

ALLEGHENY COUNTY
JAIL OVERSIGHT BOARD MEETING

Thursday
February 6, 2025

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

MEMBERS OF THE BOARD IN ATTENDANCE:

County Executive Sara Innamorato

President Judge Susan Evashavik-Dilucente

Judge Kelly Bigley

Controller Corey O'Connor

Councilmember Bethany Hallam, for County Council

President Pat Catena

Man-E, Citizen Member

Robert Perkins, Citizen Member

Barbara Griffin, Citizen Member

JAIL ADMINISTRATION IN ATTENDANCE:

Warden Trevor Wingard

Chief Deputy Warden Lee Estock

Deputy Warden of Healthcare Services Holly Martin

Deputy Warden of Programs & Services Connie Clark

Deputy Warden of Operations Fred Young

COMMUNITY CORRECTIONS PRESENTERS

Gregory Price - Passages to Recovery

Adam Zak - The Renewal Center

Steve Esswein - Electronic Monitoring

PUBLIC COMMENTS

(Board Motions/Actions)

Marion Damick

John Kenstowicz

Sara Bosco

Brian Englert

Lauren Lynch Novacovic

John Bolanos

Joe Shaughnessy

Pat Murray

Diana Hull

Sharon Bonavoglia

Tanisha Long

Josh Thieler

PUBLIC COMMENT

(General Comments)

James Haddock

Maria Guido

P R O C E E D I N G S

(4:04 o'clock p.m.)

CALL TO ORDER AND ATTENDANCE

JUDGE EVASHAVIK-DILUCENTE: This meeting is called to order. Let's just take attendance by saying your name, please.

MR. O'CONNOR: Corey O'Conner, County Controller.

MS. INNAMORATO: Sara Innamorato, County Executive.

JUDGE EVASHAVIK-DILUCENTE: Susan Evashavik, President Judge.

MR. PERKINS: Rob Perkins.

MS. HALLAM: Bethany Hallam, County Council.

MAN-E: Man-E.

JUDGE EVASHAVIK-DILUCENTE: Okay. And I will note that Sheriff Kraus did contact me, and he had some sort of emergency, urgent matter that came up and told me he wouldn't be able to make it. I do know that Judge Bigley is coming. She's just not here yet.

Okay. Community Corrections Reports. Passages to Recovery.

COMMUNITY CORRECTIONS REPORTS

1 MR. PRICE: Good evening, Board.
2 Passages to Recovery. Greg Price, Director of
3 Operations, P-R-I-C-E.

4 For the month reporting in January,
5 we had 26 current DOC clients. We had three
6 escapes, no revocations, no use of force, no
7 COVID cases, no self-injuries or self-harm
8 behaviors, and no medical transportations to a
9 hospital via EMS.

10 We did also complete our first
11 annual -- or First Inaugural Talent Show at the
12 Passages to Recovery. The clients put on a
13 talent show and was judged by a group of their
14 peers.

15 So any questions for me?

16 JUDGE EVASHAVIK-DILUCENTE:
17 Questions?

18 (No response.)

19 JUDGE EVASHAVIK-DILUCENTE: No
20 questions. Thank you.

21 MAN-E: Hold on. I'm sorry. Real
22 quick. I was -- I don't really have a question.
23 I just wanted to shout y'all out. I went to your
24 location yesterday to drop off a package for a
25 friend of ours, and everybody was really nice,

1 really helpful. I was trying to be incognito,
2 but they recognized me. So I like to give credit
3 where it's due.

4 MR. PRICE: Thank you.

5 MAN-E: I just want to thank you
6 all and say keep up the good work.

7 MR. PRICE: Thank you so much.
8 Appreciate it.

9 JUDGE EVASHAVIK-DILUCENTE: Thank
10 you. Renewal.

11 MR. ZAK: Good afternoon. Adam
12 Zak, County Case Manager Supervisor reporting for
13 Renewal Incorporated. We currently have 94 males
14 and 15 females in our work release program for a
15 total of 109.

16 In our drug and alcohol program, we
17 have 29 males and 7 females for a total of 36.

18 In the month of January, we had 7
19 escapes. We had 14 program revocations, and we
20 had 40, 4-0, successful completions.

21 There were ten instances where EMTs
22 had to be called to our facilities. That was
23 nine times on Second Avenue and once on the
24 Boulevard of the Allies. We've had zero
25 self-harm incidents, zero use of force incidents,

1 zero non-fatal overdoses, and zero deaths.

2 Also, in the upcoming weeks, we're
3 going to be working with the Goodwill, and they,
4 in turn, will be working with our young men and
5 women between the ages of 18 and 24. They will
6 provide the participants with on-the-job paid
7 training and employment, and also conflict
8 resolution, violence prevention, leadership
9 classes, occupational skill developments, and
10 other resources.

11 JUDGE EVASHAVIK-DILUCENTE:
12 Questions? You don't have to.

13 MS. HALLAM: I've got some, Judge.

14 I just want to know when you spoke
15 of the ambulances at Renewal, if you -- and
16 people being taken to the hospital, if you have
17 any like kind of spectrum of data of what they're
18 going for. Like, are they going for overdoses?
19 Are they going for heart attacks?

20 MR. ZAK: All sorts of different
21 things, chest pains, shortness of breath,
22 faintness, dizziness, trouble walking.

23 MS. HALLAM: Okay. All right,
24 thank you.

25 JUDGE EVASHAVIK-DILUCENTE: Thank

1 you.

2 MR. ZAK: Thank you.

3 JUDGE EVASHAVIK-DILUCENTE:

4 Electronic Monitoring.

5 MR. ESSWEIN: Good evening, Board.
6 Steve Esswein for the Probation Office. So for
7 this reporting period, at the end, we had 575
8 individuals enrolled in the program. During that
9 time we had 92 that successfully completed, and
10 we did have 5 that were returned for program
11 violations.

12 Any questions?

13 JUDGE EVASHAVIK-DILUCENTE: Thank
14 you.

15 MR. ESSWEIN: Thank you.

16 **PUBLIC COMMENT ON BOARD ACTIONS AND MOTIONS**

17 JUDGE EVASHAVIK-DILUCENTE: Okay.
18 Public Comment on Board Actions. The sign-up
19 sheet on the Internet doesn't designate what you
20 want to talk about, so James Serena. Are you
21 here?

22 (No response.)

23 JUDGE EVASHAVIK-DILUCENTE: Sarah
24 Terry?

25 (No response.)

1 JUDGE EVASHAVIK-DILUCENTE: Marion
2 Damick.

3 MS. DAMICK: Okay. Hello. Welcome
4 back in 2025. Should -- really -- manage -- oh,
5 he isn't here. I was just going to congratulate
6 one of your members for their -- he's disap- --
7 Corey isn't here at the moment. But he did very
8 well, as we all expect.

9 Okay. There -- in my information,
10 which doesn't have to do with this county, but
11 more I'm using to see what we have. In what's it
12 called -- what the heck. Well, a male inmate was
13 held in solitude -- this is in Washington
14 County -- Washington County, and because he was
15 there for such a long time, you know what
16 happened. Yes, he died. And what I'm
17 questioning here is have we ever kept somebody in
18 solitary for that long a time or for any long
19 time that they might have become ill?

20 I don't -- my impression, maybe the
21 new mayor -- well, I know -- my impression from a
22 while ago, we did put a number of people who were
23 active, shall I say, in solitary. The question
24 was how long they were to be -- remain there
25 because of what happened here in another county's

1 jail.

2 Also, a male inmate -- yeah, a
3 woman -- a woman -- I'm sorry -- was tackled a
4 bit by a taser in the Allegheny County Jail, and
5 she sued eventually, and we all, here in the
6 audience and in the county, paid \$62,000. Has
7 something been done since then or currently that
8 that would never happen again. And I ask that so
9 we have somebody who might know here or, you know
10 -- to answer.

11 Otherwise, what I've heard has been
12 fairly regular.

13 Oh, I forgot, I want to really
14 apologize. Last time, two months ago, I
15 mentioned that you didn't have a mayor -- a
16 physician who was a medical physician. I was
17 wrong. Two people reminded me I was wrong. I
18 admit it, and I'm glad you do, plus you have a
19 director in -- Medical Director. That's a good
20 thing. And I like to come here and report good
21 things --

22 JUDGE EVASHAVIK-DILUCENTE: Okay.
23 Thank you, Ms. Damick.

24 MS. DAMICK: So we have something
25 good to say. Okay. That's it. Thank you.

1 JUDGE EVASHAVIK-DILUCENTE: John
2 Kenstowicz.

3 MR. KENSTOWICZ: What I have to say
4 is related to use of force and would be in the
5 Warden's Report. So what I want to talk about is
6 the need for the use of the restraint chair at
7 our jail.

8 Our jail is the only jail in the
9 State of Pennsylvania where a restraint chair is
10 not being used, and that is because of the 2022
11 referendum. The restraint chair allows our
12 officers to transport residents without injury to
13 the resident or to the officers. Currently, for
14 residents needing to be transported, our officers
15 have to physically hold a resident, carry the
16 resident, risking injury to both the resident and
17 the officers. If the resident is actively
18 resisting by kicking, hitting, or even fighting
19 during the transport.

20 Officers putting their hands on a
21 resident and holding a resident for an extended
22 period of time violates the physical boundaries
23 of the residents much more than a resident
24 sitting in a chair being restrained and
25 transported.

1 If a resident is experiencing a
2 negative side-effect to K-2 Spice or for another
3 reason is appearing to need a medical evaluation
4 but is resisting, without the restraint chair,
5 jail healthcare employees and COs have told me
6 residents will just not be examined. This could
7 be too late, and in some situations, the county
8 could be liable for a lack of care.

9 The purpose of using the restraint
10 chair is to avoid injury and provide needed
11 medical care, not for punishment. Purposely
12 restricting a resident's movement beyond the
13 reasons mentioned above or a resident being in a
14 chair for extended periods of time is punishment.
15 As with most tools or interventions, they can be
16 used appropriately or inappropriately.
17 Therefore, the mantra of the restraint chair's
18 appropriate use is critical.

19 An important question is whether
20 the voters of Allegheny County were aware of the
21 insights of our jail staff both our COs and our
22 healthcare staff regarding the risk of injury and
23 lack of medical care when they voted against the
24 use of the restraint chair.

25 According to the Allegheny County

1 Elections Department, the following very general
2 and nebulous statement is what voters saw on the
3 ballot in November of 2021 relative to the
4 referendum, and I quote, "Shall the Allegheny
5 Code Chapter 205, Allegheny County Jail, be
6 amended and supplemented to include a new
7 Article 3 which shall set forth standards
8 governing conditions of confinement in the
9 Allegheny County Jail." No mention about
10 restraint chairs. I believe many, many Allegheny
11 County voters were left in the dark about exactly
12 what they were voting for.

13 This issue of the use of the
14 restraint chair is critical if one looks at the
15 national research and is aware of the
16 understanding that physical interventions with a
17 resisting resident is the most major stressor for
18 correctional officers affecting their mental and
19 physical health.

20 Thank you.

21 JUDGE EVASHAVIK-DILUCENTE: Thank
22 you.

23 Sara Bosco.

24 MS. BOSCO: I would think that each
25 of us in this room, at one time or another, has

1 been asked if we have the tools necessary to
2 complete our jobs on a daily basis. But I would
3 wager that none of you were in the position where
4 those tools were important enough it would mean
5 the difference between someone being injured or
6 even worse.

7 With the referendum that was passed
8 in 2022, the vagueness of the wording of this
9 special elections question that was listed, I
10 can't help but wonder if this was purposely done
11 in a way which really only served the needs of
12 some but not necessarily for the greater good.

13 I wonder if the voters truly knew
14 that this would mean that the officers of the ACJ
15 were going to be limited in the ability to
16 restrain the inmates when they were being
17 escorted out amongst the public. Would they have
18 voted the way that they did?

19 It's very easy to sit back and say
20 the voters have spoken as I've heard some of you
21 say in times past. I suppose, it's very easy to
22 sit in that cushy chair when you haven't been
23 physically attacked for simply doing your job and
24 pass judgment on these officers when you have no
25 true reference as to what they actually go

1 through on a daily basis.

2 So first, I'd like to set forth a
3 challenge. Go grab a uniform if you can actually
4 get your hands on one and go work the same
5 schedules that these officers work, including the
6 overtime, with the limited tools they have access
7 to. So go make sure your hands and your wits are
8 in great working order. My guess is none of you
9 would last a week.

10 Please don't misunderstand me. I
11 am all for people being treated with respect and
12 basic human decency, as all are entitled to that.
13 However, time and time again in these meetings, I
14 hear nothing but how you can improve the life of
15 the incarcerated but not the ones who are truly
16 serving life sentences at the ACJ. You are
17 consistently forgetting that that demographic
18 does exist, and it is your officers.
19 Consistently, they are being put into situations
20 where they are being set up to fail, and allowing
21 their essential tools to be stripped away is an
22 example of that.

23 Can any of you explain why it is
24 when an ACJ officer escorts an inmate out amongst
25 the public restraints are forbidden to be used,

1 but when control of that same inmate is handed
2 over to a sheriff, restraints are magically able
3 to be used? The risk of escape or harm to an
4 officer or individual doesn't fluctuate with the
5 change in custody, so why does the use of the
6 tool?

7 Can any of you give a reasonable
8 explanation as to why our officers are working at
9 the only county jail in the State which isn't
10 able to employ the very basic, non-lethal tools
11 necessary to ensure that when talking just isn't
12 enough, individuals aren't harming themselves or
13 others?

14 Every day my officer goes to work.
15 He doesn't know what obstacles he faces. I don't
16 know if that's going to be the day I get the
17 phone call to head to the hospital because he was
18 injured or worse. I guess my time is up.

19 JUDGE EVASHAVIK-DILUCENTE: Thank
20 you.

21 Brian Englert.

22 MR. ENGLERT: Good evening, Board.
23 My name is Brian Englert. I'm President of the
24 Jail -- the Officers Union at the Jail.

25 I just want to speak to some

1 experience that happened yesterday that's
2 directly related to the use of the restraint
3 chair.

4 In my first 18 months at the jail,
5 I worked at Intake three or four nights a week.
6 We never used the restraint chair. We never did.
7 We were always able to deescalate and talk. The
8 prolific use of different kinds of drugs and
9 designer drugs and mental health situations
10 blowing up has led to people coming in the door
11 not willing to listen, not willing to understand
12 the process, how we're not the police, we didn't
13 arrest you. We want to move you through this as
14 quick as possible. It's actually gotten worse.

15 And yesterday, we had a gentleman
16 who is about 5 foot 6, 180 pounds. My officer
17 went up there to deesc- -- he looked panicked.
18 He was incoherent, talking, went and opened the
19 door to speak with him. He came out, refused to
20 go in and shut the door. The officer is
21 deescalating the entire time, calls for staff.
22 Once the officer gets down the stairs and other
23 officers arrived, he decides he's going to go
24 headfirst over the railing.

25 Okay. We're not trained to catch a

1 180-pound man from 10 or 11 feet up in the air.
2 We're not. So when these tools were removed,
3 there was no training to replace it. So now I
4 have a female officer who is about 5 foot 4 and a
5 male officer who is about 6 foot tall catching a
6 180-pound man. And then when they get on the
7 ground, he starts to fight. The restraint chair
8 would have prevented all of that. It would have
9 prevented the potential for that man to be
10 seriously injured.

11 We're only asking for it for
12 transport only. Right now, you made a great
13 choice. You picked a very competent leader, and
14 you -- and he picked a very competent Chief
15 Deputy Warden. They have decades of experience.
16 I can see accountability written all over his
17 face.

18 The chair was used by Sergeants.
19 It was used inappropriately and that was one of
20 the reasons it was on the referendum, but let me
21 remind you, the language in the County Code is
22 909 words just on solitary confinement. 23 of
23 those words are about losing the restraint chair,
24 shackles and OC spray. Two-and-a-half percent of
25 that language talks about one thing that I doubt

1 any of the voters read.

2 And we even look at the ballot
3 question, 218 letters on the actual ballot
4 question that was supposed to be mailed out, only
5 11 words -- I mean, 218 words, only 11 words
6 dealt with that specific thing. This was a
7 trojan horse and it's going to lead to severe
8 injuries for the people that we're supposed to
9 have care, custody, and control over. It's not
10 about me punishing these people. It's not about
11 anybody punishing these people. It's about
12 preventing self-harm.

13 Yesterday, I'm glad my two officers
14 caught that guy. I'm glad nobody got hurt, but
15 we talk about increase use of the taser. Don't
16 forget, we're the second-largest county jail in
17 Allegheny County. When you take away the tools
18 the other jails have, like the OC and the
19 restraint chair, we're either going to go
20 hands-on more or we're going to use the taser
21 more. It's a lot better to use the taser more
22 when you have fights that are five on two, seven
23 on three, eight on two where weapons are
24 involved. And it's a lot easier to gain control
25 when you have a restraint chair for transport to

1 mental health instead of carrying them and having
2 basically a combative transport to the elevator,
3 to medical, and to mental health.

4 I'm going to ask for your
5 recommendation or support as we approach Council
6 to have this language reviewed because it says
7 incarceration, okay? The restraint chair is not
8 going to be used to restrain you. It's going to
9 be used for safe transport only. Shackles at the
10 hospital, you're not incarcerated. You're in
11 custody. When you're in the police car, you're
12 not incarcerated, you're in custody. When the
13 Sheriff's come, they take over custody and use
14 shackles. We have them out in public. They're
15 in custody. They're not incarcerated.

16 I would have to see -- we've had a
17 dozen escape attempts over the last three years.
18 We had three in the last 30 days. I'd hate to
19 see somebody make another escape attempt and run
20 over a little child or hit a critical emergency
21 cardiac care doctor that would prevent them from
22 performing life-saving measures. This is a huge
23 liability to the county.

24 If you're getting sued on taser
25 uses, imagine if we dropped the guy that jumped

1 and we couldn't catch him, or we dropped him in a
2 hallway on his head going to the elevator. Huge
3 liability. It's only for safety.

4 Thank you.

5 JUDGE EVASHAVIK-DILUCENTE: Thank
6 you.

7 I think you all are really
8 handcuffed by these limitations, and I am on the
9 Employee Welfare Committee and will take it up
10 with the Committee to make a recommendation to
11 the Board.

12 So thank you.

13 MR. ENGLERT: We appreciate it. We
14 all -- everybody at the jail appreciates it.

15 JUDGE EVASHAVIK-DILUCENTE: Thank
16 you.

17 Lauren Novacovic.

18 I want to remind everybody -- I
19 apologize. I was just reminded, you all are
20 speaking on issues that we are not voting on
21 tonight. When you speak right now, you should be
22 speaking -- the only issue we're voting on right
23 now is the IIWF monthly disbursements, so if
24 you're not speaking on that topic, you need to
25 speak at the end of the meeting. I didn't catch

1 that.

2 Are you speaking on that topic,
3 ma'am?

4 MS. NOVACOVIC: Yes, ma'am.

5 JUDGE EVASHAVIK DILUCENTE: Okay.
6 Thank you.

7 MS. NOVACOVIC: No problem. My
8 name is Lauren Lynch Novacovic. Sorry, my
9 handwriting was a little scrambled there. The
10 Incarcerated Individual's Welfare Fund, IIWF, is
11 a County Board-managed fund used to support the
12 welfare of incarcerated people housed in the
13 Allegheny County Jail. The IIWF's source of
14 funds derives from the commission the county
15 receives as part of commissary purchases. Again,
16 the IIW's source of funds derives from the
17 commission the county receives as a part of
18 commissary purchases. For repetition sake, to
19 impress upon everyone listening, the IIWF's
20 source of funds comes from money made off of the
21 purchases of our incarcerated loved ones and
22 neighbors, which often means it's coming from
23 those of us supporting them.

24 The JOB manages the IIWF and
25 approves disbursements, but given a lack of

1 written spending directives or criteria for
2 expenses, the JOB has historically used these
3 funds for a variety of purposes. This raises
4 concerns because disbursements have funded
5 programs and services that should be covered
6 operationally by other agencies, and funds are
7 not being approved with the input from
8 incarcerated people or their financial support
9 networks. This report provides an overview and
10 recommendation to prioritize so the IIWF can be
11 better administered and disbursed. That is the
12 first paragraph, plus some of my own commentary
13 for emphasis, from current County Controller and
14 current JOB Corey O'Connor's report from June of
15 2023.

16 There is currently a survey of
17 folks down at ACJ that asks what projects and
18 improvements they would like the IIW funds to be
19 used for and this is a direct improvement in step
20 regarding the participation and input from
21 incarcerated folks. However, we must still ask
22 if this is an appropriate question and an
23 appropriate use of these funds. When the price
24 of eggs is now \$7.42 and minimum wage is still
25 \$7.25, stay with me, should their funds be spent

1 on anything outside of their needs as the
2 financial support that some receive is set to
3 take a hit based on this economy squeeze
4 happening on their support systems? We are
5 tasked with assessing the entire picture, all
6 factors, and all potential impacts when
7 addressing this work. We must do our due
8 diligence making decisions that drastically
9 impact people's lives.

10 Returning to the report, in
11 February 2020, and amid concerns, the county
12 established an incentive to incarcerate more
13 people while under providing jail-related
14 services, the JOB created a subcommittee to
15 examine how the commission the County received
16 from the commissary sales should be spent. This
17 was an important first step for a fund generating
18 revenues exceeding \$2.1 million dollars annually
19 since 2016 from contracted commission rates.

20 Looking forward, the Board must
21 better examine this fund's usage, evaluate the
22 recommendations in this report, and involve
23 community members, incarcerated or otherwise, to
24 develop more appropriate standards. An overview
25 follows.

1 As we revisit this idea of
2 evaluating recommendations, we have heard County
3 Executive Innamorato mention in last month's
4 meeting a study be conducted to determine the use
5 and impact if IIWF --

6 That's my time.

7 JUDGE EVASHAVIK-DILUCENTE: Thank
8 you.

9 John Bolanos.

10 MR. BOLANOS: Continuing to read.
11 As the meeting minutes have yet to be made
12 public, I do not have the exact phrasing of
13 County Executive Innamorato. However, this
14 raises more questions. Where are the funds for
15 this study coming from? Has the process begun?
16 Will the public be informed on continual updates
17 of said process and study at these meetings? How
18 much longer will our loved ones have to wait for
19 more research and discussion while they feel the
20 effects of waiting for the approval and
21 disbursement of their funds in the IIWF?

22 Returning to the 2023 report,
23 notably, review of the IIWF highlights the total
24 fund balance dropped 23.03 percent since 2022.
25 It is likely the fund will continue to diminish

1 given current expenditures, different commissary
2 prices, a new commission rate, frequency of
3 sales, changes to the monthly incarcerated
4 population, and efficacy of food service. The
5 JOB has an opportunity to address these concerns
6 now and should evaluate the following
7 considerations to ensure that the IIWF is better
8 governed and administered.

9 Number 1, the Board should end use
10 of IIWF funds for programs and services that
11 would fall under an operational expense or
12 responsibility of the county, jail, or other
13 agency. For instance, using IIWF funds to offset
14 concerns with ACJ's food service is a short-term
15 benefit for residents but inefficient use of IIWF
16 and County funds, especially to the extent that
17 available County resources can and should address
18 vendor performance issues.

19 Number 2, the IIWF Subcommittee and
20 JOB must establish policies and procedures
21 regarding the IIWF's intended use, its directives
22 and criteria for processing expenditure requests.
23 This must include input from incarcerated people
24 and the larger public and codified in JOB bylaws
25 and rules of government.

1 3. Since 2018 the County has
2 received grant money as part of the McArthur
3 Foundation Safety and Justice Challenge to reduce
4 County incarcerated population by 20 percent and
5 eliminate racial and ethnic disparities in the
6 criminal justice system. The County has reduced
7 its incarcerated population since then, and along
8 with the new commission rates, commissary prices,
9 and vendor, Oasis, the IIWF's revenue rate has
10 been impacted. Given quarterly stipend
11 allotments and plans to fund projects such as an
12 oversight liaison, the IIWF subcommittee must
13 meet to evaluate all current expenditures,
14 establish a set of funding directives and
15 guidelines, and begin identifying potential
16 sources for future funding requests, program, and
17 services.

18 4. If the County chooses to
19 continue receiving commission from commissary
20 sales and spending it -- okay, I'm up.

21 JUDGE EVASHAVIK DILUCENTE: Okay.

22 Joe Shaughnessy.

23 MR. SHAUGHNESSY: My understanding
24 is that the money in the IIWF comes from
25 overcharges for phone calls and for purchases for

1 food and for personal products such as deodorant,
2 toothpaste, feminine hygiene products. Also,
3 each resident receives, as I understand, the same
4 \$125, and that helps equalize the situation for
5 those residents who don't have family or friends
6 who can afford to give them money as opposed to
7 residents who may have those resources.

8 It seems to me that an equal
9 distribution of the funds might help keep the
10 peace in a challenging situation where everyone
11 is under great pressure and stress. They're why,
12 hopefully, these actions could promote peace and
13 are more humane.

14 Thank you.

15 JUDGE EVASHAVIK-DILUCENTE: Thank
16 you.

17 Pat Murray.

18 MS. MURRAY: I basically have the
19 same thing that Joe had. Our concerns are that
20 money in the IIWF has come from the charges that
21 have been incurred for phone calls, or people are
22 trying to get in touch with their families or
23 friends, as well as for the commissary purchases,
24 which I understand they need and many times
25 because the supplies provided by the jail are

1 extremely inadequate. They might be -- they may
2 have toothpaste, but like it's not like even a
3 low level of toothpaste. It's something below
4 that.

5 So -- and then also there are
6 sometimes not enough -- certain products, at
7 least that has happened in the past, where people
8 didn't have their menstrual products. They
9 didn't have toilet paper. They didn't have other
10 things that they should be supplied as part of
11 just being a human being.

12 So the other thing that we -- I
13 wanted to comment on is that each resident
14 getting the same \$125 helps equalize the
15 situation. Some residents have family that have
16 money, and they can help their family members or
17 their friends, and other members don't, and
18 they're stuck, and they can't go get that aspirin
19 or whatever it is they need.

20 And so we think this also would
21 help keep the peace in a challenging situation
22 where everyone is under a fair amount of stress
23 and where tempers can run short. And anything we
24 can do to keep it moderated we think would be an
25 improvement.

1 Thank you.

2 JUDGE EVASHAVIK-DILUCENTE: Thank
3 you.

4 Diana Hull.

5 MS. HULL: Thank you. Profits from
6 inflated prices for phone calls, commissary
7 purchases, and other services purchased by the
8 inmates and their families should be returned to
9 those houses at the ACJ. It is unthinkable and
10 irresponsible to profit from people who are
11 already financially stretched. When 60 percent
12 of the people incarcerated are there because they
13 cannot afford bail, and then they are charged
14 inflated prices for services, is taking advantage
15 of people who are already poor. Shame on us.

16 It's sad that the District
17 Attorney's Office is paid \$11 million more than
18 the Public Defender's Office. Again, just
19 another injustice forced on the poor.

20 We do not know their stories or how
21 they came into these dire situations, and we
22 should not make assumptions as to the reasons for
23 their incarceration. The mere act of
24 compensating these individuals is an act of
25 justice. Inmates who work and get paid \$10 a day

1 plus their compensation can help their families
2 provide some small savings that can help them --
3 can help them as returning citizens, hopefully
4 reducing recidivism.

5 There are programs that demonstrate
6 that by providing financial support and resources
7 to individuals that are leaving incarceration,
8 that it can improve and -- improve their
9 reintegration into society. We need to have a
10 more humane and equitable correctional system,
11 hopefully a more just system.

12 Thank you.

13 JUDGE EVASHAVIK-DILUCENTE: Thank
14 you.

15 Sharon Bonavoglia.

16 MS. BONAVOGLIA: The Pennsylvania
17 Interfaith Impact Network is in total support of
18 the IIWF monthly payment to each of our neighbors
19 in the jail. Those neighbors have been receiving
20 \$125 back of their own and their loved ones'
21 money from the exorbitant cost of phone calls and
22 commissary and tablet fees. The main reason we
23 strongly support the continuation of that payment
24 is that it is one of the few acts of justice the
25 ACJ residents receive in a timely fashion. We do

1 hope that the cost of phone calls will go down
2 drastically in June, but that should not end
3 these payments. At most, please carefully do the
4 math and adjust those payments only if entirely
5 necessary.

6 We also want to challenge this
7 Board to set a regular schedule for subcommittee
8 work. You have finished your first year of hard
9 work and we thank you for that, and now having
10 installed a new Warden. And I just want to point
11 out who's looking right here? Right here,
12 Judge Bigley, right here at the people talking.
13 So please get to work on these committees so you
14 can address the healthcare concerns, the use of
15 force issues, the staffing crisis, and so much
16 more.

17 And now, please rise for the
18 reading of the names of the dead:

19 Richard Lenhart, Robert Blake,
20 Cody Still, Daniel Pastorek, John Brady,
21 Martin Bucek, Robert Harper, Vinckley Harris,
22 Justin Brady, Paul Allen, Roger Millspaugh,
23 Paul Spisak, Gerald Thomas, Jerry Lee Ross, Jr.,
24 Victor Joseph Zilinek, Ronald Andrus,
25 Anthony Talotta, William Spencer,

1 James Washington, Damon Leroy Kayes, Tim Manino,
2 Douglas Bonomo, Zachary Sahm, Nicole Baruffi,
3 Richard Sciubba, II, Terrance Clowney, Tracey
4 Hickey.

5 Sharon Bonavoglia, PIIN.

6 JUDGE EVASHAVIK-DILUCENTE: Tanisha
7 Long.

8 MS. LONG: All right. Tanisha
9 Long. I will be talking about the IIWF, but
10 first, I want to say that I find it odd that
11 corrections officers are coming to the Jail
12 Oversight Board and asking them to ignore the
13 will and the law of Allegheny County voters and
14 bring back something that we outlawed.

15 I also think it is a bit ridiculous
16 that you're implying that voters are too dumb or
17 were misled when most of us are informed voters
18 and we knew exactly what we were voting for.

19 But speaking on the IIWF, I
20 remember two years ago when Tim Stephens plopped
21 an economy-size pack of pads down by Warden
22 Harper's seat because women were not receiving
23 enough menstrual products, and they were turning
24 to commissary to get them, because the people
25 incarcerated turn to the commissary for a lot of

1 things, toothpaste, deodorant, hairbrushes,
2 clothing, shoes. The things I listed are things
3 that I have purchased myself for my incarcerated
4 person along with the \$100 a month I spend on
5 phone calls. People wonder how people in the
6 jail end up spending so much money and what they
7 are spending it on. They are meeting basic
8 needs, and above and beyond that they are keeping
9 in touch with their loved ones. When we have
10 canceled visitation, video visits cost. When we
11 have phone calls to our loved ones, when they're
12 under lockdown, those calls cost. When you have
13 a jail that's locked down more than any other
14 jail that I can think of, what are they supposed
15 to do all day? Are they supposed to sit in their
16 cell and rot, or do they spend time keeping their
17 community connections, those same community
18 connections that will be there for them when they
19 rejoin the community?

20 I personally don't believe we
21 should be charging for deodorant and toothpaste
22 and clothes and shoes, but that's our reality.
23 And part of that reality is that we have people
24 who go in with zero dollars. And for those
25 people, we took a step that no other jail in this

1 State has taken, and we give that money back to
2 the people it belongs to, the people we are
3 taking it from. That is the most moral and
4 ethical thing we could do with these funds. And
5 I'm glad the Board is finally taking it seriously
6 and doing the financial work to see how we can
7 sustain this fund and make sure that we have this
8 available for the people who need it most, the
9 people that we are here to represent. The people
10 we are here to protect, which are the
11 incarcerated people, we are here to protect them.
12 So let's do the right thing and pass this Motion.

13 Thank you very much.

14 JUDGE EVASHAVIK DILUCENTE: John
15 Thieler.

16 MR. THIELER: Josh Thieler. One of
17 the most common requests we get from families we
18 see when supporting incarcerated people is the
19 request that we put money on their loved ones'
20 books. It doesn't matter if it's \$5, \$10, or
21 \$50. They just want help and are grateful for
22 any little bit they can get. They often don't
23 know how long their loved ones will be
24 incarcerated, and they don't know how long they
25 will have to shoulder that financial burden.

1 What they do know is that at least once a month,
2 they won't have to worry as much about money.

3 What the Jail Oversight Board did
4 in 2020 was innovative, giving the money we take
5 from commissary profits back to the people we
6 take it from, creating a system where every
7 single person in the jail has the ability to make
8 calls, buy clothing, have video visits, and meet
9 their basic human needs. It's not a kindness to
10 continue these \$125 payments. It is a moral
11 imperative. We cannot snatch away something that
12 we have made necessary for survival in this jail.
13 Even considering to do so is cruel and I question
14 what makes us feel as though we have the right to
15 decide what incarcerated people deserve to have
16 with their own money. Do the right thing and
17 pass this Motion to continue these
18 life-sustaining payments.

19 Thank you.

20 JUDGE EVASHAVIK-DILUCENTE: James
21 Haddock.

22 MR. HADDOCK: That's me. I'm not
23 speaking on the Motion.

24 JUDGE EVASHAVIK-DILUCENTE: Oh,
25 okay.

1 Maria Guido.

2 MS. GUIDO: I'm not speaking on the
3 Motion.

4 JUDGE EVASHAVIK-DILUCENTE: Okay.
5 Thank you.

6 **REVIEW OF MEETING MINUTES FOR JANUARY 9, 2025**

7 JUDGE EVASHAVIK-DILUCENTE: Do I
8 have a Motion to approve the meeting minutes of
9 January 9, 2025?

10 MS. HALLAM: So moved.

11 MS. INNAMORATO: Second.

12 JUDGE EVASHAVIK-DILUCENTE: All in
13 favor.

14 (Chorus of ayes.)

15 JUDGE EVASHAVIK-DILUCENTE: Any
16 opposed?

17 (No response.)

18 JUDGE EVASHAVIK-DILUCENTE: Motion
19 carries.

20 **OLD BUSINESS**

21 JUDGE EVASHAVIK-DILUCENTE: Anybody
22 have any Old Business?

23 (No response.)

24 **NEW BUSINESS**

25 JUDGE EVASHAVIK-DILUCENTE: Okay.

1 New Business. Motion to approve the IIWF monthly
2 disbursements of \$125 for February through June
3 of 2025.

4 That's Ms. Hallam's Motion. Does
5 anybody second it?

6 MAN-E: Second.

7 JUDGE EVASHAVIK-DILUCENTE: Okay.
8 Discussion.

9 MS. INNAMORATO: I'd like to offer
10 an amendment to the Motion. So our Department of
11 Human Services, they're very well resourced.
12 They are full of folks who understand research
13 and have developed a study methodology that will
14 take approximately six months to complete that
15 would provide us with the qualitative and
16 quantitative analysis of the impact of the
17 \$125-month payments. If you do the math, six
18 months would take us to August of 2025. We
19 currently have a fund that would be solvent
20 through June of 2026, so I'm asking the Board to
21 consider the Motion for IIWF monthly
22 disbursements of \$125 from February to August of
23 2025 upon the completion of this research study.

24 MS. HALLAM: I second that
25 amendment.

1 JUDGE EVASHAVIK-DILUCENTE: That
2 would be seven months because we still didn't
3 approve February.

4 MS. INNAMORATO: Okay.

5 JUDGE EVASHAVIK-DILUCENTE: Okay.

6 MS. INNAMORATO: It gets us to the
7 completion of the study.

8 JUDGE EVASHAVIK-DILUCENTE: Okay.
9 Discussion?

10 I just have a comment, and I know
11 it's not set in stone, but this proposal, the
12 study proposal I think is lacking. I don't know
13 how they're going to compare people who got the
14 funds and people who didn't get the funds when
15 the people who didn't get the funds -- that's
16 five years ago, right?

17 MS. INNAMORATO: Uh-huh.

18 JUDGE EVASHAVIK-DILUCENTE: So
19 that's like so stale. We have a different
20 economy. We have different programs in jails.
21 We have reentry. We have drug and alcohol
22 diversion. It just seems to me that if you're
23 going to go back and look at people five years
24 ago who got out of jail with people today, you're
25 comparing apples and oranges. And I wouldn't

1 think it's a very legitimate study myself.

2 And I think the first question
3 that's posed, do the incarcerated individuals
4 want to continue to receive the money, and does
5 it have a positive impact? I mean, why are we
6 even going to waste our time. Of course they do,
7 and of course it has a positive impact.

8 I just think the study is flawed.
9 I'm not opposed to a study. I think this study
10 is flawed, so I am hoping that we will be able to
11 discuss this. It's your call. It's your study.
12 It's DHS but I don't think that the current
13 proposal will be very valuable.

14 JUDGE BIGLEY: I was wondering if
15 you could do a study --

16 JUDGE EVASHAVIK-DILUCENTE: Could
17 you put your mic on.

18 JUDGE BIGLEY: Would the County --
19 and this is -- every committee this doesn't work,
20 if the County would look at the possibility of
21 renegotiating the contracts that are upcoming to
22 get rid of making any profit, and then we don't
23 even have to have this discussion of basically
24 income redistribution between inmates, which is
25 essentially kind of what everyone is saying,

1 which is some inmates that can pay paying for
2 other inmates that can't pay. And frankly the
3 only people that are getting the money who are
4 the people who are there on the 1st of the month
5 because if you're not there on the 1st of the
6 month, you're not getting a check, correct?

7 MS. INNAMORATO: That is correct.
8 That's how it works currently.

9 JUDGE BIGLEY: So, to me, there's a
10 flaw in the whole distribution --

11 JUDGE EVASHAVIK-DILUCENTE: You
12 could be there 29 days -- yeah.

13 JUDGE BIGLEY: To me, there's a
14 flaw in the entire --

15 JUDGE EVASHAVIK-DILUCENTE: Method
16 of distribution. You could be in there for 29
17 days and not get a dime, but you could be in
18 there for 1 day and get the whole \$125. It's not
19 a fair method of distribution. It's completely
20 unfair.

21 Plus, everybody comments on there's
22 so many people who don't have outside help, they
23 don't have the funds. Well, then why is
24 everybody getting it? Maybe it should be some
25 sliding scale or something so that the people who

1 need the most help get the most help.

2 I just think the whole thing is
3 flawed.

4 JUDGE BIGLEY: But like I said,
5 with the County Exec do a -- consider not
6 renegotiating all those contractors so that there
7 isn't any kind of excess profit.

8 MS. INNAMORATO: Uh-huh.

9 JUDGE BIGLEY: And there's not
10 profiteering from either the commissary or the --
11 we know the issue with the phones, but even if
12 there's any question about the FCC Rule that all
13 of those things are knocked down.

14 MS. INNAMORATO: I hear you, Judge,
15 and I believe that everything is on the table.
16 And, you know, our Department of Human Services
17 are excellent researchers and would be glad to
18 have a conversation on the study and the
19 methodology. That's tried and true. We're
20 really trying to understand how this impacts the
21 broader community as well. So not only the
22 quality of life for the people who are in the
23 ACJ, but also the impact it has on community
24 safety. So does it reduce recidivism, et cetera,
25 et cetera.

1 So, you know, they're well trained
2 in research methodology, and they can speak on it
3 much more eloquently than I would be able to in
4 this setting. So we'll get, you know, questions
5 and feedback and make sure that you can
6 communicate directly with our Human Services.

7 JUDGE EVASHAVIK-DILUCENTE: Okay.
8 Thank you. Any other discussion on the Motion to
9 amend Councilwoman Hallam's Motion to extend the
10 payments to July of 2025? Any other discussion?

11 Ms. Griffin.

12 MS. GRIFFIN: Are we vote -- oh, I
13 had a comment that I also agree that maybe some
14 changes could be made to the study including the
15 impact within the jail -- ecosystem within the
16 jail community, because I -- what I'm hearing
17 from the comments and what I've learned from
18 other people is that those payments help
19 reduce -- help increase safety, not only for the
20 residents but also for the corrections officers.
21 So I would love to hear more about that.

22 JUDGE EVASHAVIK-DILUCENTE: Okay.
23 How are you voting on the Motion to extend the
24 payments to August?

25 MS. GRIFFIN: Yes.

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

JUDGE EVASHAVIK-DILUCENTE:

Judge Bigley?

JUDGE BIGLEY: We're voting on --

MS. HALLAM: The amendment first.

JUDGE EVASHAVIK-DILUCENTE: The
amendment.

JUDGE BIGLEY: We're voting on
the --

JUDGE EVASHAVIK-DILUCENTE: We're
voting on the amendment, which is to amend the
original Motion, which said pay February to June.
The amendment is pay February to
August.

JUDGE BIGLEY: I vote no.

JUDGE EVASHAVIK-DILUCENTE:
Ms. Innamorato?

MS. INNAMORATO: I will vote yes.

JUDGE EVASHAVIK-DILUCENTE: I vote
no.

MR. PERKINS: Yes.

MS. HALLAM: Yes.

MAN-E: Yes.

JUDGE EVASHAVIK-DILUCENTE: Okay.
Motion carries.

So now, we have a Motion to approve

1 these payments for February through August. Is
2 there any discussion on that Motion?

3 MR. PERKINS: No.

4 JUDGE EVASHAVIK-DILUCENTE: I would
5 like to, once again, comment that this money
6 belongs to the incarcerated individuals. It must
7 be spent on them. Nobody is disputing that.
8 Nobody disputes, I don't think up here, that this
9 is a bad idea in theory. But why I will be
10 voting no is because this fund will be bankrupt
11 in July of '26. So in my mind, the payments
12 should be lower because we want to help the most
13 people for the greatest period of time, but
14 nobody wants to hear about that on this Board, so
15 they want to spend \$125 a month and have no money
16 in July of '26.

17 If we cut it down to \$100, we would
18 have money until September of '27, but nobody
19 wants to do that. I think it's very fiscally
20 irresponsible to continue these payments at this
21 level when we know that the fund is going to dry
22 up and your goal will not be met.

23 Anybody else?

24 (No response.)

25 JUDGE BIGLEY: I just think my

1 thing was always, again, the people who are
2 present on the 1st get paid. Somebody who is
3 there between the 2nd and the 29th or 30th, they
4 get nothing. So I don't know. I look at it
5 almost like -- as an income redistribution thing.
6 And I don't know that that's fair. I'm looking
7 at fairness.

8 AUDIENCE MEMBER: We can't hear.

9 JUDGE EVASHAVIK-DILUCENTE: They
10 can't hear. You have to speak closer to the mic.

11 JUDGE BIGLEY: This thing does not
12 work. It doesn't -- kind of doesn't work until I
13 stick it up into my --

14 JUDGE EVASHAVIK-DILUCENTE: Okay.
15 Order.

16 JUDGE BIGLEY: Yeah, I don't --
17 the -- unless somebody is there on, physically
18 present on the 1st and then the person who is
19 there on the 1st and gets out the 3rd does. So I
20 don't know that there's any way for there to be
21 actual fairness in this. So I look at what
22 benefits all of the residents. I think there's a
23 better use for the funds and a more fair way to
24 distribute them.

25 I also think that going forward

1 looking at a great amount of the funds not being
2 available going forward, looking at what that
3 impact is going to be, it -- revamping the entire
4 thing. So I think those are the things that need
5 to be looked at.

6 Again, as you stated, no doubt that
7 that -- that the use that needs to be made of it,
8 no doubt. I just think that the way it is now,
9 it's just not going to work, and I don't vote for
10 going forward recklessly like thinking that
11 that's going to continue to work in this manner.

12 JUDGE EVASHAVIK-DILUCENTE: Any
13 other discussion?

14 MS. GRIFFIN: Yes. Is it not
15 possible to change the system of payments at this
16 time before August or whenever in terms of --
17 because I had heard complaints from residents
18 that they -- it's not fair that one person got it
19 when they've been here for a day and other people
20 didn't. Is that not possible?

21 JUDGE EVASHAVIK-DILUCENTE: Well,
22 we'd have to work on it.

23 MS. GRIFFIN: Yeah.

24 JUDGE EVASHAVIK-DILUCENTE: I mean,
25 we can't -- we're not going to get a magic plan

1 out of the sky. We'll have to do a little work
2 and figure something out.

3 MS. GRIFFIN: I mean, I don't know
4 how -- you know, what that would take on part of
5 the Administration's part to make those -- maybe
6 work on that sooner.

7 MS. INNAMORATO: We can absolutely
8 look into that. Typically, when you talk about
9 making administrative changes, there's costs
10 involved, whether that's staff time, technology,
11 and typically, there's a lead time for purchasing
12 deployment and making sure everything can
13 function without error.

14 So, you know, all of these
15 decisions do take time. They take money. I
16 believe good points were brought up around
17 timeline and distribution, around commissary fees
18 generally, around, you know, potentially
19 looking -- like are we hitting the right number.
20 But I think all that emphasizes why we need a
21 study so that we can make a data-informed
22 decision as a Board and really look at the
23 research, look at what outcomes these payments
24 have produced, what kind of safety has been
25 brought both internally and externally because of

1 these payments and really ensure that this is the
2 highest and best use of those monies.

3 JUDGE EVASHAVIK-DILUCENTE: But we
4 do have a study from the County Controller's
5 Office saying that at the rate of \$125 a month,
6 we'll be bankrupt July of '26. And at \$100, it
7 will extend it for 14 more months. So we do have
8 that study at this point.

9 Okay. Any other discussion.
10 Man-E, you're voting.

11 MAN-E: On what?

12 MS. HALLAM: The Motion as amended.

13 MAN-E: Yes.

14 JUDGE EVASHAVIK-DILUCENTE: Ms.
15 Hallam?

16 MS. HALLAM: Yes.

17 JUDGE EVASHAVIK-DILUCENTE: Mr.
18 Perkins.

19 MR. PERKINS: Yes.

20 JUDGE EVASHAVIK-DILUCENTE: I vote
21 no. Ms. Innamorato?

22 MS. INNAMORATO: Yes.

23 JUDGE EVASHAVIK-DILUCENTE: Judge
24 Bigley.

25 JUDGE BIGLEY: No.

1 JUDGE EVASHAVIK-DILUCENTE: Ms.
2 Griffin.

3 MS. GRIFFIN: Yes.

4 JUDGE EVASHAVIK-DILUCENTE: Motion
5 carries.

6 Okay. Warden's Report.

7 **WARDEN'S REPORT**

8 WARDEN WINGARD: Good evening,
9 Board. I just wanted to start off with a
10 couple --

11 JUDGE EVASHAVIK-DILUCENTE: I think
12 you can move that a little closer.

13 WARDEN WINGARD: Better. Start off
14 with a couple promotion announcements I wanted to
15 mention.

16 First and foremost, Lee Estock is
17 the new Chief Deputy Warden beginning this past
18 Monday. I just wanted to introduce him. He's
19 going to get a chance to introduce himself. I've
20 known him for several years. He's worked almost
21 25 years in correctional facilities, probably
22 seven or eight facilities all around. And he's
23 going to bring a lot of knowledge to our
24 facility. He worked his way up through the
25 ranks. He's been all over this country. He's

1 seen what's going on in the correctional
2 landscape, and he is a tremendous addition to our
3 team. At the ACJ. So he'll get a chance in a
4 second to introduce himself.

5 And secondly, certainly not least,
6 Connie Clark who you all know has been an
7 Assistant Deputy Warden for a couple of years.
8 As of this past Monday, now she is a Deputy
9 Warden, no longer an assistant. Very happy to
10 announce that. She's in charge of the programs
11 down there, and she does an amazing job. So I
12 just wanted to talk -- to announce that.

13 A few changes since the last time
14 you had this meeting. We changed something two
15 weeks ago with regard to attorney visits. For
16 whatever reason, attorneys were not coming into
17 the facility during the 11 o'clock morning and
18 3 o'clock afternoon count times. We changed
19 that. They are now authorized to come in. We
20 think that's a step in the right direction as far
21 as access to the attorneys to allow the
22 processing, eventually hopefully to help get
23 people out of the ACJ. So there's been some
24 wrinkles obviously with a change like that, but
25 we're working through that, but we think that's a

1 good move in the right direction.

2 Also, since the last meeting, we
3 have made some changes in our Intake area, which
4 seems to be a topic every month almost. We're
5 putting some more oversight down there. Putting
6 some managerial folks down there, and we're going
7 to proceed in that direction, and I'll keep
8 updated during the month -- or at these meetings
9 about what we're doing down there, but we think
10 some of the changes we're making down there with
11 bolstering managerial oversight down there is
12 going to be a good -- some good outcomes for us.

13 You know, the water and the heat
14 has been talked about for probably -- it feels
15 like to me a year, but it's only been a month, I
16 think. I just wanted to give an update on that.
17 Today the facility's personnel started to install
18 the equipment that they've been waiting for
19 delivery on. That's going in. They started
20 doing that this morning, yesterday afternoon.
21 There's a series of pieces of equipment that they
22 have to put in outside the facility that we're
23 hoping is going to help the inside of the
24 facility, and we will continue to give updates as
25 needed. Our approach the last month with that,

1 with the cold temps, has been we're going to
2 defend in place. Because that issue is outside
3 of our facility, we're waiting for things to come
4 in. We decided to make moves within the facility
5 to help what we could help, and that included
6 purchasing extra blankets, 2,000 of them as a
7 matter of fact, moving some folks from areas of
8 the facility that were extremely cold. So we're
9 moving in a position of defending in place, but
10 hopefully, there's help coming from the outside
11 of the facility to improve that.

12 And I also wanted to mention last
13 that in April there's a pretty important
14 conference coming to the area. It's called the
15 Pennsylvania Prison Warden's Association
16 Conference. It's a big conference. They do two
17 a year. It's the big one, and it's up in
18 Cranberry I believe. We've been asked to have
19 our corrections officers that are on the honor
20 guard to go there the first morning, so we're
21 really proud that our COs have been asked to
22 start that event off that morning. I'm hoping
23 that a lot of folks in this room get to attend
24 that meeting if you can. But that's going to be
25 in Cranberry in April. As we get closer, we'll

1 mention that again. But we're proud that our
2 corrections officers are going to go start that
3 event off.

4 That's all I have. I was going to
5 introduce Chief Estock.

6 **DEPUTY WARDENS' REPORTS**

7 JUDGE EVASHAVIK-DILUCENTE:
8 Congratulations and welcome.

9 CHIEF ESTOCK: Thank you, Judge.
10 Good evening, Board.

11 As the Warden has said, I've got
12 pretty extensive experience in the Department of
13 Corrections prior to coming over to the Allegheny
14 County Jail about a year-and-a-half ago. I look
15 forward to working with the team down at
16 Allegheny County Jail as well as the incarcerated
17 population. I believe open communication and
18 transparency is a good part of any kind of
19 operation. I did run an institution for five
20 years in Indiana County. I know we have our
21 challenges, but I think our team is up to the
22 task. I think you'll see cultural changes almost
23 immediately. We're having meetings that are
24 touching base on things that are important to us
25 as well as important to the Board.

1 So I look forward to working with
2 you. I don't know if I'm supposed to turn --

3 WARDEN CLARK: Yes.

4 CHIEF ESTOCK: Perfect.

5 JUDGE EVASHAVIK-DILUCENTE:

6 Congratulations to you as well, Deputy Clark.

7 WARDEN CLARK: Thank you,
8 Your Honor.

9 Good evening. We have been asked
10 to kind of scale down our reports a little bit
11 verbally, so I still am going to talk about some
12 highlights, though.

13 We have an additional cashier
14 that's been hired. That's allowing that
15 department coverage, additional coverage for
16 releases. The Cashier's Office is now open
17 6:00 a.m. to 8:00 p.m. Monday through Friday, and
18 8:00 a.m. to 6:00 p.m. on Saturday. The
19 Cashier's Office has also made a change to the
20 amount of cash that individuals are released
21 with. If they have the funds on their account,
22 they will be released with \$50 in cash and the
23 remainder in a check form. Prior it was \$10
24 cash.

25 On January 27th, the jail did a

1 soft launch of the Pre-arraignment Diversion
2 Program. We're continuing to scale up that
3 program as we have a couple of positions that
4 we're still hiring and onboarding for. The team
5 is utilizing evidence-based screening tools to
6 identify areas of need. Those screening tools
7 are the TCU-5, the RAADS-14, and the Brief Jail
8 Mental Health Screen. These screening tools will
9 help to identify treatment needs for substance
10 use, mental health and autism. In addition, the
11 team will assess general needs related to
12 medical, housing, employment, education, and
13 access to transportation. The program is
14 supported through the JA -- through a VJA grant
15 secured through our partners at the Department of
16 Human Services. We'd like to thank our
17 colleagues at DHS, the Fifth Judicial Court,
18 Public Defender's Office, District Attorney's
19 Office, Pretrial Services and Probation all for
20 their support throughout the planning stages of
21 this program which has been extensive. We've
22 been planning this for over a year.

23 Each stakeholder had an important
24 role in the development of this program, and they
25 will also be instrumental in future planning.

1 The overall goal of the program is
2 to reduce the jail population, reduce the
3 negative outcomes associated with incarceration,
4 and to increase connection to services in the
5 community.

6 Duquesne University resumed Inside
7 Out classes on January 10th. This semester, the
8 course is performing history, autobiography, and
9 progress. The course will be -- the course will
10 use writing and performance to explore
11 intersections of self and society. Every session
12 will be spoken word performances that will bring
13 together current and formerly incarcerated
14 students, undergraduate and graduate students, as
15 well as police officers. The class will use
16 theatre as a shared space to move forward toward
17 safety and justice.

18 Penn State Greater Allegheny
19 resumed Inside Out classes on January 13th.
20 Penn State is offering a public speaking course
21 this semester. This course will teach students
22 how to conduct oral presentations by learning how
23 to write, outline, and deliver presentations, as
24 well as how to incorporate visual aids into their
25 presentation.

1 That's all I have for my report. I
2 will pass it over to Deputy Martin.

3 DEPUTY WARDEN MARTIN: Good
4 evening, Board. So first, I would like to say
5 that I am super proud to announce that we have
6 successfully passed our NCCHC survey that was
7 done in October, and we have received full
8 accreditation. They reviewed our compliance of
9 the 57 standards. The report you received says
10 27. I typed it wrong. It is 57 standards, and
11 our next anticipated survey date will be
12 October 27th.

13 Next update is our Mental
14 Competency Team has continued onboarding their
15 team, and they have a target start date of
16 mid-March to start seeing patients to help
17 restore restoration competencies, so hopefully,
18 we don't have to transfer as many patients up to
19 Torrance.

20 For networking, recently, we had
21 sent ten ACJ staff members that consisted both of
22 medical and operations up to SCI Somerset to
23 review some of their programs and processes. It
24 was an amazing trip, and I thank the staff at
25 Somerset for their time.

1 We have an upcoming trip to SCI
2 Laurel Highlands to tour their medical facilities
3 as well, so there will be a group of us going
4 there.

5 For productivity, January 25, we
6 started a clinic productivity log for medical
7 appointments, which we've seen a total of 1,580
8 patients in the clinic this month -- or in
9 January. This was a 31.78 percent increase from
10 the month of December, which we've seen 1,100
11 patients at that time. The significant increase
12 in medical appointments was attributed to the
13 following. The implementation of exam room
14 productivity system that increased the physical
15 health and MOUD providers planning time, creation
16 of a weekly schedule for providers to view and
17 request exam rooms when the regular scheduled
18 providers are out of the clinic, and added
19 additional clinic days in January compared to
20 December days.

21 That's the end of my report. Thank
22 you.

23 Oh, Ms. Hallam, this month we had
24 23 medical refusal at Intake instead of 14. So
25 we increased it by 10 this month, almost.

1 Thanks.

2 JUDGE EVASHAVIK-DILUCENTE:

3 Questions. Anybody down here have questions?

4 (No response.)

5 JUDGE EVASHAVIK-DILUCENTE: You're
6 up.

7 MS. HALLAM: All right. Love this
8 new crew we got going on here. I am excited for
9 big things.

10 The first thing I just want to
11 do -- I didn't want to interrupt anybody's
12 presentations, but since we don't have a court
13 reporter here, I just wanted to make sure the
14 record reflected that Controller O'Connor left
15 prior to the agenda vote.

16 So moving on to my questions. The
17 first thing is about the NCCHC. And again, these
18 are to anybody, whoever wants to answer them --
19 about the NCCHC accreditation. I was just
20 wondering, like, if we knew already what the
21 deficiencies are? Like, I know in previous
22 accreditations, we got lists, these are the
23 things we want you to fix before the next one. I
24 was wondering if you guys got those and if
25 there's any you wanted to highlight that you're

1 already working on or -- and then also if you
2 could share them with the Board either now or
3 later.

4 WARDEN CLARK: Sure. So we
5 actually did -- originally, we got an
6 accreditation pending verification of two
7 standards. One was privacy for interviews, which
8 we then had implemented a new system to get
9 patients more private areas to interview with
10 mental health staff, providers, and all
11 specialists, or even the physical health staff.
12 So that was one area. So that's already done and
13 completed.

14 And the other one was about how we
15 were doing our rounding when -- on anybody else
16 who is suicide precautions. And we have to do
17 15-minute rounds, but they can't be every 15
18 minutes on the minute. It has to be staggered
19 throughout the hour. And that's already
20 completed as well.

21 So we got our list of the two
22 standards that we needed to show compliance on.
23 We did it from November to December, and the end
24 of January, we got our full accreditation.

25 MS. HALLAM: But were there any

1 deficiencies from that accreditation?

2 WARDEN CLARK: No, those were the
3 two things.

4 MS. HALLAM: Okay.

5 WARDEN CLARK: That we had to show
6 to get full accreditation.

7 MS. HALLAM: And they're
8 100 percent completed now?

9 WARDEN CLARK: Uh-huh.

10 MS. HALLAM: Awesome. Good to
11 know. I appreciate that. Are there any other
12 standards? Like I know you mentioned the ones
13 that we were accredited on, and I read that, I
14 think, even in the County's press release about
15 it, but are there any other standards that we
16 either didn't go for or didn't get accredited on
17 that we wanted?

18 WARDEN CLARK: No. In NCCHC,
19 there's 59, and the only one I can think of off
20 the top of my head that doesn't apply to us --
21 there's two, and I can't remember the second one.
22 The one is like for inter-facility transfers.
23 That would be like -- for like an LA County jail
24 that has like -- I don't know how many jails they
25 have, but they have multiple jails within their

1 system. Allegheny County only has one jail, so
2 we're not considered an inter-facility system.

3 MS. HALLAM: Okay. Great. Gotcha.
4 So all the other ones that they have available --
5 because I was reading on their website about, you
6 know, if you don't have an infirmary you don't
7 have to get the accreditation in that.

8 WARDEN CLARK: Right.

9 MS. HALLAM: So everything that was
10 applicable to us we got?

11 WARDEN CLARK: Yes, passed.

12 MS. HALLAM: Awesome news. Okay.
13 The next thing I wanted to ask about is I'm sure
14 you all -- we've talked about it many times in
15 the past, are familiar with the BJA Deaths in
16 Custody Reporting Act. So over the past couple
17 of months they have issued some updated
18 standards, and I just wanted to know if the jail
19 was doing anything to make sure that the team had
20 a plan for some of the new things that it
21 requires. One of those is it actually requires
22 going back for any notifications of deaths in
23 custody that were listed as, you know,
24 unavailable, investigation pending, which is
25 acceptable at the time that you submitted, but

1 you're supposed to go back and fix them. And I
2 found some ones from, you know, 2022, 2021, ones
3 that hadn't gone back to do that. So I was just
4 wondering if we could talk about what is -- is
5 there a team that's being put together to make
6 sure we're in compliance with the Deaths in
7 Custody Reporting Act? Is there any plan of
8 action to make sure we can comply with it?

9 DEPUTY WARDEN MARTIN: I'm going to
10 have to do some reviewing on that stuff. And
11 then sure.

12 MS. HALLAM: I have some stuff,
13 too. If it's helpful at all, I can like send it
14 over to you after the meeting of just what I used
15 when I was researching about it.

16 Because the other thing is, it
17 again, made very, very clear in the guidance, if
18 an incarcerated person, absent the medical
19 condition, would have been in prison at the time
20 of death, it counts as a reportable death. And I
21 know there have been some concerns about that
22 over the past where, you know, certain folks in
23 jail administration have said, well, once they go
24 to the hospital, you know, or we release them
25 from custody, we have no way of finding out what

1 happened to them.

2 DEPUTY WARDEN MARTIN: Right.

3 MS. HALLAM: But this updated
4 guidance is very, very clear that that is
5 required. So if we could just maybe work to find
6 a way and report back on what that's going to
7 look like.

8 DEPUTY WARDEN MARTIN: Sure.

9 JUDGE EVASHAVIK-DILUCENTE: But
10 it's not retroactive, is it?

11 MS. HALLAM: It's retroactive in
12 that this has always --

13 JUDGE EVASHAVIK-DILUCENTE: Because
14 you're asking about '21.

15 MS. HALLAM: This has always been
16 the law. It was always listed in the frequently
17 asked questions of the BJA DCRA website, but
18 because I guess there were so many questions
19 about it, it's actually clarified in the updated
20 guidance, but it is not new guidance. It was
21 existing guidance.

22 But yeah, I can, you know, even
23 show you, Judge, or anyone else who is
24 interested --

25 JUDGE EVASHAVIK-DILUCENTE: I

1 believe you.

2 MS. HALLAM: -- like what the
3 reports look like. When they say unavailable
4 investigation pending, this update specifically
5 says you have to go back and change any
6 information that was omitted the first time
7 around, okay?

8 Awesome. Thank you. I think that
9 would go a long way, and I think it would also
10 help us to identify the issues that happened to
11 folks who do die later, and maybe we can prevent
12 that from ever happening in the first place.

13 The next questions that I have are
14 about the mailroom and just mail and documents in
15 general coming in and out of the jail and whoever
16 wants to speak to that.

17 So I was wondering if you could
18 explain the process that mail, liaison request
19 forms, interoffice mail, kind of leave an
20 incarcerated individual and then get to their
21 intended destination.

22 WARDEN CLARK: So any outgoing mail
23 that an incarcerated person has gets sent down to
24 the mailroom, and it gets -- well, if it's a
25 liaison request, there's a special lockbox on the

1 unit where those requests go, and staff collect
2 that throughout the day.

3 If it's mail that's outgoing
4 either, you know, to their loved ones or
5 attorneys, that goes to the mailroom. If there's
6 postage associated, that comes out of their trust
7 account, and the mail is sent out.

8 MS. HALLAM: Okay. Great. So this
9 is something that happens -- both of those
10 things, both the internal stuff and the external
11 stuff, that happens multiple times throughout the
12 day that it's sent down to the mailroom or
13 collected from a lockbox?

14 WARDEN CLARK: I'm not sure on how
15 many times, but we can verify. But it's at least
16 once a day.

17 MS. HALLAM: At least once.

18 WARDEN CLARK: If not once a shift.

19 MS. HALLAM: Okay. So at least
20 once a day. And when it goes to the mailroom --
21 I know I had heard some concerns from folks, you
22 know, who deal with the mailroom, who were saying
23 that we recently changed the structure of the
24 staff in the mailroom, like it was no longer --
25 there used to be union staff members in the

1 mailroom, and that's not happening anymore. Can
2 you explain the restructuring and what that looks
3 like?

4 WARDEN CLARK: There are still
5 union staff members in the mailroom.

6 MS. HALLAM: So we have not lost
7 any union staff members?

8 WARDEN CLARK: No.

9 MS. HALLAM: They're still
10 organizing the mailroom?

11 WARDEN CLARK: Yes, ma'am.

12 MS. HALLAM: Sure.

13 WARDEN CLARK: I'm positive. I saw
14 them today.

15 MS. HALLAM: Okay.

16 WARDEN CLARK: There is discussion
17 about using those staff, having them report back
18 to Administrative Services because that's who
19 they're under. They don't work -- they're not
20 employees of the jail. They're under
21 Administrative Services, so there's discussions
22 about them working out of that location but still
23 coming to the jail, delivering mail, collecting
24 mail. Their responsibilities to the jail
25 wouldn't change. You know, mail as a whole in

1 the jail has changed dramatically over the past
2 few years. With the implementation of tablets,
3 the volume is not the same, and ultimately, those
4 staff fall under Administrative Services and
5 where they'd like them to be placed.

6 But it will not change what their
7 responsibilities are as far as delivering and
8 collecting mail.

9 MS. HALLAM: Okay. So they
10 currently are in the jail all day?

11 WARDEN CLARK: Yes. Well, from
12 8:30 to 4:30.

13 MS. HALLAM: Okay. And then the
14 discussion is about them not being in the jail
15 all day but just coming down to deliver and take
16 out mail?

17 WARDEN CLARK: Correct.

18 MS. HALLAM: Would they still
19 process it, or would some other employee --

20 WARDEN CLARK: They would still
21 process it. They would still process it.

22 MS. HALLAM: Okay. So there
23 wouldn't be any different employee. That would
24 just be -- you're thinking they don't need to be
25 there all day, so somewhere else?

1 WARDEN CLARK: Correct.

2 MS. HALLAM: Awesome. Good to
3 know. Okay.

4 Next question is about -- we were
5 down there today at the jail for an inspection
6 report forthcoming, and we did do a couple other
7 inspections this month, and those reports should
8 be available online. But just wanted to talk
9 about a couple of things that came up
10 specifically in today's visit.

11 I wanted to try to understand
12 when -- a restructuring happened where Pod 6-F
13 closed, right, and so folks who were on DHU
14 status, administrative custody status were on
15 that pod and had a variety of privileges that,
16 you know, folks on higher levels of
17 administrative custody status don't have. And
18 when 6-F closed, and they were all moved up to
19 8-E, all of those privileges that they had in 6-F
20 were taken away. And I was -- and no change in
21 status, no change in, you know, no additional
22 punishment. I was just wondering if you could
23 explain the difference between 6-F and why those
24 folks' privilege level changed when they moved to
25 8-E.

1 WARDEN CLARK: Can you be more
2 specific about what you mean by privileges?

3 MS. HALLAM: Yeah. So for example,
4 some of the things they told us about today was
5 when they used their tablets, they're only able
6 to use them three times a week, Monday,
7 Wednesday, and Friday for two hours a day each.
8 They cannot use them in their cell. They cannot
9 use them in the pod area. They actually have to
10 go across the hall into the attorney rooms to use
11 their tablets. This is -- specifically, there
12 were three people who are on the lowest
13 administrative custody status.

14 When they were on 6-F. You can --

15 JUDGE EVASHAVIK-DILUCENTE: This is
16 the kind of question that if you would deal with
17 jail administration directly before the meeting
18 and they could investigate this and get back to
19 you rather than asking these questions which are
20 committee -- is committee work at this Board
21 meeting.

22 MS. HALLAM: Judge, I left the jail
23 two hours before the meeting.

24 JUDGE EVASHAVIK-DILUCENTE: Okay.
25 Well, so address it next month. You can ask the

1 jail and correspond with them, okay?

2 MS. HALLAM: Judge, I don't
3 actually think that's fair.

4 JUDGE EVASHAVIK-DILUCENTE: We've
5 been over this before. We've been over this
6 before.

7 MS. HALLAM: About lockdowns and
8 use of force and this falls under neither
9 category. You could argue that everything that
10 the Jail Oversight Board ever talks to falls
11 under a committee.

12 JUDGE EVASHAVIK-DILUCENTE: This is
13 something that you discovered in your visit two
14 hours ago, right?

15 MS. HALLAM: Correct.

16 JUDGE EVASHAVIK-DILUCENTE: So
17 instead of cross-examining jail administration
18 when they have no idea what you're talking about,
19 you could communicate with them by e-mail
20 tomorrow and give them the facts, let them
21 investigate and let them get back to you.

22 MS. HALLAM: And what do you think
23 that the purpose of us talking in this meeting
24 is?

25 JUDGE EVASHAVIK-DILUCENTE: Okay.

1 I'm not -- move on, please.

2 MS. HALLAM: Can I ask, what is the
3 difference between 6-F and 8-E?

4 WARDEN CLARK: 6-F no longer
5 exists, so that population was moved. But when
6 it existed, people on 6-F are prehearing status,
7 so many of them are waiting for the outcome of
8 their misconduct hearing, and that determination
9 is made and a determination -- that is how long
10 are they going to be, you know, in Restricted
11 Housing.

12 MS. HALLAM: So once that pod
13 closed --

14 WARDEN CLARK: From a privilege
15 standpoint, to my knowledge, but we would have to
16 talk with the whole team. There shouldn't be
17 huge privilege differences, and that's something
18 for us to look into. If there's something other
19 than tablet usage, can you let me know so I can
20 follow up?

21 MS. HALLAM: Yes. We can talk
22 about that after. I definitely have that.

23 The other thing just is access to
24 religious services on that pod.

25 CHIEF ESTOCK: Just to speak to the

1 differences between 8-Echo and 6-F, 6-F was less
2 degrees of misconduct. They went there, waited
3 for prehearing confinement, were confined in --
4 only confined into the bubble after their
5 hearings.

6 8-Echo was for your more violent
7 misconducts and your more serious misconducts.
8 They would automatically go to 8-Echo. So the
9 rules are changed between one and the other based
10 upon how it was set up before. We just closed
11 6-F so it's going to take some time to review
12 each one of the inmates, what their privileges
13 are, talk to the majors in charge of it, and kind
14 of go from there.

15 MS. HALLAM: Okay. Do you want to
16 ask a follow-up?

17 MAN-E: Yeah. Just as related to
18 that, can you explain the difference between the
19 Tier 1 and Tier 2 on AC status?

20 CHIEF ESTOCK: I can get back to
21 you.

22 MS. HALLAM: Thank you.

23 And then another -- oh, I guess
24 that's kind of your question. Never mind.

25 Okay. Next thing I wanted to talk

1 about that we saw on our inspection today is the
2 new pod that opened. I don't know if anybody
3 touched on that, but we were really excited to
4 see the 5-F pod, which was used for something
5 else the last time we were there, maybe acute
6 mental health, and now it's a diversionary
7 treatment unit. I don't know if you guys know
8 about that, but it's been opened for a couple of
9 weeks now, and it's basically taking folks from
10 8-E who are normally -- you guys have been on
11 that pod with a big cage in the middle, and they
12 don't really get much time out of the cell.
13 These folks actually are folks who would be up
14 there who identified with mental health needs,
15 and so they can get an additional level of
16 treatment, see a psychologist, get extra
17 programming, and no more cages. And so folks are
18 really excited to like be part of this new
19 experiment. So we're going to be following along
20 closely to see how that goes.

21 The only complaint we received on
22 them is that it seems that they feel like they
23 have a little less privacy. The windows on the
24 doors are bigger, and so, you can see right into
25 it if they're using the bathroom or getting

1 changed in the morning. And then same thing with
2 the showers, and the doors to block them in the
3 showers are different than they were on 8-E.

4 But I'm just excited that that's
5 something new that's happening. And I know we
6 don't always get a chance to hype things up in
7 the jail, so I wanted to hype that up.

8 And then the last question is just
9 about juveniles incarcerated in the jail.
10 Something that's been coming up a lot lately is
11 separation orders for one child over another
12 child but yet we only have one pod that the kids
13 are all on together. And so I was just wondering
14 if the jail has been working on anything to
15 address what do we do when we have kids that need
16 to be separated but only one place to put kids in
17 the jail and how we do that without some kid
18 being locked in on DHU status when he doesn't
19 need to be?

20 CHIEF ESTOCK: Being a prior DOC
21 employee that worked at a young adult offender
22 program and with younger adults, we did identify
23 that problem, and we're looking at an alternative
24 housing. We want to paint it, fix it up, put
25 some murals on the wall, change the whole look of

1 it, set up some programming. I understand the
2 importance of it in connection with the family
3 and all the other parts that get involved with
4 the juveniles.

5 We have had that problem in the
6 past where we've had to separate people due to
7 fights, due to a history on the street and stuff
8 like that and we're trying to work through that.
9 Some of the areas that we're looking at has three
10 separate pods. We could set up the same
11 activities in each one of the pods -- each one of
12 the areas and kind of -- kind of better suit it
13 for juvenile population.

14 MS. HALLAM: Okay. I appreciate
15 that very much. I think they would appreciate it
16 too.

17 WARDEN WINGARD: Can I comment on
18 that?

19 MS. HALLAM: Yeah, of course.

20 WARDEN WINGARD: So one --
21 everything he said is exactly what we're moving
22 towards, but we're ultimately moving towards a
23 much bolstered up review process, PRC, which
24 stands for Program Review Committee. That
25 committee is going to -- it's a multidisciplinary

1 committee. They're going to spend a lot of time
2 talking to juveniles and working through some of
3 these issues. It's important to us moving
4 forward that we designate a lot of time to that
5 unit and to those juveniles.

6 So that's one of the things we're
7 going to be doing is we're bolstering how much we
8 meet with them and who meets with them. It's not
9 just going to be one discipline or another
10 discipline. It's going to be people, folks from
11 all the disciplines in the facility. The Chief
12 and I went up there yesterday, talked to a lot of
13 those juveniles, just trying to understand what
14 they need and where we need to move forward with
15 them, so there's something coming down the --
16 that you'll be hearing about.

17 MS. HALLAM: I appreciate, too -- I
18 do again, credit where credit is due. It's our
19 New Year's resolution. We're going to try to
20 make sure we point out the good things that are
21 happening, because there are good things that
22 happen.

23 I have really appreciated your
24 updates to the Board in the short time since you
25 have been the Warden. Is it something that we

1 have never experienced before, and you guys have
2 all been very responsive but especially like
3 reaching out proactively. You have even told me
4 some things I hadn't heard about yet whenever you
5 reach out. And I just wanted to thank you for
6 that.

7 Two last quick questions.

8 (Audience applause.)

9 MS. HALLAM: Oh, yeah, we can.
10 Round of applause for that.

11 I'm excited and hope it continues
12 going like this.

13 Bottled water is not allowed on
14 commissary, and I know folks have asked us for
15 that over time. Is there a reason for that? Is
16 that like a commissary provider restriction, or
17 is that a jail restriction?

18 WARDEN CLARK: To your knowledge,
19 that's not even available for purchase on
20 commissary. That's something we can look at. We
21 typically restrict bottles from being distributed
22 for many reasons, but one is recycling,
23 sustainability, and all those other issues.

24 The population does have cups that
25 they get through various means, but we can look

1 to see if those bottles are available but
2 typically anything that is given or was given in
3 Intake, or on the Intake Housing Unit was given
4 and collected.

5 MAN-E: Gotcha.

6 WARDEN CLARK: So from a monitoring
7 standpoint, it's cumbersome.

8 MS. HALLAM: Okay. And then last
9 question, is there a policy about officers
10 rendering first aid to incarcerated individuals?
11 Is that something we like train for, that we
12 allow? Is there a certain level of care that
13 officers are allowed to do in an urgent
14 situation?

15 DEPUTY WARDEN MARTIN: So the
16 officers all have like basic first aid and all
17 have CPR training. We do have certain
18 PowerPoints and Educations about like certain
19 healthcare things for them to be aware about,
20 such as an overdose, just for example.

21 Anything specific you're looking
22 for?

23 MS. HALLAM: I'm more just
24 wondering do they have to call and wait for help
25 or are they allowed to render a certain level of

1 aid when they encounter a situation?

2 DEPUTY WARDEN MARTIN: Sure. So
3 like I said, everybody is trained in CPR there,
4 so, you know, that's the thing that they can do.
5 If somebody is having a seizure, they know that
6 they can stand there and help protect that person
7 from harming themselves, you know, while they're
8 having a seizure. But they do call for help
9 immediately.

10 MS. HALLAM: And they can
11 administer that first aid as well?

12 DEPUTY WARDEN MARTIN: For CPR?

13 MS. HALLAM: Yeah. They're allowed
14 to do that?

15 DEPUTY WARDEN MARTIN: Yeah. Yeah.
16 Everybody, yes.

17 MS. HALLAM: Thank you.

18 JUDGE EVASHAVIK-DILUCENTE:
19 Mr. Perkins.

20 MR. PERKINS: I just have a couple
21 questions. And, Deputy Warden Clark, we've
22 discussed the tablet contract and some of these
23 issues, and I won't ask any details necessarily.
24 But I think everyone on the Board agrees that the
25 IIWF money is really important, and we all share

1 the same goals. There could be reasonable, you
2 know, disagreements about the execution, but
3 we're asking the right questions, I think. We've
4 had a lot of questions answered because Council
5 Member Hallam and the Executive's Office and
6 Controller's Office have done a lot of the
7 homework, but we still have more questions that
8 we need to get answered.

9 But one of the, I think
10 philosophies or principles that I think most of
11 us probably intuitively agree with is that this
12 money comes from charging higher than we
13 necessarily need to for phone calls and food and
14 things of that nature. So really the money all
15 comes from incarcerated people. Then is
16 redistributed as income to incarcerated persons.
17 And I know that there was some reference that
18 some of these contracts will be renewed soon and
19 if there's an opportunity to reduce prices and
20 maybe that achieves the same goals, maybe more
21 impactfully, maybe not.

22 But what's a timetable look like as
23 far as when we will renegotiate these contracts?
24 Is that happening now? Are we starting to have
25 some conversations? And I'll e-mail you

1 separately, but hopefully, our subcommittee can
2 talk to you about those issues. But can you just
3 publicly discuss maybe the timing of when we're
4 looking at renewing these contracts?

5 WARDEN CLARK: So the Communication
6 Contract was published two weeks ago. The
7 current contract expires the end of June.

8 The commissary contract expires the
9 end of November, with the option to renew for one
10 year if we would like to. So yes, we have
11 decisions to make along both lines. I can't
12 speak to any of that now just because of the fact
13 that the Communication RFP is published.

14 MR. PERKINS: Yeah.

15 WARDEN CLARK: But that's
16 considerations for us to make down the road?

17 MR. PERKINS: How does that process
18 work? Do you get like, I don't know, five bids
19 or whatever, and then like internally discuss
20 which ones?

21 WARDEN CLARK: Correct.

22 MR. PERKINS: Is that -- when will
23 the decisions be made, for example, for the June
24 contract?

25 WARDEN CLARK: I don't know. I

1 mean, there is a schedule of the RFP when
2 proposals are due. We will be reviewing
3 proposals. There are a lot of intricacies that
4 go into particularly that RFP.

5 So I can't give you a definite of
6 when it's going to be completed yet. I did send
7 you the timetable for the RFP, so that would be
8 all that I have to go off of at this point.

9 MR. PERKINS: Okay. That is a very
10 complicated process.

11 WARDEN CLARK: Very complicated.

12 MR. PERKINS: Thank you.

13 JUDGE EVASHAVIK-DILUCENTE: Man-E.

14 MAN-E: Hello, hello. I first off
15 want to start off by saying, you know, Bethany
16 already mentioned that we went to the jail
17 earlier today. It's worth noting that we
18 actually had a very, very good and positive
19 visit, which is, you know, much better than the
20 last time. And I want to shout out Captain
21 O'Lean who escorted us because I told him I
22 would.

23 I just have a couple questions.
24 It's also worth saying I think that a lot --

25 MS. HALLAM: He was really nice.

1 MAN-E: Yeah. He was really nice.
2 He was really nice, yeah, yeah, yeah. It's worth
3 saying that, you know, of course, I'm a community
4 member. I come from the side of folks who are in
5 the audience and so a lot of the questions that
6 we ask, it's not just for our benefit. It's for
7 the benefit of members of the audience and their
8 family and friends, some of which are
9 incarcerated in the ACJ.

10 I do have a couple questions about
11 the report. I think I'm going to put it in
12 e-mail form because they are about specific
13 people who, you know, one said to us that he was
14 on a hunger strike. It's not reflected in this
15 report. Another said he was waiting weeks for a
16 mental health professional to visit him. That's
17 also not reflected in this report. So I'm
18 probably just going to send an e-mail about that.
19 So just -- heads-up on that.

20 I was very, very happy to hear
21 that, you know, you have an extra cashier now.
22 Of course y'all know that's something I'm very,
23 very passionate about, especially folks getting
24 \$50 in cash. That means we don't have to do it
25 anymore, so I'm very, very happy about that.

1 Keep up the good work.

2 And also, I was very happy to hear
3 about this Pre-arraignment Diversion Program,
4 especially because it's focused on reduced the
5 population. A lot of us talk about the issues we
6 have with staffing. From our perspective, you
7 know, if you reduce the population, then you
8 reduce the issues with staffing as well. So
9 very, very happy to hear about that.

10 I think I did have some actual
11 questions. Let me see. I took some notes.

12 Oh, yeah, again, you know, just
13 going off some of the public comments that were
14 mentioned earlier today, one of the comments were
15 about the lawsuit related to tasing. I know a
16 couple folks spoke on that. I also actually saw
17 in a recent article that last year, or 2023,
18 there were 183 incidents of tasing in the ACJ,
19 which accounts for 43 percent of the state-wide
20 total. An audience member asked what was being
21 done to reduce the total number of tasing, and I
22 pose that question to you again.

23 WARDEN WINGARD: Well, right now,
24 we're doing a pretty extensive review of every
25 tasing incident from 2024. You mentioned 2023, I

1 think.

2 MAN-E: Right.

3 WARDEN WINGARD: We're looking at
4 every incident in 2024 since we're now into 2025.
5 We're going to review every one of them. We're
6 going to find out what -- where they're at in the
7 facility. I think I know where they're at in the
8 facility, but I would be remiss to mention that
9 now, where the majority of them were. So, you
10 know, we're trying to be as proactive as
11 possible.

12 I mentioned earlier about some
13 oversight changes in the Intake area and some,
14 you know, other, probably, adjustments we can
15 make. But -- so essentially, the answer to that
16 question is we are looking at every incident from
17 2024, and then we're going to break those down
18 based on where they're at in the facility and
19 then make appropriate adjustments where we think
20 we need to.

21 MAN-E: Thank you.

22 WARDEN WINGARD: You're welcome.

23 MAN-E: And, of course, I saw that
24 the uses of force last year, the majority of
25 them, of course, were in Intake, 166. I'm hoping

1 that that's something that the Use of Force
2 Committee, you know, can look into a little bit
3 further.

4 Another question is about the drug
5 and alcohol diversion. It says that some folks
6 are waiting for some programs, drug and alcohol
7 diversion programs. What exactly are they
8 waiting for?

9 WARDEN CLARK: It can be a variety
10 of things. Some people are just waiting on -- so
11 they come into the jail. They get approval to
12 go. They get assessed, and then that team makes
13 referral to substance use treatment centers. So
14 depending upon the treatment center that they're
15 going to, there may be a little bit of a wait
16 list.

17 We connect them with insurance
18 benefits in the jail, which typically takes five
19 to seven days.

20 Sometimes people have pending court
21 matters that need to be resolved before they can
22 get placed, or even out-of-county court matters
23 that we work through with them to get resolved.
24 But the delays typically are due to any one of
25 those reasons.

1 MAN-E: All right. Thank you.

2 My last thing is, you know, again,
3 thinking about the folks who are here often, the
4 Members of the Board, or even public commenters
5 are speaking on other people's behalf, but, for
6 me, it's most important for people to speak for
7 themselves, for their position.

8 And on that note, I thank you all,
9 especially you, Connie, for putting together that
10 survey on the \$125. I know we're up here talking
11 about it, but these are the people who are
12 utilizing it day in and day out. And, you know,
13 we were able to see some of their opinions. I
14 read them. I had them queued up ready to go but
15 it wasn't necessary for me to read them. So just
16 thank you.

17 Again, you know, I got to give
18 credit where it's due, and so far, I still feel
19 auspicious about -- and optimistic about this
20 Board and the partnership with the jail going
21 forward. So thank you.

22 **PUBLIC COMMENT ON GENERAL MATTERS**

23 JUDGE EVASHAVIK-DILUCENTE: Okay.
24 Back to Public Comment.

25 James Haddock.

1 MR. HADDOCK: Okay. My name is
2 James Haddock, and my son is incarcerated at the
3 Allegheny County Jail. And we have concerns
4 about his health and safety because of a
5 condition that he has. Okay. This is my wife,
6 Carol. My son's name is Curtis. He has two
7 bullets lodged in his head. One is believed to
8 be removable while the other sits too close to
9 his optic nerve to remove without further damage
10 to his vision because the jagged side is on the
11 optic nerve of his right eye. Curtis survived
12 seven gunshots to his face, head, chest, and
13 stomach. This attempt on his life occurred over
14 a year before his arrest. He has already
15 undergone multiple surgeries, but he still needs
16 more. He's blind in one eye, and doctors have
17 warned that without urgent care, he could lose
18 sight in the other. He has missed scans, MRI,
19 and consultation appointments due to being denied
20 medical release.

21 Now, he sits in a jail cell with a
22 bullet that could shift at any moment and take
23 his life. Curtis experiences grand mal seizures,
24 which have increased since being incarcerated
25 last May. Early on, he woke up from a seizure,

1 missing teeth, which he could not find and seemed
2 to have swallowed. Other seizures he has
3 awakened from in a pool of cold urine and vomit
4 and one time drowning in his own vomit. He
5 frequently has nosebleeds. At other times, he
6 can taste the blood in the back of his throat.
7 He describes headaches that start at his temples
8 and reverberate through his body. He was shot in
9 his sciatic nerve and has constant pain in his
10 feet and his back. Last night on the phone, I
11 asked him why he was not talking. He said
12 because it hurts, everything hurts. However, the
13 prison guards have repeatedly refused to
14 acknowledge his medical needs and emergencies.
15 They have not responded to them adequately
16 because of their disbelief. This is not just
17 medical neglect but a denial of his humanity. I
18 have medical letters, statements from doctors and
19 surgeons ready to operate, but Curtis needs the
20 jail to permit him to receive the care he
21 desperately requires.

22 Someone tried to kill my son two
23 years ago, and now ACJ is trying to finish the
24 job. I refuse to sit back and let my son die in
25 that cell. I need you to please hear me. My son

1 needs your help. Curtis deserves a chance to
2 live. That's it.

3 MS. HALLAM: Thank you.

4 JUDGE EVASHAVIK-DILUCENTE: Thank
5 you.

6 Maria Guido.

7 MS. GUIDO: Hi. Maria Guido,
8 Licensed Clinical Social Worker. So I just
9 wanted to come up and, one, state it is great to
10 actually hear the Wardens talk about the
11 juveniles at the Allegheny County Jail. It's a
12 very important thing for me because I know how
13 incarceration impacts those kids. So actually, I
14 wanted to come up today to talk about one of
15 those -- one of the things that we do have
16 concerns about, which would be the strip-search
17 policy with juveniles.

18 So we're aware that Highland
19 Detention, while, you know, we're coming up with
20 different things for it, it's not due to add on
21 another -- any more beds until the end of 2025,
22 if that. So we're still going to have kids at
23 the jail. So what I'm trying -- I would like to
24 propose that the County kind of follow the best
25 practices that Highland Detention is also

1 following. And one of -- because we're one of
2 the only County's that holds juveniles in jail --
3 and I'm fully aware, right, that these changes
4 can't be done overnight, but I think slowly but
5 surely with some of the changes, and one of these
6 changes would be to end the practice of strip
7 searches on children. We all know that strip
8 searches are just traumatizing, just in general,
9 but it's traumatizing especially for children
10 because they have to take off all of their
11 clothes in front of a correctional officer, lean
12 over, and cough, and it's also retraumatizing to
13 our youth that have experienced sexual abuse.

14 So while we don't currently have
15 like a state-wide policy on it, we know that
16 trauma during adolescence causes significant
17 problems into adulthood. And if we are trying to
18 really stop this cycle of this like cradle to
19 prison pipeline, then we really need to kind of
20 look at this because if we try to prevent this
21 trauma now, right, we can stop people from
22 committing crimes later on in life.

23 So if the goal, again, is to reduce
24 delinquency and incarceration, I think that we
25 should look for alternatives that can phase out

1 this practice.

2 So one of these things would be,
3 for instance, if a kid is in front of a
4 correctional officer throughout, right, transport
5 to the court, right back to the jail, should that
6 child be given a strip search, right, if they had
7 had 24/7 supervision with a correctional officer?
8 Then we also have, you know, a body scanner that
9 we could use, different things, right, instead of
10 doing a full strip search. And if that's not
11 possible, we should at least let the kids wear
12 like one layer of clothing.

13 So, again -- and I'm sorry, the
14 story before kind of shook me up, so I'm kind of
15 all over the place. But I think again, we're at
16 a crossroads when it comes to juveniles.

17 JUDGE EVASHAVIK-DILUCENTE: Thank
18 you.

19 MS. GUIDO: You're welcome.

20 JUDGE EVASHAVIK-DILUCENTE: I did
21 want to make an announcement that anybody who is
22 interested in the JOB Solicitor position can
23 review the application online and submit
24 materials electronically. I believe the agenda
25 is made available to everybody and the website to

1 do that is on the agenda.

2 **ADJOURNMENT**

3 JUDGE EVASHAVIK-DILUCENTE: And do
4 I have a Motion to adjourn?

5 MS. INNAMORATO: So moved.

6 JUDGE EVASHAVIK-DILUCENTE: Second?

7 MS. GRIFFIN: Second.

8 JUDGE EVASHAVIK-DILUCENTE: All in
9 favor?

10 (Chorus of ayes.)

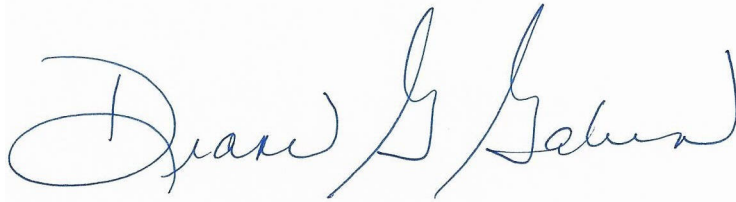
11 JUDGE EVASHAVIK-DILUCENTE: Okay.
12 Thank you, everybody.

13 (Whereupon, the hearing was
14 concluded at 5:47 p.m.)

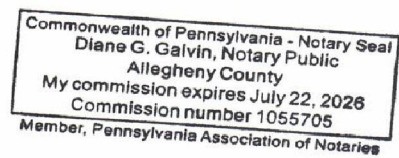
15
16
17
18
19
20
21
22
23
24
25

C E R T I F I C A T E

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



Diane G. Galvin
Notary Public



\$	2.1 [1] - 24:18 20 [1] - 27:4 2016 [1] - 24:19 2018 [1] - 27:1 2020 [2] - 24:11, 36:4 2021 [2] - 13:3, 64:2 2022 [4] - 11:10, 14:8, 25:24, 64:2 2023 [4] - 23:15, 25:22, 86:17, 86:25 2024 [3] - 86:25, 87:4, 87:17 2025 [10] - 1:12, 9:4, 37:6, 37:9, 38:3, 38:18, 38:23, 43:10, 87:4, 92:21 2026 [1] - 38:20 205 [1] - 13:5 218 [2] - 19:3, 19:5 23 [2] - 18:22, 59:24 23.03 [1] - 25:24 24 [1] - 7:5 24/7 [1] - 94:7 25 [2] - 50:21, 59:5 26 [1] - 5:5 27 [1] - 58:10 27th [2] - 55:25, 58:12 29 [3] - 6:17, 41:12, 41:16 29th [1] - 46:3 2nd [1] - 46:3	5-F [1] - 75:4 57 [2] - 58:9, 58:10 575 [1] - 8:7 59 [1] - 62:19 5:47 [1] - 95:14	according [1] - 12:25 account [2] - 55:21, 67:7 accountability [1] - 18:16 accounts [1] - 86:19 accreditation [7] - 58:8, 60:19, 61:6, 61:24, 62:1, 62:6, 63:7 accreditations [1] - 60:22 accredited [2] - 62:13, 62:16 accurately [1] - 96:6 achieves [1] - 82:20 ACJ [13] - 14:14, 15:16, 15:24, 23:17, 30:9, 31:25, 42:23, 51:3, 51:23, 58:21, 85:9, 86:18, 91:23 ACJ's [1] - 26:14 acknowledge [1] - 91:14 act [2] - 30:23, 30:24 Act [2] - 63:16, 64:7 action [1] - 64:8 ACTIONS [1] - 8:16 actions [1] - 28:12 Actions [1] - 8:18 active [1] - 9:23 actively [1] - 11:17 activities [1] - 77:11 acts [1] - 31:24 actual [3] - 19:3, 46:21, 86:10 acute [1] - 75:5 Adam [2] - 3:3, 6:11 add [1] - 92:20 added [1] - 59:18 addition [2] - 51:2, 56:10 additional [5] - 55:13, 55:15, 59:19, 70:21, 75:15 address [5] - 26:5, 26:17, 32:14, 71:25, 76:15 addressing [1] - 24:7 adequately [1] - 91:15 adjourn [1] - 95:4 ADJOURNMENT [1] - 95:2 adjust [1] - 32:4 adjustments [2] - 87:14, 87:19 administer [1] - 81:11 administered [2] -	23:11, 26:8 administration [3] - 64:23, 71:17, 72:17 ADMINISTRATION [1] - 2:16 Administration's [1] - 48:5 Administrative [3] - 68:18, 68:21, 69:4 administrative [4] - 48:9, 70:14, 70:17, 71:13 admit [1] - 10:18 adolescence [1] - 93:16 adult [1] - 76:21 adulthood [1] - 93:17 adults [1] - 76:22 advantage [1] - 30:14 affecting [1] - 13:18 afford [2] - 28:6, 30:13 afternoon [3] - 6:11, 51:18, 52:20 agencies [1] - 23:6 agency [1] - 26:13 agenda [3] - 60:15, 94:24, 95:1 ages [1] - 7:5 ago [10] - 9:22, 10:14, 33:20, 39:16, 39:24, 51:15, 54:14, 72:14, 83:6, 91:23 agree [2] - 43:13, 82:11 agrees [1] - 81:24 aid [4] - 80:10, 80:16, 81:1, 81:11 aids [1] - 57:24 air [1] - 18:1 alcohol [4] - 6:16, 39:21, 88:5, 88:6 ALLEGHENY [1] - 1:6 Allegheny [17] - 1:19, 10:4, 12:20, 12:25, 13:4, 13:5, 13:9, 13:10, 19:17, 22:13, 33:13, 54:13, 54:16, 57:18, 63:1, 90:3, 92:11 Allen [1] - 32:22 Allies [1] - 6:24 allotments [1] - 27:11 allow [2] - 51:21, 80:12 allowed [4] - 79:13,
'	'21 [1] - 65:14 '26 [3] - 45:11, 45:16, 49:6 '27 [1] - 45:18	6	6 [3] - 1:12, 17:16, 18:5 6-F [11] - 70:12, 70:18, 70:19, 70:23, 71:14, 73:3, 73:4, 73:6, 74:1, 74:11 60 [1] - 30:11 6:00 [2] - 55:17, 55:18	
1	1 [3] - 26:9, 41:18, 74:19 1,100 [1] - 59:10 1,580 [1] - 59:7 10 [2] - 18:1, 59:25 100 [1] - 62:8 109 [1] - 6:15 10th [1] - 57:7 11 [4] - 18:1, 19:5, 51:17 125-month [1] - 38:17 13th [1] - 57:19 14 [3] - 6:19, 49:7, 59:24 15 [2] - 6:14, 61:17 15-minute [1] - 61:17 15219 [1] - 1:21 166 [1] - 87:25 18 [2] - 7:5, 17:4 180 [1] - 17:16 180-pound [2] - 18:1, 18:6 183 [1] - 86:18 1st [5] - 41:4, 41:5, 46:2, 46:18, 46:19	218 [2] - 19:3, 19:5 23 [2] - 18:22, 59:24 23.03 [1] - 25:24 24 [1] - 7:5 24/7 [1] - 94:7 25 [2] - 50:21, 59:5 26 [1] - 5:5 27 [1] - 58:10 27th [2] - 55:25, 58:12 29 [3] - 6:17, 41:12, 41:16 29th [1] - 46:3 2nd [1] - 46:3	7	7 [2] - 6:17, 6:18
2	2 [2] - 26:19, 74:19 2,000 [1] - 53:6	3	8	8-E [5] - 70:19, 70:25, 73:3, 75:10, 76:3 8-Echo [3] - 74:1, 74:6, 74:8 8:00 [2] - 55:17, 55:18 8:30 [1] - 69:12
		4	9	9 [2] - 37:6, 37:9 909 [1] - 18:22 92 [1] - 8:9 94 [1] - 6:13
		5	A	a.m [2] - 55:17, 55:18 ability [3] - 14:15, 36:7, 96:6 able [8] - 4:21, 16:2, 16:10, 17:7, 40:10, 43:3, 71:5, 89:13 absent [1] - 64:18 absolutely [1] - 48:7 abuse [1] - 93:13 AC [1] - 74:19 acceptable [1] - 63:25 access [4] - 15:6, 51:21, 56:13, 73:23

80:13, 80:25, 81:13 allowing [2] - 15:20, 55:14 allows [1] - 11:11 almost [5] - 46:5, 50:20, 52:4, 54:22, 59:25 alternative [1] - 76:23 alternatives [1] - 93:25 amazing [2] - 51:11, 58:24 ambulances [1] - 7:15 amend [2] - 43:9, 44:10 amended [2] - 13:6, 49:12 amendment [6] - 38:10, 38:25, 44:4, 44:6, 44:10, 44:12 amid [1] - 24:11 amount [3] - 29:22, 47:1, 55:20 analysis [1] - 38:16 AND [2] - 4:3, 8:16 Andrus [1] - 32:24 announce [3] - 51:10, 51:12, 58:5 announcement [1] - 94:21 announcements [1] - 50:14 annual [1] - 5:11 annually [1] - 24:18 answer [3] - 10:10, 60:18, 87:15 answered [2] - 82:4, 82:8 Anthony [1] - 32:25 anticipated [1] - 58:11 apologize [2] - 10:14, 21:19 appearing [1] - 12:3 applause [2] - 79:8, 79:10 apples [1] - 39:25 applicable [1] - 63:10 application [1] - 94:23 apply [1] - 62:20 appointments [3] - 59:7, 59:12, 90:19 appreciate [6] - 6:8, 21:13, 62:11, 77:14, 77:15, 78:17 appreciated [1] -	78:23 appreciates [1] - 21:14 approach [2] - 20:5, 52:25 appropriate [5] - 12:18, 23:22, 23:23, 24:24, 87:19 appropriately [1] - 12:16 approval [2] - 25:20, 88:11 approve [4] - 37:8, 38:1, 39:3, 44:25 approved [1] - 23:7 approves [1] - 22:25 April [2] - 53:13, 53:25 area [5] - 52:3, 53:14, 61:12, 71:9, 87:13 areas [5] - 53:7, 56:6, 61:9, 77:9, 77:12 argue [1] - 72:9 arraignment [2] - 56:1, 86:3 arrest [2] - 17:13, 90:14 arrived [1] - 17:23 article [1] - 86:17 Article [1] - 13:7 aspirin [1] - 29:18 assess [1] - 56:11 assessed [1] - 88:12 assessing [1] - 24:5 Assistant [1] - 51:7 assistant [1] - 51:9 associated [2] - 57:3, 67:6 Association [1] - 53:15 assumptions [1] - 30:22 attacked [1] - 14:23 attacks [1] - 7:19 attempt [2] - 20:19, 90:13 attempts [1] - 20:17 attend [1] - 53:23 attendance [1] - 4:6 ATTENDANCE [3] - 2:1, 2:16, 4:3 attorney [2] - 51:15, 71:10 Attorney's [2] - 30:17, 56:18 attorneys [3] - 51:16, 51:21, 67:5 attributed [1] - 59:12	AUDIENCE [1] - 46:8 audience [5] - 10:6, 79:8, 85:5, 85:7, 86:20 audio [1] - 96:7 August [6] - 38:18, 38:22, 43:24, 44:13, 45:1, 47:16 auspicious [1] - 89:19 authorized [1] - 51:19 autism [1] - 56:10 autobiography [1] - 57:8 automatically [1] - 74:8 available [8] - 26:17, 35:8, 47:2, 63:4, 70:8, 79:19, 80:1, 94:25 Avenue [1] - 6:23 avoid [1] - 12:10 awakened [1] - 91:3 aware [5] - 12:20, 13:15, 80:19, 92:18, 93:3 awesome [4] - 62:10, 63:12, 66:8, 70:2 ayes [2] - 37:14, 95:10	below [1] - 29:3 benefit [3] - 26:15, 85:6, 85:7 benefits [2] - 46:22, 88:18 best [3] - 49:2, 92:24, 96:6 Bethany [3] - 2:6, 4:14, 84:15 better [8] - 19:21, 23:11, 24:21, 26:7, 46:23, 50:13, 77:12, 84:19 between [9] - 7:5, 14:5, 40:24, 46:3, 70:23, 73:3, 74:1, 74:9, 74:18 beyond [2] - 12:12, 34:8 bids [1] - 83:18 big [4] - 53:16, 53:17, 60:9, 75:11 bigger [1] - 75:24 Bigley [5] - 2:4, 4:21, 32:12, 44:2, 49:24 BIGLEY [13] - 40:14, 40:18, 41:9, 41:13, 42:4, 42:9, 44:3, 44:7, 44:14, 45:25, 46:11, 46:16, 49:25 bit [6] - 10:4, 33:15, 35:22, 55:10, 88:2, 88:15 BJA [2] - 63:15, 65:17 Blake [1] - 32:19 blankets [1] - 53:6 blind [1] - 90:16 block [1] - 76:2 blood [1] - 91:6 blowing [1] - 17:10 Board [27] - 3:7, 5:1, 8:5, 8:18, 16:22, 21:11, 22:11, 24:20, 26:9, 32:7, 33:12, 35:5, 36:3, 38:20, 45:14, 48:22, 50:9, 54:10, 54:25, 58:4, 61:2, 71:20, 72:10, 78:24, 81:24, 89:4, 89:20 BOARD [3] - 1:7, 2:1, 8:16 Board-managed [1] - 22:11 body [2] - 91:8, 94:8 BOLANOS [1] - 25:10 Bolanos [2] - 3:13, 25:9	bolstered [1] - 77:23 bolstering [2] - 52:11, 78:7 BONAVOGLIA [1] - 31:16 Bonavoglia [3] - 3:17, 31:15, 33:5 Bonomo [1] - 33:2 books [1] - 35:20 BOSCO [1] - 13:24 Bosco [2] - 3:10, 13:23 bottled [1] - 79:13 bottles [2] - 79:21, 80:1 Boulevard [1] - 6:24 boundaries [1] - 11:22 Brady [2] - 32:20, 32:22 break [1] - 87:17 breath [1] - 7:21 Brian [3] - 3:11, 16:21, 16:23 Brief [1] - 56:7 bring [3] - 33:14, 50:23, 57:12 broader [1] - 42:21 brought [2] - 48:16, 48:25 bubble [1] - 74:4 Bucek [1] - 32:21 bullet [1] - 90:22 bullets [1] - 90:7 burden [1] - 35:25 BUSINESS [2] - 37:20, 37:24 Business [2] - 37:22, 38:1 buy [1] - 36:8 bylaws [1] - 26:24
B				
bad [1] - 45:9 bail [1] - 30:13 balance [1] - 25:24 ballot [3] - 13:3, 19:2, 19:3 bankrupt [2] - 45:10, 49:6 Barbara [1] - 2:10 Baruffi [1] - 33:2 base [1] - 54:24 based [4] - 24:3, 56:5, 74:9, 87:18 basic [5] - 15:12, 16:10, 34:7, 36:9, 80:16 basis [2] - 14:2, 15:1 bathroom [1] - 75:25 become [1] - 9:19 beds [1] - 92:21 begin [1] - 27:15 beginning [1] - 50:17 begun [1] - 25:15 behalf [1] - 89:5 behaviors [1] - 5:8 belongs [2] - 35:2, 45:6				
C				
cage [1] - 75:11 cages [1] - 75:17 CALL [1] - 4:3 canceled [1] - 34:10 cannot [4] - 30:13, 36:11, 71:8 Captain [1] - 84:20 car [1] - 20:11 cardiac [1] - 20:21 care [8] - 12:8, 12:11, 12:23, 19:9, 20:21, 80:12, 90:17, 91:20 carefully [1] - 32:3 Carol [1] - 90:6				

carries [3] - 37:19, 44:24, 50:5 carry [1] - 11:15 carrying [1] - 20:1 Case [1] - 6:12 cases [1] - 5:7 cash [4] - 55:20, 55:22, 55:24, 85:24 cashier [2] - 55:13, 85:21 Cashier's [2] - 55:16, 55:19 catch [3] - 17:25, 21:1, 21:25 catching [1] - 18:5 category [1] - 72:9 Catena [1] - 2:7 caught [1] - 19:14 causes [1] - 93:16 cell [5] - 34:16, 71:8, 75:12, 90:21, 91:25 center [1] - 88:14 Center [1] - 3:3 centers [1] - 88:13 certain [6] - 29:6, 64:22, 80:12, 80:17, 80:18, 80:25 certainly [1] - 51:5 certify [1] - 96:4 cetera [2] - 42:24, 42:25 chair [18] - 11:6, 11:9, 11:11, 11:24, 12:4, 12:10, 12:14, 12:24, 13:14, 14:22, 17:3, 17:6, 18:7, 18:18, 18:23, 19:19, 19:25, 20:7 chair's [1] - 12:17 chairs [1] - 13:10 Challenge [1] - 27:3 challenge [2] - 15:3, 32:6 challenges [1] - 54:21 challenging [2] - 28:10, 29:21 chance [4] - 50:19, 51:3, 76:6, 92:1 change [10] - 16:5, 47:15, 51:24, 55:19, 66:5, 68:25, 69:6, 70:20, 70:21, 76:25 changed [7] - 51:14, 51:18, 67:23, 69:1, 70:24, 74:9, 76:1 changes [11] - 26:3, 43:14, 48:9, 51:13, 52:3, 52:10, 54:22, 87:13, 93:3, 93:5,	93:6 Chapter [1] - 13:5 charge [2] - 51:10, 74:13 charged [1] - 30:13 charges [1] - 28:20 charging [2] - 34:21, 82:12 check [2] - 41:6, 55:23 chest [2] - 7:21, 90:12 Chief [5] - 2:18, 18:14, 50:17, 54:5, 78:11 CHIEF [5] - 54:9, 55:4, 73:25, 74:20, 76:20 child [4] - 20:20, 76:11, 76:12, 94:6 children [2] - 93:7, 93:9 choice [1] - 18:13 chooses [1] - 27:18 Chorus [2] - 37:14, 95:10 Citizen [3] - 2:8, 2:9, 2:10 citizens [1] - 31:3 clarified [1] - 65:19 Clark [4] - 2:20, 51:6, 55:6, 81:21 CLARK [32] - 55:3, 55:7, 61:4, 62:2, 62:5, 62:9, 62:18, 63:8, 63:11, 66:22, 67:14, 67:18, 68:4, 68:8, 68:11, 68:13, 68:16, 69:11, 69:17, 69:20, 70:1, 71:1, 73:4, 73:14, 79:18, 80:6, 83:5, 83:15, 83:21, 83:25, 84:11, 88:9 class [1] - 57:15 classes [3] - 7:9, 57:7, 57:19 clear [2] - 64:17, 65:4 clients [2] - 5:5, 5:12 clinic [4] - 59:6, 59:8, 59:18, 59:19 Clinical [1] - 92:8 close [1] - 90:8 closed [4] - 70:13, 70:18, 73:13, 74:10 closely [1] - 75:20 closer [3] - 46:10, 50:12, 53:25 clothes [2] - 34:22, 93:11	clothing [3] - 34:2, 36:8, 94:12 Clowney [1] - 33:3 Code [2] - 13:5, 18:21 codified [1] - 26:24 Cody [1] - 32:20 cold [3] - 53:1, 53:8, 91:3 colleagues [1] - 56:17 collect [1] - 67:1 collected [2] - 67:13, 80:4 collecting [2] - 68:23, 69:8 combative [1] - 20:2 coming [15] - 4:22, 17:10, 22:22, 25:15, 33:11, 51:16, 53:10, 53:14, 54:13, 66:15, 68:23, 69:15, 76:10, 78:15, 92:19 Comment [2] - 8:18, 89:24 comment [5] - 29:13, 39:10, 43:13, 45:5, 77:17 COMMENT [3] - 3:21, 8:16, 89:22 commentary [1] - 23:12 commenters [1] - 89:4 comments [4] - 41:21, 43:17, 86:13, 86:14 COMMENTS [1] - 3:6 Comments [1] - 3:22 commissary [18] - 22:15, 22:18, 24:16, 26:1, 27:8, 27:19, 28:23, 30:6, 31:22, 33:24, 33:25, 36:5, 42:10, 48:17, 79:14, 79:16, 79:20, 83:8 commission [7] - 22:14, 22:17, 24:15, 24:19, 26:2, 27:8, 27:19 Committee [4] - 21:9, 21:10, 77:24, 88:2 committee [6] - 40:19, 71:20, 72:11, 77:25, 78:1 committees [1] - 32:13 committing [1] - 93:22	common [1] - 35:17 communicate [2] - 43:6, 72:19 communication [1] - 54:17 Communication [2] - 83:5, 83:13 community [10] - 4:23, 24:23, 34:17, 34:19, 42:21, 42:23, 43:16, 57:5, 85:3 COMMUNITY [2] - 3:1, 4:25 compare [1] - 39:13 compared [1] - 59:19 comparing [1] - 39:25 compensating [1] - 30:24 compensation [1] - 31:1 competencies [1] - 58:17 Competency [1] - 58:14 competent [2] - 18:13, 18:14 complaint [1] - 75:21 complaints [1] - 47:17 complete [3] - 5:10, 14:2, 38:14 completed [5] - 8:9, 61:13, 61:20, 62:8, 84:6 completely [1] - 41:19 completion [2] - 38:23, 39:7 completions [1] - 6:20 compliance [3] - 58:8, 61:22, 64:6 complicated [2] - 84:10, 84:11 comply [1] - 64:8 concerns [10] - 23:4, 24:11, 26:5, 26:14, 28:19, 32:14, 64:21, 67:21, 90:3, 92:16 concluded [1] - 95:14 condition [2] - 64:19, 90:5 conditions [1] - 13:8 conduct [1] - 57:22 conducted [1] - 25:4 conference [2] - 53:14, 53:16 Conference [1] -	53:16 confined [2] - 74:3, 74:4 confinement [3] - 13:8, 18:22, 74:3 conflict [1] - 7:7 congratulate [1] - 9:5 congratulations [2] - 54:8, 55:6 connect [1] - 88:17 connection [2] - 57:4, 77:2 connections [2] - 34:17, 34:18 Connie [3] - 2:20, 51:6, 89:9 consider [2] - 38:21, 42:5 considerations [2] - 26:7, 83:16 considered [1] - 63:2 considering [1] - 36:13 consisted [1] - 58:21 consistently [2] - 15:17, 15:19 constant [1] - 91:9 consultation [1] - 90:19 contact [1] - 4:18 contained [1] - 96:5 continual [1] - 25:16 continuation [1] - 31:23 continue [8] - 25:25, 27:19, 36:10, 36:17, 40:4, 45:20, 47:11, 52:24 continued [1] - 58:14 continues [1] - 79:11 continuing [1] - 56:2 Continuing [1] - 25:10 contract [4] - 81:22, 83:7, 83:8, 83:24 Contract [1] - 83:6 contracted [1] - 24:19 contractors [1] - 42:6 contracts [4] - 40:21, 82:18, 82:23, 83:4 control [3] - 16:1, 19:9, 19:24 Controller [4] - 2:5, 4:8, 23:13, 60:14 Controller's [2] - 49:4, 82:6 conversation [1] -
--	---	---	--	---

42:18 conversations [1] - 82:25 Corey [4] - 2:5, 4:7, 9:7, 23:14 correct [7] - 41:6, 41:7, 69:17, 70:1, 72:15, 83:21, 96:8 correctional [7] - 13:18, 31:10, 50:21, 51:1, 93:11, 94:4, 94:7 CORRECTIONS [2] - 3:1, 4:25 Corrections [2] - 4:23, 54:13 corrections [4] - 33:11, 43:20, 53:19, 54:2 correspond [1] - 72:1 COs [3] - 12:5, 12:21, 53:21 cost [4] - 31:21, 32:1, 34:10, 34:12 costs [1] - 48:9 cough [1] - 93:12 Council [4] - 2:6, 4:15, 20:5, 82:4 Councilmember [1] - 2:6 Councilwoman [1] - 43:9 count [1] - 51:18 country [1] - 50:25 counts [1] - 64:20 county [11] - 9:10, 10:6, 12:7, 16:9, 19:16, 20:23, 22:14, 22:17, 24:11, 26:12, 88:22 COUNTY [1] - 1:6 County [42] - 1:19, 2:2, 2:6, 4:8, 4:10, 4:14, 6:12, 9:14, 10:4, 12:20, 12:25, 13:5, 13:9, 13:11, 18:21, 19:17, 22:11, 22:13, 23:13, 24:15, 25:2, 25:13, 26:16, 26:17, 27:1, 27:4, 27:6, 27:18, 33:13, 40:18, 40:20, 42:5, 49:4, 54:14, 54:16, 54:20, 62:23, 63:1, 90:3, 92:11, 92:24 County's [2] - 62:14, 93:2 county's [1] - 9:25 couple [12] - 50:10,	50:14, 51:7, 56:3, 63:16, 70:6, 70:9, 75:8, 81:20, 84:23, 85:10, 86:16 course [12] - 40:6, 40:7, 57:8, 57:9, 57:20, 57:21, 77:19, 85:3, 85:22, 87:23, 87:25 Court [1] - 56:17 court [4] - 60:12, 88:20, 88:22, 94:5 Courthouse [1] - 1:19 coverage [2] - 55:15 covered [1] - 23:5 COVID [1] - 5:7 CPR [3] - 80:17, 81:3, 81:12 cradle [1] - 93:18 Cranberry [2] - 53:18, 53:25 created [1] - 24:14 creating [1] - 36:6 creation [1] - 59:15 credit [4] - 6:2, 78:18, 89:18 crew [1] - 60:8 crimes [1] - 93:22 criminal [1] - 27:6 crisis [1] - 32:15 criteria [2] - 23:1, 26:22 critical [3] - 12:18, 13:14, 20:20 cross [1] - 72:17 cross-examining [1] - 72:17 crossroads [1] - 94:16 cruel [1] - 36:13 cultural [1] - 54:22 cumbersome [1] - 80:7 cups [1] - 79:24 current [8] - 5:5, 23:13, 23:14, 26:1, 27:13, 40:12, 57:13, 83:7 Curtis [5] - 90:6, 90:11, 90:23, 91:19, 92:1 cushy [1] - 14:22 Custody [2] - 63:16, 64:7 custody [11] - 16:5, 19:9, 20:11, 20:12, 20:13, 20:15, 63:23, 64:25, 70:14, 70:17, 71:13	cut [1] - 45:17 cycle [1] - 93:18 D daily [2] - 14:2, 15:1 damage [1] - 90:9 DAMICK [2] - 9:3, 10:24 Damick [3] - 3:8, 9:2, 10:23 Damon [1] - 33:1 Daniel [1] - 32:20 dark [1] - 13:11 data [2] - 7:17, 48:21 data-informed [1] - 48:21 date [2] - 58:11, 58:15 days [6] - 20:18, 41:12, 41:17, 59:19, 59:20, 88:19 DCRA [1] - 65:17 dead [1] - 32:18 deal [2] - 67:22, 71:16 dealt [1] - 19:6 death [2] - 64:20 Deaths [2] - 63:15, 64:6 deaths [2] - 7:1, 63:22 decades [1] - 18:15 December [3] - 59:10, 59:20, 61:23 decency [1] - 15:12 decide [1] - 36:15 decided [1] - 53:4 decides [1] - 17:23 decision [1] - 48:22 decisions [4] - 24:8, 48:15, 83:11, 83:23 deesc [1] - 17:17 deescalate [1] - 17:7 deescalating [1] - 17:21 defend [1] - 53:2 Defender's [2] - 30:18, 56:18 defending [1] - 53:9 deficiencies [2] - 60:21, 62:1 definite [1] - 84:5 definitely [1] - 73:22 degrees [1] - 74:2 delays [1] - 88:24 delinquency [1] - 93:24 deliver [2] - 57:23,	69:15 delivering [2] - 68:23, 69:7 delivery [1] - 52:19 demographic [1] - 15:17 demonstrate [1] - 31:5 denial [1] - 91:17 denied [1] - 90:19 deodorant [3] - 28:1, 34:1, 34:21 Department [5] - 13:1, 38:10, 42:16, 54:12, 56:15 department [1] - 55:15 deployment [1] - 48:12 Deputy [11] - 2:18, 2:19, 2:20, 2:21, 18:15, 50:17, 51:7, 51:8, 55:6, 58:2, 81:21 DEPUTY [9] - 54:6, 58:3, 64:9, 65:2, 65:8, 80:15, 81:2, 81:12, 81:15 derives [2] - 22:14, 22:16 describes [1] - 91:7 deserve [1] - 36:15 deserves [1] - 92:1 designate [2] - 8:19, 78:4 designer [1] - 17:9 desperately [1] - 91:21 destination [1] - 66:21 details [1] - 81:23 Detention [2] - 92:19, 92:25 determination [2] - 73:8, 73:9 determine [1] - 25:4 develop [1] - 24:24 developed [1] - 38:13 development [1] - 56:24 developments [1] - 7:9 DHS [2] - 40:12, 56:17 DHU [2] - 70:13, 76:18 Diana [2] - 3:16, 30:4 Diane [1] - 96:15 die [2] - 66:11, 91:24	died [1] - 9:16 difference [4] - 14:5, 70:23, 73:3, 74:18 differences [2] - 73:17, 74:1 different [9] - 7:20, 17:8, 26:1, 39:19, 39:20, 69:23, 76:3, 92:20, 94:9 diligence [1] - 24:8 Dilucente [1] - 2:3 DILUCENTE [89] - 4:4, 4:11, 4:17, 5:16, 5:19, 6:9, 7:11, 7:25, 8:3, 8:13, 8:17, 8:23, 9:1, 10:22, 11:1, 13:21, 16:19, 21:5, 21:15, 22:5, 25:7, 27:21, 28:15, 30:2, 31:13, 33:6, 35:14, 36:20, 36:24, 37:4, 37:7, 37:12, 37:15, 37:18, 37:21, 37:25, 38:7, 39:1, 39:5, 39:8, 39:18, 40:16, 41:11, 41:15, 43:7, 43:22, 44:1, 44:5, 44:9, 44:15, 44:18, 44:23, 45:4, 46:9, 46:14, 47:12, 47:21, 47:24, 49:3, 49:14, 49:17, 49:20, 49:23, 50:1, 50:4, 50:11, 54:7, 55:5, 60:2, 60:5, 65:9, 65:13, 65:25, 71:15, 71:24, 72:4, 72:12, 72:16, 72:25, 81:18, 84:13, 89:23, 92:4, 94:17, 94:20, 95:3, 95:6, 95:8, 95:11 dime [1] - 41:17 diminish [1] - 25:25 dire [1] - 30:21 direct [1] - 23:19 direction [3] - 51:20, 52:1, 52:7 directives [3] - 23:1, 26:21, 27:14 directly [3] - 17:2, 43:6, 71:17 director [1] - 10:19 Director [2] - 5:2, 10:19 disagreements [1] - 82:2 disap [1] - 9:6 disbelief [1] - 91:16 disbursed [1] - 23:11 disbursement [1] - 25:21
--	---	--	---	--

disbursements [5] - 21:23, 22:25, 23:4, 38:2, 38:22 discipline [2] - 78:9, 78:10 disciplines [1] - 78:11 discovered [1] - 72:13 discuss [3] - 40:11, 83:3, 83:19 discussed [1] - 81:22 discussion [11] - 25:19, 38:8, 39:9, 40:23, 43:8, 43:10, 45:2, 47:13, 49:9, 68:16, 69:14 discussions [1] - 68:21 disparities [1] - 27:5 disputes [1] - 45:8 disputing [1] - 45:7 distribute [1] - 46:24 distributed [1] - 79:21 distribution [5] - 28:9, 41:10, 41:16, 41:19, 48:17 District [2] - 30:16, 56:18 Diversion [2] - 56:1, 86:3 diversion [3] - 39:22, 88:5, 88:7 diversionary [1] - 75:6 dizziness [1] - 7:22 DOC [2] - 5:5, 76:20 doctor [1] - 20:21 doctors [2] - 90:16, 91:18 documents [1] - 66:14 dollars [2] - 24:18, 34:24 done [7] - 10:7, 14:10, 58:7, 61:12, 82:6, 86:21, 93:4 door [3] - 17:10, 17:19, 17:20 doors [2] - 75:24, 76:2 doubt [3] - 18:25, 47:6, 47:8 Douglas [1] - 33:2 down [23] - 17:22, 23:17, 32:1, 33:21, 34:13, 42:13, 45:17, 51:11, 52:5, 52:6,	52:9, 52:10, 52:11, 54:15, 55:10, 60:3, 66:23, 67:12, 69:15, 70:5, 78:15, 83:16, 87:17 dozen [1] - 20:17 dramatically [1] - 69:1 drastically [2] - 24:8, 32:2 drop [1] - 5:24 dropped [3] - 20:25, 21:1, 25:24 drowning [1] - 91:4 drug [4] - 6:16, 39:21, 88:4, 88:6 drugs [2] - 17:8, 17:9 dry [1] - 45:21 due [10] - 6:3, 24:7, 77:6, 77:7, 78:18, 84:2, 88:24, 89:18, 90:19, 92:20 dumb [1] - 33:16 Duquesne [1] - 57:6 during [5] - 8:8, 11:19, 51:17, 52:8, 93:16	94:24 elevator [2] - 20:2, 21:2 eliminate [1] - 27:5 eloquently [1] - 43:3 emergencies [1] - 91:14 emergency [2] - 4:19, 20:20 emphasis [1] - 23:13 emphasizes [1] - 48:20 employ [1] - 16:10 Employee [1] - 21:9 employee [3] - 69:19, 69:23, 76:21 employees [2] - 12:5, 68:20 employment [2] - 7:7, 56:12 EMS [1] - 5:9 EMTs [1] - 6:21 encounter [1] - 81:1 end [11] - 8:7, 21:25, 26:9, 32:2, 34:6, 59:21, 61:23, 83:7, 83:9, 92:21, 93:6 ENGLERT [2] - 16:22, 21:13 Englert [3] - 3:11, 16:21, 16:23 enrolled [1] - 8:8 ensure [3] - 16:11, 26:7, 49:1 entire [4] - 17:21, 24:5, 41:14, 47:3 entirely [1] - 32:4 entitled [1] - 15:12 equal [1] - 28:8 equalize [2] - 28:4, 29:14 equipment [2] - 52:18, 52:21 equitable [1] - 31:10 error [1] - 48:13 escape [3] - 16:3, 20:17, 20:19 escapes [2] - 5:6, 6:19 escorted [2] - 14:17, 84:21 escorts [1] - 15:24 especially [6] - 26:16, 79:2, 85:23, 86:4, 89:9, 93:9 essential [1] - 15:21 essentially [2] - 40:25, 87:15 ESSWEIN [2] - 8:5, 8:15	Esswein [2] - 3:4, 8:6 establish [2] - 26:20, 27:14 established [1] - 24:12 Estock [3] - 2:18, 50:16, 54:5 ESTOCK [5] - 54:9, 55:4, 73:25, 74:20, 76:20 et [2] - 42:24, 42:25 ethical [1] - 35:4 ethnic [1] - 27:5 evaluate [3] - 24:21, 26:6, 27:13 evaluating [1] - 25:2 evaluation [1] - 12:3 EVASHAVIK [89] - 4:4, 4:11, 4:17, 5:16, 5:19, 6:9, 7:11, 7:25, 8:3, 8:13, 8:17, 8:23, 9:1, 10:22, 11:1, 13:21, 16:19, 21:5, 21:15, 22:5, 25:7, 27:21, 28:15, 30:2, 31:13, 33:6, 35:14, 36:20, 36:24, 37:4, 37:7, 37:12, 37:15, 37:18, 37:21, 37:25, 38:7, 39:1, 39:5, 39:8, 39:18, 40:16, 41:11, 41:15, 43:7, 43:22, 44:1, 44:5, 44:9, 44:15, 44:18, 44:23, 45:4, 46:9, 46:14, 47:12, 47:21, 47:24, 49:3, 49:14, 49:17, 49:20, 49:23, 50:1, 50:4, 50:11, 54:7, 55:5, 60:2, 60:5, 65:9, 65:13, 65:25, 71:15, 71:24, 72:4, 72:12, 72:16, 72:25, 81:18, 84:13, 89:23, 92:4, 94:17, 94:20, 95:3, 95:6, 95:8, 95:11 Evashavik - 37:21, 37:25, 38:7, 39:1, 39:5, 39:8, 39:18, 40:16, 41:11, 41:15, 43:7, 43:22, 44:1, 44:5, 44:9, 44:15, 44:18, 44:23, 45:4, 46:9, 46:14, 47:12, 47:21, 47:24, 49:3, 49:14, 49:17, 49:20, 49:23, 50:1, 50:4, 50:11, 54:7, 55:5, 60:2, 60:5, 65:9, 65:13, 65:25, 71:15, 71:24, 72:4, 72:12, 72:16, 72:25, 81:18, 84:13, 89:23, 92:4, 94:17, 94:20, 95:3, 95:6, 95:8, 95:11 Evashavik-Diluciente [1] - 2:3 evening [7] - 5:1, 8:5, 16:22, 50:8, 54:10, 55:9, 58:4 event [2] - 53:22, 54:3 eventually [2] - 10:5, 51:22 evidence [2] - 56:5, 96:5 evidence-based [1] - 56:5 exact [1] - 25:12 exactly [4] - 13:11, 33:18, 77:21, 88:7 exam [2] - 59:13, 59:17 examine [2] - 24:15, 24:21 examined [1] - 12:6 examining [1] - 72:17 example [4] - 15:22, 71:3, 80:20, 83:23 exceeding [1] - 24:18 excellent [1] - 42:17 excess [1] - 42:7 excited [5] - 60:8, 75:3, 75:18, 76:4, 79:11 Exec [1] - 42:5 execution [1] - 82:2 Executive [4] - 2:2, 4:10, 25:3, 25:13 Executive's [1] - 82:5 exist [1] - 15:18 existed [1] - 73:6 existing [1] - 65:21 exists [1] - 73:5
--	--	--	--

exorbitant [1] - 31:21 expect [1] - 9:8 expenditure [1] - 26:22 expenditures [2] - 26:1, 27:13 expense [1] - 26:11 expenses [1] - 23:2 experience [3] - 17:1, 18:15, 54:12 experienced [2] - 79:1, 93:13 experiences [1] - 90:23 experiencing [1] - 12:1 experiment [1] - 75:19 expires [2] - 83:7, 83:8 explain [5] - 15:23, 66:18, 68:2, 70:23, 74:18 explanation [1] - 16:8 explore [1] - 57:10 extend [3] - 43:9, 43:23, 49:7 extended [2] - 11:21, 12:14 extensive [3] - 54:12, 56:21, 86:24 extent [1] - 26:16 external [1] - 67:10 externally [1] - 48:25 extra [3] - 53:6, 75:16, 85:21 extremely [2] - 29:1, 53:8 eye [2] - 90:11, 90:16	fail [1] - 15:20 faintness [1] - 7:22 fair [6] - 29:22, 41:19, 46:6, 46:23, 47:18, 72:3 fairly [1] - 10:12 fairness [2] - 46:7, 46:21 fall [2] - 26:11, 69:4 falls [2] - 72:8, 72:10 familiar [1] - 63:15 families [4] - 28:22, 30:8, 31:1, 35:17 family [5] - 28:5, 29:15, 29:16, 77:2, 85:8 far [4] - 51:20, 69:7, 82:23, 89:18 fashion [1] - 31:25 fatal [1] - 7:1 favor [2] - 37:13, 95:9 FCC [1] - 42:12 February [8] - 1:12, 24:11, 38:2, 38:22, 39:3, 44:11, 44:12, 45:1 feedback [1] - 43:5 fees [2] - 31:22, 48:17 feet [2] - 18:1, 91:10 female [1] - 18:4 females [2] - 6:14, 6:17 feminine [1] - 28:2 few [3] - 31:24, 51:13, 69:2 Fifth [1] - 56:17 fight [1] - 18:7 fighting [1] - 11:18 fight [2] - 19:22, 77:7 figure [1] - 48:2 finally [1] - 35:5 financial [5] - 23:8, 24:2, 31:6, 35:6, 35:25 financially [1] - 30:11 finish [1] - 91:23 finished [1] - 32:8 first [19] - 5:10, 15:2, 17:4, 23:12, 24:17, 32:8, 33:10, 40:2, 44:4, 53:20, 58:4, 60:10, 60:17, 66:6, 66:12, 80:10, 80:16, 81:11, 84:14 First [2] - 5:11, 50:16 fiscally [1] - 45:19	five [6] - 19:22, 39:16, 39:23, 54:19, 83:18, 88:18 fix [3] - 60:23, 64:1, 76:24 flaw [2] - 41:10, 41:14 flawed [3] - 40:8, 40:10, 42:3 Floor [1] - 1:18 fluctuate [1] - 16:4 focused [1] - 86:4 folks [22] - 23:17, 23:21, 38:12, 52:6, 53:7, 53:23, 64:22, 66:11, 67:21, 70:13, 70:16, 75:9, 75:13, 75:17, 78:10, 79:14, 85:4, 85:23, 86:16, 88:5, 89:3 folks' [1] - 70:24 follow [3] - 73:20, 74:16, 92:24 follow-up [1] - 74:16 following [5] - 13:1, 26:6, 59:13, 75:19, 93:1 follows [1] - 24:25 food [4] - 26:4, 26:14, 28:1, 82:13 foot [3] - 17:16, 18:4, 18:5 FOR [1] - 37:6 forbidden [1] - 15:25 force [6] - 5:6, 6:25, 11:4, 32:15, 72:8, 87:24 Force [1] - 88:1 forced [1] - 30:19 foremost [1] - 50:16 forget [1] - 19:16 forgetting [1] - 15:17 forgot [1] - 10:13 form [2] - 55:23, 85:12 formerly [1] - 57:13 forms [1] - 66:19 forth [2] - 13:7, 15:2 forthcoming [1] - 70:6 forward [10] - 24:20, 46:25, 47:2, 47:10, 54:15, 55:1, 57:16, 78:4, 78:14, 89:21 Foundation [1] - 27:3 four [1] - 17:5 frankly [1] - 41:2 Fred [1] - 2:21 frequency [1] - 26:2	frequently [2] - 65:16, 91:5 Friday [2] - 55:17, 71:7 friend [1] - 5:25 friends [4] - 28:5, 28:23, 29:17, 85:8 front [2] - 93:11, 94:3 full [5] - 38:12, 58:7, 61:24, 62:6, 94:10 fully [2] - 93:3, 96:5 function [1] - 48:13 Fund [1] - 22:10 fund [9] - 22:11, 24:17, 25:24, 25:25, 27:11, 35:7, 38:19, 45:10, 45:21 fund's [1] - 24:21 funded [1] - 23:4 funding [2] - 27:14, 27:16 funds [22] - 22:14, 22:16, 22:20, 23:3, 23:6, 23:18, 23:23, 23:25, 25:14, 25:21, 26:10, 26:13, 26:16, 28:9, 35:4, 39:14, 39:15, 41:23, 46:23, 47:1, 55:21 future [2] - 27:16, 56:25	gotcha [2] - 63:3, 80:5 governed [1] - 26:8 governing [1] - 13:8 government [1] - 26:25 grab [1] - 15:3 graduate [1] - 57:14 grand [1] - 90:23 Grant [1] - 1:20 grant [2] - 27:2, 56:14 grateful [1] - 35:21 great [7] - 15:8, 18:12, 28:11, 47:1, 63:3, 67:8, 92:9 Greater [1] - 57:18 greater [1] - 14:12 greatest [1] - 45:13 Greg [1] - 5:2 Gregory [1] - 3:2 Griffin [3] - 2:10, 43:11, 50:2 GRIFFIN [7] - 43:12, 43:25, 47:14, 47:23, 48:3, 50:3, 95:7 ground [1] - 18:7 group [2] - 5:13, 59:3 guard [1] - 53:20 guards [1] - 91:13 guess [4] - 15:8, 16:18, 65:18, 74:23 guidance [5] - 64:17, 65:4, 65:20, 65:21 guidelines [1] - 27:15 Guido [4] - 3:24, 37:1, 92:6, 92:7 GUIDO [3] - 37:2, 92:7, 94:19 gunshots [1] - 90:12 guy [2] - 19:14, 20:25 guys [4] - 60:24, 75:7, 75:10, 79:1
G				
gain [1] - 19:24 Galvin [1] - 96:15 GENERAL [1] - 89:22 general [4] - 13:1, 56:11, 66:15, 93:8 General [1] - 3:22 generally [1] - 48:18 generating [1] - 24:17 gentleman [1] - 17:15 Gerald [1] - 32:23 given [7] - 22:25, 26:1, 27:10, 80:2, 80:3, 94:6 glad [5] - 10:18, 19:13, 19:14, 35:5, 42:17 goal [3] - 45:22, 57:1, 93:23 goals [2] - 82:1, 82:20 Gold [1] - 1:17 Goodwill [1] - 7:3				
H				
Haddock [4] - 3:23, 36:21, 89:25, 90:2 HADDOCK [2] - 36:22, 90:1 hairbrushes [1] - 34:1 half [2] - 18:24, 54:14 hall [1] - 71:10 Hallam [5] - 2:6, 4:14, 49:15, 59:23,				

82:5 HALLAM [56] - 4:14, 7:13, 7:23, 37:10, 38:24, 44:4, 44:21, 49:12, 49:16, 60:7, 61:25, 62:4, 62:7, 62:10, 63:3, 63:9, 63:12, 64:12, 65:3, 65:11, 65:15, 66:2, 67:8, 67:17, 67:19, 68:6, 68:9, 68:12, 68:15, 69:9, 69:13, 69:18, 69:22, 70:2, 71:3, 71:22, 72:2, 72:7, 72:15, 72:22, 73:2, 73:12, 73:21, 74:15, 74:22, 77:14, 77:19, 78:17, 79:9, 80:8, 80:23, 81:10, 81:13, 81:17, 84:25, 92:3 Hallam's [2] - 38:4, 43:9 hallway [1] - 21:2 handcuffed [1] - 21:8 handed [1] - 16:1 hands [4] - 11:20, 15:4, 15:7, 19:20 hands-on [1] - 19:20 handwriting [1] - 22:9 happy [5] - 51:9, 85:20, 85:25, 86:2, 86:9 hard [1] - 32:8 harm [4] - 5:7, 6:25, 16:3, 19:12 harming [2] - 16:12, 81:7 Harper [1] - 32:21 Harper's [1] - 33:22 Harris [1] - 32:21 hate [1] - 20:18 head [5] - 16:17, 21:2, 62:20, 90:7, 90:12 headaches [1] - 91:7 headfirst [1] - 17:24 heads [1] - 85:19 heads-up [1] - 85:19 health [12] - 13:19, 17:9, 20:1, 20:3, 56:10, 59:15, 61:10, 61:11, 75:6, 75:14, 85:16, 90:4 Health [1] - 56:8 healthcare [4] - 12:5, 12:22, 32:14, 80:19 Healthcare [1] - 2:19	hear [11] - 15:14, 42:14, 43:21, 45:14, 46:8, 46:10, 85:20, 86:2, 86:9, 91:25, 92:10 heard [6] - 10:11, 14:20, 25:2, 47:17, 67:21, 79:4 hearing [4] - 43:16, 73:8, 78:16, 95:13 hearings [1] - 74:5 heart [1] - 7:19 heat [1] - 52:13 heck [1] - 9:12 held [1] - 9:13 hello [3] - 9:3, 84:14 help [26] - 14:10, 28:9, 29:16, 29:21, 31:1, 31:2, 31:3, 35:21, 41:22, 42:1, 43:18, 43:19, 45:12, 51:22, 52:23, 53:5, 53:10, 56:9, 58:16, 66:10, 80:24, 81:6, 81:8, 92:1 helpful [2] - 6:1, 64:13 helps [2] - 28:4, 29:14 hereby [1] - 96:4 hi [1] - 92:7 Hickey [1] - 33:4 higher [2] - 70:16, 82:12 highest [1] - 49:2 Highland [2] - 92:18, 92:25 Highlands [1] - 59:2 highlight [1] - 60:25 highlights [2] - 25:23, 55:12 himself [2] - 50:19, 51:4 hired [1] - 55:14 hiring [1] - 56:4 historically [1] - 23:2 history [2] - 57:8, 77:7 hit [2] - 20:20, 24:3 hitting [2] - 11:18, 48:19 hold [2] - 5:21, 11:15 holding [1] - 11:21 holds [1] - 93:2 Holly [1] - 2:19 homework [1] - 82:7 honor [1] - 53:19 Honor [1] - 55:8 hope [2] - 32:1, 79:11	hopefully [7] - 28:12, 31:3, 31:11, 51:22, 53:10, 58:17, 83:1 hoping [4] - 40:10, 52:23, 53:22, 87:25 horse [1] - 19:7 hospital [5] - 5:9, 7:16, 16:17, 20:10, 64:24 hour [1] - 61:19 hours [3] - 71:7, 71:23, 72:14 housed [1] - 22:12 houses [1] - 30:9 housing [2] - 56:12, 76:24 Housing [2] - 73:11, 80:3 huge [3] - 20:22, 21:2, 73:17 HULL [1] - 30:5 Hull [2] - 3:16, 30:4 human [3] - 15:12, 29:11, 36:9 Human [4] - 38:11, 42:16, 43:6, 56:16 humane [2] - 28:13, 31:10 humanity [1] - 91:17 hunger [1] - 85:14 hurt [1] - 19:14 hurts [2] - 91:12 hygiene [1] - 28:2 hype [2] - 76:6, 76:7	imagine [1] - 20:25 immediately [2] - 54:23, 81:9 Impact [1] - 31:17 impact [8] - 24:9, 25:5, 38:16, 40:5, 40:7, 42:23, 43:15, 47:3 impacted [1] - 27:10 impactfully [1] - 82:21 impacts [3] - 24:6, 42:20, 92:13 imperative [1] - 36:11 implementation [2] - 59:13, 69:2 implemented [1] - 61:8 implying [1] - 33:16 importance [1] - 77:2 important [11] - 12:19, 14:4, 24:17, 53:13, 54:24, 54:25, 56:23, 78:3, 81:25, 89:6, 92:12 impress [1] - 22:19 impression [2] - 9:20, 9:21 improve [4] - 15:14, 31:8, 53:11 improvement [2] - 23:19, 29:25 improvements [1] - 23:18 IN [2] - 2:1, 2:16 inadequate [1] - 29:1 inappropriately [2] - 12:16, 18:19 Inaugural [1] - 5:11 incarcerate [1] - 24:12 Incarcerated [1] - 22:10 incarcerated [34] - 15:15, 20:10, 20:12, 20:15, 22:12, 22:21, 23:8, 23:21, 24:23, 26:3, 26:23, 27:4, 27:7, 30:12, 33:25, 34:3, 35:11, 35:18, 35:24, 36:15, 40:3, 45:6, 54:16, 57:13, 64:18, 66:20, 66:23, 76:9, 80:10, 82:15, 82:16, 85:9, 90:2, 90:24 incarceration [6] - 20:7, 30:23, 31:7,	57:3, 92:13, 93:24 incentive [1] - 24:12 incident [3] - 86:25, 87:4, 87:16 incidents [3] - 6:25, 86:18 include [2] - 13:6, 26:23 included [1] - 53:5 including [2] - 15:5, 43:14 incognito [1] - 6:1 incoherent [1] - 17:18 income [3] - 40:24, 46:5, 82:16 incorporate [1] - 57:24 Incorporated [1] - 6:13 increase [5] - 19:15, 43:19, 57:4, 59:9, 59:11 increased [3] - 59:14, 59:25, 90:24 incurred [1] - 28:21 Indiana [1] - 54:20 individual [2] - 16:4, 66:20 Individual's [1] - 22:10 individuals [8] - 8:8, 16:12, 30:24, 31:7, 40:3, 45:6, 55:20, 80:10 inefficient [1] - 26:15 infirmary [1] - 63:6 inflated [2] - 30:6, 30:14 information [2] - 9:9, 66:6 informed [3] - 25:16, 33:17, 48:21 injured [3] - 14:5, 16:18, 18:10 injuries [2] - 5:7, 19:8 injury [4] - 11:12, 11:16, 12:10, 12:22 injustice [1] - 30:19 inmate [4] - 9:12, 10:2, 15:24, 16:1 inmates [7] - 14:16, 30:8, 30:25, 40:24, 41:1, 41:2, 74:12 Innamorato [6] - 2:2, 4:9, 25:3, 25:13, 44:16, 49:21 INNAMORATO [13] - 4:9, 37:11, 38:9, 39:4,
--	---	---	--	--

39:6, 39:17, 41:7, 42:8, 42:14, 44:17, 48:7, 49:22, 95:5 innovative [1] - 36:4 input [3] - 23:7, 23:20, 26:23 Inside [2] - 57:6, 57:19 inside [1] - 52:23 insights [1] - 12:21 inspection [2] - 70:5, 75:1 inspections [1] - 70:7 install [1] - 52:17 installed [1] - 32:10 instance [2] - 26:13, 94:3 instances [1] - 6:21 instead [4] - 20:1, 59:24, 72:17, 94:9 institution [1] - 54:19 instrumental [1] - 56:25 insurance [1] - 88:17 Intake [7] - 17:5, 52:3, 59:24, 80:3, 87:13, 87:25 intended [2] - 26:21, 66:21 inter [2] - 62:22, 63:2 inter-facility [2] - 62:22, 63:2 interested [2] - 65:24, 94:22 Interfaith [1] - 31:17 internal [1] - 67:10 internally [2] - 48:25, 83:19 Internet [1] - 8:19 interoffice [1] - 66:19 interrupt [1] - 60:11 intersections [1] - 57:11 interventions [2] - 12:15, 13:16 interview [1] - 61:9 interviews [1] - 61:7 intricacies [1] - 84:3 introduce [4] - 50:18, 50:19, 51:4, 54:5 intuitively [1] - 82:11 investigate [2] - 71:18, 72:21 investigation [2] - 63:24, 66:4 involve [1] - 24:22	involved [3] - 19:24, 48:10, 77:3 irresponsible [2] - 30:10, 45:20 issue [4] - 13:13, 21:22, 42:11, 53:2 issued [1] - 63:17 issues [10] - 21:20, 26:18, 32:15, 66:10, 78:3, 79:23, 81:23, 83:2, 86:5, 86:8 J JA [1] - 56:14 jagged [1] - 90:10 Jail [14] - 10:4, 13:5, 13:9, 16:24, 22:13, 33:11, 36:3, 54:14, 54:16, 56:7, 72:10, 90:3, 92:11 jail [55] - 10:1, 11:7, 11:8, 12:5, 12:21, 16:9, 17:4, 19:16, 21:14, 24:13, 26:12, 28:25, 31:19, 34:6, 34:13, 34:14, 34:25, 36:7, 36:12, 39:24, 43:15, 43:16, 55:25, 57:2, 62:23, 63:1, 63:18, 64:23, 66:15, 68:20, 68:23, 68:24, 69:1, 69:10, 69:14, 70:5, 71:17, 71:22, 72:1, 72:17, 76:7, 76:9, 76:14, 76:17, 79:17, 84:16, 88:11, 88:18, 89:20, 90:21, 91:20, 92:23, 93:2, 94:5 JAIL [2] - 1:7, 2:16 jail-related [1] - 24:13 jails [4] - 19:18, 39:20, 62:24, 62:25 James [6] - 3:23, 8:20, 33:1, 36:20, 89:25, 90:2 JANUARY [1] - 37:6 January [10] - 5:4, 6:18, 37:9, 55:25, 57:7, 57:19, 59:5, 59:9, 59:19, 61:24 Jerry [1] - 32:23 job [4] - 7:6, 14:23, 51:11, 91:24 JOB [8] - 22:24, 23:2, 23:14, 24:14, 26:5, 26:20, 26:24,	94:22 jobs [1] - 14:2 Joe [3] - 3:14, 27:22, 28:19 John [6] - 3:9, 3:13, 11:1, 25:9, 32:20, 35:14 Joseph [1] - 32:24 Josh [1] - 3:19 josh [1] - 35:16 Jr [1] - 32:23 JUDGE [102] - 4:4, 4:11, 4:17, 5:16, 5:19, 6:9, 7:11, 7:25, 8:3, 8:13, 8:17, 8:23, 9:1, 10:22, 11:1, 13:21, 16:19, 21:5, 21:15, 22:5, 25:7, 27:21, 28:15, 30:2, 31:13, 33:6, 35:14, 36:20, 36:24, 37:4, 37:7, 37:12, 37:15, 37:18, 37:21, 37:25, 38:7, 39:1, 39:5, 39:8, 39:18, 40:14, 40:16, 40:18, 41:9, 41:11, 41:13, 41:15, 42:4, 42:9, 43:7, 43:22, 44:1, 44:3, 44:5, 44:7, 44:9, 44:14, 44:15, 44:18, 44:23, 45:4, 45:25, 46:9, 46:11, 46:14, 46:16, 47:12, 47:21, 47:24, 49:3, 49:14, 49:17, 49:20, 49:23, 49:25, 50:1, 50:4, 50:11, 54:7, 55:5, 60:2, 60:5, 65:9, 65:13, 65:25, 71:15, 71:24, 72:4, 72:12, 72:16, 72:25, 81:18, 84:13, 89:23, 92:4, 94:17, 94:20, 95:3, 95:6, 95:8, 95:11 Judge [13] - 2:3, 2:4, 4:12, 4:21, 7:13, 32:12, 42:14, 44:2, 49:23, 54:9, 65:23, 71:22, 72:2 judged [1] - 5:13 judgment [1] - 14:24 Judicial [1] - 56:17 July [4] - 43:10, 45:11, 45:16, 49:6 jumped [1] - 20:25 June [7] - 23:14, 32:2, 38:2, 38:20, 44:11, 83:7, 83:23 Justice [1] - 27:3 justice [4] - 27:6,	30:25, 31:24, 57:17 Justin [1] - 32:22 juvenile [1] - 77:13 juveniles [9] - 76:9, 77:4, 78:2, 78:5, 78:13, 92:11, 92:17, 93:2, 94:16 K K-2 [1] - 12:2 Kayes [1] - 33:1 keep [6] - 6:6, 28:9, 29:21, 29:24, 52:7, 86:1 keeping [2] - 34:8, 34:16 Kelly [1] - 2:4 KENSTOWICZ [1] - 11:3 Kenstowicz [2] - 3:9, 11:2 kept [1] - 9:17 kicking [1] - 11:18 kid [2] - 76:17, 94:3 kids [6] - 76:12, 76:15, 76:16, 92:13, 92:22, 94:11 kill [1] - 91:22 kind [17] - 7:17, 40:25, 42:7, 46:12, 48:24, 54:18, 55:10, 66:19, 71:16, 74:13, 74:24, 77:12, 92:24, 93:19, 94:14 kindness [1] - 36:9 kinds [1] - 17:8 knocked [1] - 42:13 knowledge [3] - 50:23, 73:15, 79:18 known [1] - 50:20 Kraus [1] - 4:18 L LA [1] - 62:23 lack [3] - 12:8, 12:23, 22:25 lacking [1] - 39:12 landscape [1] - 51:2 language [3] - 18:21, 18:25, 20:6 larger [1] - 26:24 largest [1] - 19:16 last [19] - 10:14, 15:9, 20:17, 20:18, 25:3, 51:13, 52:2, 52:25, 53:12, 75:5,	76:8, 79:7, 80:8, 84:20, 86:17, 87:24, 89:2, 90:25, 91:10 late [1] - 12:7 lately [1] - 76:10 launch [1] - 56:1 Laurel [1] - 59:2 Lauren [3] - 3:12, 21:17, 22:8 law [2] - 33:13, 65:16 lawsuit [1] - 86:15 layer [1] - 94:12 lead [2] - 19:7, 48:11 leader [1] - 18:13 leadership [1] - 7:8 lean [1] - 93:11 learned [1] - 43:17 learning [1] - 57:22 least [7] - 29:7, 36:1, 51:5, 67:15, 67:17, 67:19, 94:11 leave [1] - 66:19 leaving [1] - 31:7 led [1] - 17:10 Lee [3] - 2:18, 32:23, 50:16 left [3] - 13:11, 60:14, 71:22 legitimate [1] - 40:1 Lenhart [1] - 32:19 Leroy [1] - 33:1 less [2] - 74:1, 75:23 lethal [1] - 16:10 letters [2] - 19:3, 91:18 level [6] - 29:3, 45:21, 70:24, 75:15, 80:12, 80:25 levels [1] - 70:16 liability [2] - 20:23, 21:3 liable [1] - 12:8 liaison [3] - 27:12, 66:18, 66:25 Licensed [1] - 92:8 life [8] - 15:14, 15:16, 20:22, 36:18, 42:22, 90:13, 90:23, 93:22 life-saving [1] - 20:22 life-sustaining [1] - 36:18 likely [1] - 25:25 limitations [1] - 21:8 limited [2] - 14:15, 15:6 lines [1] - 83:11 list [2] - 61:21, 88:16 listed [4] - 14:9,
---	--	--	---	--

34:2, 63:23, 65:16 listen [1] - 17:11 listening [1] - 22:19 lists [1] - 60:22 live [1] - 92:2 lives [1] - 24:9 location [2] - 5:24, 68:22 lockbox [2] - 66:25, 67:13 lockdown [1] - 34:12 lockdowns [1] - 72:7 locked [2] - 34:13, 76:18 lodged [1] - 90:7 log [1] - 59:6 LONG [1] - 33:8 look [20] - 19:2, 39:23, 40:20, 46:4, 46:21, 48:8, 48:22, 48:23, 54:14, 55:1, 65:7, 66:3, 73:18, 76:25, 79:20, 79:25, 82:22, 88:2, 93:20, 93:25 looked [2] - 17:17, 47:5 looking [12] - 24:20, 32:11, 46:6, 47:1, 47:2, 48:19, 76:23, 77:9, 80:21, 83:4, 87:3, 87:16 looks [2] - 13:14, 68:2 lose [1] - 90:17 losing [1] - 18:23 lost [1] - 68:6 love [2] - 43:21, 60:7 loved [8] - 22:21, 25:18, 31:20, 34:9, 34:11, 35:19, 35:23, 67:4 low [1] - 29:3 lower [1] - 45:12 lowest [1] - 71:12 Lynch [2] - 3:12, 22:8	85:12, 85:18 mailed [1] - 19:4 mailroom [10] - 66:14, 66:24, 67:5, 67:12, 67:20, 67:22, 67:24, 68:1, 68:5, 68:10 main [1] - 31:22 major [1] - 13:17 majority [2] - 87:9, 87:24 major [1] - 74:13 mal [1] - 90:23 male [3] - 9:12, 10:2, 18:5 males [2] - 6:13, 6:17 man [3] - 18:1, 18:6, 18:9 MAN [15] - 4:16, 5:21, 6:5, 38:6, 44:22, 49:11, 49:13, 74:17, 80:5, 84:14, 85:1, 87:2, 87:21, 87:23, 89:1 Man [4] - 2:8, 4:16, 49:10, 84:13 MAN-E [15] - 4:16, 5:21, 6:5, 38:6, 44:22, 49:11, 49:13, 74:17, 80:5, 84:14, 85:1, 87:2, 87:21, 87:23, 89:1 Man-E [4] - 2:8, 4:16, 49:10, 84:13 manage [1] - 9:4 managed [1] - 22:11 Manager [1] - 6:12 managerial [2] - 52:6, 52:11 manages [1] - 22:24 Manino [1] - 33:1 manner [1] - 47:11 mantra [1] - 12:17 March [1] - 58:16 maria [1] - 37:1 Maria [3] - 3:24, 92:6, 92:7 Marion [2] - 3:8, 9:1 MARTIN [8] - 58:3, 64:9, 65:2, 65:8, 80:15, 81:2, 81:12, 81:15 Martin [3] - 2:19, 32:21, 58:2 materials [1] - 94:24 math [2] - 32:4, 38:17 matter [3] - 4:20, 35:20, 53:7 MATTERS [1] - 89:22	matters [2] - 88:21, 88:22 mayor [2] - 9:21, 10:15 McArthur [1] - 27:2 mean [8] - 14:4, 14:14, 19:5, 40:5, 47:24, 48:3, 71:2, 84:1 means [3] - 22:22, 79:25, 85:24 measures [1] - 20:22 Medical [1] - 10:19 medical [17] - 5:8, 10:16, 12:3, 12:11, 12:23, 20:3, 56:12, 58:22, 59:2, 59:6, 59:12, 59:24, 64:18, 90:20, 91:14, 91:17, 91:18 meet [3] - 27:13, 36:8, 78:8 meeting [14] - 4:5, 21:25, 25:4, 25:11, 34:7, 37:8, 51:14, 52:2, 53:24, 64:14, 71:17, 71:21, 71:23, 72:23 MEETING [2] - 1:7, 37:6 meetings [4] - 15:13, 25:17, 52:8, 54:23 meets [1] - 78:8 MEMBER [1] - 46:8 member [2] - 85:4, 86:20 Member [4] - 2:8, 2:9, 2:10, 82:5 members [9] - 9:6, 24:23, 29:16, 29:17, 58:21, 67:25, 68:5, 68:7, 85:7 MEMBERS [1] - 2:1 Members [1] - 89:4 men [1] - 7:4 menstrual [2] - 29:8, 33:23 Mental [2] - 56:8, 58:13 mental [9] - 13:18, 17:9, 20:1, 20:3, 56:10, 61:10, 75:6, 75:14, 85:16 mention [6] - 13:9, 25:3, 50:15, 53:12, 54:1, 87:8 mentioned [7] - 10:15, 12:13, 62:12, 84:16, 86:14, 86:25, 87:12	mere [1] - 30:23 met [1] - 45:22 method [2] - 41:15, 41:19 methodology [3] - 38:13, 42:19, 43:2 mic [2] - 40:17, 46:10 mid [1] - 58:16 mid-March [1] - 58:16 middle [1] - 75:11 might [4] - 9:19, 10:9, 28:9, 29:1 million [2] - 24:18, 30:17 Millsbaugh [1] - 32:22 mind [2] - 45:11, 74:24 minimum [1] - 23:24 minute [1] - 61:18 minutes [3] - 25:11, 37:8, 61:18 MINUTES [1] - 37:6 misconduct [2] - 73:8, 74:2 misconducts [2] - 74:7 misled [1] - 33:17 missed [1] - 90:18 missing [1] - 91:1 misunderstand [1] - 15:10 moderated [1] - 29:24 moment [2] - 9:7, 90:22 Monday [4] - 50:18, 51:8, 55:17, 71:6 money [22] - 22:20, 27:2, 27:24, 28:6, 28:20, 29:16, 31:21, 34:6, 35:1, 35:19, 36:2, 36:4, 36:16, 40:4, 41:3, 45:5, 45:15, 45:18, 48:15, 81:25, 82:12, 82:14 monies [1] - 49:2 monitoring [1] - 80:6 Monitoring [2] - 3:4, 8:4 month [18] - 5:4, 6:18, 34:4, 36:1, 41:4, 41:6, 45:15, 49:5, 52:4, 52:8, 52:15, 52:25, 59:8, 59:10, 59:23, 59:25, 70:7, 71:25 month's [1] - 25:3 monthly [5] - 21:23,	26:3, 31:18, 38:1, 38:21 months [7] - 10:14, 17:4, 38:14, 38:18, 39:2, 49:7, 63:17 moral [2] - 35:3, 36:10 morning [5] - 51:17, 52:20, 53:20, 53:22, 76:1 most [12] - 12:15, 13:17, 32:3, 33:17, 35:3, 35:8, 35:17, 42:1, 45:12, 82:10, 89:6 Motion [20] - 35:12, 36:17, 36:23, 37:3, 37:8, 37:18, 38:1, 38:4, 38:10, 38:21, 43:8, 43:9, 43:23, 44:11, 44:24, 44:25, 45:2, 49:12, 50:4, 95:4 MOTIONS [1] - 8:16 Motions/Actions [1] - 3:7 MOUD [1] - 59:15 move [6] - 17:13, 50:12, 52:1, 57:16, 73:1, 78:14 moved [5] - 37:10, 70:18, 70:24, 73:5, 95:5 movement [1] - 12:12 moves [1] - 53:4 moving [6] - 53:7, 53:9, 60:16, 77:21, 77:22, 78:3 MR [27] - 4:7, 4:13, 5:1, 6:4, 6:7, 6:11, 7:20, 8:2, 8:5, 8:15, 11:3, 16:22, 21:13, 25:10, 27:23, 35:16, 36:22, 44:20, 45:3, 49:19, 81:20, 83:14, 83:17, 83:22, 84:9, 84:12, 90:1 MRI [1] - 90:18 MS [87] - 4:9, 4:14, 7:13, 7:23, 9:3, 10:24, 13:24, 22:4, 22:7, 28:18, 31:16, 33:8, 37:2, 37:10, 37:11, 38:9, 38:24, 39:4, 39:6, 39:17, 41:7, 42:8, 42:14, 43:12, 43:25, 44:4, 44:17, 44:21, 47:14, 47:23, 48:3, 48:7, 49:12,
M				
ma'am [3] - 22:3, 22:4, 68:11 magic [1] - 47:25 magically [1] - 16:2 mail [15] - 66:14, 66:18, 66:19, 66:22, 67:3, 67:7, 68:23, 68:24, 68:25, 69:8, 69:16, 72:19, 82:25,				

49:16, 49:22, 50:3, 60:7, 61:25, 62:4, 62:7, 62:10, 63:3, 63:9, 63:12, 64:12, 65:3, 65:11, 65:15, 66:2, 67:8, 67:17, 67:19, 68:6, 68:9, 68:12, 68:15, 69:9, 69:13, 69:18, 69:22, 70:2, 71:3, 71:22, 72:2, 72:7, 72:15, 72:22, 73:2, 73:12, 73:21, 74:15, 74:22, 77:14, 77:19, 78:17, 79:9, 80:8, 80:23, 81:10, 81:13, 81:17, 84:25, 92:3, 92:7, 94:19, 95:5, 95:7 multidisciplinary [1] - 77:25 multiple [3] - 62:25, 67:11, 90:15 murals [1] - 76:25 Murray [2] - 3:15, 28:17 MURRAY [1] - 28:18 must [7] - 23:21, 24:7, 24:20, 26:20, 26:23, 27:12, 45:6	56:9, 56:11, 75:14, 90:15, 91:14, 91:19, 92:1 negative [2] - 12:2, 57:3 neglect [1] - 91:17 neighbors [3] - 22:22, 31:18, 31:19 nerve [3] - 90:9, 90:11, 91:9 Network [1] - 31:17 networking [1] - 58:20 networks [1] - 23:9 never [5] - 10:8, 17:6, 74:24, 79:1 NEW [1] - 37:24 new [13] - 9:21, 13:6, 26:2, 27:8, 32:10, 50:17, 60:8, 61:8, 63:20, 65:20, 75:2, 75:18, 76:5 New [2] - 38:1, 78:19 news [1] - 63:12 next [8] - 58:11, 58:13, 60:23, 63:13, 66:13, 70:4, 71:25, 74:25 nice [4] - 5:25, 84:25, 85:1, 85:2 Nicole [1] - 33:2 night [1] - 91:10 nights [1] - 17:5 nine [1] - 6:23 nobody [5] - 19:14, 45:7, 45:8, 45:14, 45:18 non [2] - 7:1, 16:10 non-fatal [1] - 7:1 non-lethal [1] - 16:10 none [2] - 14:3, 15:8 normally [1] - 75:10 nosebleeds [1] - 91:5 notably [1] - 25:23 Notary [1] - 96:16 note [2] - 4:18, 89:8 notes [2] - 86:11, 96:6 nothing [2] - 15:14, 46:4 notifications [1] - 63:22 noting [1] - 84:17 NOVACOVIC [2] - 22:4, 22:7 Novacovic [3] - 3:12, 21:17, 22:8 November [3] - 13:3, 61:23, 83:9	number [5] - 9:22, 26:9, 26:19, 48:19, 86:21	64:23, 67:16, 67:17, 67:18, 67:20, 73:12 one [47] - 9:6, 13:14, 13:25, 15:4, 18:19, 18:25, 31:24, 35:16, 47:18, 53:17, 60:23, 61:7, 61:12, 61:14, 62:19, 62:21, 62:22, 63:1, 63:21, 74:9, 74:12, 76:11, 76:12, 76:16, 77:11, 77:20, 78:6, 78:9, 79:22, 82:9, 83:9, 85:13, 86:14, 87:5, 88:24, 90:7, 90:16, 91:4, 92:9, 92:14, 92:15, 93:1, 93:5, 94:2, 94:12 ones [12] - 15:15, 22:21, 25:18, 34:9, 34:11, 35:23, 62:12, 63:4, 64:2, 67:4, 83:20 ones' [2] - 31:20, 35:19 online [2] - 70:8, 94:23 open [2] - 54:17, 55:16 opened [3] - 17:18, 75:2, 75:8 operate [1] - 91:19 operation [1] - 54:19 operational [1] - 26:11 operationally [1] - 23:6 Operations [2] - 2:21, 5:3 operations [1] - 58:22 opinions [1] - 89:13 opportunity [2] - 26:5, 82:19 opposed [3] - 28:6, 37:16, 40:9 optic [2] - 90:9, 90:11 optimistic [1] - 89:19 option [1] - 83:9 oral [1] - 57:22 oranges [1] - 39:25 order [3] - 4:5, 15:8, 46:15 ORDER [1] - 4:3 orders [1] - 76:11 organizing [1] - 68:10 original [1] - 44:11 originally [1] - 61:5	otherwise [2] - 10:11, 24:23 out-of-county [1] - 88:22 outcome [1] - 73:7 outcomes [3] - 48:23, 52:12, 57:3 outgoing [2] - 66:22, 67:3 outlawed [1] - 33:14 outline [1] - 57:23 outside [5] - 24:1, 41:22, 52:22, 53:2, 53:10 overall [1] - 57:1 overcharges [1] - 27:25 overdose [1] - 80:20 overdoses [2] - 7:1, 7:18 overnight [1] - 93:4 OVERSIGHT [1] - 1:7 Oversight [3] - 33:12, 36:3, 72:10 oversight [4] - 27:12, 52:5, 52:11, 87:13 overtime [1] - 15:6 overview [2] - 23:9, 24:24 own [4] - 23:12, 31:20, 36:16, 91:4
N	name [5] - 4:6, 16:23, 22:8, 90:1, 90:6 names [1] - 32:18 nature [1] - 13:15 natural [1] - 82:14 NCCHC [4] - 58:6, 60:17, 60:19, 62:18 nebulous [1] - 13:2 necessarily [3] - 14:12, 81:23, 82:13 necessary [5] - 14:1, 16:11, 32:5, 36:12, 89:15 need [22] - 11:6, 12:3, 21:24, 28:24, 29:19, 31:9, 35:8, 42:1, 47:4, 48:20, 56:6, 69:24, 76:15, 76:19, 78:14, 82:8, 82:13, 87:20, 88:21, 91:25, 93:19 needed [3] - 12:10, 52:25, 61:22 needing [1] - 11:14 needs [12] - 14:11, 24:1, 34:8, 36:9, 47:7,	number [5] - 9:22, 26:9, 26:19, 48:19, 86:21	O	otherwise [2] - 10:11, 24:23
name [5] - 4:6, 16:23, 22:8, 90:1, 90:6 names [1] - 32:18 nature [1] - 13:15 natural [1] - 82:14 NCCHC [4] - 58:6, 60:17, 60:19, 62:18 nebulous [1] - 13:2 necessarily [3] - 14:12, 81:23, 82:13 necessary [5] - 14:1, 16:11, 32:5, 36:12, 89:15 need [22] - 11:6, 12:3, 21:24, 28:24, 29:19, 31:9, 35:8, 42:1, 47:4, 48:20, 56:6, 69:24, 76:15, 76:19, 78:14, 82:8, 82:13, 87:20, 88:21, 91:25, 93:19 needed [3] - 12:10, 52:25, 61:22 needing [1] - 11:14 needs [12] - 14:11, 24:1, 34:8, 36:9, 47:7,	number [5] - 9:22, 26:9, 26:19, 48:19, 86:21	O	otherwise [2] - 10:11, 24:23	P
name [5] - 4:6, 16:23, 22:8, 90:1, 90:6 names [1] - 32:18 nature [1] - 13:15 natural [1] - 82:14 NCCHC [4] - 58:6, 60:17, 60:19, 62:18 nebulous [1] - 13:2 necessarily [3] - 14:12, 81:23, 82:13 necessary [5] - 14:1, 16:11, 32:5, 36:12, 89:15 need [22] - 11:6, 12:3, 21:24, 28:24, 29:19, 31:9, 35:8, 42:1, 47:4, 48:20, 56:6, 69:24, 76:15, 76:19, 78:14, 82:8, 82:13, 87:20, 88:21, 91:25, 93:19 needed [3] - 12:10, 52:25, 61:22 needing [1] - 11:14 needs [12] - 14:11, 24:1, 34:8, 36:9, 47:7,	number [5] - 9:22, 26:9, 26:19, 48:19, 86:21	O	otherwise [2] - 10:11, 24:23	P
name [5] - 4:6, 16:23, 22:8, 90:1, 90:6 names [1] - 32:18 nature [1] - 13:15 natural [1] - 82:14 NCCHC [4] - 58:6, 60:17, 60:19, 62:18 nebulous [1] - 13:2 necessarily [3] - 14:12, 81:23, 82:13 necessary [5] - 14:1, 16:11, 32:5, 36:12, 89:15 need [22] - 11:6, 12:3, 21:24, 28:24, 29:19, 31:9, 35:8, 42:1, 47:4, 48:20, 56:6, 69:24, 76:15, 76:19, 78:14, 82:8, 82:13, 87:20, 88:21, 91:25, 93:19 needed [3] - 12:10, 52:25, 61:22 needing [1] - 11:14 needs [12] - 14:11, 24:1, 34:8, 36:9, 47:7,	number [5] - 9:22, 26:9, 26:19, 48:19, 86:21	O	otherwise [2] - 10:11, 24:23	P

partnership [1] - 89:20 parts [1] - 77:3 pass [4] - 14:24, 35:12, 36:17, 58:2 Passages [4] - 3:2, 4:24, 5:2, 5:12 passed [3] - 14:7, 58:6, 63:11 passionate [1] - 85:23 past [9] - 14:21, 29:7, 50:17, 51:8, 63:15, 63:16, 64:22, 69:1, 77:6 Pastorek [1] - 32:20 Pat [3] - 2:7, 3:15, 28:17 patients [5] - 58:16, 58:18, 59:8, 59:11, 61:9 Paul [2] - 32:22, 32:23 pay [4] - 41:1, 41:2, 44:11, 44:12 paying [1] - 41:1 payment [2] - 31:18, 31:23 payments [14] - 32:3, 32:4, 36:10, 36:18, 38:17, 43:10, 43:18, 43:24, 45:1, 45:11, 45:20, 47:15, 48:23, 49:1 peace [3] - 28:10, 28:12, 29:21 peers [1] - 5:14 pending [4] - 61:6, 63:24, 66:4, 88:20 Penn [2] - 57:18, 57:20 Pennsylvania [4] - 1:21, 11:9, 31:16, 53:15 people [58] - 7:16, 9:22, 10:17, 15:11, 17:10, 19:8, 19:10, 19:11, 22:12, 23:8, 24:13, 26:23, 28:21, 29:7, 30:10, 30:12, 30:15, 32:12, 33:24, 34:5, 34:23, 34:25, 35:2, 35:8, 35:9, 35:11, 35:18, 36:5, 36:15, 39:13, 39:14, 39:15, 39:23, 39:24, 41:3, 41:4, 41:22, 41:25, 42:22, 43:18, 45:13, 46:1, 47:19, 51:23, 71:12, 73:6,	77:6, 78:10, 82:15, 85:13, 88:10, 88:20, 89:6, 89:11, 93:21 people's [2] - 24:9, 89:5 percent [7] - 18:24, 25:24, 27:4, 30:11, 59:9, 62:8, 86:19 perfect [1] - 55:4 performance [2] - 26:18, 57:10 performances [1] - 57:12 performing [2] - 20:22, 57:8 period [3] - 8:7, 11:22, 45:13 periods [1] - 12:14 PERKINS [10] - 4:13, 44:20, 45:3, 49:19, 81:20, 83:14, 83:17, 83:22, 84:9, 84:12 Perkins [4] - 2:9, 4:13, 49:18, 81:19 permit [1] - 91:20 person [7] - 34:4, 36:7, 46:18, 47:18, 64:18, 66:23, 81:6 personal [1] - 28:1 personally [1] - 34:20 personnel [1] - 52:17 persons [1] - 82:16 perspective [1] - 86:6 phase [1] - 93:25 philosophies [1] - 82:10 phone [10] - 16:17, 27:25, 28:21, 30:6, 31:21, 32:1, 34:5, 34:11, 82:13, 91:10 phones [1] - 42:11 phrasing [1] - 25:12 physical [5] - 11:22, 13:16, 13:19, 59:14, 61:11 physically [3] - 11:15, 14:23, 46:17 physician [2] - 10:16 picked [2] - 18:13, 18:14 picture [1] - 24:5 pieces [1] - 52:21 PIIN [1] - 33:5 pipeline [1] - 93:19 Pittsburgh [1] - 1:21 place [5] - 53:2, 53:9, 66:12, 76:16, 94:15 placed [2] - 69:5,	88:22 plan [3] - 47:25, 63:20, 64:7 planning [4] - 56:20, 56:22, 56:25, 59:15 plans [1] - 27:11 plopped [1] - 33:20 plus [4] - 10:18, 23:12, 31:1, 41:21 Pod [1] - 70:12 pod [8] - 70:15, 71:9, 73:12, 73:24, 75:2, 75:4, 75:11, 76:12 pods [2] - 77:10, 77:11 point [4] - 32:10, 49:8, 78:20, 84:8 points [1] - 48:16 police [3] - 17:12, 20:11, 57:15 policies [1] - 26:20 policy [3] - 80:9, 92:17, 93:15 pool [1] - 91:3 poor [2] - 30:15, 30:19 population [10] - 26:4, 27:4, 27:7, 54:17, 57:2, 73:5, 77:13, 79:24, 86:5, 86:7 pose [1] - 86:22 posed [1] - 40:3 position [4] - 14:3, 53:9, 89:7, 94:22 positions [1] - 56:3 positive [4] - 40:5, 40:7, 68:13, 84:18 possibility [1] - 40:20 possible [5] - 17:14, 47:15, 47:20, 87:11, 94:11 postage [1] - 67:6 potential [3] - 18:9, 24:6, 27:15 potentially [1] - 48:18 pounds [1] - 17:16 PowerPoints [1] - 80:18 practice [2] - 93:6, 94:1 practices [1] - 92:25 PRC [1] - 77:23 Pre [2] - 56:1, 86:3 Pre-arraignment [2] - 56:1, 86:3 precautions [1] - 61:16	prehearing [2] - 73:6, 74:3 present [2] - 46:2, 46:18 presentation [1] - 57:25 presentations [3] - 57:22, 57:23, 60:12 PRESENTERS [1] - 3:1 president [1] - 2:3 President [3] - 2:7, 4:12, 16:23 press [1] - 62:14 pressure [1] - 28:11 Pretrial [1] - 56:19 pretty [3] - 53:13, 54:12, 86:24 prevent [3] - 20:21, 66:11, 93:20 prevented [2] - 18:8, 18:9 preventing [1] - 19:12 prevention [1] - 7:8 previous [1] - 60:21 price [1] - 23:23 Price [2] - 3:2, 5:2 PRICE [3] - 5:1, 6:4, 6:7 prices [5] - 26:2, 27:8, 30:6, 30:14, 82:19 principles [1] - 82:10 prioritize [1] - 23:10 Prison [1] - 53:15 prison [3] - 64:19, 91:13, 93:19 privacy [2] - 61:7, 75:23 private [1] - 61:9 privilege [3] - 70:24, 73:14, 73:17 privileges [4] - 70:15, 70:19, 71:2, 74:12 proactive [1] - 87:10 proactively [1] - 79:3 Probation [2] - 8:6, 56:19 problem [3] - 22:7, 76:23, 77:5 problems [1] - 93:17 procedures [1] - 26:20 proceed [1] - 52:7 proceedings [1] - 96:5 process [10] - 17:12, 25:15, 25:17, 66:18,	69:19, 69:21, 77:23, 83:17, 84:10 processes [1] - 58:23 processing [2] - 26:22, 51:22 produced [1] - 48:24 productivity [3] - 59:5, 59:6, 59:14 products [5] - 28:1, 28:2, 29:6, 29:8, 33:23 professional [1] - 85:16 profit [3] - 30:10, 40:22, 42:7 profiteering [1] - 42:10 profits [2] - 30:5, 36:5 program [12] - 6:14, 6:16, 6:19, 8:8, 8:10, 27:16, 56:3, 56:13, 56:21, 56:24, 57:1, 76:22 Program [3] - 56:2, 77:24, 86:3 programming [2] - 75:17, 77:1 programs [8] - 23:5, 26:10, 31:5, 39:20, 51:10, 58:23, 88:6, 88:7 Programs [1] - 2:20 progress [1] - 57:9 projects [2] - 23:17, 27:11 prolific [1] - 17:8 promote [1] - 28:12 promotion [1] - 50:14 proposal [3] - 39:11, 39:12, 40:13 proposals [2] - 84:2, 84:3 propose [1] - 92:24 protect [3] - 35:10, 35:11, 81:6 proud [3] - 53:21, 54:1, 58:5 provide [4] - 7:6, 12:10, 31:2, 38:15 provided [1] - 28:25 provider [1] - 79:16 providers [4] - 59:15, 59:16, 59:18, 61:10 provides [1] - 23:9 providing [2] - 24:13, 31:6
--	--	--	---	--

psychologist ^[1] - 75:16 public ^[9] - 14:17, 15:25, 20:14, 25:12, 25:16, 26:24, 57:20, 86:13, 89:4 Public ^[5] - 8:18, 30:18, 56:18, 89:24, 96:16 PUBLIC ^[4] - 3:6, 3:21, 8:16, 89:22 publicly ^[1] - 83:3 published ^[2] - 83:6, 83:13 punishing ^[2] - 19:10, 19:11 punishment ^[3] - 12:11, 12:14, 70:22 purchase ^[1] - 79:19 purchased ^[2] - 30:7, 34:3 purchases ^[6] - 22:15, 22:18, 22:21, 27:25, 28:23, 30:7 purchasing ^[2] - 48:11, 53:6 purpose ^[2] - 12:9, 72:23 purposely ^[2] - 12:11, 14:10 purposes ^[1] - 23:3 put ^[10] - 5:12, 9:22, 15:19, 35:19, 40:17, 52:22, 64:5, 76:16, 76:24, 85:11 putting ^[4] - 11:20, 52:5, 89:9	quote ^[1] - 13:4	- 20:5, 21:10, 23:10 recommendations ^[2] - 24:22, 25:2 record ^[1] - 60:14 recording ^[1] - 96:7 Recovery ^[4] - 3:2, 4:24, 5:2, 5:12 recycling ^[1] - 79:22 redistributed ^[1] - 82:16 redistribution ^[2] - 40:24, 46:5 reduce ^[10] - 27:3, 42:24, 43:19, 57:2, 82:19, 86:7, 86:8, 86:21, 93:23 reduced ^[2] - 27:6, 86:4 reducing ^[1] - 31:4 reentry ^[1] - 39:21 reference ^[2] - 14:25, 82:17 referendum ^[4] - 11:11, 13:4, 14:7, 18:20 referral ^[1] - 88:13 reflected ^[3] - 60:14, 85:14, 85:17 refusal ^[1] - 59:24 refuse ^[1] - 91:24 refused ^[2] - 17:19, 91:13 regard ^[1] - 51:15 regarding ^[3] - 12:22, 23:20, 26:21 regular ^[3] - 10:12, 32:7, 59:17 reintegration ^[1] - 31:9 rejoin ^[1] - 34:19 related ^[6] - 11:4, 17:2, 24:13, 56:11, 74:17, 86:15 relative ^[1] - 13:3 release ^[4] - 6:14, 62:14, 64:24, 90:20 released ^[2] - 55:20, 55:22 releases ^[1] - 55:16 religious ^[1] - 73:24 remain ^[1] - 9:24 remainder ^[1] - 55:23 remember ^[2] - 33:20, 62:21 remind ^[2] - 18:21, 21:18 reminded ^[2] - 10:17, 21:19 remiss ^[1] - 87:8	removable ^[1] - 90:8 remove ^[1] - 90:9 removed ^[1] - 18:2 render ^[1] - 80:25 rendering ^[1] - 80:10 renegotiate ^[1] - 82:23 renegotiating ^[2] - 40:21, 42:6 renew ^[1] - 83:9 Renewal ^[4] - 3:3, 6:10, 6:13, 7:15 renewed ^[1] - 82:18 renewing ^[1] - 83:4 repeatedly ^[1] - 91:13 repetition ^[1] - 22:18 replace ^[1] - 18:3 report ^[15] - 10:20, 23:9, 23:14, 24:10, 24:22, 25:22, 58:1, 58:9, 59:21, 65:6, 68:17, 70:6, 85:11, 85:15, 85:17 REPORT ^[1] - 50:7 Report ^[2] - 11:5, 50:6 reportable ^[1] - 64:20 reporter ^[1] - 60:13 reporting ^[3] - 5:4, 6:12, 8:7 Reporting ^[2] - 63:16, 64:7 reports ^[3] - 55:10, 66:3, 70:7 Reports ^[1] - 4:24 REPORTS ^[2] - 4:25, 54:6 represent ^[1] - 35:9 request ^[4] - 35:19, 59:17, 66:18, 66:25 requests ^[4] - 26:22, 27:16, 35:17, 67:1 required ^[1] - 65:5 requires ^[3] - 63:21, 91:21 research ^[6] - 13:15, 25:19, 38:12, 38:23, 43:2, 48:23 researchers ^[1] - 42:17 researching ^[1] - 64:15 resident ^[13] - 11:13, 11:15, 11:16, 11:17, 11:21, 11:23, 12:1, 12:13, 13:17, 28:3, 29:13 resident's ^[1] - 12:12	residents ^[12] - 11:12, 11:14, 11:23, 12:6, 26:15, 28:5, 28:7, 29:15, 31:25, 43:20, 46:22, 47:17 resisting ^[3] - 11:18, 12:4, 13:17 resolution ^[2] - 7:8, 78:19 resolved ^[2] - 88:21, 88:23 resourced ^[1] - 38:11 resources ^[4] - 7:10, 26:17, 28:7, 31:6 respect ^[1] - 15:11 responded ^[1] - 91:15 response ^[7] - 5:18, 8:22, 8:25, 37:17, 37:23, 45:24, 60:4 responsibilities ^[2] - 68:24, 69:7 responsibility ^[1] - 26:12 responsive ^[1] - 79:2 restoration ^[1] - 58:17 restore ^[1] - 58:17 restrain ^[2] - 14:16, 20:8 restrained ^[1] - 11:24 restraint ^[16] - 11:6, 11:9, 11:11, 12:4, 12:9, 12:17, 12:24, 13:10, 13:14, 17:2, 17:6, 18:7, 18:23, 19:19, 19:25, 20:7 restraints ^[2] - 15:25, 16:2 restrict ^[1] - 79:21 Restricted ^[1] - 73:10 restricting ^[1] - 12:12 restriction ^[2] - 79:16, 79:17 restructuring ^[2] - 68:2, 70:12 resumed ^[2] - 57:6, 57:19 retraumatizing ^[1] - 93:12 retroactive ^[2] - 65:10, 65:11 returned ^[2] - 8:10, 30:8 returning ^[3] - 24:10, 25:22, 31:3
Q	R			
qualitative ^[1] - 38:15 quality ^[1] - 42:22 quantitative ^[1] - 38:16 quarterly ^[1] - 27:10 questioning ^[1] - 9:17 questions ^[23] - 5:15, 5:17, 5:20, 7:12, 8:12, 25:14, 43:4, 60:3, 60:16, 65:17, 65:18, 66:13, 71:19, 79:7, 81:21, 82:3, 82:4, 82:7, 84:23, 85:5, 85:10, 86:11 queued ^[1] - 89:14 quick ^[3] - 5:22, 17:14, 79:7	RAADS-14 ^[1] - 56:7 racial ^[1] - 27:5 railing ^[1] - 17:24 raises ^[2] - 23:3, 25:14 ranks ^[1] - 50:25 rate ^[3] - 26:2, 27:9, 49:5 rates ^[2] - 24:19, 27:8 rather ^[1] - 71:19 reach ^[1] - 79:5 reaching ^[1] - 79:3 read ^[5] - 19:1, 25:10, 62:13, 89:14, 89:15 reading ^[2] - 32:18, 63:5 ready ^[2] - 89:14, 91:19 real ^[1] - 5:21 reality ^[2] - 34:22, 34:23 really ^[22] - 5:22, 5:25, 6:1, 9:4, 10:13, 14:11, 21:7, 42:20, 48:22, 49:1, 53:21, 75:3, 75:12, 75:18, 78:23, 81:25, 82:14, 84:25, 85:1, 85:2, 93:18, 93:19 reason ^[4] - 12:3, 31:22, 51:16, 79:15 reasonable ^[2] - 16:7, 82:1 reasons ^[5] - 12:13, 18:20, 30:22, 79:22, 88:25 receive ^[4] - 24:2, 31:25, 40:4, 91:20 received ^[5] - 24:15, 27:2, 58:7, 58:9, 75:21 receives ^[3] - 22:15, 22:17, 28:3 receiving ^[3] - 27:19, 31:19, 33:22 recent ^[1] - 86:17 recently ^[2] - 58:20, 67:23 recidivism ^[2] - 31:4, 42:24 recklessly ^[1] - 47:10 recognized ^[1] - 6:2 recommendation ^[3]			

revamping ^[1] - 47:3 revenue ^[1] - 27:9 revenues ^[1] - 24:18 reverberate ^[1] - 91:8 review ^[7] - 25:23, 58:23, 74:11, 77:23, 86:24, 87:5, 94:23 Review ^[1] - 77:24 REVIEW ^[1] - 37:6 reviewed ^[2] - 20:6, 58:8 reviewing ^[2] - 64:10, 84:2 revisit ^[1] - 25:1 revocations ^[2] - 5:6, 6:19 RFP ^[4] - 83:13, 84:1, 84:4, 84:7 Richard ^[2] - 32:19, 33:3 rid ^[1] - 40:22 ridiculous ^[1] - 33:15 rise ^[1] - 32:17 risk ^[2] - 12:22, 16:3 risking ^[1] - 11:16 road ^[1] - 83:16 Rob ^[1] - 4:13 Robert ^[3] - 2:9, 32:19, 32:21 Roger ^[1] - 32:22 role ^[1] - 56:24 Ronald ^[1] - 32:24 room ^[3] - 13:25, 53:23, 59:13 Room ^[1] - 1:17 rooms ^[2] - 59:17, 71:10 Ross ^[1] - 32:23 rot ^[1] - 34:16 round ^[1] - 79:10 rounding ^[1] - 61:15 rounds ^[1] - 61:17 Rule ^[1] - 42:12 rules ^[2] - 26:25, 74:9 run ^[3] - 20:19, 29:23, 54:19	sales ^[3] - 24:16, 26:3, 27:20 Sara ^[3] - 2:2, 3:10, 13:23 sara ^[1] - 4:9 Sarah ^[1] - 8:23 Saturday ^[1] - 55:18 saving ^[1] - 20:22 savings ^[1] - 31:2 saw ^[5] - 13:2, 68:13, 75:1, 86:16, 87:23 scale ^[3] - 41:25, 55:10, 56:2 scanner ^[1] - 94:8 scans ^[1] - 90:18 schedule ^[3] - 32:7, 59:16, 84:1 scheduled ^[1] - 59:17 schedules ^[1] - 15:5 SCI ^[2] - 58:22, 59:1 sciatic ^[1] - 91:9 Sciubba ^[1] - 33:3 scrambled ^[1] - 22:9 Screen ^[1] - 56:8 screening ^[3] - 56:5, 56:6, 56:8 search ^[3] - 92:16, 94:6, 94:10 searches ^[2] - 93:7, 93:8 seat ^[1] - 33:22 second ^[9] - 19:16, 37:11, 38:5, 38:6, 38:24, 51:4, 62:21, 95:6, 95:7 Second ^[1] - 6:23 second-largest ^[1] - 19:16 secondly ^[1] - 51:5 secured ^[1] - 56:15 see ^[14] - 9:11, 18:16, 20:16, 20:19, 35:6, 35:18, 54:22, 75:4, 75:16, 75:20, 75:24, 80:1, 86:11, 89:13 seeing ^[1] - 58:16 seizure ^[3] - 81:5, 81:8, 90:25 seizures ^[2] - 90:23, 91:2 self ^[5] - 5:7, 6:25, 19:12, 57:11 self-harm ^[3] - 5:7, 6:25, 19:12 self-injuries ^[1] - 5:7 semester ^[2] - 57:7, 57:21 send ^[3] - 64:13,	84:6, 85:18 sent ^[4] - 58:21, 66:23, 67:7, 67:12 sentences ^[1] - 15:16 separate ^[2] - 77:6, 77:10 separated ^[1] - 76:16 separately ^[1] - 83:1 separation ^[1] - 76:11 September ^[1] - 45:18 Serena ^[1] - 8:20 Sergeants ^[1] - 18:18 series ^[1] - 52:21 serious ^[1] - 74:7 seriously ^[2] - 18:10, 35:5 served ^[1] - 14:11 service ^[2] - 26:4, 26:14 services ^[8] - 23:5, 24:14, 26:10, 27:17, 30:7, 30:14, 57:4, 73:24 Services ^[10] - 2:19, 2:20, 38:11, 42:16, 43:6, 56:16, 56:19, 68:18, 68:21, 69:4 serving ^[1] - 15:16 session ^[1] - 57:11 set ^[10] - 13:7, 15:2, 15:20, 24:2, 27:14, 32:7, 39:11, 74:10, 77:1, 77:10 setting ^[1] - 43:4 seven ^[5] - 19:22, 39:2, 50:22, 88:19, 90:12 several ^[1] - 50:20 severe ^[1] - 19:7 sexual ^[1] - 93:13 shackles ^[3] - 18:24, 20:9, 20:14 Shall ^[1] - 13:4 shall ^[2] - 9:23, 13:7 shame ^[1] - 30:15 share ^[2] - 61:2, 81:25 shared ^[1] - 57:16 Sharon ^[3] - 3:17, 31:15, 33:5 SHAUGHNESSY ^[1] - 27:23 Shaughnessy ^[2] - 3:14, 27:22 sheet ^[1] - 8:19 sheriff ^[1] - 16:2	Sheriff ^[1] - 4:18 Sheriff's ^[1] - 20:13 shift ^[2] - 67:18, 90:22 shoes ^[2] - 34:2, 34:22 shook ^[1] - 94:14 short ^[3] - 26:14, 29:23, 78:24 short-term ^[1] - 26:14 shortness ^[1] - 7:21 shot ^[1] - 91:8 shoulder ^[1] - 35:25 shout ^[2] - 5:23, 84:20 Show ^[1] - 5:11 show ^[4] - 5:13, 61:22, 62:5, 65:23 showers ^[2] - 76:2, 76:3 shut ^[1] - 17:20 side ^[3] - 12:2, 85:4, 90:10 side-effect ^[1] - 12:2 sight ^[1] - 90:18 sign ^[1] - 8:18 sign-up ^[1] - 8:18 significant ^[2] - 59:11, 93:16 simply ^[1] - 14:23 single ^[1] - 36:7 sit ^[4] - 14:19, 14:22, 34:15, 91:24 sits ^[2] - 90:8, 90:21 sitting ^[1] - 11:24 situation ^[6] - 28:4, 28:10, 29:15, 29:21, 80:14, 81:1 situations ^[4] - 12:7, 15:19, 17:9, 30:21 six ^[2] - 38:14, 38:17 size ^[1] - 33:21 skill ^[1] - 7:9 sky ^[1] - 48:1 sliding ^[1] - 41:25 slowly ^[1] - 93:4 small ^[1] - 31:2 snatch ^[1] - 36:11 Social ^[1] - 92:8 society ^[2] - 31:9, 57:11 soft ^[1] - 56:1 Solicitor ^[1] - 94:22 solitary ^[3] - 9:18, 9:23, 18:22 solitude ^[1] - 9:13 solvent ^[1] - 38:19 someone ^[2] - 14:5,	91:22 Somerset ^[2] - 58:22, 58:25 sometimes ^[2] - 29:6, 88:20 somewhere ^[1] - 69:25 son ^[4] - 90:2, 91:22, 91:24, 91:25 son's ^[1] - 90:6 soon ^[1] - 82:18 sooner ^[1] - 48:6 sorry ^[4] - 5:21, 10:3, 22:8, 94:13 sort ^[1] - 4:19 sorts ^[1] - 7:20 source ^[3] - 22:13, 22:16, 22:20 sources ^[1] - 27:16 space ^[1] - 57:16 speaking ^[9] - 21:20, 21:22, 21:24, 22:2, 33:19, 36:23, 37:2, 57:20, 89:5 special ^[2] - 14:9, 66:25 specialists ^[1] - 61:11 specific ^[4] - 19:6, 71:2, 80:21, 85:12 specifically ^[3] - 66:4, 70:10, 71:11 spectrum ^[1] - 7:17 Spencer ^[1] - 32:25 spend ^[4] - 34:4, 34:16, 45:15, 78:1 spending ^[4] - 23:1, 27:20, 34:6, 34:7 spent ^[3] - 23:25, 24:16, 45:7 Spice ^[1] - 12:2 Spisak ^[1] - 32:23 spoken ^[2] - 14:20, 57:12 spray ^[1] - 18:24 squeeze ^[1] - 24:3 staff ^[15] - 12:21, 12:22, 17:21, 48:10, 58:21, 58:24, 61:10, 61:11, 67:1, 67:24, 67:25, 68:5, 68:7, 68:17, 69:4 staffing ^[3] - 32:15, 86:6, 86:8 stages ^[1] - 56:20 staggered ^[1] - 61:18 stairs ^[1] - 17:22 stakeholder ^[1] - 56:23 stale ^[1] - 39:19
S				
sad ^[1] - 30:16 safe ^[1] - 20:9 Safety ^[1] - 27:3 safety ^[6] - 21:3, 42:24, 43:19, 48:24, 57:17, 90:4 Sahm ^[1] - 33:2 sake ^[1] - 22:18	sales ^[3] - 24:16, 26:3, 27:20 Sara ^[3] - 2:2, 3:10, 13:23 sara ^[1] - 4:9 Sarah ^[1] - 8:23 Saturday ^[1] - 55:18 saving ^[1] - 20:22 savings ^[1] - 31:2 saw ^[5] - 13:2, 68:13, 75:1, 86:16, 87:23 scale ^[3] - 41:25, 55:10, 56:2 scanner ^[1] - 94:8 scans ^[1] - 90:18 schedule ^[3] - 32:7, 59:16, 84:1 scheduled ^[1] - 59:17 schedules ^[1] - 15:5 SCI ^[2] - 58:22, 59:1 sciatic ^[1] - 91:9 Sciubba ^[1] - 33:3 scrambled ^[1] - 22:9 Screen ^[1] - 56:8 screening ^[3] - 56:5, 56:6, 56:8 search ^[3] - 92:16, 94:6, 94:10 searches ^[2] - 93:7, 93:8 seat ^[1] - 33:22 second ^[9] - 19:16, 37:11, 38:5, 38:6, 38:24, 51:4, 62:21, 95:6, 95:7 Second ^[1] - 6:23 second-largest ^[1] - 19:16 secondly ^[1] - 51:5 secured ^[1] - 56:15 see ^[14] - 9:11, 18:16, 20:16, 20:19, 35:6, 35:18, 54:22, 75:4, 75:16, 75:20, 75:24, 80:1, 86:11, 89:13 seeing ^[1] - 58:16 seizure ^[3] - 81:5, 81:8, 90:25 seizures ^[2] - 90:23, 91:2 self ^[5] - 5:7, 6:25, 19:12, 57:11 self-harm ^[3] - 5:7, 6:25, 19:12 self-injuries ^[1] - 5:7 semester ^[2] - 57:7, 57:21 send ^[3] - 64:13,	84:6, 85:18 sent ^[4] - 58:21, 66:23, 67:7, 67:12 sentences ^[1] - 15:16 separate ^[2] - 77:6, 77:10 separated ^[1] - 76:16 separately ^[1] - 83:1 separation ^[1] - 76:11 September ^[1] - 45:18 Serena ^[1] - 8:20 Sergeants ^[1] - 18:18 series ^[1] - 52:21 serious ^[1] - 74:7 seriously ^[2] - 18:10, 35:5 served ^[1] - 14:11 service ^[2] - 26:4, 26:14 services ^[8] - 23:5, 24:14, 26:10, 27:17, 30:7, 30:14, 57:4, 73:24 Services ^[10] - 2:19, 2:20, 38:11, 42:16, 43:6, 56:16, 56:19, 68:18, 68:21, 69:4 serving ^[1] - 15:16 session ^[1] - 57:11 set ^[10] - 13:7, 15:2, 15:20, 24:2, 27:14, 32:7, 39:11, 74:10, 77:1, 77:10 setting ^[1] - 43:4 seven ^[5] - 19:22, 39:2, 50:22, 88:19, 90:12 several ^[1] - 50:20 severe ^[1] - 19:7 sexual ^[1] - 93:13 shackles ^[3] - 18:24, 20:9, 20:14 Shall ^[1] - 13:4 shall ^[2] - 9:23, 13:7 shame ^[1] - 30:15 share ^[2] - 61:2, 81:25 shared ^[1] - 57:16 Sharon ^[3] - 3:17, 31:15, 33:5 SHAUGHNESSY ^[1] - 27:23 Shaughnessy ^[2] - 3:14, 27:22 sheet ^[1] - 8:19 sheriff ^[1] - 16:2	Sheriff ^[1] - 4:18 Sheriff's ^[1] - 20:13 shift ^[2] - 67:18, 90:22 shoes ^[2] - 34:2, 34:22 shook ^[1] - 94:14 short ^[3] - 26:14, 29:23, 78:24 short-term ^[1] - 26:14 shortness ^[1] - 7:21 shot ^[1] - 91:8 shoulder ^[1] - 35:25 shout ^[2] - 5:23, 84:20 Show ^[1] - 5:11 show ^[4] - 5:13, 61:22, 62:5, 65:23 showers ^[2] - 76:2, 76:3 shut ^[1] - 17:20 side ^[3] - 12:2, 85:4, 90:10 side-effect ^[1] - 12:2 sight ^[1] - 90:18 sign ^[1] - 8:18 sign-up ^[1] - 8:18 significant ^[2] - 59:11, 93:16 simply ^[1] - 14:23 single ^[1] - 36:7 sit ^[4] - 14:19, 14:22, 34:15, 91:24 sits ^[2] - 90:8, 90:21 sitting ^[1] - 11:24 situation ^[6] - 28:4, 28:10, 29:15, 29:21, 80:14, 81:1 situations ^[4] - 12:7, 15:19, 17:9, 30:21 six ^[2] - 38:14, 38:17 size ^[1] - 33:21 skill ^[1] - 7:9 sky ^[1] - 48:1 sliding ^[1] - 41:25 slowly ^[1] - 93:4 small ^[1] - 31:2 snatch ^[1] - 36:11 Social ^[1] - 92:8 society ^[2] - 31:9, 57:11 soft ^[1] - 56:1 Solicitor ^[1] - 94:22 solitary ^[3] - 9:18, 9:23, 18:22 solitude ^[1] - 9:13 solvent ^[1] - 38:19 someone ^[2] - 14:5,	91:22 Somerset ^[2] - 58:22, 58:25 sometimes ^[2] - 29:6, 88:20 somewhere ^[1] - 69:25 son ^[4] - 90:2, 91:22, 91:24, 91:25 son's ^[1] - 90:6 soon ^[1] - 82:18 sooner ^[1] - 48:6 sorry ^[4] - 5:21, 10:3, 22:8, 94:13 sort ^[1] - 4:19 sorts ^[1] - 7:20 source ^[3] - 22:13, 22:16, 22:20 sources ^[1] - 27:16 space ^[1] - 57:16 speaking ^[9] - 21:20, 21:22, 21:24, 22:2, 33:19, 36:23, 37:2, 57:20, 89:5 special ^[2] - 14:9, 66:25 specialists ^[1] - 61:11 specific ^[4] - 19:6, 71:2, 80:21, 85:12 specifically ^[3] - 66:4, 70:10, 71:11 spectrum ^[1] - 7:17 Spencer ^[1] - 32:25 spend ^[4] - 34:4, 34:16, 45:15, 78:1 spending ^[4] - 23:1, 27:20, 34:6, 34:7 spent ^[3] - 23:25, 24:16, 45:7 Spice ^[1] - 12:2 Spisak ^[1] - 32:23 spoken ^[2] - 14:20, 57:12 spray ^[1] - 18:24 squeeze ^[1] - 24:3 staff ^[15] - 12:21, 12:22, 17:21, 48:10, 58:21, 58:24, 61:10, 61:11, 67:1, 67:24, 67:25, 68:5, 68:7, 68:17, 69:4 staffing ^[3] - 32:15, 86:6, 86:8 stages ^[1] - 56:20 staggered ^[1] - 61:18 stairs ^[1] - 17:22 stakeholder ^[1] - 56:23 stale ^[1] - 39:19

stand [1] - 81:6 standards [9] - 13:7, 24:24, 58:9, 58:10, 61:7, 61:22, 62:12, 62:15, 63:18 standpoint [2] - 73:15, 80:7 stands [1] - 77:24 start [8] - 50:9, 50:13, 53:22, 54:2, 58:15, 58:16, 84:15, 91:7 started [3] - 52:17, 52:19, 59:6 starting [1] - 82:24 starts [1] - 18:7 State [5] - 11:9, 16:9, 35:1, 57:18, 57:20 state [3] - 86:19, 92:9, 93:15 state-wide [2] - 86:19, 93:15 statement [1] - 13:2 statements [1] - 91:18 status [8] - 70:14, 70:17, 70:21, 71:13, 73:6, 74:19, 76:18 stay [1] - 23:25 step [4] - 23:19, 24:17, 34:25, 51:20 Stephens [1] - 33:20 Steve [2] - 3:4, 8:6 stick [1] - 46:13 Still [1] - 32:20 still [15] - 23:21, 23:24, 39:2, 55:11, 56:4, 68:4, 68:9, 68:22, 69:18, 69:20, 69:21, 82:7, 89:18, 90:15, 92:22 stipend [1] - 27:10 stomach [1] - 90:13 stone [1] - 39:11 stop [2] - 93:18, 93:21 stories [1] - 30:20 story [1] - 94:14 Street [1] - 1:20 street [1] - 77:7 stress [2] - 28:11, 29:22 stressor [1] - 13:17 stretched [1] - 30:11 strike [1] - 85:14 strip [5] - 92:16, 93:6, 93:7, 94:6, 94:10 strip-search [1] - 92:16	stripped [1] - 15:21 strongly [1] - 31:23 structure [1] - 67:23 stuck [1] - 29:18 students [3] - 57:14, 57:21 study [18] - 25:4, 25:15, 25:17, 38:13, 38:23, 39:7, 39:12, 40:1, 40:8, 40:9, 40:11, 40:15, 42:18, 43:14, 48:21, 49:4, 49:8 stuff [5] - 64:10, 64:12, 67:10, 67:11, 77:7 Subcommittee [1] - 26:19 subcommittee [4] - 24:14, 27:12, 32:7, 83:1 submit [1] - 94:23 submitted [1] - 63:25 substance [2] - 56:9, 88:13 successful [1] - 6:20 successfully [2] - 8:9, 58:6 sued [2] - 10:5, 20:24 suicide [1] - 61:16 suit [1] - 77:12 super [1] - 58:5 supervision [1] - 94:7 Supervisor [1] - 6:12 supplemented [1] - 13:6 supplied [1] - 29:10 supplies [1] - 28:25 support [9] - 20:5, 22:11, 23:8, 24:2, 24:4, 31:6, 31:17, 31:23, 56:20 supported [1] - 56:14 supporting [2] - 22:23, 35:18 suppose [1] - 14:21 supposed [6] - 19:4, 19:8, 34:14, 34:15, 55:2, 64:1 surely [1] - 93:5 surgeons [1] - 91:19 surgeries [1] - 90:15 survey [4] - 23:16, 58:6, 58:11, 89:10 survival [1] - 36:12 survived [1] - 90:11 Susan [2] - 2:3, 4:11	sustain [1] - 35:7 sustainability [1] - 79:23 sustaining [1] - 36:18 swallowed [1] - 91:2 system [9] - 27:6, 31:10, 31:11, 36:6, 47:15, 59:14, 61:8, 63:1, 63:2 systems [1] - 24:4	theory [1] - 45:9 therefore [1] - 12:17 they've [2] - 47:19, 52:18 Thieler [3] - 3:19, 35:15, 35:16 THIELER [1] - 35:16 thinking [3] - 47:10, 69:24, 89:3 Thomas [1] - 32:23 three [8] - 5:5, 17:5, 19:23, 20:17, 20:18, 71:6, 71:12, 77:9 throat [1] - 91:6 throughout [5] - 56:20, 61:19, 67:2, 67:11, 94:4 thursday [1] - 1:11 Tier [2] - 74:19 Tim [2] - 33:1, 33:20 timeline [1] - 48:17 timely [1] - 31:25 timetable [2] - 82:22, 84:7 timing [1] - 83:3 TO [1] - 4:3 Today [1] - 52:17 today [8] - 39:24, 68:14, 70:5, 71:4, 75:1, 84:17, 86:14, 92:14 today's [1] - 70:10 together [4] - 57:13, 64:5, 76:13, 89:9 toilet [1] - 29:9 tomorrow [1] - 72:20 tonight [1] - 21:21 took [2] - 34:25, 86:11 tool [1] - 16:6 tools [11] - 12:15, 14:1, 14:4, 15:6, 15:21, 16:10, 18:2, 19:17, 56:5, 56:6, 56:8 toothpaste [5] - 28:2, 29:2, 29:3, 34:1, 34:21 top [1] - 62:20 topic [3] - 21:24, 22:2, 52:4 Torrance [1] - 58:19 total [7] - 6:15, 6:17, 25:23, 31:17, 59:7, 86:20, 86:21 touch [2] - 28:22, 34:9 touched [1] - 75:3 touching [1] - 54:24 tour [1] - 59:2	toward [1] - 57:16 towards [2] - 77:22 Tracey [1] - 33:3 train [1] - 80:11 trained [3] - 17:25, 43:1, 81:3 training [3] - 7:7, 18:3, 80:17 transcript [1] - 96:9 transfer [1] - 58:18 transfers [1] - 62:22 transparency [1] - 54:18 transport [7] - 11:12, 11:19, 18:12, 19:25, 20:2, 20:9, 94:4 transportation [1] - 56:13 transportations [1] - 5:8 transported [2] - 11:14, 11:25 trauma [2] - 93:16, 93:21 traumatizing [2] - 93:8, 93:9 treated [1] - 15:11 treatment [5] - 56:9, 75:7, 75:16, 88:13, 88:14 tremendous [1] - 51:2 Trevor [1] - 2:17 tried [2] - 42:19, 91:22 trip [2] - 58:24, 59:1 trojan [1] - 19:7 trouble [1] - 7:22 true [3] - 14:25, 42:19, 96:8 truly [2] - 14:13, 15:15 trust [1] - 67:6 try [3] - 70:11, 78:19, 93:20 trying [9] - 6:1, 28:22, 42:20, 77:8, 78:13, 87:10, 91:23, 92:23, 93:17 turn [3] - 7:4, 33:25, 55:2 turning [1] - 33:23 two [20] - 10:14, 10:17, 18:24, 19:13, 19:22, 19:23, 33:20, 51:14, 53:16, 61:6, 61:21, 62:3, 62:21, 71:7, 71:23, 72:13, 79:7, 83:6, 90:6, 91:22
--	--	--	---	--

two-and-a-half ^[1] - 18:24 typed ^[1] - 58:10 typically ^[6] - 48:8, 48:11, 79:21, 80:2, 88:18, 88:24	urine ^[1] - 91:3 usage ^[2] - 24:21, 73:19 uses ^[2] - 20:25, 87:24 utilizing ^[2] - 56:5, 89:12	wait ^[3] - 25:18, 80:24, 88:15 waited ^[1] - 74:2 waiting ^[8] - 25:20, 52:18, 53:3, 73:7, 85:15, 88:6, 88:8, 88:10 walking ^[1] - 7:22 wall ^[1] - 76:25 wants ^[4] - 45:14, 45:19, 60:18, 66:16 Warden ^[14] - 2:17, 2:18, 2:19, 2:20, 2:21, 18:15, 32:10, 33:21, 50:17, 51:7, 51:9, 54:11, 78:25, 81:21 WARDEN ^[47] - 50:8, 50:13, 55:3, 55:7, 58:3, 61:4, 62:2, 62:5, 62:9, 62:18, 63:8, 63:11, 64:9, 65:2, 65:8, 66:22, 67:14, 67:18, 68:4, 68:8, 68:11, 68:13, 68:16, 69:11, 69:17, 69:20, 70:1, 71:1, 73:4, 73:14, 77:17, 77:20, 79:18, 80:6, 80:15, 81:2, 81:12, 81:15, 83:5, 83:15, 83:21, 83:25, 84:11, 86:23, 87:3, 87:22, 88:9 Warden's ^[3] - 11:5, 50:6, 53:15 WARDEN'S ^[1] - 50:7 Wardens ^[1] - 92:10 WARDENS' ^[1] - 54:6 warned ^[1] - 90:17 Washington ^[3] - 9:13, 9:14, 33:1 waste ^[1] - 40:6 water ^[2] - 52:13, 79:13 weapons ^[1] - 19:23 wear ^[1] - 94:11 website ^[3] - 63:5, 65:17, 94:25 Wednesday ^[1] - 71:7 week ^[3] - 15:9, 17:5, 71:6 weekly ^[1] - 59:16 weeks ^[5] - 7:2, 51:15, 75:9, 83:6, 85:15 welcome ^[4] - 9:3, 54:8, 87:22, 94:19 Welfare ^[2] - 21:9, 22:10	welfare ^[1] - 22:12 whole ^[6] - 41:10, 41:18, 42:2, 68:25, 73:16, 76:25 wide ^[2] - 86:19, 93:15 wife ^[1] - 90:5 William ^[1] - 32:25 willing ^[2] - 17:11 windows ^[1] - 75:23 WINGARD ^[7] - 50:8, 50:13, 77:17, 77:20, 86:23, 87:3, 87:22 Wingard ^[1] - 2:17 wits ^[1] - 15:7 woke ^[1] - 90:25 woman ^[2] - 10:3 women ^[2] - 7:5, 33:22 wonder ^[3] - 14:10, 14:13, 34:5 wondering ^[8] - 40:14, 60:20, 60:24, 64:4, 66:17, 70:22, 76:13, 80:24 word ^[1] - 57:12 wording ^[1] - 14:8 words ^[5] - 18:22, 18:23, 19:5 Worker ^[1] - 92:8 works ^[1] - 41:8 worry ^[1] - 36:2 worse ^[3] - 14:6, 16:18, 17:14 worth ^[3] - 84:17, 84:24, 85:2 wrinkles ^[1] - 51:24 write ^[1] - 57:23 writing ^[1] - 57:10 written ^[2] - 18:16, 23:1	52:20, 78:12 Young ^[1] - 2:21 young ^[2] - 7:4, 76:21 younger ^[1] - 76:22 youth ^[1] - 93:13
U	V	Z		
ultimately ^[2] - 69:3, 77:22 unavailable ^[2] - 63:24, 66:3 under ^[10] - 24:13, 26:11, 28:11, 29:22, 34:12, 68:19, 68:20, 69:4, 72:8, 72:11 undergone ^[1] - 90:15 undergraduate ^[1] - 57:14 unfair ^[1] - 41:20 uniform ^[1] - 15:3 union ^[3] - 67:25, 68:5, 68:7 Union ^[1] - 16:24 Unit ^[1] - 80:3 unit ^[3] - 67:1, 75:7, 78:5 University ^[1] - 57:6 unless ^[1] - 46:17 unthinkable ^[1] - 30:9 up ^[45] - 4:20, 6:6, 8:18, 15:20, 16:18, 17:10, 17:17, 18:1, 21:9, 27:20, 34:6, 45:8, 45:22, 46:13, 48:16, 50:24, 53:17, 54:21, 56:2, 58:18, 58:22, 60:6, 70:9, 70:18, 73:20, 74:10, 74:16, 75:13, 76:6, 76:7, 76:10, 76:24, 77:1, 77:10, 77:23, 78:12, 85:19, 86:1, 89:10, 89:14, 90:25, 92:9, 92:14, 92:19, 94:14 upcoming ^[3] - 7:2, 40:21, 59:1 update ^[3] - 52:16, 58:13, 66:4 updated ^[4] - 52:8, 63:17, 65:3, 65:19 updates ^[3] - 25:16, 52:24, 78:24 urgent ^[3] - 4:19, 80:13, 90:17	vagueness ^[1] - 14:8 valuable ^[1] - 40:13 variety ^[3] - 23:3, 70:15, 88:9 various ^[1] - 79:25 vendor ^[2] - 26:18, 27:9 verbally ^[1] - 55:11 verification ^[1] - 61:6 verify ^[1] - 67:15 via ^[2] - 5:9, 96:7 Victor ^[1] - 32:24 video ^[2] - 34:10, 36:8 view ^[1] - 59:16 Vinckley ^[1] - 32:21 violates ^[1] - 11:22 violations ^[1] - 8:11 violence ^[1] - 7:8 violent ^[1] - 74:6 vision ^[1] - 90:10 visit ^[4] - 70:10, 72:13, 84:19, 85:16 visitation ^[1] - 34:10 visits ^[3] - 34:10, 36:8, 51:15 visual ^[1] - 57:24 VJA ^[1] - 56:14 volume ^[1] - 69:3 vomit ^[2] - 91:3, 91:4 vote ^[7] - 43:12, 44:14, 44:17, 44:18, 47:9, 49:20, 60:15 voted ^[2] - 12:23, 14:18 voters ^[9] - 12:20, 13:2, 13:11, 14:13, 14:20, 19:1, 33:13, 33:16, 33:17 voting ^[10] - 13:12, 21:20, 21:22, 33:18, 43:23, 44:3, 44:7, 44:10, 45:10, 49:10	Zachary ^[1] - 33:2 Zak ^[2] - 3:3, 6:12 ZAK ^[3] - 6:11, 7:20, 8:2 zero ^[5] - 6:24, 6:25, 7:1, 34:24 Zilinek ^[1] - 32:24		
Y	W			
y'all ^[2] - 5:23, 85:22 year ^[9] - 32:8, 52:15, 53:17, 54:14, 56:22, 83:10, 86:17, 87:24, 90:14 Year's ^[1] - 78:19 year-and-a-half ^[1] - 54:14 years ^[10] - 20:17, 33:20, 39:16, 39:23, 50:20, 50:21, 51:7, 54:20, 69:2, 91:23 yesterday ^[6] - 5:24, 17:1, 17:15, 19:13,	wage ^[1] - 23:24 wager ^[1] - 14:3			

JAIL OVERSIGHT BOARD ACTION TRACKER					
File No.	Date	Type	Status	Vote Information	Details
2024-046	2/6/2025	Motion	Passed (5-3)	Yays (Innamorato, Hallam, Griffin, Perkins, and Man-E)	Motion: to approve IIWF monthly disbursements of \$125 for February-June 2025 (to be calculated on the first of each month). Amended (passed 5-3): to approve IIWF disbursements for February-August 2025 (to be calculated on the first of each month).