1	1
2	
3	
4	
5	
6	
7	ALLEGHENY COUNTY
8	JAIL OVERSIGHT BOARD MEETING
9	
10	
11	
12	Thursday
13	June 8, 2023
14	
15	
16	
17	
18	Gold Room
19	4th Floor
20	Allegheny County Courthouse
21	436 Grant Street
22	Pittsburgh, Pennsylvania 15219
23	
24	
25	

•	4
1	PROCEEDINGS
2	(4:09 o'clock p.m.)
3	JUDGE HOWSIE: Kraus is five
4	minutes away. There you are, right there.
5	County Controller Corey O'Connor?
6	MR. PILARSKI: Good seeing you,
7	ma'am.
8	MR. HERBINKO: Ryan Herbinko for
9	Controller O'Connor, who is on paternity leave.
10	JUDGE HOWSIE: Abass Kamara?
11	MR. KAMARA: Here.
12	JUDGE HOWSIE: Terri Klein?
13	MS. KLEIN: Here.
14	JUDGE HOWSIE: Rich Fitzgerald?
15	MR. PILARSKI: Steve Pilarski.
16	JUDGE HOWSIE: Sheriff Kraus, to my
17	understanding, is on his way.
18	Judge Lazarra is in a jury trial.
19	She'll be here as soon as she's done closing and
20	charging the jury.
21	Gayle Moss?
22	MS. MOSS: Here.
23	JUDGE HOWSIE: Who else is missing?
24	Pat Catena?
25	MS. HALLAM: It's pronounced

1 Council Member Bethany Hallam. 2 JUDGE HOWSIE: And Sheriff Kraus 3 has just arrived. 4 With that being said, I'd like to 5 remind everyone about our rules. We'd ask that 6 you treat everyone with the same respect that you 7 would ask for in return. 8 We'd ask that you not speak while 9 other people are speaking. And during Public 10 Comments, we'll have three minutes per person to 11 speak. 12 MS. HALLAM: Judge Howsie, point of 13 order. 14 I'd like to object to illegal 15 representatives sitting up here. Mr. Pilarski 16 for County Executive Fitzgerald is not allowed a 17 designee, and Mr. Herbinko for County Controller 18 O'Connor is not allowed a designee. 19 JUDGE HOWSIE: All right. 20 you. 21 With that being said, we'll now 22 hear from the Community Corrections. Passages to 23 Recovery.

COMMUNITY CORRECTIONS REPORTS

24

25

MS. MORRIS: Good afternoon,

1 everyone. My name is Michelle Morris. I'm with Passages to Recovery. This afternoon we do not 2 3 have any additional comments or affirmations in 4 regards to our report that we submitted. 5 Do you have any questions for us? 6 Hi. 7 MS. HALLAM: Hi, yes. Did you have 8 any medical emergencies in your facility for 9 which anyone was transported outside of the 10 facility in the past month? 11 MS. MORRIS: Oh, let's see. Okay. 12 I don't -- I don't believe so. For the beginning 13 of this month? 14 MS. HALLAM: No, since our last 15 Board Meeting, so since May 18th? 16 MS. MORRIS: Unfortunately, I 17 believe so, but I didn't bring my report because 18 I had already submitted it. But I think that we 19 may have had one person that was taken out to the 20 hospital, yes, and returned. 21 MS. HALLAM: Okay. And do you 22 remember what sort of incident it was for? 23 MS. MORRIS: This person has issues 24 with their asthma. 25 MS. HALLAM: Okay.

MR. ZAK: Good afternoon. Adam Zak

25

reporting for the Renewal Center. Z-A-K is the last name.

We currently have 111 reentrants who were referred from the County; 84 county males, 12 in inpatient; and 10 county females in work release, 5 of them in the inpatient program.

In the past month, we didn't have any COVID cases among staff or reentrants.

Our employment rate is currently 76 percent for our reentrants, with the average wage of \$15.

Last month Mr. Hood reported about
the Trade Institute of Pittsburgh presenting a -to our men and women about the Trade Institute
and the program. We currently have five
reentrants in the Trade Institute program, and
they are close to graduating right now. So we've
had a strong working relationship with the Trade
Institute of Pittsburgh, and we've very
appreciative of the services they provide for our
clients.

Also, last month Reverend Rodriguez

Tate, he came into our facility again, and he

presented to our men about the Colorful

Backgrounds Expo. That's going to include an

expungement clinic, job assistance, and other valuable programs for our men and women.

And finally, there's going to be a guest speaker in the Colorful Backgrounds Expo.

That's going to be in Swissvale on Wednesday,

June 28th. His name is Mark Rice, and he's a transformational justice campaign coordinator, and he's going to be giving a meeting with the community about de-incarceration. And that's going to be opened up to our men and women, staff and reentrants both.

Yes.

MS. HALLAM: Hi. Yeah, so I wanted to first of all thank you for sending this letter to us letting us know that now you are going to follow the law and report deaths to the Jail Oversight Board. I really do appreciate that.

I just have a couple of questions about the most recent death in the Renewal Facility. Have you all been told a cause of death, manner of death for the person who recently passed away there?

MR. ZAK: I'm going to have to defer that question to our CEO. And he could be here next month, or he could answer you through

mail.

1

4

5

6

7

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

MS. HALLAM: Sure. Yeah. Okay. 2 3 And then my next question is, the other day -- I forget what day it was, maybe Tuesday -- we had a County council meeting, and as we were leaving there, I saw a bunch of emergency vehicles rushing to Renewal, and somebody was being taken 8 out on a stretcher. And so I was wondering why those sorts of incidents aren't being reported to us as well.

MR. ZAK: I'm not sure what incident you're referring to. That might have been from a reentrant, or a staff member, or someone from another jurisdiction. I was not aware of that incident.

MS. HALLAM: You were not aware that someone was taken out on a stretcher, I think it was Tuesday? Tuesday -- on Tuesday? MR. ZAK: No.

MS. HALLAM: Have there been any -to your knowledge -- any medical emergencies that resulted in transportation to the hospital from your facility since the last meeting?

MR. ZAK: We had an incident; I believe it was on Sunday when the paramedics had

	11
1	to be called for someone. Unfortunately, that
2	individual escaped out the front doors before he
3	was could be taken to the hospital.
4	MS. HALLAM: Okay. And then
5	Tuesday, but you don't know about that one?
6	MR. ZAK: No.
7	MS. HALLAM: Okay. All right.
8	Thank you very much.
9	JUDGE HOWSIE: Any additional
10	questions?
11	(No response.)
12	JUDGE HOWSIE: Thank you very much,
13	sir.
14	MR. ZAK: Thank you.
15	JUDGE HOWSIE: Electronic
16	Monitoring?
17	MR. ESSWEIN: Good afternoon,
18	Board. Steve Esswein, E-S-S-W-E-I-N, for the
19	Probation Office.
20	So for this reporting period, we
21	have 699 individuals enrolled in the program.
22	During that time, 107 completed successfully. We
23	had 4 taken back for various violations. And
24	Judge, 99 of those were on for pre-trial
25	electronic monitoring.

	12
1	So any questions?
2	JUDGE HOWSIE: Any questions?
3	Ms. Hallam?
4	MS. HALLAM: Hi. Did you all have
5	any deaths of folks who were on electronic
6	monitoring since the last meeting?
7	MR. ESSWEIN: Not that I know of,
8	no.
9	MS. HALLAM: All right. Thank you
10	so much. Wait so I also, do you guys keep
11	track of that? Like, I assume you get notified,
12	right?
13	MR. ESSWEIN: We do not. We do
14	not. We get notified because we have to pick up
15	the equipment, but it's not
16	MS. HALLAM: Right.
17	MR. ESSWEIN: since they're out
18	in the community, you know, at their residence.
19	They're free to go to the hospital. If they need
20	to go to the hospital, call 9-1-1.
21	MS. HALLAM: Right. You have no,
22	like, reporting mechanisms I know with that.
23	MR. ESSWEIN: Right.
24	MS. HALLAM: But do you, like you
25	would know if someone

13 1 MR. ESSWEIN: Yeah. I would know. 2 Yeah. 3 MS. HALLAM: Okay. Awesome. And 4 there hasn't been one of those? 5 MR. ESSWEIN: No. 6 MS. HALLAM: Okay. Thank you very 7 much. 8 JUDGE HOWSIE: Thank you, sir. 9 Last meeting we tried to 10 accommodate someone's schedule that required us 11 to take the Public Comments out of order, so I 12 apologize for any inconvenience that that caused 13 as it related to the vote regarding the jail 14 liaison. But we will be discussing that matter 15 again today. We'll be bringing that up for vote. 16 So if you'd like to contain -- I'm sorry, include 17 any discussion regarding that position in your 18 Public Comment, please feel free to do so, but 19 Public Comments will be limited to three minutes. 20 When you hear the buzzer, we ask that you stop 21 speaking and step aside. 22 With that being said, we'll first 23 hear from William Mistick. 24 PUBLIC COMMENTS 25 MR. MISTICK: Good afternoon.

William Mistick, M-I-S-T-I-C-K.

JUDGE HOWSIE: Thank you.

MR. MISTICK: I retired one year ago on the day I turned 60 after 25 years working for Allegheny County, the last 18 of which was in the jail.

And I gave a year to garner a new perspective on what's going on in the jail. And nothing has changed. In fact, I think it's gotten worse. It's obvious that Warden Harper is inept, obtuse, and arrogant. And if he talks that way to people here on this Board for oversight, how do you think he treats us employees, some of which are here?

The lack of leadership has caused the staff to go downhill. There are some really good people that work in the jail, don't get me wrong, but having Orlando Harper as the Chief is just awful.

I -- I never had to work -- I
worked in the Court of Common Pleas for years and
learned about respect and dignity. And then when
I went to the jail, it was just -- some of the
wardens we've had over the years were decent and
good communicators. I think that the new broom

that comes in, I hope sweeps clean. We need a new perspective, you know.

The number one thing we should do is treat people with dignity. And if we're not being treated with dignity and respect, how can he -- it's do as I say, not as I do. And Orlando doesn't know anything about the care. It's all a stick, discipline, discipline, not, hey, you're doing a good job, hey you helped somebody.

He asked me what I was doing in Records, and I said, well, I'm trying to help get someone out of jail either into treatment or something. He said, you're not here to help people, Mistick. Well, what the hell are we there for? Anybody can go to jail, anybody. And everybody is somebody. And it just makes me sick that he is still here. It's just horrendous.

I have personal animosity towards him, and I don't want it to skew my -- skew my speaking today, but we need a new perspective.

I hope the new Search Committee

finds somebody that has a monocle of compassion,

some humanity. How -- you know, people are

dying. It's just ridiculous. I see these names,

and I knew a lot of these people and tried to

1 help them, and it -- it's like he doesn't have a 2 care in the world. 3 And again, the way he treats our 4 staff and the people -- I couldn't wait to get 5 out of there, and I wanted to work until I was 6 65. I felt I made a difference, helped officers 7 get into drug and alcohol treatment. Our rates 8 are very high with all the pressure. I did many 9 jobs in the jail prior to Orlando coming, and 10 when I got there, he cut me out of everything. 11 We need to realize -- is my time 12 up --13 JUDGE HOWSIE: Your time is up. 14 MR. MISTICK: We need to realize 15 that the jail is one small cog in a giant 16 criminal justice wheel, and it's not a fiefdom, 17 and people don't deserve that. 18 JUDGE HOWSIE: Thank you. 19 (Audience applause.) 20 JUDGE HOWSIE: Christine Goodwin. 21 MS. GOODWIN: Hello. 22 JUDGE HOWSIE: Hello. 23 MS. GOODWIN: Christine Goodwin, 24 G - O - O - D - W - I - N. 25 JUDGE HOWSIE: Thank you.

•	
1	MR. ONYSHKO: David Onyshko,
2	0-N-Y-S-H-K-O.
3	JUDGE HOWSIE: Thank you.
4	MS. GOODWIN: We are former
5	Correctional Officers, and we are here to serve
6	lawful notification letters to Mr. Pilarski and
7	Blythe Toma. May we approach?
8	JUDGE HOWSIE: Sure.
9	MS. GOODWIN: Okay. Thank you.
10	MS. HALLAM: What do they say?
11	AUDIENCE MEMBER: I would second
12	that.
13	AUDIENCE MEMBER: Yeah, we would
14	like to know.
15	MS. GOODWIN: I would like to yield
16	the remainder of my time to Brian Englert. Thank
17	you.
18	JUDGE HOWSIE: We don't yield time.
19	Anyway, Beth Schongar.
20	MS. SCHONGAR: Elizabeth Schongar,
21	S-C-H-O-N-G-A-R.
22	JUDGE HOWSIE: Thank you, ma'am.
23	MS. SCHONGAR: Last month, I walked
24	out of the JOB Meeting angry at this Board. No
25	one on the Board is taking responsibility for

addressing the NCCHC Mortality Report

Recommendations, and now we have two deaths in

Intake that could probably have been prevented by
the top-priority recommended change in medical
care.

No one on the Board seems to realize that Warden Harper can't address problems. They require a change in the contract with AHN to provide more doctors coverage. Only the County Exec can renegotiate contracts. Does that let the Jail Oversight Board off the hook?

No. It means you need to develop a proposal for the County Exec and publicly recommend it to him, or even better, develop several proposals and publicly recommend that he adopt one of them.

I don't want to hear Bethany hammer the Warden with questions to criticize what he's doing when he can't do it all himself. Where is your proposals for the Board to discuss? Where is your Motion for the Board to vote on?

And Warden Harper, why haven't you said you're constrained by the AHN contract in what you can do? Why haven't you even provided the full, un-redacted report to the Board?

Judge Howsie, last month I saw you

concerned about what's happening in the jail for
the first time when the Public Defenders raised
the issue of conferences with people in the jail
which could delay cases in your court. Why no
concern for people dying? Why haven't you set up
a committee to create proposals addressing the
top priorities of the NCCHC Mortality Report and
bring them to the Chief Executive?

Judge Howsie, you and the Board are in a position publicly to tell the County Exec what his best options are and recommend that he act. I do not want to see 12 more people dead before the end of this year.

JUDGE HOWSIE: Thank you.

(Audience applause.)

JUDGE HOWSIE: David Maynard.

MR. MAYNARD: Hello, everyone.

That's hard to follow. I just want to say about the last two speakers -- first off, in terms of discipline, for someone who seems to love discipline so much -- Warden, I'm addressing you now even though you've chosen not to regard me -- simply swivel in your chair.

At this point, if you love discipline so much, why do you bristle at being

disciplined by this Board? Why can't you take your lumps?

And in terms of that last public comment, I just want to offer one little correction. The County Executive is part of this Board. The Board shouldn't be giving a report to him. He should be here, and he should be working on it.

(Audience applause.)

MR. MAYNARD: And whoever his designated replacement is, it's your responsibility. He's given you that job, and you should be taking that on. But you've chosen to do nothing.

The other thing is I want to thank
the Warden here and his team for creating a
report for the wait times on mental health
specialists and all those kinds of things. Three
months ago, or even before that, long before
that, we, the community and -- through Public
Comment and this Board, asked for that kind of
report. They've been asking for this information
for a long time. And I appreciate the position
that you guys are in as public administrators.
You're doing more with less, so it's hard to do

these kinds of things, like your job. So I appreciate you guys putting that together, and I can't wait to hear it. I'm sure it will be full of how we've noticed the deficiencies in the system and what you plan to do about it, and not just a report of the deficiencies.

All right. Thank you. That's all.

JUDGE HOWSIE: Thank you.

(Audience applause.)

JUDGE HOWSIE: Rachel Radke.

MS. RADKE: Rachel Radke,

R-A-D-K-E.

JUDGE HOWSIE: Thank you.

MS. RADKE: 2,684 citizens of

Allegheny County. That's how many people the County has lost to opioid overdose as of the last number we have in a four-year period, from 2016 to 2020. 19 percent of those people spent time in the Allegheny County Jail in the year prior to their release. If we do the math, that's 510 people. And if we do some more math, that means that after their release from Allegheny County, ten people in Allegheny County die every month of opioid overdose after leaving the jail. And as

much as I appreciate that we are finally getting

updates about the jail's work to expand medications for opioid use disorder, as happy as I am that they seem to have finally set a goal to accomplish this, every month that it takes for this to happen, we lose another ten people. I'm not okay with that. I'm not. I don't know why anyone is.

Beyond that, every day that goes by that people are not receiving their medications for opioid use disorder, the County Jail is likely in violation of Title 2 of the ADA and the 8th Amendment. In many different cases, it has been found to be cruel and unusual punishment not to provide people with opioid use disorder with the proper medication, especially without getting them evaluated by a doctor first.

But it's not just me that feels that way because since 2021, the Department of Justice has now gone into three different county jails to make sure they understand this. In 2021 they investigated the Cumberland County Jail because -- I'm sorry -- the Cumberland County New Jersey Jail for failing to provide MOUD to detainees with OUD. They found that because MOUD is the standard of care for treating OUD,

1 categorically denying induction of MOUD is a 2 failure to provide adequate medical care for a 3 serious medical condition in violation of the 8th Amendment. The DOJ ordered a number of 4 5 remedial measures for the county jail to take 6 immediately, including ensuring that the 7 medication-assisted treatment is immediately 8 provided to prisoners, not in three months, not 9 in six months, immediately. 10

Thank you.

(Audience applause.)

JUDGE HOWSIE: Ann McStay.

MS. MCSTAY: Ann McStay,

M-C-S-T-A-Y.

11

12

13

14

15

16

17

18

19

20

21

22

24

25

JUDGE HOWSIE: Thank you.

MS. MCSTAY: A-N-N, not with an E.

I appreciate that we have the opportunity to speak as public -- members of the public, and I also appreciate that we've had some time with IIWF Task Force Members and other people that work with the County to have discussions about the needs of the jail. It's really been

23 wonderful to have that happen.

> I'd like to speak to the issues of accountability and action to resolve problems.

As we've heard from all these people, there are many things that have to be addressed, and they're incredibly serious. At every public JOB meeting, the agenda should list for us all Old Business still to be addressed, all unresolved issues with ongoing research and discussions involved, and unanswered inquiries from Board Members and the public. People are here to bring up serious issues, not frivolous items.

This was done in the past when

Judge Clark was the Presiding Judge and should be
re-implemented immediately. The public has a
right to know about all pending old or unfinished
business and about unresolved problems and issues
and to see the Board address these items at each
and every meeting, not forgetting them, not
saying, well, we'll deal with that later. It's
important to address them because they keep
happening.

Major areas of concern about the jail's operations that are regularly brought to the Board's attention by the public include untimely deaths, inadequate physical and mental health care, unhealthy overtime utilization, which is very hard on the staff, inadequate

Intake processing, which has recently caused -been the reason for an overdose death, poor food
with low nutritional value, continued use of
solitary confinement against the voters' wishes
and in violation of so many more in this country
about what is cruel and unusual punishment. It
adds to people's mental stress. It's so
terrible. How can we possibly allow that to be
done in our names?

Incarceration of juveniles in jail, again, morally and ethically and practically so wrong to have young people put in those situations, strip-searched, and sometimes the victims of sexual abuse. It's so -- it's just so important.

(Audience applause.)

MS. MCSTAY: If the JOB continues holding monthly public meetings to hear reports on the jail from the Warden and County staff, and we do appreciate more transparency, that has gradually, gradually been appearing, but it does so without adequate meeting agendas that include this old and unfinished business, all of it along with concerns raised in past Public Comments, it's incumbent on the citizens of Allegheny

County to hold the Board and the Warden accountable for these items in a formal fashion.

We're in this work of addressing incarceration issues together, taxpayers, voters, and tax-funded County employees, including judges and everyone else and the Warden and the agencies that we give money to.

The Warden's staff have done a number of things well recently, new mattresses, so important, just for people. Let's keep that up, and please bring this Old Business always to the front.

JUDGE HOWSIE: Thank you.

(Audience applause.)

JUDGE HOWSIE: Sharon Bonavoglia.

MS. BONAVOGLIA: Sharon Bonavoglia,

B-O-N-A-V-O-G-L-I-A.

Yet another death at the Allegheny
County Jail, and it apparently happened during
Intake. When will it stop? When will procedures
change so that those who are having a medical or
mental health crisis will be immediately sent to
a hospital facility most appropriate to the
crisis? Especially knowing just how understaffed
they are, the ACJ administration needs to be

acutely focused on the medical condition of those under their care. Overworked COs should not be responsible for making medical life-and-death decisions. How many more deaths does this community have to suffer?

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

I believe it is imperative that this Jail Oversight Board do its utmost to truly listen to each other, to communicate with respect and a laser focus on immediate improvements that will make the most impact on the health of all people incarcerated in any jail in Allegheny County. I would ask you all as individuals, and I am looking very clearly at each of you as individuals. I would ask that each of you as individuals ask yourselves without pointing a finger at anyone else on this Board these questions. What can I do differently? What is my responsibility to change in my own behavior and communication choices? Am I willing to stop attributing motives less noble than my own to all of the other members of this Board and truly listen?

We at PIIN are grateful for the time members of the Jail Oversight Board

Incarcerated Individuals Welfare Fund

Subcommittee gave to us recently, and it was so helpful to the conversation to have a representative from County Controller's Office with us.

One of our suggestions was that this Board get together outside of this meeting and agree on policies and procedures for yourselves as a Board. The Controller's Office actually offered to help in this endeavor.

Please take that help. You need it.

The people incarcerated throughout the County do not have the luxury of waiting for a new County administration, a new Jail Oversight Board, or a new Warden. They are dying now. Please come together and choose to focus on how to make the changes needed for the protection of all those under your care.

And now, if you are physically able, please rise out of respect for the reading of the names of the dead:

Richard Lenhart -- yes, and anybody who would like to rise. Robert Blake,
Cody Still, Daniel Pastorek, John Brady,
Martin Bucek, Robert Harper, Vinckley Harris,
Justin Brady, Paul Allen, Roger Millspaugh,

Paul Spisak, Gerald Thomas, Jerry Lee Ross, Jr., Victor Joseph Zilinek, Ronald Andrus,
Anthony Talotta, William Spencer and in the last month alone James Washington, Damon Leroy Kayes,
Tim Manino.

And I would like it pointed out for the record that no one from Administration rose.

JUDGE HOWSIE: Maria Guido.

MS. GUIDO: My name is Maria Guido, G-U-I-D-O. I'm a licensed clinical social worker in the state of Pennsylvania. It's nice to see you, Warden Harper.

I'm here because I want to talk about the children who are in the jail right now on Act 33 charges. I've been an expert witness in Act 33 hearings since 2015. I have significant concerns about the allegations, not only emotional abuse but physical and sexual abuse. I also am concerned about their physiological needs not being met. You cannot expect these children to follow any type of order when you can't meet their physiological needs. They are sweating in the summer. They are freezing in the winter. You won't even give them enough food. They don't get regular contact with

people. They don't even get positive engagement.

How can you expect these children to be

rehabilitated?

Also, there are major issues with getting evaluators into the jail. I don't know how many times I've had to give my license over to the State of Pennsylvania to allow me in the jail, and I'm still not allowed in there. So I'd like to know why, Warden Harper. Do I need to give you my license again, because it's laminated in my wallet, okay? Because the longer you keep evaluators out to talk to those kids, the longer they sit on Act 33 charges. And the longer that they sit on Act 33 charges, the time is ticking. And you know that Judge Mariani will send them right to prison if they are 17.

So you can continue to keep us out, but you're going to continue to get ChildLined, and we're going to continue to come here, okay?

How can you do this to children, to children?

Warden, to children. How can you do this to them? I hope you're happy because what you are doing to them is you are further traumatizing them.

(Audience applause.)

MS. GUIDO: You need to deal with the developmental trauma. You are doing this to them. Thank you for hearing me.

(Audience applause.)

JUDGE HOWSIE: Brad Korinski.

MR. KORINSKI: Good afternoon,

Board. Brad Korinski, 5536 Beverly Place,
Pittsburgh, private citizen armed with my trusty
Dollar Bank checkbook in an attempt to bring
Allegheny County's most well-compensated
lawbreaker to justice.

And I do this not for a rhetorical flourish, although I hope it gets attention to get him here. But to encourage the members of the Board who march to the tune of the County Executive that he is a craven and a coward. He is no more entitled to your loyalty than he's entitled to my \$10,000.

As Albert Camus said, in this world, there is the pestilence, and there are the victims. Never, never stand on the side of the pestilence, and Rich Fitzgerald, his administration is part of the pestilence or illegality that has long troubled this institution, and it should stop.

And that dovetails to my next point, which is why is it that this Board never hears from licensed professionals? There's obviously a medical problem in the jail. Why does this Board never hear from a Medical Director, an MD? There are legal problems in the jail. There's a referendum that we all believe is not being followed. There are other statutory provisions that we all believe aren't being followed. Why is it that we never see the County Solicitor?

You know, when the County opens bid purchases to buy goods and such, there's always a County Solicitor there to ensure that the law is followed. If there are questions, the County Solicitor stands up and says, well, in fact, there's -- this follows the law. Board of Elections meetings, we have solicitors. Pension Board meetings we have solicitors. County council meetings we have solicitors, and why is that important? Because licensed professionals are obligated to tell the truth and exercise their best professional judgment and advice, or they are subject to sanction. So what this County has done, and it is intentional, make no

1 mistake that they've thrown the Warden in the 2 deep end of the pool and say swim. Warden, does 3 the County comply with the law? Sure it does. 4 Does the County comply with the referendum? 5 Absolutely. How's the medical staffing at the 6 jail? Fine. But where is the MD? Where is the 7 lawyer? This Board should demand the County 8 Solicitor show up. Give an opinion letter. I've 9 seen them.

Thank you. \$10,000.

(Audience applause.)

JUDGE HOWSIE: Tanisha Long.

MS. LONG: Tanisha Long. Great to

see you all. I know you've missed me.

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

Last Jail Oversight Board meeting, which should have happened last week, but you rescheduled it without any regard for the public, respect for our schedule, our time, or our feelings because we accommodate you and you don't give a crap about us -- at the last Jail Oversight Board meeting you kicked out Kim Andrews. Shortly after, Kim Andrews ended up incarcerated in the Allegheny County Jail.

During her time there, she was tased four times in the sally port. She was also stripped naked

by male COs. This is what happens to your jail, and these are the people -- these are the people you try to silence.

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

During the lockdowns, lawyers were not able to get into the Allegheny County Jail, could not see their clients. I know this should be of particular interest to you, Judge Howsie, and you Judge Lazzara, and I hope you consider that this happened when you were seeing these people in front of you just days later and knowing that they did not have in-person legal contact with their legal representatives. So the people who are standing in front of you, who are standing in your courtrooms, did not get to properly speak to their own lawyers while you're making decisions that directly affect their fate, or their cases are going to get continued lengthening their stay in the Allegheny County Jail.

Judge Howsie, you proceed over IOJ hearings, which means you deal with youth and whether or not they should be incarcerated at the Allegheny County Jail, so these are kids that you're subjecting to longer treatment inside -- long, harsh treatment inside the Allegheny County

Jail knowing that they didn't get to speak to a lawyer for four days straight.

Judge Lazarra, I know you're concerned with people who are in Mental Health Court, and I know you know the effect that solitary confinement has on people. So four days in solitary confinement when it's been proven that after 72 hours, people begin to hallucinate, they begin to see things, they begin to decompensate. I would hope that this is of particular concern to you.

The people in the Allegheny County
Jail are not able to speak out because
Warden Harper took their tablets when they were
under that four-day lockdown. The people in the
Allegheny County Jail are not able to attend this
Jail Oversight Board meeting. The people at the
Allegheny County Jail can now not speak to their
lawyers when the Warden decides that they're
having a facility-wide lockdown. If you don't
think that that's unconstitutional, inhumane and
unconscionable, you're the problem.

And the next time, next time you go to kick a formerly incarcerated person out of a Jail Oversight Board meeting, just remember the

conditions you're possibly subjecting them to

when your over-zealous gun-trigger-happy

pushing-people officers get in that hallway and

put their hands on people, like that one right

there did at the last meeting. I have a video of

it.

So this is what you're responsible for. This is what you're in charge of. This is what you view as conscionable. And it's embarrassing.

And you call yourself a man of the law, and you know that these are what these people are going through, and you sit up here, and you play God with our time, with their lives, and you allow this man, who would never look at me, this man to run wild in that Allegheny County Jail, and at this point, he's reaching unconstitutional. And we know you've been sued once. It just happened a couple of weeks ago, and we're not afraid to do it again.

Thanks.

JUDGE HOWSIE: Thank you.

(Audience applause.)

JUDGE HOWSIE: Hi, Alex Phillips.

Phillips spelled P-H-I-L-I-P-S.

Hello, Members of the Board. My name is Alex, and I'm currently a student at the University of Pittsburgh. And today, I'm here to talk to you guys about the absolutely horrendous conditions that exist inside the Allegheny County Jail.

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

I've been working with the people incarcerated in the Allegheny County Jail for just about two weeks now, and already my mind has been blown by the absolutely horrendous conditions that exist in there. I've heard stories of people getting beat up or sexually assaulted by correctional officers, lack of any meaningful mental health care, horrible food, and violence amongst those who are incarcerated. This is not even to mention the overdose death and the other two deaths which just happened last month, and the subsequent four-day lockdown in which, as has been said already, prisoners were not able to see their lawyers. Just -- just yesterday -- not yesterday, Tuesday, I saw a woman being carted out of the Renewal Center, and the people who were told to evacuate were told it was a fire drill. Can you not tell the truth? Can you guys really not tell the truth? Come on.

We know this. It's -- like, I know our system isn't about rehabilitation, but are you serious?

Most of the people in ACJ have not been convicted of a crime, and even if they were, those conditions are unacceptable.

I have lived in Pittsburgh for the vast majority of my life, and I've never been more let down by the city than when I heard about the conditions in our jail. I had no clue. And it will never be the same after learning about what happens today. It's disgusting, and every single day that that place remains open, people will only be further traumatized and recreate cycles of violence.

Let's also mention the fact that
the people in charge of this jail just don't care
about the people outside of the jail as little as
they care about the people inside, because we
know they don't. We just passed a referendum
recently banning the use of solitary, and it
still happens. This is a spit in the face of
every single citizen who had their voice heard to
make sure that that barbaric practice was
stopped.

I, for one, cannot wait until the

	39
1	day that every single man, woman, and child is
2	let out of that jail and the building itself is
3	demolished.
4	Thank you for your time.
5	(Audience applause.)
6	JUDGE HOWSIE: I apologize, but it
7	looks like Shabaka Gray. I'm not sure. I can't
8	read the last name.
9	MR. GAY: It's Shabaka,
10	S-H-A-B-A-K-A; Gay, G-A-Y, and I'd like to yield
11	my time to John Kenstowicz.
12	JUDGE HOWSIE: We don't really have
13	a practice of yielding time, sir. So would you
14	like to exercise your time?
15	AUDIENCE MEMBER: Who says he
16	can't?
17	JUDGE HOWSIE: Would you like to
18	exercise your time?
19	MR. GAY: I can't hear you.
20	AUDIENCE MEMBER: There's no rule
21	against it.
22	MS. HALLAM: Point of order, Judge
23	Howsie. Point of order, Judge Howsie.
24	If I remember correctly, there is a
25	policy that says that people can group their time

	40
1	together if they're speaking on behalf of a
2	specific project or organization, and they can
3	pool that time.
4	JUDGE HOWSIE: Can you direct
5	MS. HALLAM: It's a prior practice,
6	and according to you, we go along with past
7	practices.
8	JUDGE HOWSIE: Mr. Kenstowicz,
9	please come on up. You have three minutes.
10	MS. HALLAM: Does no one on the
11	Board remember that, that if somebody is speaking
12	on behalf of an organization, they actually get
13	five minutes?
14	JUDGE HOWSIE: No. You get three
15	minutes per person.
16	MS. HALLAM: I was asking the rest
17	of the Board, Judge Howsie.
18	MR. KENSTOWICZ: All right. Let's
19	get started.
20	JUDGE HOWSIE: Thank you.
21	MR. KENSTOWICZ: Kenstowicz is my
22	last name, K-E-N-S-T-O-W-I-C-Z.
23	As mentioned in my last public
24	comment, I am providing you today the results of
25	the Job Satisfaction Survey for our correctional

officers that was conducted from April 27th to 2 May 23rd of this year. The Corrections Collective conducted the survey. 98 officers participated in the survey. Google Forms was used to protect the identity of the officers. 6 The survey was completely anonymous. No physical incentives were used for their participation.

1

3

4

5

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

The first part of the survey consisted of 12 close-ended statements. following color pie charts reveal the results. Because of time, I can't read all the percentages of each pie chart.

The possible answers to the 12 statements are: Strongly agree, agree, neither agree nor disagree, disagree, and strongly disagree. So Shabaka will present each pie chart as we go through them.

So the first one is, I feel valued and respected as a CO at the Allegheny County Jail. 59.2 percent of the officers strongly disagree with that statement. 31.6 percent disagree with that statement.

I am paid fairly for what I'm asked to do. 25.5 percent agree with that statement. 21.4 percent disagree with that statement.

My job benefits meet my family
needs. 40.8 percent agree, 27.6 disagree. Yeah,
if you could keep those going, Shabaka.

Concern for my physical safety has

become more of a problem. 72.4 percent of the officers said strongly agree. 20.4 percent said agree.

Yeah, each shift is staffed with enough CO. 95.9 percent strongly disagree with that statement, and 4.1 disagree with that statement. So that's all the officers.

I am not asked to perform work duties outside of my job description. 45.9 percent strongly disagree with that statement, 30.6 percent disagree with that statement.

I've had enough training to perform the work I'm expected to do. 42.9 percent disagree with that statement, 28.6 strongly disagree with that statement.

I have flexibility with my schedule for personal or family needs. 64.3 percent strongly disagree with that statement, 14.3 percent disagree with that statement.

Forced overtime has become disruptive to my family and me. 76.5 percent

strongly agree with that statement. 16.3 percent agree with that statement.

Yeah, I guess I'm going a little too fast, but I don't need it in terms of my time. I want to get through this.

Overtime has affected my physical and mental health. 76.5 percent agreed with that statement. 13.3 also agree.

Management understands the challenges I experience on my job.

JUDGE HOWSIE: These are unreal.

MR. KENSTOWICZ: 67.3 percent strongly disagree with that statement, and 21.4 percent disagree.

Management is receptive to my feedback and suggestions. 70.4 percent strongly disagree with that statement, 21.4 percent disagree.

The following is a summary of the responses to the 12 close-ended statements of the survey. The question that received the strongest disapproval asked was whether there were enough officers on each shift. 100 percent of respondents disagreed or strongly disagreed that each shift is staffed with enough COs.

Additionally, 92.7 percent agreed or strongly agreed that forced overtime has become disruptive to their families. These responses indicate that the vast majority of officers believe there is a serious staffing problem at the jail.

So -- okay.

JUDGE HOWSIE: Keep going.

MR. KENSTOWICZ: Directly related to understaffing. 92.8 percent of respondents agreed or strongly agreed that concern for officers' physical safety has become more of a concern, and 89.8 percent agreed or strongly agreed that overtime has affected their physical and mental health.

Based off the results of all four of these responses, it is clear the vast majority of officers believe they are working too many hours, their physical safety is more of a concern, and the additional overtime is affecting their families as well as their physical and mental health.

 $\label{eq:JUDGE HOWSIE: Mr. Kenstowicz, you} % \end{substitute} % \e$

MR. KENSTOWICZ: Okay. Who is

1 next?

JUDGE LAZZARA: Sir, we do have a

copy, and we were able to follow along with all

the numbers even if we couldn't see slides. It's

a color copy, and everybody's got it.

6 MR. KENSTOWICZ: Yeah, I sent this to you yesterday.

JUDGE LAZZARA: Yeah, we all have

it here, so just so you know.

MR. KENSTOWICZ: Right. Okay.

Okay. You know, I wanted to do this for the public also.

JUDGE LAZZARA: Yeah.

MR. KENSTOWICZ: So, okay, for the

next person that's up, even though my time is up,

I think they're reading -- they're willing to

continue to read this report.

AUDIENCE MEMBER: I can.

MR. KENSTOWICZ: I mean, why can't

20 I just read the rest of this report?

JUDGE HOWSIE: You know what,

22 briefly.

MR. KENSTOWICZ: Thank you.

AUDIENCE MEMBER: Thank you.

25 (Applause.)

MR. KENSTOWICZ: Another area of major concern is the relationship between the administration and COs. 88.7 percent of respondents disagreed or strongly disagree with the statement management understands the challenges I experience on my job, and 91.8 percent disagreed or strongly disagreed with the statement management is receptive to my feedback and suggestions. Communication would then appear to be top down with limited opportunities for COs to provide feedback, suggestions, or talk with administration about the struggles they experience on their job.

Additionally, 90.8 percent of respondents disagreed or strongly disagreed with the statement I feel valued and respected as a CO at the Allegheny County Jail. This response is not surprising, given the responses pertaining to the relationship between the COs and the administration.

An important question is how much is this response to this question based on how the COs feel they are perceived by the public. How much does the public truly understand and value the plight and the day-to-day experiences

of the CO?

Concern over the disconnect between the officers and administration was also raised in the 2022 ACJ Mortality Report conducted by the NCCHC. Quote, and I quote, "Information pertaining to important operational issues, staff safety, inmate safety, or the safety and security of a facility itself must be communicated.

Staff, including line supervisors, including -- indicated they don't hear information on critical incidents, specifically deaths and suicides, or follow-up or corrective information."

Previous studies of staff retention for correctional officers have found that the control over scheduling and the ability to schedule off for personal and family needs are the most important factors for retention of correctional officers. In this present study, lack of flexibility was raised as a serious concern by respondents. 78.6 percent of respondents disagreed or strongly disagreed with the statement, I have flexibility with my schedule for personal or family needs. This evident lack of flexibility is reflected in responses to questions regarding forced overtime

and the impact it has on family and physical and mental health.

Two statements raised concerns that officers are required to perform tasks beyond their scope of training. 76.3 percent of respondents disagreed or strongly disagreed with the statement I am not asked to perform duties outside my job description, and 72.2 percent disagreed or strongly disagreed with the statement I've had enough training to perform the work I'm expected to do.

All of these factors can have a significant effect on morale and safety.

The next part of the survey asked this open-ended question. What are your recommendations that would reinforce your decision to continue to work at the ACJ? There were 74 responses to this question. Some responses mirror those indicated in the close-ended statement but provide more insight into what officers are experiencing. The most repeated responses fell into six main categories: Call for changes in the leadership and administration, 24 responses; call for improved support and communication with correctional

officers, 21 responses; call to hire more correctional officers, 17 responses; call for revision to overtime system, 17 responses; call for higher pay or better benefits, 13 responses; call for increased concern for officer safety, 8 responses.

Included below are direct quotes

provided by the respondents correlating with each

of the above categories. Call for revision to

the overtime system, call to hire more officers,

many of the responses tied together problems with

staff retention and forced overtime.

Forced overtime and the punitive actions taken by administration relating to forced overtime is on the minds of many officers.

Now when officers use the word "force" in this quote, they're actually referring to forced overtime. So I quote, "Staff following new officers that are still on probation for making one minor mistake or for refusing a force because they were forced numerous times in a row or when they are physically ill and provide medical documentation."

JUDGE HOWSIE: Mr. Kenstowicz, is there any way you can summarize this? I mean,

_	50
1	you've gone over your time. Is there any way
2	MS. HALLAM: I will ask fewer
3	questions if you let him finish.
4	JUDGE HOWSIE: I don't believe you.
5	MS. HALLAM: I will.
6	(Audience laughter.)
7	JUDGE HOWSIE: Summarize, please.
8	MR. KENSTOWICZ: What's that?
9	JUDGE HOWSIE: Summarize, please.
10	MR. KENSTOWICZ: I tell you what,
11	why don't I do this, okay? Why don't I, next
12	meeting because I want to read these quotes from
13	the correctional officers. I think they're
14	really significant, and they tell a story of what
15	they're experiencing, okay?
16	JUDGE HOWSIE: Okay.
17	MR. KENSTOWICZ: So what I've done
18	is I've done an analysis of the data and
19	conclusion. This will be about three minutes.
20	JUDGE HOWSIE: Okay.
21	MR. KENSTOWICZ: Okay. So why
22	don't I do that, and then I'll go back to this
23	next month.
24	JUDGE HOWSIE: Can you do both
25	things next month?

4	51
1	MR. KENSTOWICZ: No. I mean, can
2	you give me a little more time?
3	AUDIENCE MEMBER: There were seven
4	people who are donating their time to him.
5	MR. KENSTOWICZ: Yeah. We have
6	seven people. What's that?
7	JUDGE HOWSIE: We don't donate our
8	time.
9	MS. HALLAM: Judge Howsie, that's
10	in Robert's Rules.
11	AUDIENCE MEMBER: (Shouting.)
12	MS. HALLAM: Robert's Rules allows
13	you to yield.
14	MR. KENSTOWICZ: Well, all these
15	people all these people wanted to donate their
16	time. That's why they signed me up.
17	JUDGE HOWSIE: You can't use
18	someone else's time. I'll give you another two
19	minutes.
20	AUDIENCE MEMBER: You know what,
21	John, don't worry about it. It will all get read
22	today.
23	AUDIENCE MEMBER: Yeah, it will get
24	read.
25	MR. KENSTOWICZ: Yeah, I mean, why

52 1 don't we just do that? Okay. All right. So 2 yeah. 3 So let's go, do you mind if I stand 4 right next to the person? 5 JUDGE HOWSIE: Sister Barbara 6 Finch. 7 MR. KENSTOWICZ: Okay. Barbara, 8 can you come up here? Okay. This is pretty 9 easy. So all you have to do is start with the 10 quote and then read these quotations, okay? 11 then you go to this next one and continue to 12 read. And start with the quote for each of 13 these. 14 MS. FINCH: Okay. Which one? 15 MR. KENSTOWICZ: So I left off 16 here, so start with this one. 17 MS. FINCH: This one, okay. It's 18 Sister Barbara Finch, F-I-N-C-H, and I'm going to 19 continue this report. 20 JUDGE HOWSIE: Thank you. 21 MS. FINCH: Limit the amount of 22 forced overtime in a week to no more than two or 23 three times in a week, do not discipline officers 24 that are forced three times in a week for trivial

things that may be caused by fatigue. We have no

25

administrators who have worked such a workload as is now asked of the officers. "There should be a number in place for the amount of forces per week for the new contract. For example, officers should be mandated maximum two times per week. Officers should not be forced for a reasonable amount of time per week." Per the jail, a reasonable amount of forces is 5 days per week which interferes into off days. "Working on the forcing to spend time with my family." "Hire more officers so people aren't forced every day."

Again, in response to forced overtime, some officers are asking the administration to share in the added workload.

"Have the sergeants or captains oversee Suboxone pass instead of leaving it to the officers to oversee themselves as the staff leaves the unit."

"Give the sergeants more responsibility and have them help the officers on the units rather than continuously adding more and more duties to the officers' daily responsibilities."

Some officers reported frustration over the use of FMLA and call for even distribution of overtime. "Get everyone to do their fair share. The force list makes zero

sense, and this job is not sustainable without being forced to go get FMLA. Maybe 12-hour shifts is the answer. At least the overtime is spread out evenly." "The County needs to make real efforts to the current abuse of the Family Medical Leave Act, FMLA, with 80 percent of the officers having FMLA, the majority of whom obtained it so that they can refuse mandated overtime. Unsustainable." "Evening out the OT," excuse me, "across all three shifts."

And then there's a call for improved support and communication with correctional officers. Officers made references to the administration not understanding the challenges officers experience on their job.

"More realistic leadership. People who see the things that we see every day and understand the type of people we oversee and the challenges that come with it." "New leadership and someone with real experience, someone that works with the officer instead of ruling with fear and discipline."

Punitive measures to induce compliance was mentioned in several responses.

"Discussing mistakes and errors with officers and

	55
1	showing us how to fix them rather than writing us
2	up only to step us up to termination." "Revamp
3	the administration so that officers can actually
4	be respected and not have to fear for our jobs
5	every single day." "Better administration that
6	doesn't view their employees as the problem."
7	Section 3 is Open-Ended Question,
8	Summary and Discussion. Some response concern
9	the administration micromanaging. "If they stop
10	micromanaging" am I up?
11	MR. KENSTOWICZ: Yeah. Who is the
12	next person up?
13	JUDGE HOWSIE: Diana Hull. I
14	believe that's the name.
15	MR. KENSTOWICZ: Diana.
16	MS. FINCH: If you start with that.
17	MR. KENSTOWICZ: Yeah. Just try to
18	lead into each one of these.
19	MS. FINCH: Yeah. Say your name
20	and spell your last name.
21	MS. HULL: Diana Hull, last name
22	H-U-L-L.
23	JUDGE HOWSIE: Thank you.
24	MS. HULL: "If they stop
25	micromanaging every little thing without knowing

why we do what we do, I feel I'm not trusted as an adult who didn't get arrested. Yet I get treated worse than the jail residents." "Allow us to do our job and not micromanage us." "If management would change and allow us to do our jobs, some responses, concern with the need for upward communication." "Listening to the officers' opinions and ideas of how to manage the jail and allowing us to run our units without micromanaging our every move and decision." "Getting rid of the administration and fake deputies that make decisions without consulting the officers who work firsthand with the daily operations of the facility." "They create safety concerns when they warehouse inmates and close pods cutting jobs." "There is no communication in the jail with all levels of staff creating uncertainty and creating severe safety problems."

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

officer safety. As reflected in the quote above, safety has become a concern for many officers. A few responses indicate the impression that safety of the incarcerated individuals is prioritized over officer safety. "Additional staffing for safety with more concern for officer safety."

"Get rid of the current administration, Warden,
Deputy Wardens and Majors. They have done
nothing but make the job harder and more
dangerous for officers and inmates."

"Prioritizing safety and security for officers
and inmates."

Section 3, Open-Ended Questions.

Summary and Discussion. Call for changes in the leadership and administration. Overall 24 responses including a call for a change in leadership and the administration, and a majority of these responses called for termination.

"Better leadership from our superiors. If they don't build morale and show leadership, how can you expect your employees to be better?" "Better administration that doesn't view their employees as the problem." "Complete change of staff from majors up the ranks to Warden."

In addition to the main categories above, some officers have made other recommendations. Several related to training.

"Increase in-person training, not through Power DMS." "Give officers more tools for discipline."

"Defensive training tactics more often." And others provided general recommendations. "Pay

1 double-time to stay for a force." "Provide more nutritious food in the dining hall, especially 2 3 when we are forced and stuck for 16 hours." 4 "Start using the padded cells when the situation 5 warrants it." "Remove the CRU officers from the 6 regular bids so officers who aren't on the team 7 can bid on those jobs." "Allow inmates to charge 8 their tablets because they only work for seven 9 hours when they have access to them for 12.5 10 hours and have to share them for 12.5 hours with 11 their cellie." "Better healthcare for retirees. 12 Raise to at least account for rising inflation 13 and cost of living." "Better food in the 14 officers' dining room and free parking would be a 15 nice plus too." 16 MR. KENSTOWICZ: Okay. Who's next? 17 JUDGE HOWSIE: Fran McDowell. 18 MR. KENSTOWICZ: Same thing. 19 you could just read this right here and then go 20 on. 21 MS. McDOWELL: Fran McDowell, 22 M-C-D-O-W-E-L-L. 23 The following open-ended question 24 was asked of the officers. For your peers that 25 terminated employment, do you think -- why do you think they left? There were 81 responses to this question. Most responses fell in the five following categories. Number 1, left because of forced overtime, included 35 responses.

Number 2, left because of management/micromanagement, included 26

management/micromanagement, included 26 responses. Number 3, feeling undervalued or unsupported by leadership, included 26 responses. Number 4, left due to lack of work-life balance, included in 14 responses. Number 5, safety concerns, included in 9 responses.

Mentions of forced overtime or lack of work-life balance were included in 45 distinct responses. Mentions of management, micromanagement, and feeling undervalued or unsupported were included in 47 distinct responses.

Safety concerns were linked to forced overtime in four of the responses. "The overtime, all of them have said the same thing. Nobody wants to work 80 hours a week in a dangerous work environment." "My peers left because of the following, forced daily, forced into off-days. No time to spend with family. Sleep deprived. We have to work dangerous pods

on overtime hours. Health issues such as weight loss due to poor nutrition due to the lack of time spent at home to eat proper meals per day."

"Forced overtime, unsafe working environment."

"Understaffing and safety concerns."

Several responses focused on the administration being disconnected from the officers, lacking awareness of the work challenges of the officers. "Forced overtime, short staff, management has no idea what it's like to run a pod and what's expected of you." "The County doesn't care about them, their families or their needs. Administration is out of touch. Policy is being made by civilians who don't do their jobs making the entire facility more dangerous." "The expectation is that we don't have lives outside of our work." "We are not appreciated and consistently put under massive stress, not just the inmates, but -- and people up the street who do not do our job."

Section 2, Open-Ended Question,
Summary and Discussion. Response --

MR. KENSTOWICZ: Who's next?

JUDGE HOWSIE: John Bolanos. I

apologize if that's a mispronunciation of the

last name.

1

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

2 MR. BOLANOS: John Bolanos, B as in boy, "-O-L-A-N-O-S.

MR. KENSTOWICZ: You can start right here.

MR. BOLANOS: Responses also focused on the punitive actions being taken by administration in spite of officers working very excessive forced overtime. "They knew that administration wouldn't support us and actively try to hound us. My example is a team -- if people hired to watch cameras all day to write us up. The cameras should be there to support us, not solely to punish us." "Too much overtime. Administration targeting the wrong things for disciplinary action." "They left due to the amount of forced overtime and the fact that administration seeks to target officers for anything." "Forced overtime, bad and hostile management, constant threats of termination. Some of the officers talked about the stress put on families and on the officer when an officer has to work so much forced overtime." "Unfair policies that not only put strain on themselves but their personal life as well." "Ruined their

	62
1	family life, caused undue stress, overtime cost,
2	health issues, and they were treated like they
3	are worthless." "Extreme stress while being
4	under-appreciated and forced every day. Some had
5	to decide between" moving a family "having a
6	family and providing for their family."
7	"Mandated overtime, stress, missing their
8	families."
9	MR. KENSTOWICZ: Now this is
10	JUDGE HOWSIE: Sir, are we going to
11	do the Discussion and Analysis next meeting like
12	you said?
13	MR. KENSTOWICZ: We're all
14	AUDIENCE MEMBER: We're still all
15	here?
16	MR. KENSTOWICZ: We still have one
17	more person.
18	AUDIENCE MEMBER: Don't count this
19	time against
20	JUDGE HOWSIE: Okay.
21	MR. KENSTOWICZ: Yeah. Hold on a
22	second. Okay. Here is all right. We have to
23	do it that way. I know I have this. I had this
24	already.
25	AUDIENCE MEMBER: Right here. This

is where you are.

1

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

2 MR. KENSTOWICZ: Yeah, this is the summary.

MR. BOLANOS: From the results of the survey, the overwhelming concern of the correctional officers is forced overtime. increasing pay and benefits are mentioned, the dominant concern is how forced overtime is disrupting an officer's family life, the officer's physical and mental health, and the officer's sense of safety. These officers working forced overtime should receive the utmost support to succeed. A laser beam of support from administration, the union, the Jail Oversight Board, and the public should be provided to these officers. These officers are making huge sacrifices. These officers should be given a maximum opportunity to develop a schedule that will complement the care they need to give to their families and their own physical and mental health. As one officer recommended, these officers should be paid double-time, be provided free parking, and a steak in between their shifts because of the sacrifices they are making.

COs recognize that the officers

most vulnerable to terminating their job are the officers who are relatively new, who are assigned to work many hours of forced overtime, and who work on the most difficult pods where safety becomes more of a risk. This needs to change, in which a more equitable system is devised to take some of the weight off the backs of the officers recently hired. This will improve retention.

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

Coupled with this concern of forced overtime is how management is disciplining officers who work these long hours, and the micromanaging officers are experiencing. Officers say a punitive model of intimidation and the threat to losing one's job is used often to achieve compliance. Using fear and intimidation tactics is an archaic way of achieving motivation in the workplace, especially when officers are working such long hours. The fear tactics and micromanagement wreak havoc concerning the officer's morale. A supportive model needs to be implemented in which these officers need to be seen as professionals who can grow in their profession if given the opportunity. All of the talk-down communication needs to stop. NCCHC found in administration not providing

	65
1	corrective information to line staff also needs
2	to stop.
3	JUDGE HOWSIE: I think we're done.
4	MR. KENSTOWICZ: Were you done?
5	JUDGE HOWSIE: Keep going? All
6	right.
7	MR. KENSTOWICZ: I think we got one
8	more. I think we're going to finish, okay?
9	JUDGE HOWSIE: That's fine.
10	MR. KENSTOWICZ: You just have this
11	to read.
12	MR. BONAVOGLIA: Okay. Cool.
13	Art Bonavoglia, B-O-N-A-V-O-G-L-I-A.
14	Okay. One officer recommended the
15	use of video cameras in many instances thanks,
16	Leah. She knows I can't see.
17	In many instances, these should be
18	seen as a learning tool in which ideas of
19	training and support are provided instead of the
20	cameras always being used as evidence to
21	discipline or fire people. For officers to grow
22	in their professional their profession and
23	seek advancement, training is a key, and their
24	needs can be communicated in a bottom-up
25	relationship with administration instead of the

communications always being top down.

The two pie graphs concerning the officers' relationship with administration identify this communication between the officers and administration as a significant problem. The responses in the survey to the statement -- this is a quote "I feel valued and respected as a CO at the Allegheny County Jail" received over a 90 percent negative response to that statement. Overwhelmingly officers do not feel valued or respected, which significantly affects their morale and can affect their job performance.

The tremendous value the officers can bring to the jail must be articulated. An officer who actively engages with residents has learned effective ways to intervene in a crisis and who exhibits professionalism and an image of an officer, and public needs to become aware of.

The jail cannot function without security. The more officers who terminate employment at the Allegheny County Jail, the more time residents will be in their cells. The lower the officers' morale and the increased tiredness based on working many long hours, the less effective officers will be in providing effective

	67
1	interventions and protecting the lives of the
2	residents and staff at the jail.
3	The purpose of this survey is to
4	provide a blueprint of what officers at the jail
5	are thinking and saying. The current County
6	administration, current Warden, and JOB, as well
7	as the future County Administration and Warden,
8	need to use the results of this survey as a
9	framework to institute changes and develop an
10	effective working relationship with the officers.
11	Time can no longer be wasted.
12	JUDGE HOWSIE: Thank you, sir.
13	Mary Ann.
14	(Audience applause.)
15	JUDGE HOWSIE: Thank you, sir.
16	I apologize for the last name, but
17	it looks like Mary Ann Nove.
18	AUDIENCE MEMBER: She left.
19	JUDGE HOWSIE: She left?
20	AUDIENCE MEMBER: She left.
21	JUDGE HOWSIE: All right.
22	Brian Englert.
23	MR. ENGLERT: Hi, my name is Brian
24	Englert, I am
25	current president of the Allegheny County

Correction Officers Union.

I would just like to thank John and wrap up what he said. As you've heard, morale, training and leadership at that jail is horrible. The scores tell a story of what officers have dealt with over the last few years. And this is what led to the overwhelming vote of No Confidence last year in Warden Harper.

Even more troubling is the job retention numbers. In 2020 we had 25 new officers hired. 12 of them were gone in less than a year. That's a 48 percent loss.

2021, 49 new officers hired. 19 gone in a year, a 39 percent loss.

2022, 43 new officers hired. 20 gone in a year, a 47 percent loss.

So while we continue to see an increase in sergeant staffing of 25 percent and captains at 40 percent, I continue to lose officers at a rate of almost 40 percent a year. That's worse than retail.

Even with the residency restriction lifted, the County can't seem to find employees.

I mean, common sense would tell you we are tied for the seventh-highest average wage of

correctional officers in the state. So go to the counties like Washington, Butler, Lawrence, Westmoreland, and put up a billboard saying now hiring. No residency requirements. Have job fairs there. They just simply don't care to do the right or smart things to bring officers in that jail and train them correctly.

responses from the Health Department on two pressing items. First, I requested air quality monitors for two units that are heavily inundated with K-2 smoke. My officers are forced to sit on these units and breathe it for up to 16 hours a day, and I would like to know the hazardous chemicals that we're breathing. Breathe Pittsburgh offered to provide air quality monitors, but it would need the permission of the Warden and the Health Department. No answer.

I also submitted a report and a complaint to the Health Department about rodents in the ceiling of our cafeteria. The other night while on overtime, I was eating, and part of the ceiling came in and out popped a rat looking at me. I mean, this would be unacceptable in any county building, in any restaurant, in any

hospital, in any institutional establishment, yet we just -- now we have rats in the ceiling where we eat. I mean, it's just unbelievable, and the Health Department continues to ignore it.

The Acting Director Dowd I believe is his name, I don't even know if his e-mail works. Can IT check on that?

And lastly, I'm kind of shocked about the Renewal numbers because I work a lot of overtime and I see ambulances in front of that building almost every day. I have inmates that come escape from Renewal and request to come back on my unit because they're walking in on a guy overdosing, and they're trying to stay away from drugs, and they feel like they have to escape. And I said, how frequently does this occur? They say quite often, but yet it's never reported at these meetings.

And then lastly, I know we're going to have a change of leadership. I'm excited for that. And I know Steve, this might be the end of your run. And if you're looking for a job, I wanted to bring you a gift. I brought you a uniform shirt. We need officers. And I'll get you 80 hours a week. You'll make some money.

1 And we'll get you some crappy training. But I want to give it to you. It might not fit. 2 3 might have to wait a year to get a new one. 4 couldn't get your name put on it. There was a 5 four-month waiting period to have it stitched, 6 but I want to give you this in case you're 7 looking for work. And then you can actually see 8 what I do every day in the jail that you ran into 9 the ground.

(Audience applause.)

JUDGE HOWSIE: Marion Damick.

Mrs. Damick.

10

11

12

14

15

16

17

18

19

20

21

22

23

24

25

I love this lady.

 $\label{eq:ms.def} {\tt MS.\ DAMICK:} \ \ {\tt I\ always\ come\ after}$ the best talk.

Okay. There. I always come after the best talk and the most important thing.

Because actually, I wanted to refer to what happened last month. It was last month, yeah.

We had something very unusual. I don't know if the group knows -- knows how unusual that was.

Three attorneys came here to complain about getting in to see their client. One, by the way -- I mean, three of them. I have a feeling

maybe because they were Public Defenders instead

1	of the regular paid attorneys. I hope that
2	wasn't the reason. But whatever the reason was,
3	it is not there is no nothing that you can
4	do or should do to keep an attorney for an hour
5	or more. They kept me another attorney. I
6	didn't mind to talk to the other people there or
7	whatever. If I had an officer take me to the
8	the prisoner, the attorneys have officers. If
9	you don't have right. If you're low on
10	servers. The reason that reflects on what
11	happened last time. If you're low on employment,
12	you don't have the people to take the attorneys
13	to their clients. That is such a I would say
14	crime. That is so illegal that I could scream.
15	You know, I can't. So one thing leads to another
16	that is wrong. Keep get rid of the first
17	thing of the base of what kept that wrong.
18	You'd be much better.
19	I hope to see you next month, and I
20	hope that we get some better news.
21	JUDGE HOWSIE: Thank you, ma'am.
22	MS. DAMICK: Thank you.
23	JUDGE HOWSIE: Thank you.
24	(Audience applause.)
25	JUDGE HOWSIE: Due to a number of

concerns that were expressed in the meeting, we checked the system for some -- for giving Public Comments, and IT did determine that there was a breakdown with the system, so I apologize for the inconvenience that that may have caused.

It's my understanding that that has been rectified. Public Comments are now being submitted online. Due to the time that we spent with Public Comments, I am not reading the Public Comments. They are listed, posted on the website for your review.

With that being said, we will now have a review of the meetings -- for the minutes -- the Minutes from the meeting from last month, from the May meeting. Has everyone had an opportunity to review those Minutes?

AUDIENCE MEMBER: Momma, momma, can't you see?

What's the system done to me? What's the system done to me? Ain't no use in looking down. Ain't no use in looking down. Ain't no use in looking down. Ain't no justice on the ground. Ain't no justice on the ground.

 $$\operatorname{\mathtt{JUDGE}}$$ HOWSIE: Can we call the meeting? I'm calling the meeting.

(Audience singing.)

	74
1	There's been a Motion to adjourn.
2	Anyone want to second that Motion?
3	(Audience singing.)
4	JUDGE HOWSIE: Anyone want to
5	second the Motion?
6	MS. HALLAM: Point of order, Judge
7	Howsie. You cannot adjourn the meeting without a
8	second.
9	You don't have a choice. No one
10	seconded that. I'm positive.
11	AUDIENCE MEMBER: Coward.
12	MS. HALLAM: I'll run the meeting.
13	(Audience members yelling.)
14	MS. HALLAM: Hey, I will run the
15	meeting. I will run it.
16	(Audience members yelling.)
17	(Judge Howsie exited the room.)
18	(Jail administration exits the
19	room.)
20	MS. HALLAM: All right. Since
21	Judge Howsie has left, maybe we can have a
22	respectful meeting now. I would run it if no one
23	else would like to run it.
24	There was no adjournment, Ms. Moss.
25	SHERIFF KRAUS: I'm leaving.

	75
1	MS. HALLAM: You don't need to be
2	here. We have a quorum without you. You may
3	leave. Okay.
4	(Sheriff Kraus and Mr. Pilarski
5	exited the room.)
6	(Audience members yelling.)
7	MS. HALLAM: One more thing to add
8	to the lawsuit.
9	(Audience members singing.)
10	(Ms. Moss exited the room.)
11	(Audience singing.)
12	MS. HALLAM: Ms. Moss exited the
13	room.
14	Does anyone know where the jail
15	administration went? Did they leave the
16	building?
17	(Audience singing.)
18	JUDGE LAZZARA: I would just note
19	for the record that we now don't have a quorum,
20	and so we can't get any business accomplished
21	today.
22	MS. HALLAM: Why is five of
23	mine not a real
24	JUDGE LAZZARA: We actually had
25	things to do that we could have gotten done that

	76
might have improved the jail.	70
(Audience members yelling.)	
MS. HALLAM: I mean, if we're	
here for real, they sit up here, and they lie	
to us. They don't answer our questions.	
(Audience members yelling.)	
MS. HALLAM: He adjourned the	
meeting without a second. He cannot do that.	
JUDGE LAZZARA: Well, Bethany, if	
we don't have a quorum, we can't do business. I	
would have liked to have asked the Warden some	
questions about why they can't come in	
MS. HALLAM: Then talk to your	
friends who walked out of the meeting and left us	
without a quorum. That wasn't me. We stayed	
here.	
JUDGE LAZZARA: I'm not saying it	
was you. I'm saying it's frustrating because	
there were things that could have been done.	
(Audience member yelling.)	
MS. HALLAM: And we could have got	
them done if Judge Howsie would not have left.	
We could have got them done if you didn't leave	
the meeting.	
(Audience member yelling.)	
	(Audience members yelling.) MS. HALLAM: I mean, if we're here for real, they sit up here, and they lie to us. They don't answer our questions. (Audience members yelling.) MS. HALLAM: He adjourned the meeting without a second. He cannot do that. JUDGE LAZZARA: Well, Bethany, if we don't have a quorum, we can't do business. I would have liked to have asked the Warden some questions about why they can't come in MS. HALLAM: Then talk to your friends who walked out of the meeting and left us without a quorum. That wasn't me. We stayed here. JUDGE LAZZARA: I'm not saying it was you. I'm saying it's frustrating because there were things that could have been done. (Audience member yelling.) MS. HALLAM: And we could have got them done if Judge Howsie would not have left. We could have got them done if you didn't leave the meeting.

```
77
 1
                      (Whereupon, the hearing was
 2
       concluded at 5:30 p.m.)
 3
 4
 5
 6
 7
 8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25
```

CERTIFICATE

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

\$	28.6 [1] - 42:18	76 [1] - 8:10	ACJ [4] - 26:25, 38:3,	adopt [1] - 18:15
	28th [1] - 9:6	76.3 [1] - 48:5	47:4, 48:17	adult [1] - 56:2
*** *** ** ** ** ** ** *		76.5 [2] - 42:25, 43:7	Act [5] - 29:15,	advancement [1] -
\$10,000 [2] - 31:18,	3	78.6 [1] - 47:20	29:16, 30:13, 30:14,	65:23
33:10			54:6	advice [1] - 32:23
\$15 [1] - 8:11	2 ros - FF-7 - F7-7	8	act [1] - 19:12	affect [2] - 34:16,
4	3 [3] - 55:7, 57:7, 59:7		Acting [1] - 70:5	66:12
1	30.6 [1] - 42:15	8 [2] - 1:13, 49:5	action [2] - 23:25,	affected [2] - 43:6,
	31.6 [1] - 41:21	80 [3] - 54:6, 59:21,	61:16	44:14
1 [1] - 59:3	33 [4] - 29:15, 29:16,	70:25	actions [2] - 49:14,	affecting [1] - 44:20
10 [1] - 8:5	30:13, 30:14	81 [1] - 59:1	61:7	affects [1] - 66:11
100 [1] - 43:23	35 [1] - 59:4	84 [1] - 8:4	actively [2] - 61:10,	affirmations [1] - 6:3
107 [1] - 11:22	39 [1] - 68:14	88.7 [1] - 46:3	66:15	afraid [1] - 36:20
111 [1] - 8:3	33[1] - 00.14	89.8 [1] - 44:13	acutely [1] - 27:1	afternoon [6] - 5:25,
12 [6] - 8:5, 19:12,	4	8th [2] - 22:12, 23:4	ADA [1] - 22:11	6:2, 7:25, 11:17,
41:9, 41:14, 43:20,	7	Ott [2] - 22.12, 25.4	Adam [2] - 3:3, 7:25	13:25, 31:6
68:11		9	add [1] - 75:2	agencies [1] - 26:6
12-hour [1] - 54:2	4 [2] - 11:23, 59:9	3	added [1] - 53:14	agenda [1] - 24:4
12.5 [2] - 58:9, 58:10	4.1 [1] - 42:10		adding [1] - 53:20	agendas [1] - 25:22
13 [1] - 49:4	40 [2] - 68:19, 68:20	9 [1] - 59:11	addition [1] - 57:19	ago [3] - 14:4, 20:19,
13.3 [1] - 43:8	40.8 [1] - 42:2	9-1-1 [1] - 12:20	additional [5] - 6:3,	36:19
14 [1] - 59:10	42.9 [1] - 42:17	90 [1] - 66:9	7:12, 11:9, 44:20,	agree [11] - 28:7,
14.3 [1] - 42:22	43 [1] - 68:15	90.8 [1] - 46:14	56:24	41:14, 41:15, 41:24,
15219 [1] - 1:22	436 [1] - 1:21	91.8 [1] - 46:6	additionally [2] -	42:2, 42:6, 42:7, 43:1,
16 [2] - 58:3, 69:13	45 [1] - 59:13	92.7 [1] - 44:1	44:1, 46:14	43:2, 43:8
16.3 [1] - 43:1	45.9 [1] - 42:13	92.8 [1] - 44:10	address [3] - 18:7,	agreed [7] - 43:7,
17 [3] - 30:16, 49:2,	47 [2] - 59:16, 68:16	95.9 [1] - 42:9	24:15, 24:18	44:1, 44:2, 44:11,
49:3	48 [1] - 68:12	98 [1] - 41:3	addressed [2] - 24:2, 24:5	44:13, 44:14 AHN _[2] - 18:9, 18:22
18 [1] - 14:5	49 [1] - 68:13	99 [1] - 11:24	addressing [4] -	ain't [4] - 73:20,
18th [1] - 6:15	4:09 [1] - 4:2		18:1, 19:6, 19:21,	73:21, 73:22
19 [2] - 21:18, 68:13	4th [1] - 1:19	Α	26:3	air [2] - 69:10, 69:16
			adds [1] - 25:7	Albert [1] - 31:19
2	5	Abass [2] - 2:11,	adequate [2] - 23:2,	alcohol [1] - 16:7
		4:10	25:22	Alex [3] - 3:13,
2 m 20.44 FO.F	5 [3] - 8:6, 53:8,	ability [2] - 47:15,	adjourn [2] - 74:1,	36:24, 37:2
2 [3] - 22:11, 59:5,	0 [0] 0.0, 00.0,	-		00.27, 01.2
60.21	59:10	1 / / '5	/4·4	allegations [1] -
60:21 2 684 (4) - 21:14	59:10 510 (1) - 21:20	77:5 able io - 28:19 34:5	74:4 adiourned [1] -	allegations [1] - 29:17
2,684 [1] - 21:14	510 [1] - 21:20	able [6] - 28:19, 34:5,	adjourned [1] -	29:17
2,684 [1] - 21:14 20 [1] - 68:15	510 [1] - 21:20 5536 [1] - 31:7	able [6] - 28:19, 34:5, 35:13, 35:16, 37:20,	adjourned [1] - 75:23	29:17 ALLEGHENY [1] -
2,684 [1] - 21:14 20 [1] - 68:15 20.4 [1] - 42:6	510 [1] - 21:20 5536 [1] - 31:7 59.2 [1] - 41:20	able [6] - 28:19, 34:5, 35:13, 35:16, 37:20, 45:3	adjourned [1] -	29:17 ALLEGHENY [1] - 1:7
2,684 [1] - 21:14 20 [1] - 68:15 20.4 [1] - 42:6 2015 [1] - 29:16	510 [1] - 21:20 5536 [1] - 31:7	able [6] - 28:19, 34:5, 35:13, 35:16, 37:20,	adjourned [1] - 75:23 adjournment [1] -	29:17 ALLEGHENY [1] -
2,684 [1] - 21:14 20 [1] - 68:15 20.4 [1] - 42:6 2015 [1] - 29:16 2016 [1] - 21:17	510 [1] - 21:20 5536 [1] - 31:7 59.2 [1] - 41:20 5:30 [1] - 76:18	able [6] - 28:19, 34:5, 35:13, 35:16, 37:20, 45:3 absolutely [3] - 33:5,	adjourned [1] - 75:23 adjournment [1] - 74:19	29:17 ALLEGHENY [1] - 1:7 Allegheny [26] -
2,684 [1] - 21:14 20 [1] - 68:15 20.4 [1] - 42:6 2015 [1] - 29:16 2016 [1] - 21:17 2020 [2] - 21:18,	510 [1] - 21:20 5536 [1] - 31:7 59.2 [1] - 41:20	able [6] - 28:19, 34:5, 35:13, 35:16, 37:20, 45:3 absolutely [3] - 33:5, 37:4, 37:10	adjourned [1] - 75:23 adjournment [1] - 74:19 administration [31] -	29:17 ALLEGHENY [1] - 1:7 Allegheny [26] - 1:20, 14:5, 21:15,
2,684 [1] - 21:14 20 [1] - 68:15 20.4 [1] - 42:6 2015 [1] - 29:16 2016 [1] - 21:17 2020 [2] - 21:18, 68:10	510 [1] - 21:20 5536 [1] - 31:7 59.2 [1] - 41:20 5:30 [1] - 76:18	able [6] - 28:19, 34:5, 35:13, 35:16, 37:20, 45:3 absolutely [3] - 33:5, 37:4, 37:10 abuse [4] - 25:14,	adjourned [1] - 75:23 adjournment [1] - 74:19 administration [31] - 26:25, 28:13, 31:23,	29:17 ALLEGHENY [1] - 1:7 Allegheny [26] - 1:20, 14:5, 21:15, 21:19, 21:22, 21:23,
2,684 [1] - 21:14 20 [1] - 68:15 20.4 [1] - 42:6 2015 [1] - 29:16 2016 [1] - 21:17 2020 [2] - 21:18, 68:10 2021 [3] - 22:18,	510 [1] - 21:20 5536 [1] - 31:7 59.2 [1] - 41:20 5:30 [1] - 76:18 6 60 [1] - 14:4	able [6] - 28:19, 34:5, 35:13, 35:16, 37:20, 45:3 absolutely [3] - 33:5, 37:4, 37:10 abuse [4] - 25:14, - 29:18, 29:19, 54:5	adjourned [1] - 75:23 adjournment [1] - 74:19 administration [31] - 26:25, 28:13, 31:23, 46:3, 46:12, 46:20,	29:17 ALLEGHENY [1] - 1:7 Allegheny [26] - 1:20, 14:5, 21:15, 21:19, 21:22, 21:23, 25:25, 26:18, 27:11,
2,684 [1] - 21:14 20 [1] - 68:15 20.4 [1] - 42:6 2015 [1] - 29:16 2016 [1] - 21:17 2020 [2] - 21:18, 68:10	510 [1] - 21:20 5536 [1] - 31:7 59.2 [1] - 41:20 5:30 [1] - 76:18 6 60 [1] - 14:4 64.3 [1] - 42:21	able [6] - 28:19, 34:5, 35:13, 35:16, 37:20, 45:3 absolutely [3] - 33:5, 37:4, 37:10 abuse [4] - 25:14, - 29:18, 29:19, 54:5 access [1] - 58:9	adjourned [1] - 75:23 adjournment [1] - 74:19 administration [31] - 26:25, 28:13, 31:23, 46:3, 46:12, 46:20, 47:3, 48:24, 49:14, 53:14, 54:14, 55:3, 55:5, 55:9, 56:11,	29:17 ALLEGHENY [1] - 1:7 Allegheny [26] - 1:20, 14:5, 21:15, 21:19, 21:22, 21:23, 25:25, 26:18, 27:11, 31:10, 33:23, 34:5,
2,684 [1] - 21:14 20 [1] - 68:15 20.4 [1] - 42:6 2015 [1] - 29:16 2016 [1] - 21:17 2020 [2] - 21:18, 68:10 2021 [3] - 22:18, 22:20, 68:13	510 [1] - 21:20 5536 [1] - 31:7 59.2 [1] - 41:20 5:30 [1] - 76:18 6 60 [1] - 14:4 64.3 [1] - 42:21 65 [1] - 16:6	able [6] - 28:19, 34:5, 35:13, 35:16, 37:20, 45:3 absolutely [3] - 33:5, 37:4, 37:10 abuse [4] - 25:14, - 29:18, 29:19, 54:5 access [1] - 58:9 accommodate [2] -	adjourned [1] - 75:23 adjournment [1] - 74:19 administration [31] - 26:25, 28:13, 31:23, 46:3, 46:12, 46:20, 47:3, 48:24, 49:14, 53:14, 54:14, 55:3, 55:5, 55:9, 56:11, 57:1, 57:9, 57:11,	29:17 ALLEGHENY [1] - 1:7 Allegheny [26] - 1:20, 14:5, 21:15, 21:19, 21:22, 21:23, 25:25, 26:18, 27:11, 31:10, 33:23, 34:5, 34:18, 34:23, 34:25, 35:12, 35:16, 35:18, 36:16, 37:5, 37:8,
2,684 [1] - 21:14 20 [1] - 68:15 20.4 [1] - 42:6 2015 [1] - 29:16 2016 [1] - 21:17 2020 [2] - 21:18, 68:10 2021 [3] - 22:18, 22:20, 68:13 2022 [2] - 47:4, 68:15	510 [1] - 21:20 5536 [1] - 31:7 59.2 [1] - 41:20 5:30 [1] - 76:18 6 60 [1] - 14:4 64.3 [1] - 42:21 65 [1] - 16:6 67.3 [1] - 43:12	able [6] - 28:19, 34:5, 35:13, 35:16, 37:20, 45:3 absolutely [3] - 33:5, 37:4, 37:10 abuse [4] - 25:14, - 29:18, 29:19, 54:5 access [1] - 58:9 accommodate [2] - 13:10, 33:19	adjourned [1] - 75:23 adjournment [1] - 74:19 administration [31] - 26:25, 28:13, 31:23, 46:3, 46:12, 46:20, 47:3, 48:24, 49:14, 53:14, 54:14, 55:3, 55:5, 55:9, 56:11, 57:1, 57:9, 57:11, 57:16, 60:7, 61:8,	29:17 ALLEGHENY [1] - 1:7 Allegheny [26] - 1:20, 14:5, 21:15, 21:19, 21:22, 21:23, 25:25, 26:18, 27:11, 31:10, 33:23, 34:5, 34:18, 34:23, 34:25, 35:12, 35:16, 35:18, 36:16, 37:5, 37:8, 41:19, 46:17, 66:8,
2,684 [1] - 21:14 20 [1] - 68:15 20.4 [1] - 42:6 2015 [1] - 29:16 2016 [1] - 21:17 2020 [2] - 21:18, 68:10 2021 [3] - 22:18, 22:20, 68:13 2022 [2] - 47:4, 68:15 2023 [1] - 1:13	510 [1] - 21:20 5536 [1] - 31:7 59.2 [1] - 41:20 5:30 [1] - 76:18 6 60 [1] - 14:4 64.3 [1] - 42:21 65 [1] - 16:6	able [6] - 28:19, 34:5, 35:13, 35:16, 37:20, 45:3 absolutely [3] - 33:5, 37:4, 37:10 abuse [4] - 25:14, - 29:18, 29:19, 54:5 access [1] - 58:9 accommodate [2] - 13:10, 33:19 accomplish [1] -	adjourned [1] - 75:23 adjournment [1] - 74:19 administration [31] - 26:25, 28:13, 31:23, 46:3, 46:12, 46:20, 47:3, 48:24, 49:14, 53:14, 54:14, 55:3, 55:5, 55:9, 56:11, 57:1, 57:9, 57:11, 57:16, 60:7, 61:8, 61:10, 61:15, 61:18,	29:17 ALLEGHENY [1] - 1:7 Allegheny [26] - 1:20, 14:5, 21:15, 21:19, 21:22, 21:23, 25:25, 26:18, 27:11, 31:10, 33:23, 34:5, 34:18, 34:23, 34:25, 35:12, 35:16, 35:18, 36:16, 37:5, 37:8, 41:19, 46:17, 66:8, 66:21, 67:25
2,684 [1] - 21:14 20 [1] - 68:15 20.4 [1] - 42:6 2015 [1] - 29:16 2016 [1] - 21:17 2020 [2] - 21:18, 68:10 2021 [3] - 22:18, 22:20, 68:13 2022 [2] - 47:4, 68:15 2023 [1] - 1:13 21 [1] - 49:1	510 [1] - 21:20 5536 [1] - 31:7 59.2 [1] - 41:20 5:30 [1] - 76:18 6 60 [1] - 14:4 64.3 [1] - 42:21 65 [1] - 16:6 67.3 [1] - 43:12 699 [1] - 11:21	able [6] - 28:19, 34:5, 35:13, 35:16, 37:20, 45:3 absolutely [3] - 33:5, 37:4, 37:10 abuse [4] - 25:14, - 29:18, 29:19, 54:5 access [1] - 58:9 accommodate [2] - 13:10, 33:19 accomplish [1] - 22:4 accomplished [1] - 75:11	adjourned [1] - 75:23 adjournment [1] - 74:19 administration [31] - 26:25, 28:13, 31:23, 46:3, 46:12, 46:20, 47:3, 48:24, 49:14, 53:14, 54:14, 55:3, 55:5, 55:9, 56:11, 57:1, 57:9, 57:11, 57:16, 60:7, 61:8, 61:10, 61:15, 61:18, 63:14, 64:25, 65:25,	29:17 ALLEGHENY [1] - 1:7 Allegheny [26] - 1:20, 14:5, 21:15, 21:19, 21:22, 21:23, 25:25, 26:18, 27:11, 31:10, 33:23, 34:5, 34:18, 34:23, 34:25, 35:12, 35:16, 35:18, 36:16, 37:5, 37:8, 41:19, 46:17, 66:8, 66:21, 67:25 Allen [1] - 28:25
2,684 [1] - 21:14 20 [1] - 68:15 20.4 [1] - 42:6 2015 [1] - 29:16 2016 [1] - 21:17 2020 [2] - 21:18, 68:10 2021 [3] - 22:18, 22:20, 68:13 2022 [2] - 47:4, 68:15 2023 [1] - 1:13 21 [1] - 49:1 21.4 [3] - 41:25,	510 [1] - 21:20 5536 [1] - 31:7 59.2 [1] - 41:20 5:30 [1] - 76:18 6 60 [1] - 14:4 64.3 [1] - 42:21 65 [1] - 16:6 67.3 [1] - 43:12	able [6] - 28:19, 34:5, 35:13, 35:16, 37:20, 45:3 absolutely [3] - 33:5, 37:4, 37:10 abuse [4] - 25:14, - 29:18, 29:19, 54:5 access [1] - 58:9 accommodate [2] - 13:10, 33:19 accomplish [1] - 22:4 accomplished [1] - 75:11 according [1] - 40:6	adjourned [1] - 75:23 adjournment [1] - 74:19 administration [31] - 26:25, 28:13, 31:23, 46:3, 46:12, 46:20, 47:3, 48:24, 49:14, 53:14, 54:14, 55:3, 55:5, 55:9, 56:11, 57:1, 57:9, 57:11, 57:16, 60:7, 61:8, 61:10, 61:15, 61:18, 63:14, 64:25, 65:25, 66:3, 66:5, 67:6, 75:7	29:17 ALLEGHENY [1] - 1:7 Allegheny [26] - 1:20, 14:5, 21:15, 21:19, 21:22, 21:23, 25:25, 26:18, 27:11, 31:10, 33:23, 34:5, 34:18, 34:23, 34:25, 35:12, 35:16, 35:18, 36:16, 37:5, 37:8, 41:19, 46:17, 66:8, 66:21, 67:25 Allen [1] - 28:25 allow [6] - 25:8, 30:7,
2,684 [1] - 21:14 20 [1] - 68:15 20.4 [1] - 42:6 2015 [1] - 29:16 2016 [1] - 21:17 2020 [2] - 21:18, 68:10 2021 [3] - 22:18, 22:20, 68:13 2022 [2] - 47:4, 68:15 2023 [1] - 1:13 21 [1] - 49:1 21.4 [3] - 41:25, 43:13, 43:17	510 [1] - 21:20 5536 [1] - 31:7 59.2 [1] - 41:20 5:30 [1] - 76:18 6 60 [1] - 14:4 64.3 [1] - 42:21 65 [1] - 16:6 67.3 [1] - 43:12 699 [1] - 11:21	able [6] - 28:19, 34:5, 35:13, 35:16, 37:20, 45:3 absolutely [3] - 33:5, 37:4, 37:10 abuse [4] - 25:14, 29:18, 29:19, 54:5 access [1] - 58:9 accommodate [2] - 13:10, 33:19 accomplish [1] - 22:4 accomplished [1] - 75:11 according [1] - 40:6 account [1] - 58:12	adjourned [1] - 75:23 adjournment [1] - 74:19 administration [31] - 26:25, 28:13, 31:23, 46:3, 46:12, 46:20, 47:3, 48:24, 49:14, 53:14, 54:14, 55:3, 55:5, 55:9, 56:11, 57:1, 57:9, 57:11, 57:16, 60:7, 61:8, 61:10, 61:15, 61:18, 63:14, 64:25, 65:25, 66:3, 66:5, 67:6, 75:7 ADMINISTRATION	29:17 ALLEGHENY [1] - 1:7 Allegheny [26] - 1:20, 14:5, 21:15, 21:19, 21:22, 21:23, 25:25, 26:18, 27:11, 31:10, 33:23, 34:5, 34:18, 34:23, 34:25, 35:12, 35:16, 35:18, 36:16, 37:5, 37:8, 41:19, 46:17, 66:8, 66:21, 67:25 Allen [1] - 28:25 allow [6] - 25:8, 30:7, 36:15, 56:3, 56:5,
2,684 [1] - 21:14 20 [1] - 68:15 20.4 [1] - 42:6 2015 [1] - 29:16 2016 [1] - 21:17 2020 [2] - 21:18, 68:10 2021 [3] - 22:18, 22:20, 68:13 2022 [2] - 47:4, 68:15 2023 [1] - 1:13 21 [1] - 49:1 21.4 [3] - 41:25, 43:13, 43:17 23rd [1] - 41:2	510 [1] - 21:20 5536 [1] - 31:7 59.2 [1] - 41:20 5:30 [1] - 76:18 6 60 [1] - 14:4 64.3 [1] - 42:21 65 [1] - 16:6 67.3 [1] - 43:12 699 [1] - 11:21	able [6] - 28:19, 34:5, 35:13, 35:16, 37:20, 45:3 absolutely [3] - 33:5, 37:4, 37:10 abuse [4] - 25:14, 29:18, 29:19, 54:5 access [1] - 58:9 accommodate [2] - 13:10, 33:19 accomplish [1] - 22:4 accomplished [1] - 75:11 according [1] - 40:6 account [1] - 58:12 accountability [1] -	adjourned [1] - 75:23 adjournment [1] - 74:19 administration [31] - 26:25, 28:13, 31:23, 46:3, 46:12, 46:20, 47:3, 48:24, 49:14, 53:14, 54:14, 55:3, 55:5, 55:9, 56:11, 57:1, 57:9, 57:11, 57:16, 60:7, 61:8, 61:10, 61:15, 61:18, 63:14, 64:25, 65:25, 66:3, 66:5, 67:6, 75:7 ADMINISTRATION [1] - 2:15	29:17 ALLEGHENY [1] - 1:7 Allegheny [26] - 1:20, 14:5, 21:15, 21:19, 21:22, 21:23, 25:25, 26:18, 27:11, 31:10, 33:23, 34:5, 34:18, 34:23, 34:25, 35:12, 35:16, 35:18, 36:16, 37:5, 37:8, 41:19, 46:17, 66:8, 66:21, 67:25 Allen [1] - 28:25 allow [6] - 25:8, 30:7, 36:15, 56:3, 56:5, 58:7
2,684 [1] - 21:14 20 [1] - 68:15 20.4 [1] - 42:6 2015 [1] - 29:16 2016 [1] - 21:17 2020 [2] - 21:18, 68:10 2021 [3] - 22:18, 22:20, 68:13 2022 [2] - 47:4, 68:15 2023 [1] - 1:13 21 [1] - 49:1 21.4 [3] - 41:25, 43:13, 43:17 23rd [1] - 41:2 24 [2] - 48:24, 57:9	510 [1] - 21:20 5536 [1] - 31:7 59.2 [1] - 41:20 5:30 [1] - 76:18 6 60 [1] - 14:4 64.3 [1] - 42:21 65 [1] - 16:6 67.3 [1] - 43:12 699 [1] - 11:21	able [6] - 28:19, 34:5, 35:13, 35:16, 37:20, 45:3 absolutely [3] - 33:5, 37:4, 37:10 abuse [4] - 25:14, 29:18, 29:19, 54:5 access [1] - 58:9 accommodate [2] - 13:10, 33:19 accomplish [1] - 22:4 accomplished [1] - 75:11 according [1] - 40:6 account [1] - 58:12 accountability [1] - 23:25	adjourned [1] - 75:23 adjournment [1] - 74:19 administration [31] - 26:25, 28:13, 31:23, 46:3, 46:12, 46:20, 47:3, 48:24, 49:14, 53:14, 54:14, 55:3, 55:5, 55:9, 56:11, 57:1, 57:9, 57:11, 57:16, 60:7, 61:8, 61:10, 61:15, 61:18, 63:14, 64:25, 65:25, 66:3, 66:5, 67:6, 75:7 ADMINISTRATION [1] - 2:15 Administration [3] -	29:17 ALLEGHENY [1] - 1:7 Allegheny [26] - 1:20, 14:5, 21:15, 21:19, 21:22, 21:23, 25:25, 26:18, 27:11, 31:10, 33:23, 34:5, 34:18, 34:23, 34:25, 35:12, 35:16, 35:18, 36:16, 37:5, 37:8, 41:19, 46:17, 66:8, 66:21, 67:25 Allen [1] - 28:25 allow [6] - 25:8, 30:7, 36:15, 56:3, 56:5, 58:7 allowed [3] - 5:16,
2,684 [1] - 21:14 20 [1] - 68:15 20.4 [1] - 42:6 2015 [1] - 29:16 2016 [1] - 21:17 2020 [2] - 21:18, 68:10 2021 [3] - 22:18, 22:20, 68:13 2022 [2] - 47:4, 68:15 2023 [1] - 1:13 21 [1] - 49:1 21.4 [3] - 41:25, 43:13, 43:17 23rd [1] - 41:2 24 [2] - 48:24, 57:9 25 [3] - 14:4, 68:10,	510 [1] - 21:20 5536 [1] - 31:7 59.2 [1] - 41:20 5:30 [1] - 76:18 6 60 [1] - 14:4 64.3 [1] - 42:21 65 [1] - 16:6 67.3 [1] - 43:12 699 [1] - 11:21	able [6] - 28:19, 34:5, 35:13, 35:16, 37:20, 45:3 absolutely [3] - 33:5, 37:4, 37:10 abuse [4] - 25:14, 29:18, 29:19, 54:5 access [1] - 58:9 accommodate [2] - 13:10, 33:19 accomplish [1] - 22:4 accomplished [1] - 75:11 according [1] - 40:6 account [1] - 58:12 accountability [1] - 23:25 accountable [1] -	adjourned [1] - 75:23 adjournment [1] - 74:19 administration [31] - 26:25, 28:13, 31:23, 46:3, 46:12, 46:20, 47:3, 48:24, 49:14, 53:14, 54:14, 55:3, 55:5, 55:9, 56:11, 57:1, 57:9, 57:11, 57:16, 60:7, 61:8, 61:10, 61:15, 61:18, 63:14, 64:25, 65:25, 66:3, 66:5, 67:6, 75:7 ADMINISTRATION [1] - 2:15 Administration [3] - 29:7, 60:13, 67:7	29:17 ALLEGHENY [1] - 1:7 Allegheny [26] - 1:20, 14:5, 21:15, 21:19, 21:22, 21:23, 25:25, 26:18, 27:11, 31:10, 33:23, 34:5, 34:18, 34:23, 34:25, 35:12, 35:16, 35:18, 36:16, 37:5, 37:8, 41:19, 46:17, 66:8, 66:21, 67:25 Allen [1] - 28:25 allow [6] - 25:8, 30:7, 36:15, 56:3, 56:5, 58:7 allowed [3] - 5:16, 5:18, 30:8
2,684 [1] - 21:14 20 [1] - 68:15 20.4 [1] - 42:6 2015 [1] - 29:16 2016 [1] - 21:17 2020 [2] - 21:18, 68:10 2021 [3] - 22:18, 22:20, 68:13 2022 [2] - 47:4, 68:15 2023 [1] - 1:13 21 [1] - 49:1 21.4 [3] - 41:25, 43:13, 43:17 23rd [1] - 41:2 24 [2] - 48:24, 57:9 25 [3] - 14:4, 68:10, 68:18	510 [1] - 21:20 5536 [1] - 31:7 59.2 [1] - 41:20 5:30 [1] - 76:18 6 60 [1] - 14:4 64.3 [1] - 42:21 65 [1] - 16:6 67.3 [1] - 43:12 699 [1] - 11:21 7 70.4 [1] - 43:16	able [6] - 28:19, 34:5, 35:13, 35:16, 37:20, 45:3 absolutely [3] - 33:5, 37:4, 37:10 abuse [4] - 25:14, 29:18, 29:19, 54:5 access [1] - 58:9 accommodate [2] - 13:10, 33:19 accomplish [1] - 22:4 accomplished [1] - 75:11 according [1] - 40:6 account [1] - 58:12 accountability [1] - 23:25 accountable [1] - 26:2	adjourned [1] - 75:23 adjournment [1] - 74:19 administration [31] - 26:25, 28:13, 31:23, 46:3, 46:12, 46:20, 47:3, 48:24, 49:14, 53:14, 54:14, 55:3, 55:5, 55:9, 56:11, 57:1, 57:9, 57:11, 57:16, 60:7, 61:8, 61:10, 61:15, 61:18, 63:14, 64:25, 65:25, 66:3, 66:5, 67:6, 75:7 ADMINISTRATION [1] - 2:15 Administration [3] - 29:7, 60:13, 67:7 Administrative [1] -	29:17 ALLEGHENY [1] - 1:7 Allegheny [26] - 1:20, 14:5, 21:15, 21:19, 21:22, 21:23, 25:25, 26:18, 27:11, 31:10, 33:23, 34:5, 34:18, 34:23, 34:25, 35:12, 35:16, 35:18, 36:16, 37:5, 37:8, 41:19, 46:17, 66:8, 66:21, 67:25 Allen [1] - 28:25 allow [6] - 25:8, 30:7, 36:15, 56:3, 56:5, 58:7 allowed [3] - 5:16, 5:18, 30:8 allowing [1] - 56:9
2,684 [1] - 21:14 20 [1] - 68:15 20.4 [1] - 42:6 2015 [1] - 29:16 2016 [1] - 21:17 2020 [2] - 21:18, 68:10 2021 [3] - 22:18, 22:20, 68:13 2022 [2] - 47:4, 68:15 2023 [1] - 1:13 21 [1] - 49:1 21.4 [3] - 41:25, 43:13, 43:17 23rd [1] - 41:2 24 [2] - 48:24, 57:9 25 [3] - 14:4, 68:10, 68:18 25.5 [1] - 41:24	510 [1] - 21:20 5536 [1] - 31:7 59.2 [1] - 41:20 5:30 [1] - 76:18 6 60 [1] - 14:4 64.3 [1] - 42:21 65 [1] - 16:6 67.3 [1] - 43:12 699 [1] - 11:21 7 70.4 [1] - 43:16 72 [1] - 35:8 72.2 [1] - 48:8	able [6] - 28:19, 34:5, 35:13, 35:16, 37:20, 45:3 absolutely [3] - 33:5, 37:4, 37:10 abuse [4] - 25:14, 29:18, 29:19, 54:5 access [1] - 58:9 accommodate [2] - 13:10, 33:19 accomplish [1] - 22:4 accomplished [1] - 75:11 according [1] - 40:6 account [1] - 58:12 accountability [1] - 23:25 accountable [1] - 26:2 accurately [1] - 77:5	adjourned [1] - 75:23 adjournment [1] - 74:19 administration [31] - 26:25, 28:13, 31:23, 46:3, 46:12, 46:20, 47:3, 48:24, 49:14, 53:14, 54:14, 55:3, 55:5, 55:9, 56:11, 57:1, 57:9, 57:11, 57:16, 60:7, 61:8, 61:10, 61:15, 61:18, 63:14, 64:25, 65:25, 66:3, 66:5, 67:6, 75:7 ADMINISTRATION [1] - 2:15 Administration [3] - 29:7, 60:13, 67:7 Administrative [1] - 2:19	29:17 ALLEGHENY [1] - 1:7 Allegheny [26] - 1:20, 14:5, 21:15, 21:19, 21:22, 21:23, 25:25, 26:18, 27:11, 31:10, 33:23, 34:5, 34:18, 34:23, 34:25, 35:12, 35:16, 35:18, 36:16, 37:5, 37:8, 41:19, 46:17, 66:8, 66:21, 67:25 Allen [1] - 28:25 allow [6] - 25:8, 30:7, 36:15, 56:3, 56:5, 58:7 allowed [3] - 5:16, 5:18, 30:8 allowing [1] - 56:9 allows [1] - 51:12
2,684 [1] - 21:14 20 [1] - 68:15 20.4 [1] - 42:6 2015 [1] - 29:16 2016 [1] - 21:17 2020 [2] - 21:18, 68:10 2021 [3] - 22:18, 22:20, 68:13 2022 [2] - 47:4, 68:15 2023 [1] - 1:13 21 [1] - 49:1 21.4 [3] - 41:25, 43:13, 43:17 23rd [1] - 41:2 24 [2] - 48:24, 57:9 25 [3] - 14:4, 68:10, 68:18 25.5 [1] - 41:24 26 [2] - 59:6, 59:8	510 [1] - 21:20 5536 [1] - 31:7 59.2 [1] - 41:20 5:30 [1] - 76:18 6 60 [1] - 14:4 64.3 [1] - 42:21 65 [1] - 16:6 67.3 [1] - 43:12 699 [1] - 11:21 7 70.4 [1] - 43:16	able [6] - 28:19, 34:5, 35:13, 35:16, 37:20, 45:3 absolutely [3] - 33:5, 37:4, 37:10 abuse [4] - 25:14, 29:18, 29:19, 54:5 access [1] - 58:9 accommodate [2] - 13:10, 33:19 accomplish [1] - 22:4 accomplished [1] - 75:11 according [1] - 40:6 account [1] - 58:12 accountability [1] - 23:25 accountable [1] - 26:2 accurately [1] - 77:5 achieve [1] - 64:15	adjourned [1] - 75:23 adjournment [1] - 74:19 administration [31] - 26:25, 28:13, 31:23, 46:3, 46:12, 46:20, 47:3, 48:24, 49:14, 53:14, 54:14, 55:3, 55:5, 55:9, 56:11, 57:1, 57:9, 57:11, 57:16, 60:7, 61:8, 61:10, 61:15, 61:18, 63:14, 64:25, 65:25, 66:3, 66:5, 67:6, 75:7 ADMINISTRATION [1] - 2:15 Administration [3] - 29:7, 60:13, 67:7 Administrative [1] - 2:19 administrators [2] -	29:17 ALLEGHENY [1] - 1:7 Allegheny [26] - 1:20, 14:5, 21:15, 21:19, 21:22, 21:23, 25:25, 26:18, 27:11, 31:10, 33:23, 34:5, 34:18, 34:23, 34:25, 35:12, 35:16, 35:18, 36:16, 37:5, 37:8, 41:19, 46:17, 66:8, 66:21, 67:25 Allen [1] - 28:25 allow [6] - 25:8, 30:7, 36:15, 56:3, 56:5, 58:7 allowed [3] - 5:16, 5:18, 30:8 allowing [1] - 56:9 allows [1] - 51:12 almost [2] - 68:20,
2,684 [1] - 21:14 20 [1] - 68:15 20.4 [1] - 42:6 2015 [1] - 29:16 2016 [1] - 21:17 2020 [2] - 21:18, 68:10 2021 [3] - 22:18, 22:20, 68:13 2022 [2] - 47:4, 68:15 2023 [1] - 1:13 21 [1] - 49:1 21.4 [3] - 41:25, 43:13, 43:17 23rd [1] - 41:2 24 [2] - 48:24, 57:9 25 [3] - 14:4, 68:10, 68:18 25.5 [1] - 41:24 26 [2] - 59:6, 59:8 27.6 [1] - 42:2	510 [1] - 21:20 5536 [1] - 31:7 59.2 [1] - 41:20 5:30 [1] - 76:18 6 60 [1] - 14:4 64.3 [1] - 42:21 65 [1] - 16:6 67.3 [1] - 43:12 699 [1] - 11:21 7 70.4 [1] - 43:16 72 [1] - 35:8 72.2 [1] - 48:8 72.4 [1] - 42:5	able [6] - 28:19, 34:5, 35:13, 35:16, 37:20, 45:3 absolutely [3] - 33:5, 37:4, 37:10 abuse [4] - 25:14, 29:18, 29:19, 54:5 access [1] - 58:9 accommodate [2] - 13:10, 33:19 accomplish [1] - 22:4 accomplished [1] - 75:11 according [1] - 40:6 account [1] - 58:12 accountability [1] - 23:25 accountable [1] - 26:2 accurately [1] - 77:5	adjourned [1] - 75:23 adjournment [1] - 74:19 administration [31] - 26:25, 28:13, 31:23, 46:3, 46:12, 46:20, 47:3, 48:24, 49:14, 53:14, 54:14, 55:3, 55:5, 55:9, 56:11, 57:1, 57:9, 57:11, 57:16, 60:7, 61:8, 61:10, 61:15, 61:18, 63:14, 64:25, 65:25, 66:3, 66:5, 67:6, 75:7 ADMINISTRATION [1] - 2:15 Administration [3] - 29:7, 60:13, 67:7 Administrative [1] - 2:19	29:17 ALLEGHENY [1] - 1:7 Allegheny [26] - 1:20, 14:5, 21:15, 21:19, 21:22, 21:23, 25:25, 26:18, 27:11, 31:10, 33:23, 34:5, 34:18, 34:23, 34:25, 35:12, 35:16, 35:18, 36:16, 37:5, 37:8, 41:19, 46:17, 66:8, 66:21, 67:25 Allen [1] - 28:25 allow [6] - 25:8, 30:7, 36:15, 56:3, 56:5, 58:7 allowed [3] - 5:16, 5:18, 30:8 allowing [1] - 56:9 allows [1] - 51:12

alone [1] - 29:4 ambulances [1] -70:10 Amendment [2] -22:12, 23:4 amount [5] - 52:21, 53:3, 53:7, 53:8, 61:17 Analysis [1] - 62:11 analysis [1] - 50:18 Andrews [2] - 33:22 Andrus [1] - 29:2 angry [1] - 17:24 animosity [1] - 15:18 ann [2] - 23:12, 23:13 **Ann** [3] - 3:10, 67:13, 67:17 **ANN**[1] - 23:16 anonymous [1] -41:6 answer [4] - 9:25, 54:3, 69:18, 75:21 answers [1] - 41:13 Anthony [1] - 29:3 anyway [1] - 17:19 apologize [5] -13:12, 39:6, 60:25, 67:16, 73:4 appear [1] - 46:9 appearing [1] - 25:21 applause [16] -16:19, 19:15, 20:9, 21:9, 23:11, 25:16, 26:14, 30:25, 31:4, 33:11, 36:23, 39:5, 45:25, 67:14, 71:10, 72:24 appreciate [8] - 7:5, 9:17, 20:23, 21:2, 21:25, 23:17, 23:19, 25:20 appreciated [2] -60:18, 62:4 appreciative [1] -8:20 approach [1] - 17:7 appropriate [1] -26:23 April [1] - 41:1 archaic [1] - 64:16 area [1] - 46:1 areas [1] - 24:20 armed [1] - 31:8 arrested [1] - 56:2 arrived [1] - 5:3 arrogant [1] - 14:11 art [1] - 65:13 Art [1] - 3:16

articulated [1] -

66:14 Ashley [1] - 2:18 aside [1] - 13:21 assaulted [1] - 37:13 assigned [1] - 64:2 assistance[1] - 9:1 assisted [1] - 23:7 assume [1] - 12:11 asthma[1] - 6:24 attempt [1] - 31:9 attend [1] - 35:16 ATTENDANCE[2] -2:1, 2:15 attention [2] - 24:22, 31:13 attorney [2] - 72:4, 72:5 attorneys [4] - 71:22, 72:1, 72:8, 72:12 attributing [1] -27:20 Audience [18] -16:19, 19:15, 20:9, 21:9, 23:11, 25:16, 26:14, 30:25, 31:4, 33:11, 36:23, 39:5, 67:14, 71:10, 72:24, 75:18, 76:11, 76:16 AUDIENCE [17] -17:11, 17:13, 39:15, 39:20, 45:18, 45:24, 51:3, 51:11, 51:20, 51:23, 62:14, 62:18, 62:25, 67:18, 67:20, 73:17, 74:8 audience [7] - 50:6, 73:25, 74:10, 74:13, 75:1, 75:4, 75:22 **audio** [1] - 77:6 average [2] - 8:10, 68:25 aware [3] - 10:15, 10:16, 66:18 awareness [1] - 60:8 awesome [1] - 13:3 awful [1] - 14:19

В

B-O-N-A-V-O-G-L-I-A [2] - 26:17, 65:13
Backgrounds [2] 8:25, 9:4
backs [1] - 64:7
bad [1] - 61:19
balance [2] - 59:9,

Bank [1] - 31:9

banning [1] - 38:20

52:5, 52:18 barbara [1] - 52:7 barbaric [1] - 38:23 base [1] - 72:17 based [3] - 44:16, 46:22, 66:24 beam [1] - 63:13 Beasom [1] - 2:17 beat [1] - 37:12 become [6] - 42:5, 42:24, 44:3, 44:12, 56:21. 66:18 becomes [1] - 64:5 begin [3] - 35:8, 35:9 **beginning** [1] - 6:12 behalf [2] - 40:1, 40:12 behavior [1] - 27:18 below [1] - 49:7 benefits [3] - 42:1, 49:4, 63:7 best [5] - 19:11, 32:23, 71:15, 71:17, 77:5 Beth [2] - 2:3, 17:19 Bethany [4] - 2:4, 5:1, 18:16, 75:25 better [10] - 18:14, 49:4, 55:5, 57:13, 57:15, 58:11, 58:13, 72:18, 72:20 between [6] - 46:2, 46:19, 47:2, 62:5, 63:23, 66:4 Beverly [1] - 31:7 beyond [2] - 22:8, bid [2] - 32:12, 58:7 **bids** [1] - 58:6 billboard [1] - 69:3 Blake [1] - 28:22 blown [1] - 37:10 blueprint [1] - 67:4 Blythe [2] - 2:20, 17:7 **BOARD**[1] - 1:8 Board [42] - 2:1, 6:15, 9:17, 11:18, 14:12, 17:24, 17:25, 18:6, 18:11, 18:19, 18:20, 18:24, 19:9, 20:1, 20:6, 20:21, 24:7, 24:15, 26:1, 27:7, 27:16, 27:21, 27:24, 28:6, 28:8, 28:14, 31:7, 31:15, 32:2, 32:5, 32:17, 32:19, 33:7, 33:15, 33:21, 35:17, 35:25,

Barbara [3] - 3:14,

37:1, 40:11, 40:17, 63:15 Board's [1] - 24:22 BOLANOS [3] - 61:2, 61:6. 63:4 Bolanos [3] - 3:16, 60:24, 61:2 BONAVOGLIA [2] -26:16, 65:12 Bonavoglia [5] -3:11, 3:16, 26:15, 26:16, 65:13 bottom [1] - 65:24 bottom-up [1] -65:24 boy [1] - 61:3 Brad [3] - 3:12, 31:5, 31:7 Brady [2] - 28:23, 28:25 breakdown [1] - 73:4 **breathe** [1] - 69:13 Breathe [1] - 69:15 breathing [1] - 69:15 **Brian** [4] - 3:17, 17:16, 67:22, 67:23 briefly [1] - 45:22 bring [8] - 6:17, 19:8, 24:8, 26:11, 31:9, 66:14, 69:6, 70:23 bringing [1] - 13:15 Brinkman [1] - 2:18 bristle [1] - 19:25 broom [1] - 14:25 brought [2] - 24:21, 70.23Bucek [1] - 28:24 build [1] - 57:14 building [4] - 39:2, 69:25, 70:11, 75:8 **bunch** [1] - 10:6 Business [2] - 24:5, 26:11 business [4] - 24:14, 25:23, 75:11, 76:1 Butler [1] - 69:2 buy [1] - 32:13 buzzer [1] - 13:20 C

cafeteria [1] - 69:21 cameras [4] - 61:12, 61:13, 65:15, 65:20 campaign [1] - 9:7 Camus [1] - 31:19 cannot [5] - 29:20, 38:25, 66:19, 74:4, 75:24

captains [2] - 53:15, 68.19 care [14] - 15:7, 16:2, 18:5. 22:25. 23:2. 24:24, 27:2, 28:17, 37:14, 38:16, 38:18, 60:12, 63:19, 69:5 carted [1] - 37:22 case [1] - 71:6 cases [4] - 8:8, 19:4, 22:12, 34:17 categorically [1] -23:1 categories [4] -48:22, 49:9, 57:19, 59:3 Catena [2] - 2:4, 4:24 caused [6] - 13:12, 14:15, 25:1, 52:25, 62:1, 73:5 ceiling [3] - 69:21, 69:23, 70:2 cellie [1] - 58:11 cells [2] - 58:4, 66:22 Center [5] - 3:3, 7:21, 7:24, 8:1, 37:22 **CEO**[1] - 9:24 certify [1] - 77:3 chair [1] - 19:23 challenges [5] -43:10, 46:6, 54:15, 54:18, 60:9 change [9] - 18:4, 18:8, 26:21, 27:18, 56:5, 57:10, 57:17, 64:5, 70:20 **changed** [1] - 14:9 changes [4] - 28:16, 48:23, 57:8, 67:9 charge [3] - 36:8, 38:16, 58:7 charges [3] - 29:15, 30:13, 30:14 charging [1] - 4:20 chart [2] - 41:12, 41.17 charts [1] - 41:10 **check** [1] - 70:7 checkbook [1] - 31:9 checked [1] - 73:2 chemicals [1] -69.15 Chief [3] - 2:17, 14:18, 19:8

child [1] - 39:1

30:18

30:21

ChildLined [1] -

29:21, 30:2, 30:20,

children [6] - 29:14,

choice [1] - 74:6 choices [1] - 27:19 **choose** [1] - 28:15 chosen [2] - 19:22, 20:13 **Christine** [3] - 3:8, 16:20, 16:23 citizen [2] - 31:8, 38:22 citizens [2] - 21:14, 25:25 city [1] - 38:8 civilians [1] - 60:14 Clark [1] - 24:11 clean [1] - 15:1 clear [1] - 44:17 clearly [1] - 27:13 client [1] - 71:23 clients [3] - 8:21, 34:6, 72:13 clinic [1] - 9:1 clinical [1] - 29:10 close [5] - 8:17, 41:9, 43:20, 48:20, 56:15 close-ended [3] -41:9, 43:20, 48:20 closing [1] - 4:19 clue [1] - 38:9 **CO** [5] - 41:19, 42:9, 46:16, 47:1, 66:7 Cody [1] - 28:23 cog [1] - 16:15 Collective [1] - 41:3 color [2] - 41:10, 45:5 Colorful [2] - 8:24, coming [1] - 16:9 Comment [2] -13:18, 20:21 comment [2] - 20:4, **comments** [1] - 6:3 Comments [8] -5:10, 13:11, 13:19, 25:24, 73:3, 73:7, 73:9, 73:10 COMMENTS [1] -13:24 Committee [1] -15:21 committee [1] - 19:6 common [1] - 68:24 Common [1] - 14:21 communicate [1] -27:8 communicated [2] -47:8, 65:24 communication [8] -27:19, 46:9, 48:25,

54:12, 56:7, 56:16, 64:24, 66:4 communications [1] communicators [1] -14:25 **community** [4] - 9:9, 12:18, 20:20, 27:5 COMMUNITY [2] -3:1, 5:24 Community [1] -5:22 compassion [1] -15:22 compensated [1] -31:10 complain [1] - 71:22 complaint [1] - 69:20 complement [1] -63:19 complete [1] - 57:17 completed [1] -11:22 completely [1] - 41:6 compliance [2] -54:24, 64:15 comply [2] - 33:3, concern [19] - 19:5, 24:20. 35:11. 42:4. 44:11. 44:13. 44:20. 46:2. 47:2. 47:20. 49:5, 55:8, 56:6, 56:19, 56:21, 56:25, 63:5, 63:8, 64:9 concerned [3] - 19:1, 29:19, 35:4 concerning [2] -64:19, 66:2 concerns [8] - 25:24, 29:17, 48:3, 56:15, 59:11, 59:18, 60:5, concluded [1] -76:18 conclusion [1] -50:19 condition [2] - 23:3, conditions [5] - 36:1. 37:5, 37:11, 38:5,

38:9

19:3

41:3, 47:4

conducted [3] - 41:1,

conferences [1] -

Confidence [1] -

confinement [3] -

25:4, 35:6, 35:7

conscionable [1] consider [1] - 34:8 consisted [1] - 41:9 consistently [1] -60.18 constant [1] - 61:20 constrained [1] -18:22 consulting [1] -56:12 contact [2] - 29:25, 34:12 contain [1] - 13:16 contained [1] - 77:4 **continue** [9] - 30:17, 30:18, 30:19, 45:17, 48:17, 52:11, 52:19, 68:17, 68:19 continued [2] - 25:3, 34:17 continues [2] -25:17, 70:4 continuously [1] -53:20 contract [3] - 18:8, 18:22, 53:4 contracts [1] - 18:10 control [1] - 47:15 Controller [4] - 2:7, 4:5, 4:9, 5:17 Controller's [2] -28:3, 28:8 conversation [1] -28:2 convicted [1] - 38:3 **cool** [1] - 65:12 coordinator [1] - 9:7 **copy** [2] - 45:3, 45:5 Corbin [1] - 67:24 Corey [2] - 2:7, 4:5 correct [1] - 77:7 correction [1] - 20:5 Correction [1] - 68:1 Correctional [1] -17:5 correctional [10] -37:13, 40:25, 47:14, 47:18, 48:25, 49:2, 50:13, 54:13, 63:6, 69:1 CORRECTIONS [2] -3:1. 5:24 Corrections [2] -5:22, 41:2 corrective [2] -47:12, 65:1 correctly [2] - 39:24,

46:19, 46:23 cOs [1] - 63:25 cost [2] - 58:13, 62:1 council [2] - 10:5, 32.20 Council [1] - 5:1 Councilman [1] - 2:4 count [1] - 62:18 counties [1] - 69:2 country [1] - 25:5 county [5] - 8:4, 8:5, 22:19, 23:5, 69:25 **COUNTY** [1] - 1:7 County [60] - 1:20, 2:5, 4:5, 5:16, 5:17, 8:4, 10:5, 14:5, 18:10, 18:13, 19:10, 20:5, 21:15, 21:16, 21:19, 21:22, 21:23, 22:10, 22:21, 22:22, 23:21, 25:19, 26:1, 26:5, 26:19, 27:12, 28:3, 28:12, 28:13, 31:15, 32:10, 32:12, 32:14, 32:15, 32:19, 32:25, 33:3, 33:4, 33:7, 33:23, 34:5, 34:18, 34:23, 34:25, 35:12, 35:16, 35:18, 36:16, 37:5, 37:8, 41:19, 46:17, 54:4, 60:12, 66:8, 66:21, 67:5, 67:7, 67:25, 68:23 County's [1] - 31:10 couple [2] - 9:18, 36:19 coupled [1] - 64:9 court [1] - 19:4 Court [2] - 14:21, 35:5 Courthouse [1] -1:20 courtrooms [1] -34:14 coverage [1] - 18:9 COVID [1] - 8:8 coward [2] - 31:16, **crap** [1] - 33:20 crappy [1] - 71:1 craven [1] - 31:16 create [2] - 19:6, 56:14 creating [3] - 20:16, 56:17, 56:18 crime [2] - 38:4, 72:14 criminal [1] - 16:16

COs [7] - 27:2, 34:1,

43:25, 46:3, 46:11,

crisis [3] - 26:22,
26:24, 66:16
critical [1] - 47:10
criticize [1] - 18:17
CRU [1] - 58:5
cruel [2] - 22:13,
25:6
Cumberland [2] 22:21, 22:22
current [5] - 54:5,
57:1, 67:5, 67:6,
67:25
cut [1] - 16:10
cutting [1] - 56:16
cycles [1] - 38:14

D

daily [3] - 53:21, 56:13. 59:23 Damick [3] - 3:17, 71:11, 71:12 **DAMICK** [2] - 71:14, 72:22 **Damon** [1] - 29:4 dangerous [4] -57:4, 59:22, 59:25, 60:16 Daniel [1] - 28:23 data [1] - 50:18 david [2] - 17:1, 19:16 David [1] - 3:9 day-to-day [1] -46:25 days [6] - 34:10, 35:2, 35:6, 53:8, 53:9, 59:24 de [1] - 9:9 de-incarceration [1] dead [2] - 19:12, 28:20 deal [3] - 24:17, 31:1, 34:21 dealt [1] - 68:6 death [7] - 9:19. 9:21, 25:2, 26:18. 27:3, 37:16 deaths [7] - 9:16, 12:5, 18:2, 24:23, 27:4, 37:17, 47:11 decent [1] - 14:24 decide [1] - 62:5 decides [1] - 35:19 decision [2] - 48:17, decisions [3] - 27:4,

34:16, 56:12

correlating [1] - 49:8

decompensate [1] -35.10 deep [1] - 33:2 **Defenders** [2] - 19:2, 71.25 defensive [1] - 57:24 defer [1] - 9:24 deficiencies [2] -21:4, 21:6 delay [1] - 19:4 demand [1] - 33:7 demolished [1] denying [1] - 23:1 Department [5] -22:18. 69:9. 69:18. 69:20, 70:4 deprived [1] - 59:25 **deputies** [1] - 56:12 **Deputy** [3] - 2:17, 2:19, 57:2 description [2] -42:13, 48:8 deserve [1] - 16:17 designated [1] -20:11 designee [2] - 5:17, 5:18 detainees [1] - 22:24 determine [1] - 73:3 develop [4] - 18:12, 18:14, 63:18, 67:9 Development [1] developmental [1] devised [1] - 64:6 diana [1] - 55:15 **Diana** [3] - 3:15, 55:13, 55:21 Diane [1] - 77:13 die [1] - 21:23 **difference** [1] - 16:6 different [2] - 22:12, 22:19 differently [1] -27:17 difficult [1] - 64:4 dignity [3] - 14:22, 15:4, 15:5 dining [2] - 58:2, 58:14 direct [2] - 40:4, 49:7 directly [2] - 34:16, 44:9 Director [2] - 32:6, disagree [20] - 41:15, 41:16, 41:21, 41:22, 41:25, 42:2, 42:9,

42:10, 42:14, 42:15, 42:18, 42:19, 42:22, 42:23, 43:13, 43:14, 43:17, 43:18, 46:4 disagreed [13] -43:24, 46:4, 46:7, 46:15. 47:21. 48:6. 48:9 disapproval [1] -43:22 disciplinary [1] -61:16 discipline [9] - 15:8, 19:20, 19:21, 19:25, 52:23, 54:22, 57:23, 65:21 disciplined [1] - 20:1 disciplining [1] disconnect [1] - 47:2 disconnected [1] -60:7 discuss [1] - 18:19 discussing [2] -13:14, 54:25 Discussion [4] -55:8, 57:8, 60:22, 62:11 discussion [1] -13:17 discussions [2] -23:21, 24:6 disgusting [1] -38:11 disorder [3] - 22:2, 22:10, 22:14 disrupting [1] - 63:9 disruptive [2] -42:25, 44:3 distinct [2] - 59:13, 59:16 distribution [1] -53:24

DMS[1] - 57:23

doctor [1] - 22:16

doctors [1] - 18:9

DOJ [1] - 23:4

Dollar [1] - 31:9

dominant [1] - 63:8

donate [2] - 51:7,

donating [1] - 51:4

done [16] - 4:19,

24:10, 25:9, 26:8,

57:2, 65:3, 65:4,

32:25, 50:17, 50:18,

73:19, 73:20, 75:16,

76:10, 76:13, 76:14

49.23

51:15

documentation [1] -

doors [1] - 11:2 double [2] - 58:1, 63:22 double-time [2] -58:1, 63:22 dovetails [1] - 32:1 **Dowd** [1] - 70:5 down [6] - 38:8, 46:10, 64:24, 66:1, 73:20, 73:21 downhill [1] - 14:16 Dr [1] - 2:18 drill [1] - 37:24 drug [1] - 16:7 drugs [1] - 70:15 **due** [6] - 59:9, 60:2, 61:16, 72:25, 73:8 during [5] - 5:9, 11:22, 26:19, 33:24, 34:4 duties [3] - 42:13, 48:7, 53:20 dying [3] - 15:24, 19:5, 28:14 Ε

70:21

30:1

31:18

12:15

70:15

64:17

13:1, 13:5

11:18

70:1

30:12

77:4

61:11

ESSWEIN [8] -

11:17, 11:18, 12:7,

12:13, 12:17, 12:23,

Esswein [2] - 3:4,

establishment [1] -

ethically [1] - 25:11

evacuate [1] - 37:23

evaluated [1] - 22:16

evaluators [2] - 30:5,

evening [1] - 54:9

evidence [2] - 65:20,

evident [1] - 47:24

example [2] - 53:4,

exceeded [1] - 44:24

excessive[1] - 61:9

excited [1] - 70:20

excuse [1] - 54:10

Executive [5] - 2:5,

Exec [3] - 18:10,

18:13, 19:10

evenly[1] - 54:4

e-mail [1] - 70:6 easy [1] - 52:9 eat [2] - 60:3, 70:3 eating [1] - 69:22 effect [2] - 35:5, 48:13 effective [4] - 66:16, 66:25, 67:10 efforts [1] - 54:5 either [1] - 15:12 Elections [1] - 32:18 electronic [3] -11:15, 11:25, 12:5 **Electronic** [1] - 3:4 elizabeth [1] - 17:20 Elizabeth [1] - 3:9 Elliot [1] - 2:2 embarrassing[1] -36.10 emergencies [2] -6:8, 10:21 emergency [1] - 10:6 emotional [1] - 29:18 Employee [1] - 2:20 employees [6] -14:14, 26:5, 55:6, 57:15, 57:16, 68:23 employment [4] -8:9, 58:25, 66:21, 72:11 encourage [1] -

5:16, 19:8, 20:5, end [3] - 19:13, 33:2, 31:16 exercise [3] - 32:22, endeavor[1] - 28:9 ended [6] - 33:22, 39:14, 39:18 41:9, 43:20, 48:15, exhibits [1] - 66:17 48:20, 58:23 exist [2] - 37:5, 37:11 Ended [3] - 55:7, exited [3] - 74:14, 57:7, 60:21 74:25, 75:5 engagement [1] expand [1] - 22:1 expect [3] - 29:21, engages [1] - 66:15 30:2, 57:15 Engert [1] - 3:17 expectation [1] -Englert [3] - 17:16, 60:16 67:22, 67:24 expected [3] - 42:17, **ENGLERT**[1] - 67:23 48:11, 60:11 enrolled [1] - 11:21 experience [5] -43:10, 46:6, 46:13, ensure [1] - 32:14 54:15, 54:20 ensuring [1] - 23:6 experiences [1] entire [1] - 60:15 46:25 entitled [2] - 31:17, experiencing [3] -48:21, 50:15, 64:12 environment [2] -59:22, 60:4 expert [1] - 29:15 Expo [2] - 8:25, 9:4 equipment [1] expressed [1] - 73:1 equitable [1] - 64:6 expungement [1] errors [1] - 54:25 extreme [1] - 62:3 escape [2] - 70:12, F escaped [1] - 11:2 especially [4] -22:15, 26:24, 58:2,

face [1] - 38:21 facility [9] - 6:8, 6:10, 8:23, 10:23, 26:23. 35:20. 47:8. 56:14, 60:15 Facility [1] - 9:20 facility-wide [1] -35:20 fact [4] - 14:9, 32:16, 38:15, 61:17 factors [2] - 47:17, 48:12 failing [1] - 22:23 failure [1] - 23:2 fair [1] - 53:25 fairly [1] - 41:23 fairs [1] - 69:5 fake [1] - 56:11 families [6] - 44:3, 44:21, 60:13, 61:22, 62:8, 63:20 Family [1] - 54:5 family [13] - 42:1, 42:21, 42:25, 47:16, 47:23, 48:1, 53:10, 59:24, 62:1, 62:5, 62:6, 63:9

fashion [1] - 26:2

31:14

fast [1] - 43:4 force [4] - 49:16, 16:24 HALLAM [42] - 4:25, help [6] - 15:11, 49:20, 53:25, 58:1 **G-U-I-D-O** [1] - 29:10 fate [1] - 34:16 5:12, 6:7, 6:14, 6:21, 15:13, 16:1, 28:9, Force [1] - 23:20 Galvin [1] - 77:13 6:25, 7:4, 7:8, 9:13, 28:10, 53:19 fatigue [1] - 52:25 forced [33] - 42:24, garner [1] - 14:7 10:2, 10:16, 10:20, helped [2] - 15:9, fear [4] - 54:21, 55:4, 64:15, 64:18 44:2, 47:25, 49:12, Gay [2] - 3:13, 39:10 11:4, 11:7, 12:4, 12:9, 16:6 feedback [3] - 43:16, 49:13, 49:15, 49:17, GAY [3] - 39:9, 12:16, 12:21, 12:24, helpful [3] - 7:8, 13:3. 13:6. 17:10. 46:8, 46:11 49:21, 52:22, 52:24, 39:10, 39:19 7:20, 28:2 39:22. 40:5. 40:10. 53:6, 53:11, 53:12, **HERBINKO** [1] - 4:8 feelings [1] - 33:19 Gayle [2] - 2:10, 4:21 40:16, 50:2, 50:5, 54:2, 58:3, 59:4, fell [2] - 48:22, 59:2 general [1] - 57:25 Herbinko [3] - 2:7, 59:12, 59:19, 59:23, 51:9, 51:12, 74:3, felt [1] - 16:6 Gerald [1] - 29:1 4:8, 5:17 74:9, 74:11, 74:15, 60:4, 60:9, 61:9, females [1] - 8:5 hereby [1] - 77:3 giant [1] - 16:15 74:21, 75:2, 75:6, 61:17, 61:19, 61:23, **hi** [6] - 6:6, 6:7, 9:13, few [2] - 56:22, 68:6 gift [1] - 70:23 75:13, 75:19, 75:23, 62:4, 63:6, 63:8, 12:4, 36:24, 67:23 fewer [1] - 50:2 given [4] - 20:12, 76:4, 76:12 63:12, 64:3, 64:9, high [1] - 16:8 46:18, 63:17, 64:23 fiefdom [1] - 16:16 hallucinate [1] - 35:8 69:12 higher [1] - 49:4 finally [3] - 9:3, **goal** [1] - 22:3 hallway [1] - 36:3 forces [2] - 53:3, highest [1] - 68:25 21:25, 22:3 **God** [1] - 36:14 hammer [1] - 18:16 53:8 himself [1] - 18:18 Finch [3] - 3:14, Gold [1] - 1:18 forcing [1] - 53:10 hands [1] - 36:4 **hire** [3] - 49:1, 49:10, 52:6, 52:18 goods [1] - 32:13 forget [1] - 10:4 happy [3] - 22:2, 53:10 **FINCH** [6] - 52:14, Goodwin [2] - 16:20, 30:22, 36:2 forgetting [1] - 24:16 52:17, 52:18, 52:21, hired [5] - 61:12, 16:23 formal [1] - 26:2 hard [3] - 19:18, 64:8, 68:11, 68:13, 55:16, 55:19 GOODWIN [5] -20:25, 24:25 former [1] - 17:4 68:15 fine [2] - 33:6, 65:9 16:21, 16:23, 17:4, harder [1] - 57:3 formerly [1] - 35:24 finger [1] - 27:16 17:9, 17:15 hiring [1] - 69:4 Harper [10] - 2:16, Forms [1] - 41:4 hold [2] - 26:1, 62:21 finish [2] - 50:3, 65:8 Goodwin/David [1] -14:10, 14:18, 18:7, four [9] - 21:17, 3:8 holding [1] - 25:18 fire [2] - 37:24, 65:21 18:21, 28:24, 29:12, 33:24, 35:2, 35:6, home [1] - 60:3 first [8] - 9:14, 13:22, Google [1] - 41:4 35:15, 37:18, 44:16, 30:9, 35:14, 68:8 Hood [1] - 8:12 19:2, 19:19, 22:16, gradually [2] - 25:21 59:19, 71:5 Harris [1] - 28:24 hook [1] - 18:11 41:8, 41:18, 72:16 graduating [1] - 8:17 four-day [2] - 35:15, harsh [1] - 34:25 First [1] - 69:10 Grant [1] - 1:21 hope [9] - 15:1, 37:18 havoc [1] - 64:19 firsthand [1] - 56:13 graphs [1] - 66:2 15:21, 30:22, 31:13, four-month [1] - 71:5 hazardous [1] -34:8, 35:10, 72:1, fit [1] - 71:2 grateful [1] - 27:23 69:14 four-year [1] - 21:17 Fitzgerald [4] - 2:6, Gray [1] - 39:7 72:19, 72:20 framework [1] - 67:9 Health [5] - 35:4, horrendous [3] -4:14, 5:16, 31:22 great [1] - 33:13 69:9, 69:18, 69:20, Fran [1] - 58:17 15:17, 37:4, 37:10 five [5] - 4:3, 8:15, ground [3] - 71:9, fran [1] - 58:21 70:4 40:13, 59:2, 75:13 horrible [2] - 37:14, 73:22 health [13] - 20:17, Frank [1] - 3:15 fix [1] - 55:1 group [2] - 39:25, 24:24, 26:22, 27:10, free [4] - 12:19, hospital [7] - 6:20, flexibility [4] - 42:20, 71:21 37:14, 43:7, 44:15, 13:18, 58:14, 63:23 10:22, 11:3, 12:19, 47:19, 47:22, 47:24 grow [2] - 64:22, 44:22, 48:2, 60:1, freezing [1] - 29:24 12:20. 26:23. 70:1 Floor [1] - 1:19 65:21 62:2, 63:10, 63:21 frequently [1] hostile [1] - 61:19 flourish [1] - 31:13 guess [1] - 43:3 healthcare [1] -70:16 hound [1] - 61:11 **FMLA** [4] - 53:23, **guest** [1] - 9:4 58:11 friend [1] - 76:5 hour [1] - 72:4 54:2, 54:6, 54:7 Guido [3] - 3:11, hear [9] - 5:22, frivolous [1] - 24:9 hours [14] - 35:8, focus [2] - 27:9, 29:8. 29:9 13:20, 13:23, 18:16, front [5] - 11:2, 44:19, 58:3, 58:9, GUIDO [2] - 29:9, 28:15 21:3, 25:18, 32:5, 26:12, 34:10, 34:13, 58:10, 59:21, 60:1, focused [3] - 27:1, 31:1 39:19, 47:10 70:10 64:3, 64:11, 64:18, 60:6, 61:7 **gun** [1] - 36:2 heard [5] - 24:1, **frustrating** [1] - 76:9 66:24, 69:13, 70:25 folks [1] - 12:5 gun-trigger-happy 37:11, 38:8, 38:22, frustration [1] -Howsie [14] - 2:2, follow [5] - 9:16, [1] - 36:2 68:3 53:22 5:12, 18:25, 19:9, 19:18, 29:21, 45:3, **guy** [1] - 70:13 hearing [2] - 31:3, full [2] - 18:24, 21:3 34:7, 34:20, 39:23, 47:12 guys [5] - 12:10, 76:17 fully [1] - 77:4 40:17, 51:9, 74:4, follow-up [1] - 47:12 20:24, 21:2, 37:4, hearings [2] - 29:16, function [1] - 66:19 74:14, 74:16, 76:13 followed [3] - 32:8, 37:25 34:21 Fund [1] - 27:25 **HOWSIE** [81] - 4:3, 32:10, 32:15 hears [1] - 32:3 funded [1] - 26:5 4:10, 4:12, 4:14, 4:16, following [6] - 41:10, Н heavily [1] - 69:11 4:23, 5:2, 5:19, 7:12, 43:19, 49:18, 58:23, future [1] - 67:7 hell [1] - 15:14 7:16, 7:18, 7:23, 11:9, 59:3, 59:23 H-U-L-L [1] - 55:22 Hello [2] - 19:17, 11:12, 11:15, 12:2, follows [1] - 32:17 G hall [1] - 58:2 37:1 13:8, 14:2, 16:13, food [5] - 25:2, **hello** [2] - 16:21, Hallam [3] - 2:4, 5:1, 16:18, 16:20, 16:22, 29:25, 37:14, 58:2, G-O-O-D-W-I-N [1] -16:22 12:3 16:25, 17:3, 17:8, 58:13

17:18, 17:22, 19:14, 19:16, 21:8, 21:10, 21:13, 23:12, 23:15, 26:13, 26:15, 29:8, 31:5, 33:12, 36:22, 36:24, 39:6, 39:12, 39:17, 40:4, 40:8, 40:14, 40:20, 43:11, 44:8, 44:23, 45:21, 49:24, 50:4, 50:7, 50:9, 50:16, 50:20, 50:24, 51:7, 51:17, 52:5, 52:20, 55:13, 55:23, 58:17, 60:24, 62:10, 62:20, 65:3, 65:5, 65:9, 67:12, 67:15, 67:19, 67:21, 71:11. 72:21. 72:23. 72:25, 73:23 **hSA**[1] - 2:18 **huge** [1] - 63:16 Hull [3] - 3:15, 55:13, 55:21 **HULL** [2] - 55:21, 55:24 humanity [1] - 15:23

idea [1] - 60:10 ideas [2] - 56:8, 65:18 identify [1] - 66:4 identity [1] - 41:5 ignore [1] - 70:4 ill [1] - 49:22 illegal [2] - 5:14, 72:14 illegality [1] - 31:24 image [1] - 66:17 immediate [1] - 27:9 immediately [5] -23:6, 23:7, 23:9, 24:12, 26:22 impact [2] - 27:10, 48·1 **imperative** [1] - 27:6 implemented [2] -24:12, 64:21 important [8] -24:18, 25:15, 26:10, 32:21, 46:21, 47:6, 47:17, 71:17 impression [1] -56:22 improve [1] - 64:8 improved [3] - 48:24, 54:12, 75:17 improvements [1] -

27:9 IN [2] - 2:1, 2:15 in-person [2] -34:11. 57:22 inadequate [2] -24:23, 24:25 incarcerated [8] -27:11, 28:11, 33:23, 34:22, 35:24, 37:8, 37:15, 56:23 Incarcerated [1] -27:25 incarceration [3] -9:9, 25:10, 26:3 incentives [1] - 41:7 incident [4] - 6:22, 10:12, 10:15, 10:24 incidents [2] - 10:9, 47:11 include [4] - 8:25, 13:16, 24:22, 25:22 included [8] - 49:7, 59:4, 59:6, 59:8, 59:10, 59:11, 59:13, 59:16 including [5] - 23:6, 26:5, 47:9, 57:10 inconvenience [2] -13:12, 73:5 increase [2] - 57:22, 68:18 increased [3] - 49:5, 56:19. 66:23 increasing [1] - 63:7

incredibly [1] - 24:3 incumbent [1] -25:25 indicate [2] - 44:4,

56:22 indicated [2] - 47:10, 48:19

individual [1] - 11:2 Individuals [1] -27:25

individuals [5] -11:21, 27:12, 27:14, 27:15, 56:23 induce [1] - 54:23

induction [1] - 23:1 inept [1] - 14:11 inflation [1] - 58:12 Information [1] -

47:5 information [4] -20:22, 47:10, 47:12,

inhumane [1] - 35:21 inmate [1] - 47:7 inmates [6] - 56:15, 57:4, 57:6, 58:7,

60:19, 70:11 inpatient [2] - 8:5, inquiries [1] - 24:7 inside [4] - 34:24, 34:25, 37:5, 38:18 insight [1] - 48:20 instances [2] -65:15, 65:17 instead [5] - 53:16, 54:21, 65:19, 65:25, 71:25 Institute [4] - 8:13, 8:14, 8:16, 8:19 institute [1] - 67:9 institution [1] -31:25 institutional [1] -70:1 Intake [3] - 18:3, 25:1, 26:20 intentional [1] -32:25 interest [1] - 34:7 interferes [1] - 53:9 intervene [1] - 66:16 interventions [1] -67:1 intimidation [2] -64:13, 64:15 inundated [1] - 69:11 investigated [1] -22:21 involved [1] - 24:7 **IOJ** [1] - 34:20 issue [1] - 19:3 issues [11] - 6:23, 7:2, 23:24, 24:6, 24:9, 24:14. 26:4. 30:4. 47:6, 60:1, 62:2 IT [2] - 70:7, 73:3 items [4] - 24:9,

J

itself [2] - 39:2, 47:8

24:15, 26:2, 69:10

IWF [1] - 23:19

JAIL [2] - 1:8, 2:15 jail [42] - 13:13, 14:6, 14:8, 14:17, 14:23, 15:12, 15:15, 16:9, 16:15, 19:1, 19:3, 21:24, 23:5, 23:22, 25:10, 25:19, 27:11, 29:14, 30:5, 30:8, 32:4, 32:7, 33:6, 34:1, 38:9, 38:16, 38:17, 39:2, 44:6, 53:7, 56:3, 56:9, 56:17, 66:14, 66:19, 67:2, 67:4, 68:4, 69:7, 71:8, 75:7, 75.17 Jail [29] - 9:16, 18:11, 22:10, 22:21, 22:23. 26:19. 27:7. 27:24. 28:13. 33:15. 33:20, 33:23, 34:5, 34:19, 34:23, 35:1, 35:13, 35:16, 35:17, 35:18, 35:25, 36:17, 37:6, 37:8, 41:20, 46:17, 63:14, 66:8, 66:21 jail's [2] - 22:1, 24:21 jails [1] - 22:20 James [1] - 29:4 Jason [1] - 2:17 Jerry [1] - 29:1 Jersey [1] - 22:23 JOB [4] - 17:24, 24:3, 25:17, 67:6 **Job** [1] - 40:25

job [21] - 9:1, 15:9, 20:12, 21:1, 42:1, 42:13, 43:10, 46:6, 46:13, 48:8, 54:1, 54:15, 56:4, 57:3, 60:20, 64:1, 64:14, 66:12, 68:9, 69:4, 70:22 **jobs** [6] - 16:9, 55:4, 56:6, 56:16, 58:7, 60:15 **john** [1] - 61:2

28:23, 39:11, 51:21, 60:24, 68:2 Joseph [1] - 29:2 **Jr** [1] - 29:1 judge [1] - 74:14 Judge [21] - 2:2, 2:3, 4:18, 5:12, 11:24, 18:25, 19:9, 24:11, 30:15, 34:7, 34:8, 34:20, 35:3, 39:22,

John [7] - 3:14, 3:16,

39:23, 40:17, 51:9, 74:3, 74:16, 76:13 JUDGE [88] - 4:3, 4:10, 4:12, 4:14, 4:16, 4:23, 5:2, 5:19, 7:12, 7:16, 7:18, 7:23, 11:9, 11:12, 11:15, 12:2, 13:8, 14:2, 16:13, 16:18, 16:20, 16:22, 16:25, 17:3, 17:8, 17:18, 17:22, 19:14, 19:16, 21:8, 21:10,

21:13, 23:12, 23:15,

26:13, 26:15, 29:8, 31:5, 33:12, 36:22, 36:24, 39:6, 39:12, 39:17, 40:4, 40:8, 40:14, 40:20, 43:11, 44:8, 44:23, 45:2, 45:8, 45:13, 45:21, 49:24, 50:4, 50:7, 50:9, 50:16, 50:20, 50:24, 51:7, 51:17, 52:5, 52:20, 55:13, 55:23, 58:17, 60:24, 62:10, 62:20, 65:3, 65:5, 65:9, 67:12, 67:15, 67:19, 67:21, 71:11, 72:21, 72:23, 72:25, 73:23, 75:9, 75:15, 75:25, 76:8 judges [1] - 26:5 judgment [1] - 32:23 June [2] - 1:13, 9:6 jurisdiction [1] -10:14 jury [2] - 4:18, 4:20 Justice [1] - 22:19 justice [5] - 9:7, 16:16. 31:11. 73:21.

73:22

Justin [1] - 28:25 juveniles [1] - 25:10

Κ

K-2[1] - 69:12 K-E-N-S-T-O-W-I-C-**Z**[1] - 40:22 **KAMARA**[1] - 4:11 Kamara [2] - 2:11, 4:10 Kayes [1] - 29:4 keep [10] - 12:10, 24:18, 26:10, 30:11, 30:17, 42:3, 44:8, 65:5, 72:4, 72:16 KENSTOWICZ [36] -40:18, 40:21, 43:12, 44:9, 44:25, 45:6, 45:10, 45:14, 45:19, 45:23, 46:1, 50:8, 50:10, 50:17, 50:21, 51:1, 51:5, 51:14, 51:25, 52:7, 52:15, 55:11, 55:15, 55:17. 58:16, 58:18, 60:23, 61:4, 62:9, 62:13, 62:16, 62:21, 63:2, 65:4, 65:7, 65:10 Kenstowicz [5] -3:14, 39:11, 40:8,

40:21, 44:23 kenstowicz [1] -49:24 kept [2] - 72:5, 72:17 **Kevin** [1] - 2:8 key [1] - 65:23 kick [1] - 35:24 kicked [1] - 33:21 kids [2] - 30:12, 34:23 Kim [2] - 33:21, 33:22 kind [2] - 20:21, 70:8 kinds [2] - 20:18, 21:1 Klein [2] - 2:9, 4:12 KLEIN [1] - 4:13 knowing [4] - 26:24, 34:11, 35:1, 55:25 knowledge [1] -10:21 knows [3] - 65:16, 71:21 KORINSKI [1] - 31:6 Korinski [3] - 3:12, 31:5, 31:7 KRAUS [1] - 74:20 kraus [1] - 4:3 Kraus [4] - 2:8, 4:16, 5:2, 74:24

L

lack [7] - 14:15, 37:13, 47:19, 47:24, 59:9, 59:12, 60:2 lacking [1] - 60:8 lady [1] - 71:13 laminated [1] - 30:10 laser [2] - 27:9, 63:13 last [33] - 6:14, 7:20. 8:2. 8:12. 8:22. 10:23. 12:6, 13:9, 14:5, 17:23, 18:25, 19:19, 20:3, 21:16, 29:3, 33:15, 33:16, 33:20, 36:5, 37:17, 39:8, 40:22, 40:23, 55:20, 55:21, 61:1, 67:16, 68:6, 68:8, 71:19, 72:11, 73:14 lastly [2] - 70:8, 70.19 laughter [1] - 50:6 law [5] - 9:16, 32:14, 32:17, 33:3, 36:12 lawbreaker [1] -31.11

lawful [1] - 17:6 62:1, 63:9 Lawrence [1] - 69:2 lawsuit [1] - 75:3 27:3 lawyer [2] - 33:7, 35.2 lawyers [4] - 34:4, 34:15, 35:19, 37:20 **Lazarra** [2] - 4:18, 46:10 Lazzara [2] - 2:3, 34:8 LAZZARA[7] - 45:2, 45:8, 45:13, 75:9, 75:15, 75:25, 76:8 27:22 lead [1] - 55:18 leadership [11] -14:15, 48:23, 54:16, 54:19, 57:9, 57:11, 60:17, 67:1 57:13, 57:14, 59:8, 68:4, 70:20 leads [1] - 72:15 **Leah** [1] - 65:16 learned [2] - 14:22, 66:16 learning [2] - 38:10, 65:18 least [2] - 54:3, 58:12 73:20, 73:21 leave [4] - 4:9, 74:23, 75:7, 76:14 67:17 **Leave** [1] - 54:6 leaves [1] - 53:17 leaving [4] - 10:5, 21:24, 53:16, 74:20 68:14, 68:16 led [1] - 68:7 Lee [1] - 29:1 left [13] - 52:15, 59:1, 59:3, 59:5, 59:9, 59:22, 61:16, 67:18, 72.11 67:19, 67:20, 74:16,

76:5, 76:13

34:11, 34:12

34.18

30.10

32:3, 32:21

lie [1] - 75:20

legal [3] - 32:6,

lengthening [1] -

Lenhart [1] - 28:21

Leroy [1] - 29:4

less [4] - 20:25,

27:20, 66:24, 68:11

letters [1] - 17:6

letting [1] - 9:15

levels [1] - 56:17

liaison [1] - 13:14

license [2] - 30:6,

licensed [3] - 29:10,

life [7] - 27:3, 38:7,

59:9, 59:13, 61:25,

letter [2] - 9:14, 33:8

M-C-D-O-W-E-L-L [1] - 58:22 M-C-S-T-A-Y [1] -23:14 M-I-S-T-I-C-K [1] -14:1 ma'am [3] - 4:7, 17:22, 72:21 mail [2] - 10:1, 70:6 main [2] - 48:22, 57:19 major [3] - 24:20, 30:4, 46:2 majority [5] - 38:7,

44:4, 44:17, 54:7, life-and-death [1] -57:11 **Majors** [1] - 57:2 lifted [1] - 68:23 majors [1] - 57:18 likely [1] - 22:11 male [1] - 34:1 limit [1] - 52:21 males [1] - 8:5 limited [2] - 13:19, man [4] - 36:11, 36:15, 36:16, 39:1 line [2] - 47:9, 65:1 manage [1] - 56:8 linked [1] - 59:18 management [9] -43:9, 43:15, 46:5, list [2] - 24:4, 53:25 46:8, 56:5, 59:14, listed [1] - 73:10 60:10, 61:20, 64:10 listen [2] - 27:8, management/ listening [1] - 56:7 micromanagement [1] - 59:6 lived [1] - 38:6 lives [3] - 36:14, 54:8 living [1] - 58:13 lockdown [3] -**Manino** [1] - 29:5 manner [1] - 9:21 35:15, 35:20, 37:18 march [1] - 31:15 lockdowns [1] - 34:4 **LONG** [1] - 33:13 look [1] - 36:15 maria [1] - 29:8 marian [1] - 3:17 looking [6] - 27:13, Mariani [1] - 30:15 69:23, 70:22, 71:7, marion [1] - 71:11 looks [2] - 39:7, Mark [1] - 9:6 Martin [1] - 28:24 lose [2] - 22:5, 68:19 mary [1] - 67:13 Mary [1] - 67:17 losing [1] - 64:14 loss [4] - 60:2, 68:12, math [2] - 21:20, lost [1] - 21:16 21.21 love [3] - 19:20, matter [1] - 13:14 19:24, 71:13 low [3] - 25:3, 72:9, 63:18 lower [1] - 66:22 Maynard [2] - 3:9, loyalty [1] - 31:17 19:16 **lumps** [1] - 20:2 MAYNARD[2] luxury [1] - 28:12 19:17, 20:10 58:17, 58:21

M

37:14 means [3] - 18:12, 21:21, 34:21 measures [2] - 23:5, 54:23

mandated [2] - 53:5, Mandated [1] - 62:7 Maria [2] - 3:11, 29:9 massive [1] - 60:19 mattresses [1] - 26:9 maximum [2] - 53:5, McDowell [4] - 3:15, MCSTAY [3] - 23:13. 23:16, 25:17 McStay [3] - 3:10, 23:12, 23:13 MD [2] - 32:6, 33:6 **meals** [1] - 60:3 mean [9] - 45:19, 49:25, 51:1, 51:25, 68:24, 69:24, 70:3, 71:24, 75:19 meaningful [1] -

mechanisms [1] -12.22 Medical [2] - 32:5, 54:6 medical [12] - 6:8, 7:3, 10:21, 18:4, 23:2, 23:3, 26:21, 27:1, 27:3, 32:4, 33:5, 49.22 medication [2] -22:15, 23:7 medicationassisted [1] - 23:7 medications [2] -22:2, 22:9 meet [2] - 29:22, 42:1 **MEETING** [1] - 1:8 Meeting [2] - 6:15, 17:24 meeting [26] - 9:8, 10:5, 10:23, 12:6, 13:9, 24:4, 24:16, 25:22, 28:6, 33:21, 35:17, 35:25, 36:5, 50:12, 62:11, 73:1, 73:14, 73:15, 73:24, 74:4, 74:9, 74:12, 74:17, 75:24, 76:5, 76:15 meetings [6] - 25:18, 32:18, 32:19, 32:20, 70:18, 73:13 Member [1] - 5:1 **MEMBER** [17] -17:11, 17:13, 39:15, 39:20, 45:18, 45:24, 51:3, 51:11, 51:20, 51:23, 62:14, 62:18, 62:25, 67:18, 67:20, 73:17, 74:8 member [3] - 10:13, 76:11, 76:16 members [10] -23:18, 27:21, 27:24, 31:14, 74:10, 74:13, 75:1, 75:4, 75:18, 75:22 MEMBERS [1] - 2:1 Members [3] - 23:20, 24:8, 37:1 men [4] - 8:14, 8:24, 9:2, 9:10 mental [11] - 20:17, 24:23, 25:7, 26:22, 37:14, 43:7, 44:15, 44:22, 48:2, 63:10, Mental [1] - 35:4 mention [2] - 37:16,

38:15 mentioned [3] -40:23, 54:24, 63:7 mentions [2] - 59:12, 59:14 met [1] - 29:20 Michelle [2] - 3:2, 6:1 micromanage [1] micromanagement [2] - 59:15, 64:19 micromanaging [5] -55:9, 55:10, 55:25, 56:10, 64:12 might [5] - 10:12, 70:21, 71:2, 71:3, 75:17 Millspaugh [1] -28:25 mind [3] - 37:9, 52:3, 72:6 minds [1] - 49:15 mine [1] - 75:14 minor [1] - 49:20 minutes [9] - 4:4, 5:10, 13:19, 40:9, 40:13, 40:15, 50:19, 51:19, 73:14 Minutes [2] - 73:14, 73:16 mirror [1] - 48:19 mispronunciation [1] - 60:25 missed [1] - 33:14 missing [2] - 4:23, mistake [2] - 33:1, mistakes [1] - 54:25 MISTICK [3] - 13:25, 14:3. 16:14 Mistick [4] - 3:8, 13:23, 14:1, 15:14 model [2] - 64:13, 64:20 momma [4] - 73:17, 73:18 money [2] - 26:7, 70:25 monitoring [2] -11:25, 12:6 Monitoring [2] - 3:4, 11:16 monitors [2] - 69:11, 69.17 monocle [1] - 15:22 month [19] - 6:10, 6:13, 8:7, 8:12, 8:22,

9:25, 17:23, 18:25,

7:8, 7:10, 7:15, 7:17, 7:22, 9:13, 10:2, 10:16, 10:20, 11:4, 11:7, 12:4, 12:9, 12:16, 12:21, 12:24, 13:3, 13:6, 16:21, 16:23, 17:9, 17:10, 17:15, 17:20, 17:23, 21:14, 23:13, 25:17, 26:16, 29:9, 31:1, 33:13, 39:22, 40:5, 40:10, 40:16, 50:2, 50:5, 51:9, 51:12, 52:14, 52:17, 52:21, 55:21, 55:24, 58:21, 71:14, 72:22, 74:3, 74:9, 74:11, 74:15, 74:21, 75:2, 75:6, 75:13, 75:19, 75:23, 76:4. 76:12 must [2] - 47:8, 66:14 Ν

21:23, 22:4, 29:4,

37:18, 50:23, 50:25,

71:5, 71:19, 72:19,

monthly [1] - 25:18

months [3] - 20:19,

morale [6] - 48:13,

57:14, 64:20, 66:12,

morally [1] - 25:11

Morris [2] - 3:2, 6:1

MORRIS [10] - 5:25,

6:11, 6:16, 6:23, 7:1,

7:6, 7:10, 7:15, 7:17,

Mortality [3] - 18:1,

Moss [4] - 2:10, 4:21,

MOSS [1] - 4:22

most [11] - 9:19,

26:23, 27:10, 31:10,

Motion [3] - 18:20,

motives [1] - 27:20

MOUD [3] - 22:23,

move [1] - 56:10

moving [1] - 62:5

MR [61] - 4:6, 4:8,

10:11, 10:19, 10:24,

11:6, 11:14, 11:17,

12:7, 12:13, 12:17,

13:25, 16:14, 19:17,

20:10, 39:9, 39:19,

40:18, 40:21, 43:12,

45:10, 45:14, 45:19,

50:10, 50:17, 50:21,

44:9, 44:25, 45:6,

45:23, 46:1, 50:8,

51:1, 51:5, 51:14,

51:25, 52:7, 52:15,

55:11, 55:15, 55:17,

58:16, 58:18, 60:23,

62:13, 62:16, 62:21,

63:2, 63:4, 65:4, 65:7,

MS [74] - 4:13, 4:22,

4:25, 5:12, 6:7, 6:11,

6:14, 6:16, 6:21, 6:23,

6:25, 7:1, 7:4, 7:6,

61:4, 61:6, 62:9,

65:10

12:23, 13:1, 13:5,

4:11, 4:15, 9:23,

motivation [1] -

38:3, 47:17, 48:21,

59:2, 64:1, 64:4,

71:17

64:16

74:1, 74:2

22:24, 23:1

23:8. 23:9

66:23, 68:3

7:22

19:7, 47:4

74:19, 75:5

naked [1] - 33:25 name [18] - 6:1, 7:19, 7:20, 8:2, 9:6, 29:9, 37:2, 39:8, 40:22, 55:14, 55:19, 55:20, 55:21, 61:1, 67:16, 67:23, 70:6, 71:4 names [3] - 15:24, 25:9, 28:20 NCCHC [4] - 18:1, 19:7, 47:5, 64:25 need [17] - 12:19, 15:1, 15:20, 16:11, 16:14, 18:12, 28:10, 30:9, 31:1, 43:4, 56:6, 63:19, 64:21, 67:8, 69:17, 70:24, 74:21 needed [1] - 28:16 needs [16] - 23:22. 26:25. 29:20. 29:22. 42:2, 42:21, 47:16, 47:23, 54:4, 60:13, 64:5, 64:20, 64:24, 65:1, 65:24, 66:18 negative [1] - 66:9 never [10] - 14:20, 31:21, 32:2, 32:5, 32:10, 36:15, 38:7, 38:10, 70:17 New [2] - 22:22, 54:19 new [16] - 14:7, 14:25, 15:2, 15:20, 15:21, 26:9, 28:13,

64:2, 68:10, 68:13, 68:15, 71:3 news [1] - 72:20 next [18] - 9:25, 10:3, 32:1. 35:23. 45:1. 45:15. 48:14. 50:11. 50:23, 50:25, 52:4, 52:11, 55:12, 58:16, 60:23, 62:11, 72:19 **nice** [2] - 29:11, 58:15 **night** [1] - 69:21 **noble** [1] - 27:20 nobody [1] - 59:21 Notary [1] - 77:14 note [1] - 75:9 notes [1] - 77:5 **nothing** [4] - 14:9, 20:14, 57:3, 72:3 noticed [1] - 21:4 notification [1] -17:6 notified [2] - 12:11, 12:14 Nove [1] - 67:17 Number [1] - 59:3 number [10] - 15:3, 21:17, 23:4, 26:9, 53:3, 59:5, 59:7, 59:9, 59:10, 72:25 numbers [3] - 45:4, 68:10, 70:9 numerous [1] -49:21 **nutrition** [1] - 60:2 nutritional [1] - 25:3 nutritious [1] - 58:2 О

o'clock [1] - 4:2 O'Connor [4] - 2:7, 4:5, 4:9, 5:18 O-L-A-N-O-S [1] -61:3 O-N-Y-S-H-K-O [1] -17:2 object [1] - 5:14 **obligated** [1] - 32:22 **obtained** [1] - 54:8 obtuse [1] - 14:11 obvious [1] - 14:10 obviously [1] - 32:4 occur [1] - 70:16 **OF** [1] - 2:1 off-days [1] - 59:24 offer [1] - 20:4 offered [2] - 28:9, 69:16

Office [3] - 11:19, 28:3, 28:8 officer [12] - 49:5, 54:21, 56:20, 56:24, 56:25, 61:22, 63:21, 65:14, 66:15, 66:18, 72.7 officer's [4] - 63:9, 63:10, 63:11, 64:20 Officers [2] - 17:5, 68:1 officers [85] - 16:6, 36:3, 37:13, 41:1, 41:3, 41:5, 41:20, 42:6, 42:11, 43:23, 44:5, 44:18, 47:3, 47:14, 47:18, 48:4, 48:21, 49:1, 49:2, 49:10, 49:15, 49:16, 49:19, 50:13, 52:23, 53:2, 53:4, 53:6, 53:11, 53:13, 53:16, 53:19, 53:22, 54:7, 54:13, 54:15, 54:25, 55:3, 56:13, 56:21, 57:4, 57:5, 57:20, 57:23, 58:5, 58:6, 58:24, 60:8, 60:9, 61:8, 61:18, 61:21, 63:6, 63:11, 63:16, 63:17, 63:22, 63:25, 64:2, 64:7, 64:11, 64:12, 64:13, 64:17, 64:21, 65:21, 66:4, 66:10, 66:13, 66:20, 66:25, 67:4, 67:10, 68:5, 68:11, 68:13, 68:15, 68:20, 69:1, 69:6, 69:12, 70:24, 72:8 officers' [6] - 44:12, often [3] - 57:24, Old [2] - 24:4, 26:11

53:21, 56:8, 58:14, 66:3, 66:23 64:14, 70:17 old [2] - 24:13, 25:23 once [1] - 36:19 one [32] - 6:19, 11:5, 13:4, 14:3, 15:3, 16:15, 17:25, 18:6, 18:15, 20:4, 28:5, 29:7, 36:4, 38:25, 40:10, 41:18, 49:20, 52:11, 52:14, 52:16, 52:17, 55:18, 62:16, 63:21, 65:7, 65:14, 71:3, 71:23, 72:15, 74:6, 74:17, 75:2 one's [1] - 64:14

28:14, 49:18, 53:4,

ongoing [1] - 24:6 online [1] - 73:8 Onyshko [2] - 3:8, 17.1 **ONYSHKO** [1] - 17:1 **Open** [3] - 55:7, 57:7, open [3] - 38:12, 48:15, 58:23 open-ended [2] -48:15, 58:23 Open-Ended [3] -55:7, 57:7, 60:21 opened [1] - 9:10 opens [1] - 32:12 operational [1] -47:6 operations [2] -24:21, 56:14 **Operations** [1] - 2:19 opinion [1] - 33:8 opinions [1] - 56:8 opioid [5] - 21:16, 21:24, 22:2, 22:10, 22:14 opportunities [1] -46:10 opportunity [4] -23:17, 63:18, 64:23, 73:16 options [1] - 19:11 order [6] - 5:13, 13:11, 29:21, 39:22, 39:23, 74:3 ordered [1] - 23:4 organization [2] -40:2, 40:12 Orlando [4] - 2:16, 14:18, 15:6, 16:9 **OT** [1] - 54:9 OUD [2] - 22:24, 22:25 outside [6] - 6:9, 28:6, 38:17, 42:13, 48:8, 60:17 over-zealous [1] -36:2 overall [1] - 57:9 overdose [4] - 21:16, 21:24, 25:2, 37:16 overdosing [1] -70:14 oversee [3] - 53:15, 53:17 54:18 OVERSIGHT [1] - 1:8 oversight [1] - 14:13 Oversight [10] - 9:17, 18:11, 27:7, 27:24, 28:13, 33:15, 33:21, 35:17, 35:25, 63:14

overtime [39] -24:24, 42:24, 43:6, 44:2, 44:14, 44:20, 47:25, 49:3, 49:10, 49:12, 49:13, 49:15, 49:18, 52:22, 53:13, 53:24. 54:3. 54:9. 59:4. 59:12. 59:19. 59:20, 60:1, 60:4, 60:9, 61:9, 61:14, 61:17, 61:19, 61:23, 62:1, 62:7, 63:6, 63:8, 63:12, 64:3, 64:10, 69:22, 70:10 overwhelming [2] -63:5, 68:7 overwhelmingly [1] -66:10 overworked[1] -

Ρ

own [4] - 27:18,

27:20, 34:15, 63:20

27:2

P-H-I-L-I-P-S [1] -36:25 60:3 **p.m** [2] - 4:2, 76:18 padded [1] - 58:4 paid [3] - 41:23, 63:22, 72:1 paramedics [1] -10:25 parking [2] - 58:14, 63:23 part [5] - 20:5, 31:23, 41:8, 48:14, 69:22 participated [1] -41:4 participation [1] particular [2] - 34:7, 35:11 pass [1] - 53:16 41:11 Passages [3] - 3:2, 5:22, 6:2 passed [2] - 9:22, 48:10 38:19 past [5] - 6:10, 8:7, 66:12 24:10, 25:24, 40:6 Pastorek [1] - 28:23 pat [1] - 4:24 paternity [1] - 4:9 69:17 Paul [2] - 28:25, 29:1 Pay [1] - 57:25 pay [2] - 49:4, 63:7 peers [2] - 58:24, 57:22, 62:17 59:22 pending [1] - 24:13

Pennsylvania [3] -1:22, 29:11, 30:7 Pension [1] - 32:18 people [61] - 5:9, 14:12, 14:17, 15:4, 15:14, 15:23, 15:25, 16:4, 16:17, 19:3, 19:5, 19:12, 21:15, 21:18, 21:21, 21:23, 22:5, 22:9, 22:14, 23:20, 24:1, 24:8, 25:12, 26:10, 27:11, 28:11, 30:1, 34:2, 34:10, 34:13, 35:4, 35:6, 35:8, 35:12, 35:15, 35:17, 36:3, 36:4, 36:13, 37:7, 37:12, 37:23, 38:3, 38:12, 38:16, 38:17, 38:18, 39:25, 51:4, 51:6, 51:15, 53:11, 54:16, 54:18, 60:20, 61:12, 65:21, 72:6, 72:12 people's [1] - 25:7

per [8] - 5:10, 40:15, 53:3, 53:5, 53:7, 53:8,

perceived [1] - 46:23 percent [40] - 8:10, 21:18, 41:20, 41:21, 41:24, 41:25, 42:2, 42:5, 42:6, 42:9, 42:14, 42:15, 42:17, 42:21, 42:23, 42:25, 43:1, 43:7, 43:12, 43:14, 43:16, 43:17, 43:23, 44:1, 44:10, 44:13, 46:3, 46:7, 46:14, 47:20, 48:5, 48:8, 54:6, 66:9, 68:12, 68:14, 68:16, 68:18, 68:19, 68:20 percentages [1] perform [5] - 42:12, 42:16, 48:4, 48:7, performance [1] -

period [3] - 11:20, 21:17, 71:5 permission [1] -

person [12] - 5:10, 6:19, 6:23, 9:21, 34:11, 35:24, 40:15, 45:15, 52:4, 55:12,

personal [5] - 15:18,

42:21, 47:16, 47:23,

61:25 perspective [3] -14:8, 15:2, 15:20 pertaining [2] -46:18. 47:6 pestilence [3] -31:20, 31:22, 31:23 Phillips [3] - 3:13, 36:24, 36:25 physical [12] - 24:23, 29:18, 41:6, 42:4, 43:6, 44:12, 44:14, 44:19, 44:21, 48:1, 63:10, 63:20 physically [2] -28:18, 49:22 physiological [2] -29:20, 29:22 pick [1] - 12:14

pie [4] - 41:10, 41:12, 41:17, 66:2

PIIN [1] - 27:23 Pilarski [5] - 2:5, 4:15, 5:15, 17:6, 74:24

PILARSKI [2] - 4:6, 4:15

Pittsburgh [7] - 1:22, 8:13, 8:19, 31:8, 37:3, 38:6, 69:16 place [2] - 38:12, 53:3 Place [1] - 31:7

play [1] - 36:14 Pleas [1] - 14:21 plight [1] - 46:25 **plus** [1] - 58:15 pod [1] - 60:11 pods [3] - 56:16, 59:25, 64:4 point [7] - 5:12,

plan [1] - 21:5

19:24, 32:2, 36:17, 39:22, 39:23, 74:3 pointed [1] - 29:6

pointing [1] - 27:15 **policies** [2] - 28:7, 61:24

policy [2] - 39:25, 60:14 pool [2] - 33:2, 40:3 poor [2] - 25:2, 60:2

popped [1] - 69:23 port [1] - 33:25 position [3] - 13:17, 19:10, 20:23

positive [2] - 30:1, 74:7

possible [1] - 41:13

possibly [2] - 25:8,

posted [1] - 73:10 Power [1] - 57:22 practically [1] -25.11

practice [3] - 38:23, 39:13, 40:5 practices [1] - 40:7 pre [1] - 11:24 pre-trial [1] - 11:24 present [2] - 41:16,

47:18 presented [1] - 8:24 PRESENTERS[1] -

3:1

presenting [1] - 8:13 president [1] - 67:25 Presiding [1] - 24:11 pressing [1] - 69:10 pressure [1] - 16:8 pretty [1] - 52:8 prevented [1] - 18:3 previous [1] - 47:13 **priorities** [1] - 19:7 prioritized [1] -56:23

prioritizing [1] - 57:5 priority [1] - 18:4 prison [1] - 30:16 prisoner [1] - 72:8 prisoners [2] - 23:8, 37:19

private [1] - 31:8 **probation** [1] - 49:19 **Probation** [1] - 11:19 problem [7] - 32:4, 35:22, 42:5, 44:6, 55:6, 57:17, 66:5 problems [6] - 18:8, 23:25, 24:14, 32:6, 49:11, 56:18 procedures [2] -26:20. 28:7

proceed [1] - 34:20 proceedings [1] -77:4 **processing** [1] - 25:1 profession [2] -

64:23, 65:22 professional [2] -32:23, 65:22

professionalism [1] - 66:17 professionals [3] -

32:3, 32:21, 64:22 program [4] - 8:6, 8:15, 8:16, 11:21 programs [1] - 9:2

project [1] - 40:2 pronounced [1] proper [2] - 22:15, 60.3 properly [1] - 34:15 proposal [1] - 18:12 proposals [3] -18:14, 18:19, 19:6 protect [1] - 41:5 protecting [1] - 67:1 protection [1] -28.16 proven [1] - 35:7 provide [11] - 8:20, 18:9, 22:14, 22:23, 23:2, 46:11, 48:20, 49:22, 58:1, 67:4, 69:16 **provided** [7] - 18:23, 23:8, 49:8, 57:25, 63:15, 63:22, 65:19 providing [4] -40:24, 62:6, 64:25, 66:25 **provisions** [1] - 32:9 **PUBLIC** [2] - 3:7, 13:24 **public** [16] - 20:3, 20:24. 23:18. 24:3. 24:8, 24:12, 24:22, 25:18, 33:17, 40:23, 45:12, 46:23, 46:24, 63:15, 66:18 **Public** [13] - 5:9, 13:11, 13:18, 13:19, 19:2, 20:20, 25:24, 71:25, 73:2, 73:7, 73:9, 77:14 **publicly** [3] - 18:13, 18:15, 19:10 punish [1] - 61:14 punishment [2] -22:13, 25:6 punitive [4] - 49:13, 54:23, 61:7, 64:13 purchases [1] -32:13 purpose [1] - 67:3 **pushing** [1] - 36:3 pushing-people [1] put [7] - 25:12, 36:4, 60:18, 61:21, 61:24, 69:3, 71:4 putting [1] - 21:2

Q

16:14, 18:7

really [6] - 9:17,

14:16, 23:22, 37:25,

quality [2] - 69:10, 69:16 **questions** [13] - 6:5, 7:13, 9:18, 11:10, 12:1, 12:2, 18:17, 27:17, 32:15, 47:25, 50:3, 75:21, 76:3 **Questions** [1] - 57:7 quite [1] - 70:17 quorum [4] - 74:22, 75:10, 76:1, 76:6 quotations [1] -52:10 quote [8] - 47:5, 49:17, 49:18, 52:10, 52:12, 56:20, 66:7 quotes [2] - 49:7, 50:12

R R-A-D-K-E [1] -21:12 Rachel [3] - 3:10, 21:10, 21:11 **RADKE** [2] - 21:11, 21:14 Radke [3] - 3:10, 21:10, 21:11 Raise [1] - 58:12 raised [5] - 19:2, 25:24, 47:3, 47:19, 48.3 ran [1] - 71:8 ranks [1] - 57:18 rat [1] - 69:23 rate [2] - 8:9, 68:20 rates [1] - 16:7 rather [2] - 53:19, rats [1] - 70:2 re [1] - 24:12 re-implemented [1] -24:12 reaching [1] - 36:17 read [11] - 39:8, 41:11, 45:17, 45:20, 50:12, 51:21, 51:24, 52:10, 52:12, 58:19, 65:11 reading [3] - 28:19, 45:16, 73:9

real [4] - 54:5, 54:20,

realistic [1] - 54:16

realize [3] - 16:11,

75:14, 75:20

39:12, 50:14 reason [4] - 25:2, 72:2, 72:10 reasonable [2] -53:6, 53:8 receive [1] - 63:12 received [3] - 43:21, 66:8. 69:8 receiving [1] - 22:9 recent [1] - 9:19 recently [6] - 9:22, 25:1, 26:9, 28:1, 38:20, 64:8 receptive [2] - 43:15, 46:8 recognize [1] - 63:25 recommend [3] -18:13, 18:15, 19:11 recommendations [3] - 48:16, 57:21, 57:25 Recommendations [1] - 18:2 recommended [3] -18:4, 63:21, 65:14 record [3] - 7:20, 29:7, 75:10 recording [1] - 77:6 Records [1] - 15:11 **Recovery** [3] - 3:2, 5:23, 6:2 recreate [1] - 38:13 rectified [1] - 73:7 redacted [1] - 18:24 reentrant [1] - 10:13 reentrants [5] - 8:3, 8:8, 8:10, 8:16, 9:11 refer [1] - 71:18 references [1] -54:13 referendum [3] -32:7, 33:4, 38:19 referred [1] - 8:4 referring [2] - 10:12, 49:17 reflected [2] - 47:24, reflects [1] - 72:10 refuse [1] - 54:8 refusing [1] - 49:20 regard [2] - 19:22, 33.17 regarding [3] -13:13, 13:17, 47:25 regards [2] - 6:4, 7:3 regular [3] - 29:25, 58:6, 72:1

regularly [1] - 24:21 rehabilitated [1] -30:3 rehabilitation [1] -38:2 reinforce [1] - 48:16 related [3] - 13:13, 44:9, 57:21 relating [1] - 49:14 relationship [6] -8:18, 46:2, 46:19, 65:25, 66:3, 67:10 **relatively** [1] - 64:2 release [3] - 8:6, 21:20. 21:22 remainder [1] -17:16 remains [1] - 38:12 remedial [1] - 23:5 remember [4] - 6:22, 35:25, 39:24, 40:11 remind[1] - 5:5remove[1] - 58:5 renegotiate [1] -18:10 Renewal [9] - 3:3, 7:21, 7:24, 8:1, 9:19, 10:7, 37:22, 70:9, 70.12 repeated [1] - 48:22 replacement [1] -20:11 report [13] - 6:4, 6:17, 7:7, 9:16, 18:24, 20:6, 20:17, 20:22, 21:6, 45:17, 45:20, 52:19, 69:19 Report [3] - 18:1, 19:7, 47:4 reported [4] - 8:12, 10:9, 53:22, 70:17 reporting [3] - 8:1, 11:20, 12:22 **REPORTS**[1] - 5:24 reports [1] - 25:18 representative[1] -28:3 representatives [2] -5:15, 34:12 request [1] - 70:12 requested [1] - 69:10 require [1] - 18:8 required [2] - 13:10, 48:4 requirements [1] -69.4

rescheduled [1] -

research [1] - 24:6

residence [1] - 12:18

33:17

residency [2] -68:22, 69:4 residents [4] - 56:3, 66:15. 66:22. 67:2 resolve [1] - 23:25 respect [6] - 5:6, 14:22, 15:5, 27:8, 28:19, 33:18 respected [5] -41:19, 46:16, 55:4, 66:7, 66:11 respectful [1] - 74:17 respondents [8] -43:24, 44:10, 46:4, 46:15, 47:20, 47:21, 48:6, 49:8 response [7] - 7:14, 11:11, 46:17, 46:22, 53:12, 55:8, 66:9 Response [1] - 60:22 responses [34] -43:20, 44:4, 44:17, 46:18, 47:25, 48:18, 48:19, 48:22, 48:24, 49:1, 49:2, 49:3, 49:4, 49:6, 49:11, 54:24, 56:6, 56:22, 57:10, 57:12, 59:1, 59:2, 59:4, 59:7, 59:8, 59:10, 59:11, 59:14, 59:17, 59:19, 60:6, 61:6, 66:6, 69:9 responsibilities [1] -53:21 responsibility [4] -17:25, 20:12, 27:18, 53:18 responsible [2] -27:3, 36:7 rest [2] - 40:16, 45:20 restaurant [1] -69:25 restriction [1] -68:22 resulted [1] - 10:22 results [5] - 40:24, 41:10, 44:16, 63:4, 67:8 retail [1] - 68:21 retention [5] - 47:13, 47:17, 49:12, 64:8, 68:10 retired [1] - 14:3 retirees [1] - 58:11 return [1] - 5:7 returned [1] - 6:20 **revamp** [1] - 55:2 reveal [1] - 41:10 Reverend [1] - 8:22

review [3] - 73:11, 73:13, 73:16 revision [2] - 49:3, 49:9 rhetorical [1] - 31:12 **Rice** [1] - 9:6 Rich [2] - 4:14, 31:22 Richard [2] - 2:6, 28.21 rid [3] - 56:11, 57:1, 72:16 ridiculous [1] - 15:24 rise [2] - 28:19, 28:22 rising [1] - 58:12 risk [1] - 64:5 Robert [2] - 28:22, 28:24 Robert's [1] - 51:10 robert's [1] - 51:12 rodents [1] - 69:20 Rodriguez [1] - 8:22 Roger [1] - 28:25 Ronald [1] - 29:2 room [4] - 58:14, 74:14, 74:25, 75:5 Room [1] - 1:18 rose [1] - 29:7 Ross [1] - 29:1 row [1] - 49:21 ruined [1] - 61:25 rule [1] - 39:20 rules [1] - 5:5 Rules [2] - 51:10, 51:12 ruling [1] - 54:21 run [9] - 36:16, 56:9, 60:11, 70:22, 74:9, 74:11, 74:12, 74:17, 74:18 rushing [1] - 10:7 Ryan [2] - 2:7, 4:8 S

S-C-H-O-N-G-A-R [1] - 17:21 sacrifices [2] 63:17, 63:24 sad [1] - 69:8 safety [22] - 42:4, 44:12, 44:19, 47:7, 48:13, 49:5, 56:14, 56:18, 56:20, 56:21, 56:22, 56:24, 56:25, 57:5, 59:10, 59:18, 60:5, 63:11, 64:4 sally [1] - 33:25 sanction [1] - 32:24

40.25 saw [3] - 10:6, 18:25, 37.21 schedule [6] - 13:10, 33:18, 42:20, 47:16, 47:23, 63:18 scheduling [1] -47:15 **Schongar** [3] - 3:9, 17:19, 17:20 SCHONGAR [2] -17:20, 17:23 **scope** [1] - 48:5 scores [1] - 68:5 scream [1] - 72:14 Search [1] - 15:21 searched [1] - 25:13 second [5] - 17:11, 62:22, 74:2, 74:5, 75:24 seconded [1] - 74:7 Section [3] - 55:7, 57:7, 60:21 security [3] - 47:7, 57:5, 66:20 see [21] - 6:11, 15:24, 19:12, 24:15, 29:11, 32:10, 33:14, 34:6. 35:9. 37:20. 45:4, 54:16, 54:17, 65:16, 68:17, 70:10, 71:7, 71:23, 72:19, 73:18 seeing [2] - 4:6, 34:9 seek [1] - 65:23 seeks [1] - 61:18 seem [2] - 22:3, 68:23 send [1] - 30:15 sending [1] - 9:14 sense [3] - 54:1, 63:11, 68:24 sent [2] - 26:22, 45:6 sergeant [1] - 68:18 sergeants [2] -53:15, 53:18 serious [7] - 7:2, 23:3, 24:3, 24:9, 38:2, 44:5, 47:19 **serve** [1] - 17:5 servers [1] - 72:10 services [1] - 8:20 set [2] - 19:5, 22:3 seven [3] - 51:3, 51:6, 58:8 seventh [1] - 68:25 seventh-highest [1] - 68:25

several [4] - 18:14,

Satisfaction [1] -

54:24, 57:21, 60:6 severe [1] - 56:18 sexual [2] - 25:14, 29.18 sexually [1] - 37:12 SHABAKA[1] -39.10 **Shabaka** [5] - 3:13, 39:7, 39:9, 41:16, 42:3 **share** [3] - 53:14, 53:25, 58:10 **sharon** [1] - 26:16 **Sharon** [2] - 3:11, 26:15 **SHERIFF** [1] - 74:20 **Sheriff** [3] - 2:8, 4:16, 5:2 sheriff [1] - 74:24 **shift** [3] - 42:8, 43:23, 43:25 **shifts** [3] - 54:3, 54:10, 63:23 shirt [1] - 70:24 **shocked** [1] - 70:8 **short** [1] - 60:10 **shortly** [1] - 33:22 **shouting** [1] - 51:11 **show** [2] - 33:8, 57:14 showing [1] - 55:1 sick [1] - 15:16 side [1] - 31:21 signed [1] - 51:16 significant [4] -29:17, 48:13, 50:14, 66:5 significantly [1] -66:11 **silence** [1] - 34:3 **simply** [2] - 19:23, 69:5 singing [2] - 73:25, 75:4 single [4] - 38:12, 38:22, 39:1, 55:5 Sister [3] - 3:14, 52:5, 52:18 sit [5] - 30:13, 30:14, 36:13, 69:12, 75:20 sitting [1] - 5:15 situation [1] - 58:4 **situations** [1] - 25:13 six [2] - 23:9, 48:22 skew [2] - 15:19 sleep [1] - 59:25 slides [1] - 45:4 small [1] - 16:15 **smart** [1] - 69:6

smoke [1] - 69:12 social [1] - 29:10 solely [1] - 61:14 Solicitor [4] - 32:11, 32:14, 32:16, 33:8 solicitors [3] - 32:18, 32:19, 32:20 solitary [4] - 25:4, 35:6, 35:7, 38:20 someone [9] - 10:14, 10:17, 11:1, 12:25, 15:12, 19:20, 51:18, 54:19, 54:20 sometimes [1] -25:13 soon [1] - 4:19 **sorry** [5] - 7:6, 7:15, 7:22, 13:16, 22:22 sort [1] - 6:22 **sorts** [1] - 10:9 speaker [1] - 9:4 **SPEAKERS**[1] - 3:7 speakers [1] - 19:19 speaking [5] - 5:9, 13:21, 15:20, 40:1, 40:11 specialists [1] -20:18 **specific** [1] - 40:2 specifically [1] -47.11 spell [2] - 7:19, 55:20 spelled [1] - 36:25 **Spencer** [1] - 29:3 spend [2] - 53:10, 59:24 **spent** [3] - 21:18, 60:3. 73:8 Spisak [1] - 29:1 spit [1] - 38:21 **spite** [1] - 61:8 spread [1] - 54:4 Staff [1] - 49:18 staff [18] - 8:8, 9:10, 10:13, 14:16, 16:4, 24:25, 25:19, 26:8, 47:6, 47:9, 47:13, 49:12, 53:17, 56:17, 57:17, 60:10, 65:1, 67.2 staffed [2] - 42:8, 43:25 staffing [4] - 33:5, 44:5, 56:24, 68:18 stand [2] - 31:21, 52:3 standard [1] - 22:25 standing [2] - 34:13,

start [6] - 52:9, 52:12, 52:16, 55:16, 58:4, 61:4 started [1] - 40:19 state [3] - 7:19, 29:11, 69:1 State [1] - 30:7 statement [26] -41:21, 41:22, 41:24, 41:25, 42:10, 42:11, 42:14, 42:15, 42:18, 42:19, 42:22, 42:23, 43:1, 43:2, 43:8, 43:13, 43:17, 46:5, 46:8, 46:16, 47:22, 48:7, 48:10, 48:20, 66:6, 66:9 statements [4] -41:9, 41:14, 43:20, 48:3 **statutory** [1] - 32:8 stay [3] - 34:18, 58:1, 70:14 stayed [1] - 76:6 steak [1] - 63:23 step [2] - 13:21, 55:2 Stephen [1] - 2:5 Steve [3] - 3:4, 11:18, 70:21 steve [1] - 4:15 stick [1] - 15:8 Still [1] - 28:23 still [7] - 15:17, 24:5, 30:8, 38:21, 49:19, 62:14, 62:16 stitched [1] - 71:5 stop [8] - 13:20, 26:20, 27:19, 31:25, 55:9, 55:24, 64:24, 65:2 stopped [1] - 38:24 stories [1] - 37:12 story [2] - 50:14, straight [1] - 35:2 strain [1] - 61:24 Street [2] - 1:21, street [1] - 60:20 stress [6] - 25:7, 60:19, 61:21, 62:1, 62:3, 62:7 stretcher [2] - 10:8,

10.17

25:13

strip [1] - 25:13

strip-searched [1] -

stripped [1] - 33:25

strongest [1] - 43:21

strong [1] - 8:18

34:14

stands [1] - 32:16

strongly [21] - 41:14, 41:16, 41:20, 42:6, 42:9, 42:14, 42:18, 42:22, 43:1, 43:13, 43:16, 43:24, 44:2, 44:11, 44:13, 46:4, 46:7, 46:15, 47:21, 48:6. 48:9 **struggles** [1] - 46:12 stuck [1] - 58:3 student [1] - 37:2 studies [1] - 47:13 study [1] - 47:18 Subcommittee [1] subject [1] - 32:24 subjecting [2] -34:24, 36:1 **submitted** [4] - 6:4, 6:18, 69:19, 73:8 Suboxone [1] -53:15 subsequent [1] -37:18 **succeed** [1] - 63:13 successfully [1] -11:22 sued [1] - 36:18 suffer [1] - 27:5 suggestions [4] -28:5, 43:16, 46:9, 46:11 suicides [1] - 47:11 summarize [3] -49:25, 50:7, 50:9 summary [2] - 43:19, **Summary** [3] - 55:8, 57:8, 60:22 summer [1] - 29:23 Sunday [1] - 10:25 superiors [1] - 57:13 supervisors [1] -47:9 **support** [7] - 48:25, 54:12, 61:10, 61:13, 63:13, 65:19 supportive [1] -64:20 surprising [1] -46:18 Survey [1] - 40:25 survey [10] - 41:3, 41:4, 41:6, 41:8, 43:21. 48:14. 63:5. 66:6. 67:3. 67:8 sustainable [1] sweating [1] - 29:23sweeps [1] - 15:1

swim [1] - 33:2 Swissvale [1] - 9:5 swivel [1] - 19:23 system [9] - 21:5, 38:1, 49:3, 49:10, 64:6, 73:2, 73:4, 73:19

T

tablets [2] - 35:14, 58:8 tactics [3] - 57:24, 64:16, 64:18 talk-down [1] - 64:24 talks [1] - 14:11 **Talotta** [1] - 29:3 Tanisha [3] - 3:12, 33:12, 33:13 target [1] - 61:18 targeting [1] - 61:15 tased [1] - 33:24 Task [1] - 23:20 tasks [1] - 48:4 Tate [1] - 8:23 tax [1] - 26:5 tax-funded [1] - 26:5 taxpayers[1] - 26:4 team [3] - 20:16, 58:6. 61:11 ten [2] - 21:23, 22:5 terminate [1] - 66:20 terminated [1] -58:25 terminating [1] -64:1 termination [3] -55:2, 57:12, 61:20 terms [3] - 19:19, 20:3, 43:4 Terri [2] - 2:9, 4:12 terrible [1] - 25:8 THE [1] - 2:1 themselves [2] -53:17, 61:24 they've [2] - 20:22, thinking [1] - 67:5 Thomas [1] - 29:1 threat [1] - 64:14 threats [1] - 61:20 three [13] - 5:10, 13:19, 20:18, 22:19, 23:8, 40:9, 40:14, 50:19, 52:23, 52:24, 54:10, 71:22, 71:24 throughout [1] -28:11

thrown [1] - 33:1

thursday [1] - 1:12 ticking [1] - 30:14 tied [2] - 49:11, 68:24 **Tim** [1] - 29:5 tiredness [1] - 66:23 Title [1] - 22:11 today [7] - 13:15, 15:20, 37:3, 38:11, 40:24, 51:22, 75:12 together [6] - 21:2, 26:4, 28:6, 28:15, 40:1, 49:11 Toma [2] - 2:20, 17:7 took [1] - 35:14 tool [1] - 65:18 tools [1] - 57:23 top [3] - 18:4, 19:7, 66:1 top-priority [1] - 18:4 touch [1] - 60:14 towards [1] - 15:18 track [1] - 12:11 Trade [4] - 8:13,

towards [1] - 15:18
track [1] - 12:11
Trade [4] - 8:13,
8:14, 8:16, 8:18
train [1] - 69:7
training [10] - 42:16,
48:5, 48:10, 57:21,
57:22, 57:24, 65:19,
65:23, 68:4, 71:1
transcript [1] - 77:8
transformational [1]
- 9:7
transparency [1] -

transportation [1] 10:22
transported [1] - 6:9
trauma [1] - 31:2
traumatized [1] 38:13
traumatizing [1] -

25:20

30:23 **treat** [2] - 5:6, 15:4 **treated** [3] - 15:5, 56:3, 62:2 **treating** [1] - 22:25

treating [1] - 22.2 treatment [5] -15:12, 16:7, 23:7,

34:24, 34:25 **treats** [2] - 14:13, 16:3

tremendous [1] **-** 66:13

trial [2] - 4:18, 11:24 **tried** [2] - 13:9, 15:25 **trigger** [1] - 36:2

trivial [1] - 52:24 troubled [1] - 31:24

troubling [1] - 68:9

true [1] - 77:7 truly [3] - 27:7, 27:21, 46:24 trusted [1] - 56:1 trusty [1] - 31:8 truth [3] - 32:22, 37:24, 37:25 try [3] - 34:3, 55:17, 61:11 trying [2] - 15:11, 70:14 Tuesday [6] - 10:4, 10:18, 11:5, 37:21 tune [1] - 31:15 turned [1] - 14:4 **two** [11] - 18:2, 19:19, 37:9, 37:17, 48:3, 51:18, 52:22, 53:5, 66:2, 69:9, 69:11 **type** [2] - 29:21,

U

un-redacted [1] -

unacceptable [2] -

54:18

18:24

38:5, 69:24 unanswered [1] -24:7 unbelievable [1] -70:3 uncertainty [1] -56:18 unconscionable [1] - 35:22 unconstitutional [2] - 35:21, 36:18 under [5] - 27:2, 28:17, 35:15, 60:18, 62:4 under-appreciated [1] - 62:4 understaffed [1] -26:24 understaffing [2] -44:10, 60:5 undervalued [2] -59:7, 59:15 undue [1] - 62:1 unfair [1] - 61:23 unfinished [2] -24:13, 25:23 unfortunately [2] -6:16, 11:1 unhealthy [1] - 24:24 uniform [1] - 70:24 Union [1] - 68:1

union [1] - 63:14 unit [2] - 53:17, 70:13 units [4] - 53:19, 56:9, 69:11, 69:13 **University** [1] - 37:3 unreal [1] - 43:11 unresolved [2] -24:5, 24:14 unsafe [1] - 60:4 unsupported [2] -59:8, 59:16 unsustainable [1] -54:9 untimely [1] - 24:23 unusual [4] - 22:13, 25:6, 71:20, 71:21 **up** [33] - 5:15, 7:19, 9:10, 12:14, 13:15, 16:12, 16:13, 19:5, 24:9, 26:11, 32:16, 33:8, 33:22, 36:13, 37:12, 40:9, 45:15, 47:12, 51:16, 52:8, 55:2, 55:10, 55:12, 57:18, 60:20, 61:13, 65:24, 68:3, 69:3, 69:13, 75:20 updates [1] - 22:1 **upward** [1] - 56:7 utilization [1] - 24:24 utmost [2] - 27:7,

V

63:12

valuable [1] - 9:2 value 131 - 25:3. 46:25, 66:13 valued [4] - 41:18, 46:16, 66:7, 66:10 **various** [1] - 11:23 vast [3] - 38:7, 44:4, 44:17 vehicles [1] - 10:6 **via** [1] - 77:6 victims [2] - 25:14, 31:21 Victor [1] - 29:2 video [2] - 36:5, 65:15 view [3] - 36:9, 55:6, 57:16 Vinckley [1] - 28:24 violation [3] - 22:11, 23:3, 25:5 violations [1] - 11:23 violence [2] - 37:15,

38.14

voice [1] - 38:22 vote [4] - 13:13, 13:15, 18:20, 68:7 voters [1] - 26:4 voters' [1] - 25:4 vulnerable [1] - 64:1

W

wage [2] - 8:11, 68:25 wait [6] - 12:10, 16:4, 20:17, 21:3, 38:25, 71:3 waiting [2] - 28:12, walked [2] - 17:23, walking [1] - 70:13 wallet [1] - 30:11 wants [1] - 59:21 Warden [27] - 2:16, 2:17, 2:19, 14:10, 18:7, 18:17, 18:21, 19:21, 20:16, 25:19, 26:1, 26:6, 28:14, 29:12, 30:9, 30:21, 33:1, 33:2, 35:14, 35:19, 57:1, 57:18, 67:6, 67:7, 68:8, 69:18, 76:2 Warden's [1] - 26:8 wardens [1] - 14:24 Wardens [1] - 57:2 warehouse [1] -56:15 **warrants** [1] - 58:5 Washington [2] -29:4, 69:2 wasted [1] - 67:11 watch [1] - 61:12 ways [1] - 66:16 website [1] - 73:10 Wednesday [1] - 9:5 week [10] - 33:16, 52:22, 52:23, 52:24, 53:3, 53:5, 53:7, 53:8, 59:21, 70:25 weeks [2] - 36:19, 37:9 weight [2] - 60:1, Welfare [1] - 27:25 well-compensated [1] - 31:10

Westmoreland [1] -

wheel [1] - 16:16

wide [1] - 35:20 wild [1] - 36:16 William [4] - 3:8, 13:23, 14:1, 29:3 willing [2] - 27:19, 45:16 winter [1] - 29:24 wishes [1] - 25:4 witness [1] - 29:15 woman [2] - 37:22, women [3] - 8:14, 9:2, 9:10 wonderful [1] - 23:22 wondering [1] - 10:8 word [1] - 49:16 work-life [2] - 59:9, 59:13 worker [1] - 29:10 workload [2] - 53:1, 53:14 workplace [1] -64:17 works [2] - 54:20, 70:7 **world** [2] - 16:2, 31:20 worry [1] - 51:21 worse [3] - 14:10, 56:3, 68:21

V

worthless [1] - 62:3

wrap [1] - 68:3

wreak [1] - 64:19

write [1] - 61:12

writing [1] - 55:1

year [12] - 14:3, 14:7, 19:13, 21:17, 21:19, 41:2, 68:8, 68:12, 68:14, 68:16, 68:20, 71:3 years [4] - 14:4, 14:21, 14:24, 68:6 yelling [7] - 74:10, 74:13, 75:1, 75:18, 75:22, 76:11, 76:16 yesterday[3] -37:21, 45:7 yield [4] - 17:15, 17:18, 39:10, 51:13 yielding [1] - 39:13 young [1] - 25:12 yourself [1] - 36:11 yourselves [2] -27:15, 28:8 youth [1] - 34:21

Ζ

Zak [2] - 3:3, 7:25 ZAK [8] - 7:25, 8:1, 9:23, 10:11, 10:19, 10:24, 11:6, 11:14 zealous [1] - 36:2 zero [2] - 53:25, 69:8 Zilinek [1] - 29:2

Y



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, June 8, 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