4] - 4:12, 41:14, 50:25, 51:9</p> <p>returned [4] - 7:10, 7:12, 11:3, 102:12</p> <p>REVIEW [1] - 66:2</p> <p>review [4] - 66:5, 66:8, 86:23, 114:19</p> <p>reviewed [4] - 113:23, 115:14, 115:23</p> <p>reviews [1] - 23:14</p> <p>revised [1] - 24:13</p> <p>revocations [1] - 11:2</p> <p>revoked [1] - 118:24</p> <p>RFP [1] - 124:4</p> <p>Rich [2] - 5:3, 55:15</p> <p>Richard [2] - 2:6, 47:3</p> <p>rightfully [1] - 52:25</p> <p>risk [2] - 20:12, 47:1</p> <p>risk [8] - 33:13, 43:9, 43:25, 111:14, 111:25, 113:10, 113:17, 113:21</p> <p>Risk [2] - 111:15, 113:5</p> <p>River [1] - 71:23</p> <p>rob [1] - 57:16</p> <p>Robert [2] - 47:3, 47:5</p> <p>rock [1] - 64:15</p> <p>rocks [1] - 64:12</p> <p>Roger [1] - 47:6</p> <p>roll [1] - 4:18</p> <p>rolling [1] - 13:1</p> <p>Ronald [1] - 47:8</p> <p>Ronell [1] - 69:18</p> <p>Ronnie [2] - 3:12, 32:6</p> <p>room [6] - 8:24, 53:7, 60:24, 90:1, 105:15, 124:17</p> <p>Room [1] - 1:18</p> <p>roots [1] - 24:12</p> <p>Ross [1] - 47:7</p> <p>rough [1] - 49:19</p> <p>rude [1] - 4:15</p> <p>rule [1] - 60:10</p> <p>RULES [1] - 4:3</p> <p>run [1] - 82:17</p> <p>running [1] - 56:23</p> <p>runs [1] - 119:21</p>
--	---	--	---	--

S				
<p>S-H-A-U-G-H-N-E-S -S-Y [1] - 40:23 S-W-A-N-S-O-N [1] - 37:1 sabotage [2] - 26:23, 33:4 sadist [1] - 48:14 safe [1] - 114:23 safely [1] - 63:24 safety [12] - 42:17, 67:8, 84:2, 86:14, 87:4, 100:8, 100:13, 100:21, 111:20, 114:20, 117:22 Sangi [1] - 118:12 sat [1] - 107:17 satisfaction [2] - 16:7, 16:8 Satisfaction [1] - 43:4 satisfactory [1] - 92:13 Saturday [1] - 11:14 Saturdays [1] - 71:1 save [1] - 46:13 saving [1] - 42:17 saw [1] - 97:3 scan [2] - 84:22, 101:20 scanned [1] - 102:4 scanner [10] - 54:23, 84:5, 84:7, 84:12, 84:19, 85:7, 85:11, 86:5, 101:3, 102:1 scapegoat [1] - 55:12 scenario [2] - 34:16, 34:21 scenario-based [1] - 34:21 schedule [2] - 96:17, 96:18 scheduled [6] - 68:19, 68:20, 68:22, 68:24, 73:6, 73:23 school [3] - 73:2, 73:3, 73:5 School [1] - 18:14 Score [1] - 111:16 score [1] - 112:1 scream [1] - 4:13 screaming [1] - 15:7 screened [4] - 113:4, 113:10, 113:17, 113:21 screening [1] - 102:23</p>	<p>screenings [2] - 102:19, 102:21 search [21] - 48:20, 52:16, 54:24, 55:17, 81:25, 84:10, 84:14, 85:3, 85:4, 85:15, 86:5, 86:20, 99:21, 100:3, 100:12, 123:11, 123:15, 123:19, 124:2 searched [3] - 84:1, 99:14, 100:17 searches [5] - 8:21, 8:22, 8:24, 52:20 searching [7] - 52:24, 54:21, 83:20, 85:8, 85:22, 99:11 season [2] - 95:22, 96:25 second [7] - 26:10, 30:19, 66:13, 66:14, 120:20, 120:22, 124:8 seconded [3] - 66:16, 122:7, 126:2 secondly [1] - 35:19 section [2] - 17:25, 50:10 secure [1] - 74:22 security [4] - 84:3, 86:15, 87:5, 100:21 see [18] - 16:3, 21:16, 32:18, 52:19, 54:17, 60:6, 79:18, 80:9, 81:4, 89:16, 93:8, 95:20, 101:22, 104:20, 105:24, 109:7, 110:3, 112:15 seeing [1] - 76:22 seek [1] - 120:18 seeking [1] - 28:12 seem [1] - 12:11 segment [1] - 100:12 segregated [3] - 97:25, 98:2, 98:3 select [1] - 26:21 self [4] - 9:5, 28:10, 40:7, 72:16 self-admission [1] - 9:5 self-awareness [1] - 28:10 self-esteem [1] - 72:16 self-reflection [1] - 40:7 sellers [1] - 55:2 send [6] - 18:24, 50:22, 82:19, 91:21, 91:24, 96:9 sense [9] - 17:18,</p>	<p>19:16, 28:9, 28:25, 36:6, 42:15, 86:11, 90:3 sensitive [1] - 101:11 sent [6] - 18:20, 59:9, 90:19, 91:3, 91:7, 91:18 sentence [3] - 59:25, 110:24, 111:2 sentences [1] - 110:22 separate [1] - 102:15 September [14] - 1:13, 6:13, 59:18, 68:18, 69:8, 70:10, 71:19, 72:17, 73:6, 73:18, 73:24, 110:15, 114:6, 114:14 serious [6] - 34:6, 39:18, 51:14, 52:23, 58:23, 89:13 seriously [2] - 42:6, 86:22 seriousness [1] - 113:7 servant [5] - 17:7, 27:20, 27:21, 27:25, 29:13 serve [2] - 43:11, 70:2 serviced [1] - 71:10 service [7] - 10:12, 11:6, 11:7, 11:10, 11:14, 65:25, 111:18 Service [2] - 71:5, 78:4 services [11] - 51:16, 70:14, 70:21, 75:5, 75:17, 76:10, 76:13, 77:15, 78:1, 95:11, 96:2 Services [5] - 71:16, 73:1, 116:15, 116:24, 117:19 servicing [2] - 110:24, 111:2 session [1] - 73:14 sessions [2] - 68:22, 74:3 seven [6] - 13:3, 13:6, 13:15, 25:5, 46:12, 62:11 several [5] - 36:3, 68:20, 98:6, 107:12, 109:1 severely [1] - 34:11 sexually [1] - 56:22 shape [1] - 25:5 shapes [1] - 25:12</p>	<p>share [3] - 46:17, 51:22, 95:23 shared [2] - 25:3, 77:9 Sharon [3] - 3:15, 45:19, 45:20 SHAUGHNESSY [1] - 40:21 Shaughnessy [2] - 3:14, 40:23 SHAYNA [1] - 6:4 Shayna [2] - 3:2, 6:3 Sheriff [5] - 2:8, 5:5, 108:17, 108:21, 125:24 SHERIFF [3] - 5:6, 66:14, 125:25 Sheriff's [1] - 108:23 shield [1] - 101:6 shift [3] - 43:7, 43:24, 44:4 shifting [1] - 52:13 shocking [1] - 18:16 short [2] - 22:7, 49:7 short-term [1] - 22:7 shortest [1] - 69:7 shortly [1] - 10:8 show [2] - 117:23, 118:1 showers [1] - 56:23 showing [1] - 29:2 Shuman's [2] - 99:17, 100:1 shut [1] - 114:2 sick [2] - 76:9, 76:12 Side [1] - 70:12 sidewalk [1] - 10:4 sights [1] - 6:8 sign [1] - 40:22 sign-in [1] - 40:22 signage [1] - 102:2 significant [2] - 44:7, 77:10 significantly [1] - 44:18 similar [1] - 85:25 simple [2] - 92:7, 92:12 simply [6] - 20:24, 22:14, 25:10, 93:10, 100:15, 115:24 sincerely [1] - 64:17 single [4] - 77:4, 105:4, 105:12, 112:19 sister [1] - 61:21 Sister [4] - 3:15, 42:20, 42:21, 42:22 sit [2] - 65:9, 91:8 site [2] - 6:11, 8:20</p>	<p>sitting [1] - 88:10 situation [2] - 22:15, 40:15 situations [2] - 64:15, 107:14 six [6] - 11:25, 12:4, 12:10, 13:5, 13:16, 25:1 size [1] - 41:20 skill [1] - 6:24 skills [3] - 21:14, 27:9, 71:20 slow [1] - 117:7 slowed [1] - 116:23 slower [1] - 116:19 slowing [1] - 117:6 small [2] - 106:23 smaller [2] - 121:17 smiling [1] - 86:11 smuggle [1] - 48:18 Snook [1] - 43:14 Social [1] - 18:14 social [1] - 73:19 solitary [4] - 48:22, 54:9, 55:4, 55:8 solution [1] - 63:6 solutions [2] - 62:7, 62:18 solve [1] - 8:9 someone [11] - 30:5, 33:5, 40:3, 44:22, 48:15, 59:23, 83:10, 87:24, 105:24, 116:3, 122:24 sometimes [7] - 21:6, 82:20, 118:17, 118:21, 118:24, 119:5 somewhat [5] - 12:13, 58:6, 116:19, 116:23, 117:5 somewhere [1] - 98:4 son [1] - 62:10 son's [1] - 62:22 soon [2] - 40:2, 103:10 sooner [1] - 112:16 sophisticated [2] - 31:1, 40:11 sorry [12] - 4:5, 5:12, 29:23, 33:19, 35:12, 35:13, 58:16, 63:17, 79:6, 79:13, 87:2, 114:7 sort [4] - 7:22, 8:8, 116:11 sound [1] - 99:20 sounds [1] - 15:11 source [1] - 121:20 space [1] - 60:24</p>

<p>speaker [1] - 73:10 speakers [1] - 71:22 SPEAKERS [1] - 3:7 speaking [7] - 3:14, 15:12, 19:10, 30:13, 61:22, 91:1, 91:5 speaks [2] - 33:24, 78:8 special [1] - 11:5 Specialist [2] - 94:22, 95:1 specialists [1] - 76:16 specializes [1] - 43:20 specific [1] - 115:25 specifically [3] - 96:9, 96:10, 107:13 specifics [1] - 115:21 speeches [1] - 31:2 speed [1] - 117:8 speedy [1] - 5:15 spell [1] - 5:23 spelled [3] - 6:3, 18:7, 47:15 Spencer [1] - 47:9 spend [1] - 49:7 spent [1] - 58:15 spike [3] - 76:19, 106:7, 106:9 spirit [1] - 64:10 spirited [1] - 53:14 Spisak [1] - 47:7 spoken [1] - 61:25 spread [1] - 102:16 spreads [1] - 103:14 Springs [1] - 10:17 stabilization [1] - 75:25 staff [59] - 8:18, 8:19, 8:20, 15:24, 16:2, 16:8, 16:13, 16:14, 16:18, 17:11, 19:12, 19:18, 22:13, 23:3, 23:9, 23:17, 26:7, 26:12, 27:4, 27:6, 28:23, 29:3, 29:8, 29:10, 29:16, 30:18, 30:22, 31:22, 32:3, 34:15, 34:17, 35:1, 36:3, 36:5, 37:11, 37:12, 37:14, 38:9, 38:11, 38:13, 38:21, 39:16, 40:9, 41:15, 42:11, 43:6, 44:17, 46:18, 64:4, 64:25, 65:12, 74:11, 77:21, 77:24, 80:5, 91:15, 92:21, 96:6</p>	<p>Staff [2] - 43:4, 43:11 staff's [4] - 24:18, 27:6, 36:19, 42:15 staffed [1] - 23:6 staffing [7] - 22:5, 38:18, 68:9, 79:24, 95:19, 124:12, 124:18 stakeholders [2] - 6:10, 6:19 stale [1] - 62:6 standards [4] - 23:7, 41:2, 41:8, 43:13 start [6] - 5:20, 6:11, 6:13, 18:8, 68:9, 110:2 started [7] - 5:10, 10:3, 60:17, 72:13, 104:17, 123:14, 123:17 starting [1] - 72:17 State [24] - 43:15, 44:11, 75:21, 75:22, 75:23, 80:18, 80:21, 81:9, 81:20, 82:10, 82:13, 82:15, 82:18, 82:21, 85:1, 85:6, 101:14, 101:24, 111:5, 112:5, 112:10, 112:21, 116:20, 117:10 state [14] - 5:22, 15:8, 20:23, 22:13, 24:10, 30:10, 30:14, 34:10, 39:19, 44:6, 45:1, 72:22, 72:23 state-certified [1] - 72:23 statement [4] - 18:12, 18:18, 35:25, 63:15 statements [2] - 40:1, 78:20 states [1] - 43:20 States [1] - 69:10 status [4] - 22:11, 54:7, 97:5, 98:11 stay [2] - 37:23, 47:2 staying [3] - 37:21, 67:24, 89:5 stays [1] - 80:25 stead [1] - 89:25 Steeler [1] - 73:8 step [1] - 67:21 Stephen [2] - 2:5, 17:4 steps [2] - 8:8, 100:20 STEVE [1] - 14:8 Steve [4] - 3:4, 12:16, 14:8, 81:13</p>	<p>steve [1] - 5:4 stewardship [1] - 28:20 stick [3] - 16:16, 17:15, 32:17 still [10] - 10:12, 51:16, 68:25, 84:13, 100:13, 100:20, 102:22, 106:2, 109:17, 114:22 Still [1] - 47:4 stipulations [1] - 90:16 stop [11] - 15:11, 15:14, 17:21, 54:21, 55:5, 60:4, 90:20, 91:3, 91:7, 93:10, 93:19 stopped [1] - 102:20 straight [1] - 104:5 strategic [5] - 20:11, 22:4, 22:19, 23:21, 24:4 strategical [1] - 21:14 strategies [11] - 17:6, 22:8, 27:13, 27:20, 27:25, 29:13, 35:9, 38:21, 41:20, 41:21, 72:10 strategy [1] - 26:8 street [1] - 10:5 Streit [1] - 1:21 strength [2] - 31:8, 39:13 strengths [1] - 21:13 stress [2] - 40:8, 40:10 stresses [1] - 19:6 stretches [1] - 56:24 strict [1] - 48:15 striking [1] - 16:17 strip [22] - 48:20, 52:16, 52:20, 52:24, 54:21, 54:24, 83:20, 84:1, 84:9, 84:13, 85:3, 85:4, 85:8, 85:15, 85:22, 86:5, 86:20, 99:11, 99:14, 99:21, 100:11, 100:17 strip-search [4] - 52:16, 54:24, 85:4, 99:21 strip-searched [3] - 84:1, 99:14, 100:17 strip-searching [6] - 52:24, 54:21, 83:20, 85:8, 85:22, 99:11 strips [1] - 70:19 strong [3] - 36:13,</p>	<p>42:15, 72:11 stronger [1] - 34:7 structure [6] - 16:11, 17:10, 27:23, 30:7, 42:3, 51:1 structures [1] - 51:8 stuck [1] - 57:14 studies [1] - 31:12 study [1] - 31:16 stuff [1] - 52:10 style [1] - 31:6 subject [3] - 44:2, 84:19, 108:22 subjected [1] - 51:5 Sublocade [2] - 75:14, 75:15 submit [1] - 95:17 Suboxone [2] - 75:13, 75:15 subscription [1] - 51:16 subsequent [1] - 117:24 substance [1] - 71:8 Substance [2] - 69:16, 75:7 substitute [1] - 35:23 success [3] - 24:18, 67:16, 68:3 successes [1] - 65:12 successful [4] - 11:1, 17:1, 17:22, 24:7 successfully [1] - 14:12 suffering [2] - 49:8 suggest [1] - 23:19 suggestion [12] - 21:19, 25:13, 27:8, 29:11, 31:4, 31:25, 34:24, 36:17, 38:19, 40:13, 41:6, 41:18 suggestions [5] - 19:1, 19:14, 50:7, 58:24, 94:12 sum [1] - 29:2 super [1] - 52:10 supervisors [2] - 87:22, 88:3 supplied [1] - 10:16 supplies [2] - 10:18, 95:9 support [8] - 27:12, 34:4, 38:10, 68:3, 72:2, 75:16, 77:19, 96:5 supporting [3] - 28:20, 31:23, 72:6 supportive [1] -</p>	<p>32:13 suppose [1] - 101:10 supposed [5] - 8:10, 25:11, 33:6, 114:5, 114:6 surprised [2] - 37:16, 97:11 surrounding [1] - 86:24 surveillance [1] - 103:20 survey [9] - 16:7, 16:8, 17:1, 18:15, 27:4, 30:20, 31:12, 33:24, 40:12 Survey [2] - 30:15, 43:5 surveying [1] - 18:9 surveys [11] - 16:6, 16:10, 16:20, 17:12, 24:5, 32:14, 34:15, 36:3, 37:20, 37:21, 38:8 suspending [1] - 30:24 suspicion [1] - 86:16 SWANSON [2] - 36:25, 37:3 Swanson [3] - 3:13, 36:24, 37:1 symptomatic [1] - 106:12 synonymous [1] - 20:24 system [6] - 25:2, 41:13, 54:5, 56:18, 76:7, 114:19</p>
T				
<p>T-I-E-R-N-E-Y [1] - 25:22 table [1] - 56:4 Table [1] - 22:23 tablet [3] - 74:13, 74:15 tablets [10] - 51:24, 52:1, 52:2, 52:9, 54:7, 64:6, 74:25, 79:14, 107:22, 109:16 take-away [1] - 119:3 Talent [2] - 94:22, 94:25 talks [1] - 30:5 Talotta [1] - 47:9 Tanisha [3] - 3:17, 53:11, 56:2 tanisha [1] - 53:12 targeted [1] - 72:6</p>				

<p>task [1] - 18:19 teach [2] - 32:19, 33:5 teachers [1] - 70:3 team [5] - 20:22, 67:7, 77:6, 77:9, 78:11 teamwork [1] - 67:15 technical [1] - 14:14 technically [1] - 82:8 techniques [1] - 52:16 technology [1] - 85:25 telephone [1] - 109:21 temp [1] - 10:13 temporary [2] - 10:12 ten [4] - 15:22, 43:5, 45:8, 72:20 tenure [3] - 53:20, 54:2, 107:4 term [5] - 22:7, 121:4, 121:19, 121:22 terminating [1] - 44:9 termination [1] - 34:8 terms [2] - 50:6, 65:3 Terri [4] - 2:9, 98:17, 104:10, 117:18 terri [2] - 5:1, 11:19 terrible [1] - 56:15 test [7] - 70:18, 72:22, 105:20, 105:21, 105:24, 105:25, 106:2 tested [3] - 8:25, 103:4, 103:11 testimony [2] - 117:4, 117:13 testing [5] - 68:23, 103:8, 103:16, 103:18, 103:20 tests [3] - 8:24, 68:19, 105:24 thanking [1] - 18:8 THE [2] - 2:1, 66:2 themes [1] - 38:6 themselves [1] - 48:15 therapies [1] - 35:8 therapy [1] - 73:4 thereby [1] - 21:11 therefore [1] - 83:24 they've [5] - 61:14, 97:17, 97:19, 97:21, 123:14 thinking [4] - 16:25, 28:14, 38:17, 101:16</p>	<p>thinks [1] - 100:7 third [2] - 26:14, 27:2 Thomas [2] - 47:7, 69:18 threats [2] - 32:12, 32:16 three [13] - 4:10, 6:7, 7:2, 7:5, 7:6, 15:5, 17:24, 24:19, 43:23, 48:24, 72:17, 81:23, 120:10 threshold [1] - 104:24 thrive [1] - 67:23 throughout [5] - 24:5, 26:12, 26:18, 76:24, 80:2 Throughout [1] - 67:12 throw [1] - 100:22 thursday [1] - 1:12 Tier [6] - 76:3, 76:5, 76:6, 97:4, 97:5, 97:14 tier [2] - 54:5, 76:6 TIERNEY [2] - 25:21, 25:24 Tierney [3] - 3:10, 25:20, 25:22 tiers [1] - 54:11 Tim [1] - 47:10 title [1] - 20:25 TO [1] - 4:3 today [5] - 28:15, 46:24, 47:19, 76:21, 104:8 together [2] - 39:17, 62:2 toilets [1] - 10:13 tolerance [1] - 34:10 Toma [1] - 109:13 tonight [4] - 83:19, 88:11, 89:22, 90:12 took [3] - 53:16, 72:20, 110:12 tooth [2] - 56:21, 62:12 top [4] - 16:11, 17:10, 26:21, 30:7 top-down [3] - 16:11, 17:10, 30:7 topic [1] - 52:22 Torrance [12] - 75:18, 75:21, 75:22, 75:23, 112:5, 112:10, 112:13, 112:14, 112:16, 112:17, 112:20, 112:23 total [5] - 10:21, 71:2, 71:3, 71:10,</p>	<p>71:13 tough [1] - 65:9 tournament [1] - 70:10 toward [3] - 28:9, 32:24, 88:13 towards [1] - 26:24 town [2] - 60:19, 60:20 toxic [3] - 22:6, 24:6, 42:4 trade [1] - 100:8 trade-off [1] - 100:8 traditionally [2] - 97:15, 98:7 training [9] - 32:14, 34:16, 34:17, 34:18, 34:21, 35:4, 38:10, 70:6, 73:13 Training [2] - 73:9, 73:11 transcript [1] - 127:9 transfer [1] - 69:4 transferred [2] - 71:6, 75:20 transfers [2] - 69:2, 69:11 transition [1] - 80:16 transitioned [1] - 75:15 transparent [1] - 15:23 trauma [1] - 72:13 treat [2] - 37:15, 37:17 treated [4] - 65:5, 75:12, 75:13, 75:17 treatment [4] - 6:19, 62:16, 71:8, 71:20 Treatment [1] - 75:7 tried [5] - 34:14, 94:5, 107:18, 117:6 true [8] - 62:5, 62:18, 63:20, 63:22, 65:16, 84:4, 90:21, 127:8 truly [1] - 67:10 trust [1] - 42:12 truth [1] - 56:1 try [10] - 59:4, 60:5, 61:9, 61:14, 91:10, 107:22, 116:13, 116:17, 119:21, 126:6 trying [12] - 48:5, 85:23, 89:19, 90:8, 92:8, 105:2, 107:6, 107:21, 108:8, 116:8, 119:14, 124:2 Tuesday [1] - 6:11 turmoil [1] - 63:22 turn [1] - 81:12</p>	<p>turnover [5] - 17:21, 23:3, 36:7, 38:9, 38:21 twice [2] - 30:12, 30:13 two [20] - 16:6, 16:20, 17:11, 23:8, 24:5, 24:16, 30:11, 31:12, 37:20, 46:3, 46:7, 60:24, 68:11, 85:9, 102:3, 106:6, 118:1, 121:10, 122:20, 125:16 type [1] - 49:24 type-up [1] - 49:24 types [2] - 33:2, 80:6 typical [3] - 52:25, 81:14, 81:21 typo [1] - 114:7</p> <p style="text-align: center;">U</p> <p>U-H-L-K-E [1] - 32:8 ultimately [1] - 24:17 unable [1] - 63:18 unacceptable [1] - 37:7 uncertainties [1] - 38:16 unclothed [1] - 8:22 uncommon [1] - 38:2 uncover [1] - 38:5 under [6] - 10:4, 10:5, 44:24, 57:6, 64:10, 67:23 underestimate [1] - 24:22 underrated [1] - 64:12 unethical [1] - 43:12 unexpected [1] - 34:23 unfortunately [1] - 49:23 union [1] - 88:22 unique [1] - 76:5 unit [2] - 10:16, 98:12 Unit [4] - 23:6, 73:25, 112:4, 112:8 united [1] - 28:25 United [1] - 69:10 University [2] - 18:14, 73:17 unjustifiably [1] - 53:21 unjustly [1] - 54:6 unless [2] - 58:9,</p>	<p>58:13 unlivable [1] - 18:17 unsafe [1] - 43:17 unsuccessful [3] - 6:7, 7:5, 7:7 unwavering [1] - 67:7 up [41] - 10:14, 12:15, 15:12, 29:2, 34:20, 39:20, 39:22, 40:16, 40:22, 49:24, 50:1, 57:9, 58:7, 58:21, 58:23, 59:4, 59:8, 63:5, 79:7, 86:23, 88:10, 89:13, 96:14, 97:2, 98:23, 99:3, 99:7, 100:1, 100:14, 103:24, 104:5, 104:12, 107:18, 112:15, 115:6, 115:10, 115:19, 115:20, 117:23, 118:1 upcoming [2] - 6:12, 68:23 update [7] - 68:10, 75:5, 98:19, 106:22, 106:23, 109:9, 114:24 updates [1] - 76:18 upend [1] - 53:23 uptick [1] - 102:11 urge [2] - 30:8, 86:22 urinalysis [1] - 8:24 useful [2] - 17:9, 37:21 uses [2] - 19:7, 55:7 utilization [1] - 74:14 utilize [1] - 8:20 utilizing [1] - 72:5</p> <p style="text-align: center;">V</p> <p>vacancies [1] - 44:16 Validated [2] - 113:5, 113:11 valuable [2] - 37:24, 46:3 value [1] - 37:9 valued [1] - 39:15 values [1] - 24:14 variety [1] - 111:17 vendor [1] - 74:14 vendors [3] - 50:20, 52:7, 55:1 Venkat [1] - 44:11 version [1] - 74:19 versus [1] - 118:25 veteran [1] - 74:2 Veteran [1] - 73:8</p>
--	--	---	---	--

<p>veterans [1] - 70:25 Veterans [1] - 74:7 via [1] - 127:7 victim [3] - 114:20, 116:25, 117:3 victims [3] - 116:21, 116:25, 117:12 Victor [1] - 47:8 view [1] - 19:11 Vinckley [1] - 47:5 violate [1] - 23:10 violated [1] - 40:16 violates [2] - 43:8, 44:14 violating [1] - 111:11 violation [7] - 7:13, 44:6, 44:8, 45:4, 48:22, 119:15, 119:16 violations [1] - 14:14 violent [1] - 111:17 virtual [2] - 78:22, 78:23 vision [1] - 24:13 visionary [3] - 20:10, 20:18, 22:5 visit [3] - 73:6, 77:9, 77:11 visited [1] - 73:9 visiting [1] - 107:7 visitor [2] - 54:13, 54:15 Visitor's [1] - 75:1 visits [4] - 54:8, 70:24, 71:3, 73:5 Visits [1] - 70:23 vital [1] - 60:14 Vivitrol [1] - 75:11 volume [1] - 117:7 volunteer [1] - 70:5 volunteers [4] - 67:2, 70:2, 70:4, 70:7 vote [2] - 121:23, 122:3 voted [3] - 125:15, 125:16, 125:21 vulnerable [1] - 64:1</p>	<p>walk [4] - 31:19, 39:20, 61:7, 123:2 walls [1] - 53:17 wants [4] - 21:12, 22:9, 80:9, 98:25 warden [7] - 15:20, 15:21, 15:23, 15:25, 16:5, 16:25, 17:22, 19:2, 19:3, 19:6, 20:4, 20:5, 20:25, 21:1, 21:9, 21:12, 22:3, 22:4, 22:9, 23:12, 24:2, 24:7, 24:18, 25:25, 27:3, 27:19, 29:7, 29:9, 30:4, 30:8, 31:9, 31:21, 32:10, 35:5, 36:1, 36:7, 37:9, 37:14, 39:4, 39:11, 40:24, 41:11, 42:1, 45:13, 46:1, 53:24, 55:6, 55:17, 57:10, 57:23, 58:8, 58:12, 62:25, 80:6, 80:17, 80:19, 80:22, 80:23, 81:15, 82:7, 82:13, 82:15, 83:10, 86:13, 88:19, 88:24, 89:12, 94:6, 98:18, 122:25 Warden [2] - 2:15, 2:16, 2:18, 39:6, 46:19, 46:23, 47:20, 51:20, 53:19, 57:6, 63:17, 63:23, 64:13, 64:20, 66:24, 68:8, 68:14, 69:22, 81:23, 87:1, 93:24 WARDEN [23] - 66:21, 66:23, 69:24, 78:14, 78:25, 79:3, 83:22, 84:6, 84:11, 88:1, 88:8, 88:18, 89:7, 94:8, 94:11, 94:17, 94:25, 95:7, 96:15, 97:7, 98:21, 99:1, 99:15 warden's [2] - 23:2, 27:2 WARDEN'S [1] - 66:20 Warden's [2] - 52:11, 66:19 Wardens [3] - 16:24, 30:15, 82:22 wardens [7] - 17:1, 17:8, 30:21, 30:22, 31:17, 31:18, 81:24 wards [1] - 112:21 Warner [2] - 78:5, 78:8 warrants [1] - 43:17</p>	<p>washing [1] - 10:13 Washington [1] - 47:10 wasted [1] - 58:16 watch [1] - 50:1 water [10] - 9:24, 10:2, 10:11, 10:12, 10:15, 10:17, 10:18, 56:23 ways [4] - 25:16, 32:16, 86:19, 107:18 weakness [1] - 39:13 weaknesses [1] - 39:12 weapons [1] - 100:5 weather [1] - 10:9 website [2] - 50:10, 108:4 week [4] - 6:12, 65:10, 105:6 weekly [2] - 11:10, 56:4 weeks [4] - 46:12, 68:20, 103:25, 106:6 WELCOME [1] - 4:3 welcome [1] - 4:6 well-being [1] - 67:9 well-known [1] - 27:21 wellbeing [1] - 29:4 Westmoreland [1] - 118:17 whoa [1] - 60:18 whole [3] - 58:15, 89:16, 108:13 WILKERSON [1] - 61:20 Wilkerson [2] - 3:18, 61:19 Wilkerson's [1] - 61:21 Wilkes [2] - 63:13, 63:14 Wilkinson [1] - 61:21 William [1] - 47:9 willing [3] - 19:20, 59:2, 110:9 willingly [1] - 57:22 willingness [4] - 19:11, 19:15, 32:1, 39:4 windows [1] - 60:24 wisely [1] - 20:20 wish [6] - 35:16, 56:13, 65:23, 68:3, 94:4, 112:19 witnessed [2] - 45:9, 67:13 wonderful [2] - 95:3, 108:17</p>	<p>word [1] - 19:7 words [2] - 19:4, 19:9 workbook [1] - 20:7 Workbook [1] - 16:23 workers [1] - 70:25 workload [1] - 96:6 workplace [6] - 17:16, 17:20, 17:24, 33:3, 35:2, 40:11 works [4] - 34:22, 64:9, 80:20, 124:7 world [1] - 114:2 worries [2] - 29:24, 30:3 worse [2] - 22:21, 38:19 worship [1] - 70:3 worst [2] - 48:5, 64:15 worth [3] - 59:4, 61:10, 125:17 wow [1] - 49:13 write [2] - 59:24, 104:18 writing [2] - 59:21, 59:22 written [3] - 25:9, 40:2, 107:15</p>	<p>zero [2] - 75:10, 75:22 Zero [1] - 34:10 Zilinek [1] - 47:8 Zoom [1] - 78:23 ZUHLKE [2] - 32:7, 32:10 Zuhlke [2] - 3:12, 32:6</p>
W			X	
<p>W-I-L-K-E-R-S-O-N [1] - 61:23 wage [1] - 10:24 wages [1] - 23:16 wait [4] - 40:3, 69:6, 69:7, 76:2 waiting [9] - 48:6, 69:4, 76:9, 76:11, 76:13, 76:15, 76:17, 104:12, 123:24</p>			<p>x-ray [1] - 85:25 Xylazine [1] - 70:18</p>	
			Y	
			<p>year [13] - 16:9, 22:20, 22:24, 23:3, 23:5, 23:16, 27:2, 46:9, 73:2, 120:17, 120:24, 120:25, 122:18 years [6] - 15:22, 18:16, 44:12, 45:8, 46:4, 48:24 yell [1] - 4:13 yelling [1] - 15:7 yesterday [1] - 69:8 yield [1] - 37:24 York [1] - 59:18 Young [1] - 68:13 yourself [1] - 48:16</p>	
			Z	
			<p>zebra [1] - 32:7</p>	



County of Allegheny Office of the Controller
Allegheny County Courthouse
436 Grant Street | Suite 104
Pittsburgh, PA 15219-2498
Phone (412) 350-4660 | Fax (412) 350-3006

The minutes of Thursday, September 7, 2023's Jail Oversight Board meeting are provided by the County of Allegheny Office of the Controller Corey O'Connor.

Sincerely,

Corey O'Connor
Allegheny County Controller