Page 1

## COUNCIL OF THE CITY OF PHILADELPHIA SPECIAL COMMITTEE ON CRIMINAL JUSTICE REFORM

Room 400, City Hall Philadelphia, Pennsylvania Monday, April 18, 2016 1:10 p.m.

## PRESENT:

COUNCILMAN CURTIS JONES, JR.
WILLIAM COBB, representative of formerly incarcerated person
REVEREND ADAN MAIRENA, W. Kensington Ministry at Norris Square
ANN SCHWARTZMAN, PA Prison Society
KEVIN BETHEL, Philadelphia Police Department (retired)
WILFREDO ROJAS, Office of Community Justice and Outreach (retired)
JULIE WERTHEIMER, Managing Director's Office
JUDGE BENJAMIN LERNER, Deputy Managing Director

RESOLUTION 160101 - Resolution appointing members to the "Special Committee on Criminal Justice Reform," who will conduct public hearings examining the Philadelphia criminal justice system for the impact of current policies, and offer recommended strategies for reform that are in the best interest of public safety and the public good.

|    |   | Page 2 |
|----|---|--------|
| 1  |   |        |
| 2  | COUNCILMAN JONES: Good                    |        |
| 3  | afternoon, everyone. We are reconvening   |        |
| 4  | the Special Committee on Criminal Justice |        |
| 5  | Reform.                                   |        |
| 6  | Will the Clerk please read the            |        |
| 7  | title of the resolution.                  |        |
| 8  | THE CLERK: Resolution 160101,             |        |
| 9  | appointing members of the "Special        |        |
| 10 | Committee on Criminal Justice Reform,"    |        |
| 11 | who will conduct public hearings          |        |
| 12 | examining the Philadelphia criminal       |        |
| 13 | justice system for the impact of current  |        |
| 14 | policies, and offer recommended           |        |
| 15 | strategies for reform that are in the     |        |
| 16 | best interest of public safety and the    |        |
| 17 | public good.                              |        |
| 18 | COUNCILMAN JONES: Will the                |        |
| 19 | Clerk also read the first group of        |        |
| 20 | witnesses to testify.                     |        |
| 21 | THE CLERK: Michael Pennington,            |        |
| 22 | Director, Office of Juvenile Justice and  |        |
| 23 | Delinquency Prevention; Stephanie A.      |        |
| 24 | Bradley, Managing Director,               |        |
| 25 | Evidence-Based Prevention and             |        |

|    |   | Page 3 |
|----|---|--------|
| 1  | 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 |        |
| 2  | Intervention Support Center, EPISCenter;        |        |
| 3  | Chekemma Fulmore-Townsend, Executive            |        |
| 4  | Director, Philadelphia Youth Network.           |        |
| 5  | (Witnesses approached witness                   |        |
| 6  | table.)   |        |
| 7  | COUNCILMAN JONES: I want to                     |        |
| 8  | welcome all my panelists that are experts       |        |
| 9  | in their respective field.                      |        |
| 10 | Would any of you like to give                   |        |
| 11 | an opening statement before we begin            |        |
| 12 | today's testimony?                              |        |
| 13 | MS. SCHWARTZMAN: Sure. I just                   |        |
| 14 | wanted to say thank you for coming, for         |        |
| 15 | attending, and for giving us your best          |        |
| 16 | ideas. Criminal justice clearly is an           |        |
| 17 | important and vital issue now that the          |        |
| 18 | City of Philadelphia needs to look at,          |        |
| 19 | and your interest, your input, and your         |        |
| 20 | support is critical at this point. So           |        |
| 21 | thank you.                                      |        |
| 22 | COUNCILMAN JONES: For                           |        |
| 23 | housekeeping purposes, everything is            |        |
| 24 | being transcribed and we're on                  |        |
| 25 | television. So state your name for the          |        |

Page 4 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 1 2. record so we have that and begin your testimony. 3 MR. PENNINGTON: Okay. Good 4 5 morning. I am Mike Pennington, Director of the Office of Juvenile Justice and Delinguency Prevention at the Commission on Crime and Delinquency. 8 9 COUNCILMAN JONES: Can you pull that up a little closer. 10 11 MR. PENNINGTON: Thank you. On behalf of Chairman Josh 12 Shapiro, I would like to thank you for 13 14 inviting PCCD to be part of this hearing 15 and for the opportunity to share some of 16 PCCD's efforts around delinquency and violence prevention, as well as 17 Pennsylvania's juvenile justice system 18 19 enhancement strategy. 20 The mission of the Pennsylvania 2.1 Commission on Crime and Delinquency, or PCCD for short, is to enhance the 22 23 quality, coordination, and planning within the criminal and juvenile justice 2.4 25 systems, to facilitate the delivery of

Page 5 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 1 services to victims of crime, and to 2. increase the safety in our communities. The demand for programs and 4 interventions that are effective in 5 preventing adolescent problem behaviors has never been greater. PCCD has a track record in leading the development and 8 9 implementation of research-based approaches that have proven successful in 10 preventing youth violence, delinquency, 11 substance abuse, educational failure, and 12 many other problem behaviors. The Center 13 14 for the Study of Prevention of Violence at the Institute of Behavioral Science, 15 16 University of Colorado Boulder designed 17 and launched a national youth prevention initiative in 1996, with funding 18 assistance from PCCD, to identify and 19 20 replicate violence, delinquency, and drug 2.1 prevention programs that have been 22 demonstrated as effective. This project, 23 initially called Blueprint for Violence Prevention, identified prevention and 2.4 25 intervention programs that met a strict

Page 6 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 1 2. scientific standard of program effectiveness. Today, Blueprints has 3 been rebranded as Blueprints for Healthy 4 Youth Development and funded by the Annie 5 E. Casey Foundation. With funding from the Casey Foundation, outcomes have been expanded to include not only problem 8 9 behavior, but also education, emotional well-being, physical health, and positive 10 11 relationships. It is well established that the 12 presence of certain key factors in the 13 14 life of a child places that child at 15 increased risk of many adolescent problem 16 behaviors. These factors include certain 17 characteristics of individual communities, schools, and families, as 18 well as characteristics, attitude, and 19 20 behavior and peer relationships of a 2.1 child. The identification, assessment, and prioritization of these risk factors 22 23 are a key aspect of the Communities That Care, or CTC for short, risk-focused 2.4 25 prevention initiative framework that is

Page 7 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 1 the foundation of PCCD's comprehensive 2. prevention strategy. CTC is a public health approach that seeks community 4 involvement to identify and address a 5 community's local risk factors. The CTC framework uses the Social Development Strategy, which is a 8 9 research-based model that organizes known protective factors into a quiding 10 11 framework for building positive futures for children, assesses risk and 12 protective factors, matches risk and 13 14 protection profiles with tested effective 15 programs, and promotes positive youth 16 development by reducing risk and enhancing protection. 17 18 The CTC Social Development Strategy helps communities assess and 19 prioritize certain risk factors in 20 communities and utilize effective 2.1 22 programs to address those needs. PCCD's 23 nationally recognized Resource Center for Evidence-Based Prevention and 2.4 25 Intervention Programs and Practices was

Page 8 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 1 2. created to support high-quality and effective juvenile justice intervention 3 and delinquency prevention programs. 4 5 ongoing work of the Resource Center is a collaborative effort with the Departments of Human Services, Drug and Alcohol Programs, Education, the Juvenile Court 8 9 Judges' Commission, the Council of Chief Juvenile Probation Officers, and many 10 11 other stakeholders. The Resource Center has three main focus areas: supporting 12 evidence-based programs, incorporating 13 14 research-based principles and practices 15 into local programming, and supporting 16 community planning efforts and 17 implementation of effective programs. 18 Collecting and analyzing data is an important part of identifying 19 20 problem areas to address. PCCD conducts 2.1 a biennial survey of school students in the 6th, 8th, 10th, and 12th grades to 22 23 learn about their behaviors, attitudes, and knowledge concerning alcohol, 2.4 25 tobacco, other drugs, and violence.

Page 9 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 1 2. Pennsylvania Youth Survey is sponsored and conducted in the fall of odd numbered years by PCCD. The data gathered in the 4 PAYS serves two primary needs. First, 5 the results provide school administrators, state agency directors, legislators, and others with critical 8 9 information concerning the changes and patterns of use and abuse of harmful 10 11 substances and behaviors. 12 Second, the survey assesses risk factors that are related to these 13 14 behaviors and the protective factors that 15 help quard against them. 16 information allows community leaders to direct prevention resources to areas 17 where they are likely to have the 18 19 greatest impact. 20 The 2015 survey was funded by 2.1 PCCD, Department of Drug and Alcohol Programs, Department of Education, and 22 23 this funding enabled us to offer this at no charge to any school or district. 2.4 25 There are currently 351 school districts

Page 10 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. participating in Pennsylvania. PCCD, in partnership with the Department of Human Services, supports 4 the Penn State University's EPISCenter to 5 provide ongoing training and technical assistance and support to jurisdictions around the state to implement 8 9 evidence-based prevention and 10 intervention programs. 11 PCCD has had a long and 12 successful partnership with the Prevention Research Center at Penn State. 13 14 Dr. Stephanie Bradley is here today, who 15 is the Managing Director of the 16 EPISCenter, to provide more details on 17 the work of the EPISCenter. 18 EPISCenter has developed the capacity to estimate the significant return on 19 investment of PCCD's evidence-based 20 2.1 programming, based upon the highly regarded approach of the Washington State 22 23 Institute for Public Policy. The goal is 2.4 to focus on programs that give us the 25 most confidence in achieving better

Page 11 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 1 2. statewide outcomes, coupled with a more efficient use of taxpayer dollars. 3 Annually, PCCD provides funding 4 opportunities to support evidence-based 5 6 programming for children and families. In addition, the Commonwealth continues to aggressively pursue 8 9 implementation of Pennsylvania's Juvenile Justice System Enhancement Strategy, or 10 JJSES is a commitment 11 JJSES for short. 12 to working in partnership to enhance the capacity of our system to achieve its 13 14 balanced and restorative justice mission 15 by employing evidence-based practice with 16 fidelity at every stage of the juvenile 17 justice process; collecting and analyzing 18 data necessary to measure the results of these efforts; and, with this knowledge, 19 20 to continuously improve the quality of 2.1 our decisions, services, and programs. The Juvenile Court Judges' 22 23 Commission is coordinating the implementation of this strategy with the 2.4 25 assistance of a leadership team of chief

Page 12 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 1 2. juvenile probation officers, PCCD, and other staff from the Juvenile Court Judges' Commission. 4 5 Essential to the underlying 6 philosophy of JJSES is the concept that juvenile justice interventions and programs are considered effective when 8 9 they reduce a juvenile's risk to reoffend and that the application of 10 11 evidence-based practices will enhance 12 public safety. Equally important as the tenets 13 14 of JJSES are the concepts of fundamental 15 fairness and structured decision-making 16 as a tool to help system professionals 17 make consistent, appropriate, effective, and fundamentally fair decisions. 18 Pennsylvania juvenile justice system now 19 utilizes the Youth Level of Service/Case 20 2.1 Management Inventory, which is a valid risk assessment instrument that measures 22 23 42 risk/need factors within the following eight domains. Just a couple of those 2.4 25 are prior and current offenses, attitudes

Page 13 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 1 2. and orientation, personality and behavior, peer relations, family, and a 3 number of others. 4 5 The YLS is critical in helping 6 develop recommendations to the court based on the YLS results, including the identified risks and needs of each 8 9 juvenile and the development and implementation of the case plan based on 10 11 the YLS results, which target services to meet the risks and needs of each 12 juvenile. 13 14 The availability of YLS scores, 15 as a result of our system enhancement 16 strategy, is becoming increasingly 17 important to judges in crafting, implementing, and monitoring dispositions 18 in juvenile delinquency cases and in 19 20 complying with both statutory and 2.1 procedural court rules. The development of statewide 22 23 and county-specific baseline recidivism rates is a particularly noteworthy 2.4 25 accomplishment. Pennsylvania is one of

Page 14 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 1 2. the few states with the capacity to develop information of this type. For 3 the purposes of this research, recidivism 4 is defined as a subsequent adjudication 5 of delinquency or conviction in criminal court for a misdemeanor or felony offense within two years of case closure. 8 The 18 percent recidivism rate 9 for cases closed in 2011 represents an 18 10 11 percent reduction from the four-year 12 average recidivism rate of 22 percent for cases closed from 2007 through 2010. 13 14 This dramatic reduction in the statewide rate for cases closed in 2011 is 15 16 especially significant because 2011 was 17 really the first year that we could realistically assess the impact of our 18 19 system enhancement strategy. 20 In order to improve services to 2.1 youth in the juvenile justice system, we are piloting the Standardized Program 22 Evaluation Protocol, which is SPEP for 23 short. SPEP is a validated, data-driven 2.4 25 rating scheme for determining how well an

Page 15 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 1 2. existing program matches research evidence for the effectiveness of that particular type of intervention for 4 5 reducing the recidivism of juvenile offenders. The SPEP process includes provider interviews and a review of data 8 9 from the Juvenile Court Judges' Commission's juvenile case management 10 system database, which has been used to 11 12 identify statewide utilization rates of delinquency service providers. Probation 13 14 officers and service providers jointly 15 contribute to the SPEP assessment process and work with consultants at the 16 17 EPISCenter to create and implement 18 performance improvement plans. 19 Cooperation throughout this process is 20 deepening systemwide understanding of 2.1 provider programs and services. As a result, judges and probation officers can 22 23 more easily refer the right kids to the right programs for the right amount of 2.4 25 time.

Page 16 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 1 2. Another important initiative is our Pennsylvania Academic, Career and 3 Technical Training initiative. PACTT is 4 an interagency initiative designed to 5 further develop job readiness, academic, and employability skills for system-involved youth. The PACTT 8 9 standards are built on the balanced and restorative justice principle of offender 10 11 competency development. Provider 12 affiliates focus on providing youth with training that will qualify them for jobs 13 14 in the areas of industry growth that will 15 lead to careers with sustainable wages. 16 This work begins while youth are in 17 placement and continues when they return to their communities. 18 19 Recent trends regarding 20 juvenile violent crime arrest rates, 2.1 juvenile delinquency dispositions, juvenile delinquency placements, and 22 detention center admissions all serve to 23 confirm the efficacy of the 2.4 25 evidence-based practices that now form

Page 17 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 1 2. the foundation of Pennsylvania's juvenile justice system. One of our emerging priorities 5 is increasing the role of PCCD in coordinating and implementing a comprehensive delinquency and violence prevention strategy for the Commonwealth. 8 9 One of our major goals is to make communities safe through collaboration 10 11 and targeted investments. Moving 12 forward, PCCD will be working collaboratively with our state and local 13 14 partners to continue to improve the coordination of delinquency and violence 15 16 prevention-related initiatives across the Commonwealth as well as continued 17 implementation of our juvenile justice 18 19 system enhancement strategy. 20 PCCD is committed to investing 2.1 in proven, effective programs to address violence, delinquency, and other problem 22 behaviors. As I mentioned before, PCCD 23 has also invested in a statewide 2.4 25 infrastructure through the EPISCenter to

Page 18 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 1 2. provide training and technical assistance to communities and practitioners. 3 Dr. Bradley will further explain the work 4 of the EPISCenter shortly. 5 Some of the specific funding streams that are available annually to support local initiatives include state 8 9 Violence Prevention Program funds, state Substance Abuse Education and Demand 10 Reduction funds, federal Title II 11 12 Juvenile Justice and Delinguency Prevention funds, and federal Justice 13 14 Assistance Grant funds, which we call our 15 JAG funds. Currently, the federal JAG 16 funding announcement is open, and up to \$5.4 million is available to support 17 several objectives. Some of these 18 include: 19 20 Increase the efficacy of state 2.1 and local planning efforts through 22 interagency collaboration; provide and 23 support evidence-based programs and 2.4 practices; promote the appropriate use and measure the effectiveness of 25

Page 19 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 1 2. promising approaches and disposition alternatives; promote the implementation 3 of reentry programs and practices; and 4 engage schools, communities, and families 5 in violence prevention and increase the support services provided to those who have been victims of violence. 8 9 Applications are due June 24th and eliqible applicants are local units 10 11 of government and private non-profit 12 organizations. PCCD expects to fund 13 approximately 25 to 30 grants. 14 Thank you for the opportunity to present here today, and I look forward 15 16 to our partnership moving forward. 17 COUNCILMAN JONES: Thank you. So much for our instructions of 18 abbreviation. We appreciate, however, 19 all of that information. 20 2.1 Is it the will of the panel that we wait to hear the first panel 22 23 testify and then ask questions or we can go in one at a time to begin questioning? 2.4 25 DEPUTY COMMISSIONER BETHEL:

Page 20 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. know Mike had to leave. COUNCILMAN JONES: Oh, you have 3 to leave. So we'll make that exception. 4 I understand he has an important thing to 5 6 go to. His son's baseball game, is it? MR. PENNINGTON: Yes. COUNCILMAN JONES: 8 We won't 9 hold you from that. 10 MR. PENNINGTON: That's okay. 11 I have time. 12 COUNCILMAN JONES: So a couple 13 of things. Number one, I know what PCCD 14 does. I am a member of the body. For 15 people listening at home that don't, how 16 much -- so it's a Governor's commission 17 that deals with crime and juvenile delinguency. I'm glad to hear that you 18 said that we are measuring things for 19 20 outcome-based accounting and 21 accountability, which I think everybody has moved and evolved towards. So are we 22 23 measuring what our impact is in particular areas, whether it is witness 2.4 25 compensation or juvenile programs?

Page 21 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. are saying, here's what it was before, here is what it is now. 3 MR. PENNINGTON: Yes. 4 And just 5 for those folks that are here, PCCD is really responsible for justice policy planning and coordinating around the Commonwealth. So we administer a number 8 9 of state and federal funding streams, provide -- facilitate the delivery of 10 11 services to victims, and work on criminal 12 justice and juvenile justice system improvement efforts, and we also do some 13 research and evaluation. 14 So we are -- that's one of our 15 priorities, is measuring the 16 17 effectiveness of what we do. We have a 18 limited amount of funds right now. 19 want to make sure what we support, what 20 is improved by our Commission has an 2.1 impact out in the communities. So we're 22 measuring systemwide recidivism rates, 23 but we're also -- and I think Dr. Bradley is going to talk a little bit about this, 2.4 25 that with our prevention programming,

Page 22 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. we've developed standardized program measures, and we're also measuring the 3 impact, the return on investment that we 4 are making. We've done that for a number 5 of years now. So we want that feedback. We want to see how we're doing with communities, and we want to provide 8 9 technical assistance to communities to help them understand what programs may be 10 11 effective for addressing particular 12 problems in communities. I mentioned our kind of CTC 13 14 framework. What I really like about that 15 is, it's unique to every community. 16 based on what the community's needs and issues are. It's not just a model that 17 is good for certain things. It is based 18 on what the community's needs are, what 19 20 those risk and protective factors are for 2.1 each community. And those are some of 22 the things that we're doing, but we 23 definitely measure the effectiveness of what we do and want to make sure what we 2.4 25 fund is having a positive impact out in

Page 23 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 1 2. the communities. COUNCILMAN JONES: So, again, you deal with 66 counties. You deal with 4 5 a whole spectrum of crime and justice, that you help law enforcement do --6 update equipment. You help victims receive relief. You help returning 8 9 citizens try to find their way back into society. You deal with prevention. 10 11 deal with all of the things in the 12 continuum of justice. You also do 13 grants. 14 How much is your annual RFP 15 grant allocation that you've been 16 administering from the feds to the state 17 to municipalities around the Commonwealth, roughly? 18 19 MR. PENNINGTON: Well, I can 20 speak from our Juvenile Justice Office. 2.1 We receive approximately one and a half million dollars in federal Title II 22 23 funds. Our violence prevention programs, we recently put out about \$2 million for 2.4 25 violence prevention programming. And, as

Page 24 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 1 2. you said, we have a number of other federal funding streams. I don't have 3 those off the top of my head, but I'd be 4 5 glad to provide a list of those that 6 might be beneficial to the group. COUNCILMAN JONES: I iust wanted to give -- including the youth 8 9 component, but I wanted everyone on the panel to understand this is a valuable 10 resource that is, in my opinion, 11 12 underutilized, everybody in the audience too, that you can go after particular 13 14 grants that deal with that continuum. 15 And I don't know to the degree that 16 Philadelphia has kind of participated in the way that it should considering when 17 18 you look at the state's crime picture, there's us, there's Pittsburgh, and I 19 20 think Harrisburg is probably in the 2.1 middle of the state probably contributing a lot of the criminal justice work. 22 23 So now with that being said, youth, we have a situation where we have 2.4 25 young people literally being what are

Page 25 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 1 2. called crash dummies, and these older guys are convincing them that if they 3 commit a violent crime, that because 4 they're juveniles, nothing will happen to 5 6 them, and that if they commit that crime, they'll be let out in two years. This is not true. This is a problem. 8 As we 9 start to codify programs for this summer and beyond to identify ways to intervene, 10 11 it is through your office again that we submit our RFPs? 12 13 MR. PENNINGTON: Yes. Well, 14 it's determined by our state advisory 15 group that we have, and depending on the 16 amount of money we have, we set 17 priorities just each year to -- depending on how much funding we do receive, then 18 we decide how much we can put out for 19 20 competitive opportunities for funding. And we also -- and I do want to mention 2.1 22 that we do provide technical assistance 23 and training. A lot of that is through 2.4 the EPISCenter. So we would be happy to 25 come to Philadelphia to sit down to talk

Page 26 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. about some of our strategies and what may be helpful for you moving forward. 3 that's a critical resource, and that's 4 something that the Commission really 5 does, is try to facilitate training and technical assistance to really -- because we need to hear from you, because we need 8 9 to make sure what we are funding has targeted the needs of communities. So we 10 11 have a lot of subcommittees at PCCD 12 because we want local practitioners and 13 experts and folks that are dealing with 14 the issues to give us feedback on what is needed out there so we can direct our 15 16 money to the areas that need it most. 17 COUNCILMAN JONES: There was a day reporting center we visited in 18 19 Pittsburgh that was a one-stop shop for young people, and they picked the kids up 20 21 from warring neighborhoods, brought them to the center, worked on their homework, 22 23 worked on their life issues, took them back home, went and did school visits, 2.4 25 went and did all those kinds of little

Page 27 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 1 2. things, and I just thought if we could replicate that in Philadelphia -- well, 3 we need to replicate it in every 4 5 neighborhood and if we could -- the way 6 they did it just had so many good 7 outcomes. Are you familiar with what I'm 8 9 talking about? MR. PENNINGTON: Yes. 10 11 familiar with day/evening reporting I'm not sure if I'm familiar 12 centers. with the specific one that you were 13 14 mentioning, but I probably am. I just 15 want to make sure I'm not mixing it up 16 with something else. 17 COUNCILMAN JONES: Are you 18 familiar? You seem to have nodded. 19 MS. FULMORE-TOWNSEND: I am familiar --20 2.1 COUNCILMAN JONES: Can you pull 22 the mic and say who you are. 23 MS. FULMORE-TOWNSEND: Sure. This is Chekemma Fulmore-Townsend. 2.4 25 the President and CEO of the Philadelphia

Page 28 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. Youth Network, and I am familiar with the evening reporting center strategy. 3 COUNCILMAN JONES: So do we 4 have that in Philly? 5 MS. FULMORE-TOWNSEND: We had I don't know how they are two. performing now, but I know there was a 8 9 huge movement in partnership with the Department of Human Services to implement 10 11 two centers locally. 12 COUNCILMAN JONES: Okay. 13 going to put a pin in that, but that kind 14 of program, where you have case 15 management, where you have intervention, 16 where you have peer counselors that 17 relate to young people and actually can communicate in an effective way is what 18 I'd love to see more of in neighborhoods. 19 20 And Pittsburgh is not Philly. We have a 21 much more acute problem, in my opinion, 22 but if we could replicate that success, 23 if we have it here, in key hot zones, if you would, for lack of a better 2.4 25 terminology, that's the kind of thing

Page 29 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 1 2. that I think gets down into the weeds, if you would, to try to create prevention. 3 Does any other panel members 4 have questions? 5 6 MR. ROJAS: Yeah, I do. 7 Wilfredo Rojas. I worked in corrections for 24 and a half years and I worked with 8 9 the juvenile population at the House of Correction. 10 11 One question I have. You 12 talked about priorities, and we tend to focus a lot on inmates, on juveniles that 13 14 are already going through the system. 15 When you talk about priorities, what about children who are children of murder 16 victims, who have to -- a lot of the data 17 18 shows that a lot of them will go out and commit crimes because of what they're 19 20 going through. 2.1 MS. BRADLEY: This is Stephanie 22 Bradley from the Prevention Research Center at Penn State. Mike asked me to 23 sort of contribute to this, to the answer 2.4 25 here.

Page 30 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. There are two programs that are currently funded by PCCD that have strong 3 evidence of effectiveness of working with 4 children who have experienced trauma. 5 One is trauma-focused cognitive behavioral therapy, TFCBT. The other is Family Bereavement Program. Both of 8 9 these programs work with -- one in particular deals with youth who have lost 10 a parent or both parents, and it's a 11 12 therapeutic process that they go through with a counselor. Trauma-focused CBT is 13 14 not specific to death, but requires that 15 the youth has a known experienced trauma, 16 which of course murder of a parent would 17 certainly qualify there. So those are two programs that 18 are currently funded by PCCD that the 19 20 EPISCenter provides training and 2.1 technical assistance support for. 22 communities could pursue grant funding 23 from PCCD and work with us to implement both of those models. 2.4 25 MR. ROJAS: What about

Page 31 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 1 2. communities of diverse cultures? MS. BRADLEY: The programs are 3 relevant for those as well. 4 MR. ROJAS: And it's a priority 5 6 across the Commonwealth? MS. BRADLEY: I can't speak to the priorities. That's more of a 8 9 question I think for Mike. MR. PENNINGTON: I mean, it's 10 11 certainly something that we support 12 through our funding streams. I mean, we have a number of different programs to 13 14 deal with a number of different areas. 15 So the JAG funding announcement that's 16 out currently right now provides funding 17 for a wide range of initiatives across the spectrum to support a number of 18 different populations across criminal 19 20 justice, juvenile justice, prevention, 21 reentry, folks that -- solutions for mental illness, substance abuse issues. 22 So there's a number of areas. 23 pretty wide to what the funding will 2.4 25 support.

Page 32 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. MS. BRADLEY: I'd also like to add something else to that, if I could. 3 PCCD over the last couple of years while 4 5 Mr. Pennington was at the Bureau of Juvenile Justice Services has been working on a number of specific targeted outreach efforts through the EPISCenter 8 9 to recruit high-risk communities to adopt the communities, the Care Coalition 10 11 model, which I think also gets to your 12 question about priorities and high-risk 13 areas. 14 MR. ROJAS: With respect to 15 your intervention, therapeutic 16 intervention, do any of your programs 17 utilize the multi-systematic therapy? 18 MS. BRADLEY: Yes, absolutely. 19 MST is a program that's been well 20 supported in the state for a number of 2.1 years. The EPISCenter provides training 22 and technical assistance support for that 23 program model. We work with about 51 MST 2.4 teams across the state. 25 MR. ROJAS: Last question.

Page 33 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 1 2. What has been the effectiveness of any residential or community supervision 3 programs with your juveniles? 4 What's 5 been your experience? What does the data 6 say? MR. PENNINGTON: Well, I can speak to the recidivism rates. I don't 8 9 have the numbers right here on specific like residential providers or anything 10 11 like that, but the statewide recidivism 12 rate is 18 percent from cases closed in 2011 for -- that's all cases. But I 13 14 think what you probably will find is kids 15 that are in residential placement, the 16 recidivism rates are a little bit higher, 17 because kids that are more higher risk are the ones that are in out-of-home 18 placement. Or based on the counties that 19 20 use the YLS risk/need assessment, those 2.1 kids that are in out-of-home placement should be kids that are higher risk, 22 23 moderate to high risk. MR. ROJAS: So do I gather then 2.4 25 that residential incarceration, it has

Page 34 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. not proven to be very effective with 3 juveniles? 4 MR. PENNINGTON: No, I'm not saying that. I think it can be very 5 6 effective. I'm just saying that the 7 strategy -- let me back up a little bit. From 2007 to 2014, delinquency 8 9 placements based on a new allegation have decreased over 40 percent. So what we're 10 trying to do is keep kids out of the 11 12 system that are lower risk, divert them into community-based services, and 13 14 reserve -- kids that are out-of-home 15 placement would be for higher risk levels of kids. 16 17 Now, we still -- I'd have to 18 get those recidivism rates, but what I'm saying is, they may not be as low as kids 19 that aren't in like secure residential 20 2.1 placement facilities. But we have some 22 very good programs out there, but the 23 recidivism levels may not be as low as other programs for low- to moderate-risk 2.4 25 kids.

Page 35 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. COUNCILMAN JONES: Any other questions? 3 MS. SCHWARTZMAN: I just had 4 I'm Ann Schwartzman with the 5 one. 6 Pennsylvania Prison Society. One of the issues that we've looked at over the years is the impact on 8 9 children when parents are incarcerated, and I'm just wondering if you're aware of 10 11 any programs or if there's anything that 12 PCCD might be looking at or the EPISCenter now to really focus on kids 13 14 who might be at risk whose parents are 15 away. 16 MS. BRADLEY: Well, I would go 17 back to, for one, the trauma-focused CBT, because that's removal of a parent. 18 Incarceration of a parent is also trauma. 19 20 We have worked in the past with Big 2.1 Brothers Big Sisters programming that 22 focuses specifically on children of 23 incarcerated parents. Certainly I think that we could be looking into the 2.4 25 evidence base around what programs are

Page 36 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 out there for youth who are experiencing 2. that specific type of family 3 circumstance, but those are the two that 4 sort of pop into my mind most 5 immediately. And I'd be happy to look further into that and provide feedback to the Council. 8 9 COUNCILMAN JONES: If I may, Amichi, I believe it is. 10 11 MS. BRADLEY: Amachi. 12 COUNCILMAN JONES: Amachi. You're familiar with them. They deal 13 14 with that whole generational issue, and 15 most recently Councilman Johnson and I 16 left Graterford and saw a group of 17 inmates that want to reconnect with their family and their children in particular 18 through teleconferencing with the School 19 District, which is something that they're 20 2.1 trying to re-establish contact, begin to be a part of their lives. It's in the 22 23 beta testing form and very formula, but I do think it may have useful benefit when 2.4 25 you start talking about individuals

Page 37 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 1 2. starting to care and reconnect with their community and beginning to be at least a 3 positive influence on their lives. 4 5 So two that I know about. 6 REVEREND MAIRENA: T had a question. Reverend Adan Mairena from the West Kensington Ministry. 8 9 Related to my colleague's question here, do you or is there any 10 11 evidence-based studying, is there 12 anything related to working with schools where children are attending whose 13 14 parents are incarcerated? Is there any 15 data? Is there any connection at all 16 whatsoever? Are there any programs? Is 17 there anything where organizations like 18 yourself or any organizations identifies children in schools whose parents are 19 20 incarcerated and is there any type of 2.1 relationship? 22 MS. BRADLEY: I'm not entirely 23 sure I understand your question, but it sounds like maybe --2.4 25 REVEREND MAIRENA: Like I have

Page 38 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. children whose parents are in jail. attend our public schools, but it seems 3 like the schools don't know. 4 counselors don't -- if they have a 5 counselor, they don't know. Is there anything out there that exists that could address that type of situation? 8 9 MS. BRADLEY: I think there are probably a few things that could. One 10 11 would be potentially, for one, the 12 Pennsylvania Student Assistant Programs, 13 the SAP teams. I know they operate sort 14 of differently in different schools. So 15 it's not standardized, and I wouldn't 16 necessarily say it's evidence-based, but 17 those teams are designed to help support and intervene with youth who are having 18 all manner of problems. So that's one 19 20 possible resource. Another could be Communities in 2.1 Schools, which is a bit like case 22 23 management within the school system itself. So there's typically a case 2.4 25 manager that works within the school and

Page 39 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 1 2. connects youth with needed resources out in the community. That is something that 3 it's not -- that's something that a 4 school has to decide they want to bring 5 6 into their system. It's not just a standard part of the PDE or something like that. But those community workers 8 9 basically connect those youth with needed resources. So I would think they would 10 11 be a way to identify if there were a 12 parent incarcerated and a youth needing additional support. 13 14 I had another one, but the 15 sirens are a little distracting. 16 forgot the third. Sorry. 17 DEPUTY COMMISSIONER BETHEL: All right. You're ready for your 18 19 testimony? 20 MS. BRADLEY: Sure. Thank you. Good afternoon. I'm 2.1 22 Dr. Stephanie Bradley. I'm a prevention scientist at the Prevention Research 23 Center at Penn State University, and I'm 2.4 25 the Managing Director of the EPISCenter,

Page 40 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 1 2. which stands for the Evidence-Based Prevention and Intervention Support 3 Center. EPISCenter is funded by PCCD and 4 the Department of Human Services' Office 5 of Children, Youth and Families. 7 absolutely my pleasure to be here today and an honor to have the opportunity to 8 9 provide testimony to the Council this 10 afternoon. For the record, I have 11 12 previously submitted written testimony. After looking at all of the testimony 13 14 that was delivered on March 28th -- I didn't look at all of it; I looked at 15 16 some of it -- after looking at that, I 17 revised my testimony, because I felt like it would be important to focus my part 18 today on talking about prevention. So I 19 20 am happy to submit my written testimony 2.1 after the fact. So I apologize you guys 22 don't have it right now. 23 So I'm here today to talk about 2.4 prevention, because prevention rarely 25 gets enough coverage in testimonies and

Page 41 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 1 2. in strategic plans, and there is often a scenario where prevention is actually 3 misunderstood. And so I think it's 4 important to talk about these things a 5 little bit this afternoon. Prevention is not about intervening after a problem has occurred. 8 9 Prevention is about keeping problems from even arising. And at its best, it's a 10 data-driven, planful, upstream approach 11 12 to protecting youth and communities and promoting their positive development. 13 14 Prevention programs can actually prevent 15 issues of violence, substance use, 16 depression, truancy, and school drop-out, 17 as Mr. Pennington already highlighted, and PCCD and the EPISCenter work very 18 closely in partnership to promote a 19 20 public health approach to prevention, 2.1 which relies on gathering data on risk and protective factors, identifying 22 23 effective programs and practices to address those issues. 2.4 25 So I would like to share one

Page 42 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 1 2. example that highlights how prevention works. And a key strategy for prevention 3 is through children developing 4 social-emotional competency. 5 Social-emotional competency means that youth are able to interact well with their peers and others and they're able 8 9 to understand and manage their emotions appropriately. Research has shown that 10 11 kindergartners who were rated high in 12 social-emotional competence were more likely to earn a high school diploma, get 13 14 a college degree, and have a full-time 15 job by the time they reached adulthood. 16 In contrast, kindergartners rated low in 17 social-emotional competency are more likely to be arrested in early adulthood, 18 to use marijuana, and to need public 19 20 housing support. 2.1 PCCD provides funding for the highest rated and most well-researched 22 23 social-emotional learning curriculum available, which is PATHS. It stands for 2.4 25 Promoting Alternative Thinking

Page 43 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. Strategies. PATHS is a school-based program delivered in kindergarten and 3 elementary schools, and it targets 4 5 multiple risk and protective factors. Youth who participate in PATHS show less aggression, less conduct disorder, lower internalizing, reduced ADHD symptoms, and 8 9 higher test score proficiency in reading, writing, and math. We estimate that 10 11 there's a \$24 return on investment for 12 every \$1 spent on PATHS programming. Using CTC as another example of 13 14 how prevention works and what prevention 15 looks like, I just wanted to add a couple 16 of points about CTC, which Mr. Pennington already briefly discussed. 17 18 CTC draws its strength and effectiveness from using this public 19 20 health approach, and in Pennsylvania the 2.1 CTC process specifically relies on using 22 the Pennsylvania Youth Survey. This is 23 the survey that Mr. Pennington already also described. 2.4 25 Research on CTC has shown that

Page 44 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 1 2. youth in CTC communities fare better than youth in non-CTC communities. less likely to be negatively influenced 4 5 by their peers. They're less likely to be involved in delinquency. They show higher academic achievement and better engagement in school. Recent estimates 8 9 of CTC suggest a \$10 return on investment for every \$1 invested in CTC. 10 11 So prevention works by 12 addressing the underlying causes of problem behaviors as opposed to targeting 13 14 the specific problems themselves. these examples, both PATHS and CTC are 15 16 preventative, in that they're not 17 intervening on problems. Rather they're 18 focusing on targeting broad risk and protective factors. Both CTC and PATHS, 19 20 among others, have demonstrated their 2.1 effectiveness at preventing multiple problems in rigorous research trials. 22 23 And this topic leads me to the topic of evidence-based programs. 2.4 25 Mr. Pennington described the

Page 45 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 1 2. Blueprints program. These are the original evidence-based programs that 3 have substantial research evidence behind 4 5 them that demonstrate their effectiveness in reducing youth problems. One of the things that we're concerned by in more recent years in calls for accountability 8 9 and push for evidence-based programming 10 is that many program developers are now 11 adopting the term "evidence-based," but 12 not actually meeting the criteria of having been researched and well 13 14 evaluated. So this does a disservice to 15 all of us, because it diverts limited 16 resources away from programs that are 17 based in sound developmental research and prevention science that have demonstrated 18 short- and long-term impact on youth 19 families and communities and it funnels 20 those resources into programming for 2.1 which there are no evaluations, no 22 23 rigorous demonstration of effect and, therefore, offer little to no proof in 2.4 25 their ability to actually improve

Page 46 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 1 2. outcomes. So in the process of doing 3 research, we learn a lot about what we 4 don't know. We find programs that make 5 things worse and not better. We learn about what doesn't work and why. We go back to the drawing board again and 8 9 again. Often this process is painfully out of step with the problems that are 10 11 occurring with a number of problems that 12 we want to address and the passion that we have for addressing those problems. 13 14 So as researchers and prevention 15 scientists, when we find something that 16 does actually work, we want to make sure 17 the policymakers and service providers are aware of those programs that do work, 18 which is why we started using the term 19 20 "evidence-based" in the first place and 21 why programs like -- program registries 22 like Blueprints for Healthy Youth 23 Development exist. So I'll describe briefly a 2.4 25 little bit what we do at the EPISCenter.

Page 47 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 1 2. A key focus of our work is assisting policymakers and the community service providers and others to understand what 4 5 works, what doesn't work, how to choose programs, how to run them well in their communities so that you get the results that you're looking for. We provide free 8 9 training and technical assistance for 18 different prevention and intervention 10 11 programs that have strong research 12 evidence of effectiveness, several of which have been brought up this 13 14 afternoon. 15 Each year, through the state 16 Violence Prevention Program budget, PCCD 17 provides funding for communities to adopt 18 and implement these programs, and EPISCenter support is included in that 19 20 funding. We also provide free training and technical assistance for CTC. 2.1 We 22 provide support to communities in 23 building their readiness to adopt the model, engage key stakeholders and move 2.4 25 those stakeholders through the CTC

Page 48 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. process. We regularly work with communities who are interested in 3 learning more about developing a 4 coalition in their area, and PCCD 5 6 regularly provides funding for CTC. EPISCenter also conducts a statewide gap analysis for PCCD using 8 9 data from the Pennsylvania Youth Survey, juvenile court data, like disposition and 10 11 recidivism data, and hopefully soon the YLS, Youth Level of Service, data. Using 12 those data, we submit new program 13 14 recommendations to PCCD. 15 So I will wrap up my testimony 16 with two hopeful calls to action. 17 One, the City could further 18 inform its prevention planning efforts by enrolling in the next administration of 19 20 the Pennsylvania Youth Survey. The PAYS 2.1 provides a rich source of information on 22 youth risk and protective factors, which 23 are valuable data for driving prevention decisions. The PAYS provides insight 2.4 25 into a wide array of risk and protective

Page 49 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 1 2. factors related to psychosocial well-being and important youth 3 relationships. These data would also 4 enable our gaps analysis to further 5 account for youth and family needs in 7 Philadelphia. Two, please consider the 8 9 EPISCenter as a readily available resource to the City of Philadelphia for 10 11 achieving your prevention goals. 12 Thank you very much for your time and the opportunity to provide 13 14 testimony today. 15 COUNCILMAN JONES: So I always 16 make reference to the fact that on the Delaware if 200 wales ran ashore and 17 died, every marine biologist from around 18 the world would come and try to figure 19 20 out why. When young people are killing 2.1 themselves at the rate that they are, are you the marine biologists that actually 22 23 kind of evaluate what's working, what's not working, what ways we should kind of 2.4 tailor our --25

|    |   | Page | 50 |
|----|---|------|----|
| 1  | 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 |      |    |
| 2  | MS. BRADLEY: Yes.                               |      |    |
| 3  | COUNCILMAN JONES: Finally I                     |      |    |
| 4  | get to meet you.                                |      |    |
| 5  | MS. BRADLEY: Nice to meet you                   |      |    |
| б  | as well.  |      |    |
| 7  | COUNCILMAN JONES: There are                     |      |    |
| 8  | some programs that are cookie cutter. I         |      |    |
| 9  | would imagine that can be applied all           |      |    |
| 10 | over the Commonwealth. Some are unique          |      |    |
| 11 | to urban areas and others are unique            |      |    |
| 12 | probably even to neighborhoods. Are you         |      |    |
| 13 | able to codify like which ones work and         |      |    |
| 14 | why?  |      |    |
| 15 | MS. BRADLEY: Yes, absolutely.                   |      |    |
| 16 | That's the whole field of prevention            |      |    |
| 17 | science itself and the work that we are         |      |    |
| 18 | involved in, both at the Prevention             |      |    |
| 19 | Research Center and at the EPISCenter.          |      |    |
| 20 | So we have a lot of expertise in terms of       |      |    |
| 21 | understanding programs that do have             |      |    |
| 22 | research and programs that don't. We            |      |    |
| 23 | also very much understand the core              |      |    |
| 24 | principles of change that improve youth         |      |    |
| 25 | relationships, improve youth attitudes,         |      |    |

Page 51 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 those kinds of things. 2. So if a program doesn't have 3 that research evidence behind it, that 4 doesn't mean that we can't go in and look 5 at it and develop some reasonable sense of confidence in, This program is well designed and probably would work, and we 8 9 would recommend an evaluation to wrap around with that. And we're also able to 10 11 look at program components and say, That 12 may not work and this in fact might be harmful for kids. 13 14 COUNCILMAN JONES: So the reason I ask that -- and I won't belabor 15 16 the point, but I'm a product of the House 17 of Umoja, which was a youth-based program for at-risk youth at the time of gang war 18 and conflict. 19 20 If we could have put it in a bottle and shipped it around, we would 21 22 have, but we came to the conclusion 23 unfortunately that it was based on Sister Falaka Fattah and David Fattah's personal 2.4 25 relationship and connecting with kids,

Page 52 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. and you could not kind of make that a McDonald's hamburger and do it that way. 3 So I really am going to want to 4 draw upon your resources to find out 5 things that are unique as a gem and those differently can be applied in different areas. Because if we could replicate 8 9 success, I want to do that. And I don't want to replicate failures. So that kind 10 11 of measurement I think is essential. 12 MS. BRADLEY: Absolutely. I think the core of what you're 13 14 describing is good mentoring, and there's a lot of research evidence around 15 16 mentoring being a very effective way to 17 prevent problems and to intervene on problems. So it may not -- we may not be 18 able to replicate the person providing 19 20 the mentorship, but certainly you can set 2.1 up enough structure in place to 22 disseminate mentoring in other places. 23 And this connects to something that Mr. Pennington touched on earlier. 2.4 25 Standardized Program Evaluation Protocol

Page 53 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 1 2. is based on exactly this type of premise, that there are certain generic 3 approaches, if you will. They're not 4 5 evidence-based. They're not name brand 6 programs, but they're ways of interacting with kids. They're types of services that can be provided that have a 8 9 tremendous amount of research behind them that we can carry that out and replicate 10 11 it in other places when --So if I 12 COUNCILMAN JONES: 13 understand you correctly, we may not to 14 the naked eye be able to understand why this works here, but your framework can 15 16 take certain ingredients out of it that are common and can at least structure it 17 in a way that has a fighting chance to be 18 19 successful somewhere else? 20 MS. BRADLEY: Absolutely. 2.1 That's actually the foundation of the 22 SPEP, the Standardized Program Evaluation 23 Protocol. And that's being piloted in 11 counties in Pennsylvania right now. 2.4 25 MR. COBB: William Cobb.

Page 54 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. Thank you for your testimony today. 3 MS. BRADLEY: You're welcome. 4 5 Thanks for having me. 6 MR. COBB: So I apologize for 7 publicly snickering the moment that you indicated that "evidence-based" is now a 8 9 term that is very popular among anyone who is competing for funding to implement 10 11 any such program. So I wanted to get that out of the way. But then also say 12 that I guess in what you just indicated 13 14 is that even if a program hasn't been researched and hasn't been deemed 15 16 evidence-based, it still has the 17 potential to produce the outcomes that we 18 want? 19 MS. BRADLEY: Correct. 20 MR. COBB: And then my next 2.1 question would be, since evidence-based 22 is popular, we all know that investing in 23 a person going to school, an after-school program, mentoring, we know that these 2.4 25 things are far better suited to produce

Page 55 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 1 2. outcomes that we want in a society rather than locking someone up and throwing away 3 the key and throwing them in solitary 4 5 confinement and then putting restrictions upon them because they're living with their scarlet letter. So we know this. But just in your terminology, could you 8 9 name at least three methods, evidence-based methods, that we could 10 11 readily look to implementing in order to deal with the current -- what can we 12 actually do that will have an impact, 13 14 whether it's evidence-based or not or 15 based off of evidence-based findings, 16 that we can do, whether it would be mentoring, whether it would be 17 after-school programs, if you have 18 anything like that. 19 20 MS. BRADLEY: Sure. There are a number of fundamentals of what works in 2.1 prevention, and I can share a few of 22 23 those with you, and I actually have some handouts if the Councilmembers are 2.4 25 interested around more of the sort of

Page 56 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. core tenets of effective programming. At their core, most effective 3 is using a strengths-based approach, 4 which is to say, which is to not 5 necessarily focus kids on don't do this, don't do that, don't do this other thing, don't get involved in this, but instead 8 9 have them focus on the things that you do want them to be doing. And that helps 10 11 developmentally to focus on where I 12 should be going, not on all of the closed 13 doors, point you to the open door that 14 you want them to be going through. 15 So in any evidence-based 16 program that has all of this great 17 research behind it and effective approaches otherwise, they're often based 18 on the strengths-based approach. So that 19 20 is one, and I would say that's a fundamental. 2.1 22 All youth fare better when they 23 have good skills for coping with anxiety, 2.4 with anger, good skills for negotiating 25 peer pressure, for refusing peer pressure

Page 57 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. but keeping their friends. So it's a core component of family-based program 3 that is supported by PCCD that we provide 4 5 technical assistance for, is that kids need the ability to resist the pressure but without disenfranchising or breaking down their friendships, because 8 9 friendships are extremely important to young people and they become increasingly 10 11 important over time. So helping kids 12 develop these very practical skills that are, again, strengths-based, they're 13 14 focused towards what you want them to be 15 doing and pro social development. 16 I would say that -- I think the 17 last one which you've hit on a couple of 18 times is around mentoring, and we've talked about that quite a bit, that as 19 20 long as youth have one very positive, 2.1 truly nurturing relationship with a caring adult, they're going to fare 22 better in the world and have better 23 long-term outcomes than kids who don't 2.4 25 have at least that one relationship.

Page 58 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. doesn't have to be a parent, but it needs to be somebody who can help them focus 3 and stay on target. 4 5 MR. COBB: Thank you. 6 REVEREND MAIRENA: I'm assuming that there have been like aha moments when it comes to research that helps you 8 9 foretell or spot trends. I'm interested in knowing -- I'm asking you to provide 10 11 an example where you've seen something --12 where you've seen a trend going the wrong 13 way, like we don't want to go down this 14 road, based on your research. 15 COUNCILMAN JONES: Without 16 naming names. 17 MS. BRADLEY: That's not fair. 18 COUNCILMAN JONES: You can talk about types of -- I don't want to --19 20 MS. BRADLEY: I get you. 21 I'll tell you what, there seems 22 to be a constant trend of a gravitational pull towards certain types of approaches 23 that summarily do not work, and I think 2.4 25 the pull is because there's a felt need

Page 59 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 1 2. to do something. There's an interest in having sort of a grassroots collective 3 community effort to help kids, to 4 intervene on a crisis. The problem is is 5 that while these approaches are well-meaning, they don't have evidence of being effective and in many cases we have 8 9 demonstrated research over and over again that certain types of approaches can 10 actually increase risk and cause youth to 11 12 become more delinquent than they were before they participated in the program. 13 14 Typically this involves scare tactics. 15 So this is the opposite of what I was 16 describing before. So scare tactics is, 17 these are all the things we don't want you to do, you don't want to wind up in 18 jail, you don't want to use drugs, you 19 don't da-da-da-da. And what happens 20 2.1 is, you're exposing kids to things that 22 maybe are novel to them, that are This doesn't work with 23 exciting to them. their brain development. Youth are --2.4 25 the sort of reasoned logical tempering

Page 60 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. part of the brain has not fully developed yet until the early 20's, so what you 3 wind up doing is exposing youth to very 4 novel sort of sensation, risk-seeking 5 6 type scenarios and potentially piquing their interest in it as opposed to sort of diverting them away from it. So we 8 9 see this a lot. We are fighting it a lot, and I would say that's the sort of 10 11 constant trend. And it's tough because 12 it feels like the right thing to do with an adult brain, but it's not actually the 13 14 right thing to do. 15 So that's just what MR. COBB: 16 we would call the scared straight method? 17 MS. BRADLEY: Correct. 18 MR. COBB: Thank you. 19 MR. ROJAS: Scared straight 20 has -- the data, the research has shown that it doesn't work, it's not effective. 21 22 MS. BRADLEY: Correct. MR. ROJAS: My question is that 23 2.4 I don't think that we can arbitrarily 25 either implement programs or, conversely,

Page 61 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 1 2. eliminate programs because they are on the list of what works and what doesn't 3 work. My question is, for example, at 4 the Prison System, we had a program where 5 we brought the kids in to see what corrections officials and other people that work in the Prison System do. 8 9 was more a shadowing situation for more 10 careers in corrections as opposed to 11 scaring them into not engaging in any 12 kind of negative behavior. But my 13 question would be -- and I appreciate 14 your testimony. You are well-versed in 15 the subject. 16 Is the implementation of a 17 program that has been shown to work --18 research is, all you do is present the facts. You don't actually go through the 19 20 implementation. And a lot times it's not the actual theory, but it's the 2.1 22 implementer of the program. 23 What do you in your work, what have you seen to work where you take the 2.4 25 theory and the research and match it to

Page 62 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. the implementation? MS. BRADLEY: Sure. This is 3 exactly what the EPISCenter is funded to 4 5 do, is to work with community providers 6 from the very beginning of adopting an evidence-based program. So we coordinate with program developers to make sure that 8 9 we have timely and qualified training within the State of Pennsylvania so that 10 11 if a community is interested in 12 implementing life skills training, they have access to a life skills training --13 14 certified trainer. We ensure that on the 15 ground that the agency that's 16 implementing that program is implementing with what is known as fidelity. 17 This is probably a term that some of you have 18 heard, which is to say that the program 19 20 is reasonably being delivered according 2.1 to how it was also actually researched. 22 So the program on the ground is not 23 looking significantly different from how it was in the lab essentially. 2.4 25 We build data collection and

Page 63 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 1 2. evaluation tools that communities use. They're required to use it when they're 3 funded by PCCD. Very simple Excel-based 4 tools that calculate a lot of formulas 5 behind the scenes and enable those 7 implementers to look at what level of fidelity are we delivering with, what 8 9 level of dosage are we getting, are we getting enough from this program to these 10 11 kids and families, and they also report short-term outcomes. So did attitudes 12 towards ATOD - alcohol, tobacco, other 13 14 drugs - reduce, did problem-solving 15 skills improve, those types of things. 16 Lastly, we also work with communities to develop strategies for 17 sustaining that program once the seed 18 funding has ended. And so we're there 19 from start to finish with that free 20 2.1 technical assistance and training. have a whole website that has a 22 tremendous set of resources around 23 2.4 implementing the program, evaluating it, 25 sustaining it, as well as what we call

Page 64 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 1 2. readiness tools, which are just usually like a four-page document or so that if 3 you're interested in that program but 4 5 you're not entirely sure if it's the 6 right fit, you can look through this document, get a better sense of is this the right fit of our community needs with 8 9 this program, and it outlines the things that you kind of need to have in place to 10 11 realistically get that program up and running. So we do a lot from start to 12 13 finish to support that. 14 MR. ROJAS: Would you have a 15 figure on the amount of resources and taxpayers' money that these 16 17 evidence-based programs have saved the 18 taxpayers? 19 MS. BRADLEY: Yes. This is 20 what Mr. Pennington was describing earlier around the cost-benefit estimates 2.1 22 that we've been developing. So we take 23 the PCCD grants that are awarded to these 2.4 programs. We look at the cost per youth 25 or per family depending on the program.

Page 65 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. So we take the Pennsylvania cost combined with the Washington State Institute of 3 Public Policy benefits and we calculate 4 5 net benefits basically per person, per youth. So in the last -- in our last 6 7 analysis of this, we looked at three fiscal years and the return was over \$38 8 9 million. MR. ROJAS: Back to the 10 11 taxpayers? 12 MS. BRADLEY: Correct. 13 MR. ROJAS: Great. 14 MR. COBB: I have just one more 15 question. 16 COUNCILMAN JONES: So we're 17 going to jump around so that everybody 18 gets --19 I just wanted MS. SCHWARTZMAN: 20 to find out, for the Pennsylvania Youth 2.1 Survey that you mentioned, does that become almost a prerequisite for looking 22 23 at some of the programs and I quess doing a needs assessment in the community to 2.4 25 see what you might suggest or adapt?

|    |   | Page 66 |
|----|---|---------|
| 1  | 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 |         |
| 2  | MS. BRADLEY: It's required for                  |         |
| 3  | the CTC process. The Violence Prevention        |         |
| 4  | Program funding requires a risk and needs       |         |
| 5  | assessment to be done in the last three         |         |
| 6  | years. It's not required to use the             |         |
| 7  | PAYS, I don't think, for that one. And I        |         |
| 8  | think the Substance Abuse Education and         |         |
| 9  | Demand Reduction, I don't know if that          |         |
| 10 | requires either of those. I'm not               |         |
| 11 | certain about that. But the PAYS is a           |         |
| 12 | tremendous resource for gathering risk          |         |
| 13 | and protective factor data, and it's huge       |         |
| 14 | for prevention planning.                        |         |
| 15 | COUNCILMAN JONES: Did you have                  |         |
| 16 | another?  |         |
| 17 | MR. COBB: That answered my                      |         |
| 18 | question.                                       |         |
| 19 | COUNCILMAN JONES: Okay. So                      |         |
| 20 | did you give testimony yet?                     |         |
| 21 | MS. FULMORE-TOWNSEND: No.                       |         |
| 22 | COUNCILMAN JONES: Would you                     |         |
| 23 | like to?  |         |
| 24 | MS. FULMORE-TOWNSEND: Yes.                      |         |
| 25 | MS. BRADLEY: Thank you.                         |         |
|    |   |         |

Page 67 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. MS. FULMORE-TOWNSEND: afternoon, Mr. Chairman, members of City 3 Council and this esteemed panel. My name 4 is Chekemma Fulmore-Townsend and I'm the 5 President and CEO of the Philadelphia Youth Network. I appreciate the opportunity to appear before you today to 8 9 discuss the importance of creating opportunities for our city's youth that 10 11 not only provide productive experiences 12 during the summer months and outside of school, but also help prepare them to 13 14 become skilled, educated, and engaged citizens in our future workforce. 15 16 The Philadelphia Youth Network, 17 PYN, is an intermediary organization dedicated to connecting systems and 18 leveraging resources. PYN works to equip 19 20 young people for academic achievement, 2.1 economic opportunity, and personal success. To achieve this mission, we 22 23 coordinate and support large-scale cross-sector initiatives while developing 2.4 25 targeted programs to expand access to

Page 68 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 1 2. services for underserved youth. At PYN we know that when 3 potential meets opportunity, youth will 4 5 We believe in the power of succeed. partnership and the need for 6 collaboration. We have seen firsthand the scale we can accomplish when we work 8 9 together. And we are committed to continuing this work until all 10 Philadelphia's young people take their 11 12 rightful place as full contributing members of a world-class workforce for 13 14 the region. 15 Since our founding in 1999, PYN 16 has coordinated nearly \$500 million in 17 public and private funds to serve more than 150,000 young people, including \$145 18 million in federal funding leveraged to 19 secure an additional 340 million in local 20 2.1 and private funds, and has contracted with over 200 organizations to deliver 22 23 evidence-based youth programs. Specifically, PYN creates and 2.4 25 scales effective service pathways that

Page 69 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. lead to greater education and employment outcomes for vulnerable youth. 3 serves as the managing partner for two of 4 5 the City's most comprehensive campaigns focused on improving the educational and economic outcomes of Philadelphia's young people: Project U-Turn, designed to 8 9 improve the high school graduation rates of the City's youth, and WorkReady 10 11 Philadelphia, dedicated to creating 12 systemic approaches to address the skills gap for vulnerable youth. 13 14 PYN works to advance these 15 campaigns and improve outcomes for 16 Philadelphia's youth by guiding vision 17 and strategy, supporting aligned activities, establishing shared metrics, 18 building public will, mobilizing funding, 19 20 and advancing policy. 2.1 WorkReady Philadelphia, as a citywide initiative, is dedicated to 22 23 improving the economic outcomes of the region's youth by attracting, aligning, 2.4 25 and investing resources in coordinated

Page 70 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 1 2. youth workforce development strategies. The WorkReady Philadelphia campaign is a 3 collaboration of partners, including 4 employers, schools, community-based 5 organizations, advocacy groups, labor unions, and private investors. Programs under the WorkReady 8 9 campaign provide career exposure and 10 workforce preparation opportunities to 11 thousands of young people annually. 12 Intended to enhance youth understanding and mastery of skills needed to be 13 14 successful in the 21st century economy, 15 these programs also provide academic 16 enrichment and promote awareness of 17 post-secondary options. 18 WorkReady Philadelphia operates year round and summer programming for 19 20 youth and young adults between the ages 2.1 of 12 and 24. Each program is designed 22 to challenge youth to understand the 23 correlation between work experience, skill attainment, and high school 2.4 25 completion and how these variables impact

Page 71 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 1 2. their potential for college and career success. 3 WorkReady summer program models 4 are a set of programs that provide a 5 continuum of research-based and developmentally appropriate programs. There are currently four summer program 8 9 models that serve youth ages 12 to 21 without post-secondary experience. 10 The first of those models is 11 the Career Exposure model, provides 12 opportunities for rising 8th grade youth 13 14 to explore skills and experiences that 15 careers require and to be introduced to 16 key 21st century skills, specifically focused on introducing long-term and 17 18 short-term goal-setting and providing opportunities to build their social 19 20 networks. Career Exposure is the only 2.1 non-wage-bearing model. However, youth participants receive financial 22 incentives, which are not connected to 23 hours of participation. 2.4 25 Service Learning programs

Page 72 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 1 2. employ teaching and learning strategies designed for youth with an interest in 3 civic service and little or no prior 4 5 exposure to the world of work. programs allow youth to collectively address real-world issues, problems, and needs within the local, regional, 8 9 national or global community. Our Work Experience model 10 11 program provides a structured work 12 experience for youth with limited exposure to the world of work. 13 14 programs provide youth with explicit 15 opportunities to further explore a 16 desired career path as well as practice 17 21st century skills. And the last of the four 18 19 models, Internships, offers an advanced 20 opportunity for youth with prior 2.1 employment and/or leadership experience. These experiences provide youth with 22 23 exposure to professional careers otherwise not accessible to the teenage 2.4 25 population, opportunities to develop and

Page 73 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 1 2. refine targeted 21st century skills, and engagement in ongoing, professional 3 development workshops. In addition, 4 5 internships provide opportunities for youth to work closely with a trained adult supervisor, who serves in an instructional role throughout the 8 9 duration of the experience. Last year, PYN contracted with 10 11 nearly 70 community-based organizations 12 throughout the City to operate one or more of the WorkReady summer program 13 14 models. Over 1,000 work sites hosted 15 youth throughout Philadelphia. 16 support from WorkReady, our City achieved our goal of providing 10,000 summer work 17 experiences. Nearly 90 percent, 8,812 of 18 those experiences, were provided through 19 20 WorkReady. 2.1 Of the thousands of youth 22 served in summer 2015 through WorkReady, 23 just over half were female, nearly 70 percent were high school age between 15 2.4 25 and 17 years old, and nearly 90 percent

Page 74 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 were youth of color, 76 percent African 2. American, 12 percent Hispanic. 3 Why do summer jobs matter? 4 5 city and our partners collaborate and invest at impressive scale every year to create summer work experiences for young people, because we understand just how 8 9 important these experiences can be. They provide economic 10 11 opportunity. Last year, WorkReady 12 participants earned more than \$6 million, which was infused back into the local 13 14 economy. 15 They provide career awareness. 16 Summer work opportunities help youth gain 17 exposure and experience in our local 18 workforce and growing industries. 19 They provide academic 20 achievement. WorkReady summer models 2.1 implement project-based learning, and 22 successful participants are eligible to 23 receive an elective credit through the School District of Philadelphia. 2.4 25 They provide professional and

Page 75 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 1 2. adult connections. Summer experiences provide youth with a network of caring 3 adults and helps build the first stages 4 of professional and career connections. 5 However, at PYN, we understand that programming interventions and supports for youth provide critical 8 9 avenues of support beyond skill-building and workforce preparation. 10 They help to combat poverty and 11 12 Nearly all WorkReady trauma. participants will self-identify as having 13 14 household incomes at or below 235 percent 15 of the poverty line. 16 Research has shown that trauma 17 from extreme poverty and violence has serious impact on child development. 18 Seth Pollak from the University of 19 Madison Wisconsin and his colleagues have 20 shown that the human child can learn to 2.1 accommodate quite a wide variety of 22 23 circumstances, but that extreme poverty and violence are out of the range of the 2.4 25 child's developed capability for coping.

Page 76 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. The effect is a dangerous cycle. Living in poverty makes our youth 3 significantly more likely to experience 4 5 trauma, and the psychological effects of trauma make it harder to overcome the 7 challenges associated with poverty. The critical components of 8 9 reversing trauma and stress from the type of exposure is connection to caring 10 11 adults. Harvard University Center on the 12 Developing Child has shown that without caring adults, the unrelenting stress of 13 14 extreme poverty and other high-stress 15 barriers can actually weaken the 16 architecture of the developing brain, 17 with long-term consequences for learning, behavior, and both physical and mental 18 19 health. It's also worth noting research 20 from America's Promise Alliance found 2.1 22 that supportive relationships with adults in and out of school can reduce the 23 likeliness of leaving school early by as 2.4 25 much as 25 percent.

Page 77 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. With these realities, we understand how imperative it is that 3 young people not only learn the 4 importance of 21st century skills and 5 work experiences, but also the importance of building a network of support. I am happy to report that in 8 9 2015, 94 percent, over 9 out of 10, young people who participated in WorkReady 10 11 summer programs reported having a 12 supportive mentor in their workplace, that their work was valued by adults in 13 14 the program, and that adults in the 15 program were invested in their success. 16 Preventing incarceration and 17 mortality. In 2015 and this year, in 2016, PYN has partnered with Dr. Sarah 18 Heller, a researcher from the University 19 20 of Pennsylvania, to better understand the 2.1 larger impact of WorkReady summer programs. Dr. Heller's similar research 22 23 in Chicago has shown that summer jobs may 2.4 be a critical component to preventing 25 crime and violence among disadvantaged

|    |   | Page 78 |
|----|---|---------|
| 1  | 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 |         |
| 2  | youth.  |         |
| 3  | COUNCILMAN JONES: You think?                    |         |
| 4  | That's one of those aha moments?                |         |
| 5  | MS. FULMORE-TOWNSEND: Great.                    |         |
| 6  | There is no lack of need to                     |         |
| 7  | understand the severity and importance of       |         |
| 8  | these issues. The level of incarceration        |         |
| 9  | in the United States has reached                |         |
| 10 | unprecedented levels, disproportionately        |         |
| 11 | affecting minorities and youth. Data            |         |
| 12 | tells us that 1 in 3 black men will spend       |         |
| 13 | time in prison in their lives compared to       |         |
| 14 | only 1 in 17 white men.                         |         |
| 15 | The problem is not only                         |         |
| 16 | offending, but also victimization.              |         |
| 17 | Homicide kills more young African               |         |
| 18 | American males than the nine other              |         |
| 19 | leading causes of death combined.               |         |
| 20 | It is critical to note that                     |         |
| 21 | early incarceration reduces education           |         |
| 22 | attainment and employment, as well as           |         |
| 23 | increases the likelihood of future              |         |
| 24 | incarceration.                                  |         |
| 25 | Research revealed that six- to                  |         |

Page 79 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 1 2. eight-week summer jobs in New York and Chicago had considerable impact on 3 violent offending, mortality (largely 4 5 from homicide), and future incarceration. In Chicago, violent crime arrests dropped by 43 percent over 16 months. In New York, mortality declined by 20 percent 8 9 over five to seven years. Importantly, the declines occur largely after the 10 program ends, meaning that the effects 11 12 are not merely a mechanical effect of keeping youth busy during the summer. 13 14 The research is also showing a change in 15 youth's behavior post-summer. 16 In 2015, PYN partnered with 17 Dr. Heller in a randomized controlled treatment study with 201 youth, and in 18 2016, we plan to expand the study to 19 20 include minimally 300 young people. 2.1 work will not only contribute to the existing research, but will also help our 22 23 city better understand the impact our work is having locally, especially for 2.4 25 vulnerable populations.

Page 80 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. Our priorities for moving It is clear that providing 3 summer experiences for young people helps 4 prepare them for academic and career 5 success, builds their network of support, 7 and helps them stay safe. However, of the 16,000 young 8 9 people who applied to have a WorkReady summer experience last year, nearly 9,000 10 11 were placed, but over 7,000 were not due 12 to a lack of funded opportunities available. 13 14 Mayor Kenney spoke last month 15 at a press conference about the 16 importance of summer and early work 17 experience. Our city and our partners play a critical role in making these 18 experiences a reality for young people. 19 20 And there are several key 2.1 priorities worth highlighting to ensure continued scale and fidelity of summer 22 23 programming. 2.4 Investment - every year we 25 start from zero, and every year we work

Page 81 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 1 2. to secure funding that will create as many opportunities as possible for young 3 people. A key strategy to increasing the 4 annual number of opportunities will be 5 establishing early and multi-year commitments that create a higher starting point for secured opportunities. 8 9 We achieve scale through investments from public and private 10 11 support. Mayor Kenney has championed the 12 importance of this work and just last month joined PYN and the DNC Hosting 13 14 Committee to announce an investment of 15 \$150,000 from JP Morgan Chase in 16 partnership through the Hosting Committee 17 to support summer experiences this year 18 via WorkReady. 19 Last year, the City of 20 Philadelphia invested nearly 7 million to 2.1 support summer experiences through WorkReady, including investments from the 22 23 Department of Human Services, Philadelphia Parks and Recreation. 2.4 25 year, already committed investments from

Page 82 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 1 2. DHS and Parks and Recs total more than \$6 million. At this time, we currently 4 5 project enough secured funding to support 6 6,000 experiences through WorkReady this There is approximately 7.2 summer. million in investment needed to close the 8 9 gap to achieve 10,000. A WorkReady summer experience 10 11 costs just \$1,800 to support a young 12 person. We need employers of all sectors and sizes across the City to hire and 13 14 host young people, but we also know it 15 takes large investments from the private 16 and particularly the public sector to 17 truly attain the scale we aspire to 18 achieve. 19 And research - as I mentioned 20 earlier, another critical priority to 2.1 truly understanding and scaling the impact of our work is through research. 22 23 This year, PYN plans to partner again with Dr. Heller and the University 2.4 25 of Pennsylvania to expand the research

Page 83 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 1 2. pilot to include minimally 300 youth this summer. Additionally, PYN is preparing 3 to release a new RFP this year for 4 contracts beginning in 2017, and we have 5 incorporated the research methodology in order to continue scaling the study and build upon our data. 8 9 Funding and supporting this research is a task PYN has committed to, 10 because it will help define the 11 12 short-term and long-term impact that summer work experience has for our city's 13 14 youth, and it will inform our practices 15 and implementation to ensure we are 16 equitably serving our vulnerable 17 populations. 18 This work requires partnership, dedication, and investment to make 19 20 opportunities possible, but as you can 2.1 see, members of the Committee, the impact 22 is significant for the youth we serve and 23 for our city and region's future workforce. 2.4 25 Thank you, Committee Chairman

Page 84 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 1 2. and Councilmembers and esteemed members of the panel for your interest and 3 leadership in this area. I look forward 4 5 to working with the Council to ensure 6 that all our young people have access to enriching developmental opportunities that they need and that they deserve. 8 9 I would be pleased to answer 10 any questions you may have. 11 COUNCILMAN JONES: Other than 12 you and Morgan, we've gotten over that, we've been good, but --13 14 MS. FULMORE-TOWNSEND: 15 appreciate that. 16 COUNCILMAN JONES: For at least 17 as many of 10, 15 years, we've had a relationship with PYN and provided young 18 people a summer experience with having a 19 20 job and exposing them to Washington, DC, 2.1 Harrisburg. Representative Harris is 22 here. 23 We took them up. They actually 2.4 sat in your desk, unbeknownst to you. So 25 we've had that experience.

Page 85 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. A couple questions. When I know there's a gap, 50 percent of the 3 need is met every year, but those other 4 50 percent, what happens to them? 5 6 MS. FULMORE-TOWNSEND: Well, 7 unfortunately the other 50 percent are not eligible -- are not able to 8 9 participate in actual work experiences. One thing to note for the Committee, our 10 11 experience in this entirety is designed 12 to be developmentally appropriate and 13 instructive. So every young person, one 14 has to apply online. Like this mimics 15 the real-world job application process. 16 Every young person has to be able to 17 develop those communication skills and show the responsiveness that builds 18 self-direction and initiative. But those 19 20 young people are not able to connect to 2.1 any of the actual employment experiences. 22 COUNCILMAN JONES: So do you follow what happens to them in your 23 2.4 measurements? 25 MS. FULMORE-TOWNSEND: We

Page 86 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. currently do not have the funding to do effective follow-up with young people who 3 are not able to experience work. 4 5 COUNCILMAN JONES: That might 6 be an interesting statistic to follow, not that it will be pleasant, but we might want to follow that. 8 9 The second thing is, can you define for this panel what you call 10 "opportunity youth"? 11 MS. FULMORE-TOWNSEND: 12 So nationally the definition of "opportunity 13 14 youth" is young people between the ages of 16 to 24 and are out of school and out 15 16 of work. 17 COUNCILMAN JONES: It's a nice 18 way to put it, but is the other term 19 "at-risk" often? MS. FULMORE-TOWNSEND: 20 I think 2.1 people interchangeably use those, because opportunity risk -- opportunity youth 22 could be also at-risk. I think one of 23 the things that's important for this 2.4 25 Committee to know in terms of national

Page 87 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. dialogue, the term "opportunity youth" really came out of the White House 3 Community Solutions Task Force, in which 4 5 they actually surveyed young people, and they did not want to be called drop-outs or at-risk young people. So this was a way of adults sort of showing that they 8 9 heard what young people wanted and to recognize the asset-based approach that 10 11 Dr. Stephanie mentioned earlier. 12 And so opportunity youth may be at-risk as well. It was just a response 13 14 that the young people don't want to be 15 identified by their deficit. They want 16 to be identified by their potential. COUNCILMAN JONES: 17 And I can understand if we're in an age of 18 sensitivity, we have to be politically 19 correct about what we call one another. 20 2.1 However and nevertheless, statistics do not -- well, they can lie, but they often 22 tell a tale, and at-risk is 17 to 24 23 where in so many different categories 2.4 25 you're going to make it or break it right

Page 88 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. there, and those experiences that we either give them or don't tell the tale. 3 And so my question becomes, do you have a 4 5 year-round program? 6 MS. FULMORE-TOWNSEND: Yes. 7 have several. So we operate, first, four E-3 centers that offer year-round 8 9 programming to opportunity youth specifically, at-risk youth, and they 10 11 also offer reconnection services to young 12 people who are exposed to the juvenile justice system. That partnership has 13 14 been a ten-year partnership. They serve 15 about a thousand young people a year. 16 COUNCILMAN JONES: So one of the things for this Committee to note is 17 18 that there is such a thing, but not to capacity of what we would need. 19 20 Compare what you actually do to what the need is, just like you did with 21 the summer youth. You said there were 22 23 12,000 people who wanted a job; 7,000 or 8,000 of them got one. What is this pool 2.4 25 of folk that are opportunity youth?

Page 89 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. MS. FULMORE-TOWNSEND: 46,000 young people who are between the 3 ages of 16 and 24 and out of school and 4 out of work in the City of Philadelphia, 5 and I just told you about one 6 intervention that serves about a thousand of them. Under Project U-Turn, there's 8 9 also a set of accelerated academic options that have about 3,200 seat 10 11 capacity. 12 I think it's also important for the Committee to understand that a lot of 13 14 these programs have what we would call 15 revolving entry or they function as 16 drop-out centers. So the capacity of the 17 center is really critical, because if you have young people sort of stay in the 18 seat longer than intended or come in and 19 20 out, it's harder sometimes to show sort of the return on investment and the 2.1 22 efficacy, because it really is about the 23 availability of the intervention and being ready when life has opened up a 2.4 25 window for young people to participate

Page 90 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 1 2. and their participation is not sequential. 3 So oftentimes we look at cost 5 per slot, cost per use or cost over time, and I think it's important for the Committee to understand that the 12-month participation might actually take this 8 9 kind of young person 18 to 24 months because of the way they are facing life 10 11 circumstances. So their participation is 12 not synchronized. And I think oftentimes when we look at data, evaluation, and 13 14 metrics, we forget that their 15 participation just looks different. 16 COUNCILMAN JONES: So my final 17 question, in one of my schools, which 18 will go nameless, every Monday we do a 7:00 a.m. roll call with all of the 19 20 principals in the neighborhood, and we talk about the week before and what 2.1 22 potential problems we can foresee, that this school had an issue with that school 23 and they're coming up after school to 2.4 25 take out whatever. And we arrange buses,

Page 91 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. we arrange interventions, we get the police out there, we get -- you might get 3 an early dismissal, you may get a later 4 5 dismissal just so that you don't hit each other. But what we found were and what I would present to you, that out of 600 people at this particular school, it was 8 9 only 20 of them that were the bad actors, that were causing 90 percent of the 10 11 drama. And I don't want to reward bad 12 behavior, but I do want to give people who need extra attention some of that. 13 14 And do you go after that particular 15 element? 16 MS. FULMORE-TOWNSEND: 17 Absolutely. So different -- I mean, we talked a lot about what works, but one of 18 the things that I wanted to add to that 19 conversation was, it's what works for 20 21 whom. And what you are describing is 22 that some programs or some level of 23 intensity is needed for a specific 2.4 population, and that doesn't mean that 25 others don't need service. So we are

Page 92 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 1 2. very intentional about establishing partners that prioritize what we describe 3 as high-priority populations, young 4 5 people who are parenting, young people who are connected to the juvenile justice system, young people who are connected to foster care. And I have to say, those 8 9 are some of the top groups that we're talking about, and I have to acknowledge 10 11 the longstanding partnership. As I 12 mentioned, we've been in relationship with the Department of Human Services for 13 14 over ten years. 15 And the other thing that I 16 didn't talk about is, we also have nine 17 other programs that operate year-round, 18 and they are connected to schools who have underperforming around their 19 graduation rates. It's for 11th and 12th 20 2.1 graders, and those programs help young 22 people to create that bridge towards the 23 high school diploma, serves approximately 325 young people. It's not at scale, if 2.4 25 you will.

|    |   | Page 93 |
|----|---|---------|
| 1  | 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 |         |
| 2  | So I think we have a lot of                     |         |
| 3  | challenges when we have a small pot of          |         |
| 4  | money and such a great need, and we're          |         |
| 5  | targeting to those schools that are most        |         |
| 6  | needy.  |         |
| 7  | COUNCILMAN JONES: So President                  |         |
| 8  | Clarke has instructed this panel to             |         |
| 9  | identify those underserved programs, that       |         |
| 10 | if we could match peanut butter to jelly        |         |
| 11 | over here, you got PCCD sitting right           |         |
| 12 | next to you, and the bigger committee           |         |
| 13 | does about 83 million in grants every           |         |
| 14 | year to an underserved population that          |         |
| 15 | needs to come to scale. The purpose of          |         |
| 16 | this is to try to make those kinds of           |         |
| 17 | connections.                                    |         |
| 18 | Thank you.                                      |         |
| 19 | We'll start this way this time.                 |         |
| 20 | MR. COBB: William Cobb again.                   |         |
| 21 | Thank you for your testimony.                   |         |
| 22 | MS. FULMORE-TOWNSEND: Thank                     |         |
| 23 | you.  |         |
| 24 | MR. COBB: So my question is,                    |         |
| 25 | why the effort in researching what anyone       |         |
|    |   |         |

Page 94 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 1 2. knows, academia, a kid, that if you invest in this particular thing, you get 3 this outcome. So is the reason for 4 investing in the research so that you 5 could compel a better argument to solicit more funding? Do we literally have to spend money on finding out that employing 8 9 young people prevents them from getting in trouble in order to get more money? 10 11 MS. FULMORE-TOWNSEND: That is 12 such a remarkable question. I just want to thank you for pointing out that 13 14 tension. So I should have mentioned 15 this, but Dr. Heller actually has not 16 received any money from us in order to do 17 the research. I think there is a need to be 18 19 able to present yourself as having 20 evidence-based strategies in order to 2.1 compete in national arenas for funding. So, yes, there is -- part of what we're 22 23 doing is defining the Philadelphia-specific advantages in 2.4 25 competition with other cities who are

Page 95 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. doing the same type of work. But it's important to note that this -- engaging 3 in this research has actually not cost 4 our system any opportunities to young 5 6 people. COUNCILMAN JONES: Sadly, but you have to do it. 8 9 DEPUTY COMMISSIONER BETHEL: 10 Because your program says you're stopping 11 poverty and trauma and incarceration and 12 mortality. So the question is for 13 researchers, is that happening? I mean, 14 are you targeting -- like if I go up here 15 in North Philly in my most impoverished 16 neighborhood in the City of Philadelphia, 17 how many kids -- can your graph tell me how many kids are being employed in that 18 19 area? 20 MS. FULMORE-TOWNSEND: So Yes. 21 we have a map that -- I don't have all of 22 the zip codes here, but I'm happy to make 23 the map of services available to the Committee. 2.4 25 DEPUTY COMMISSIONER BETHEL:

Page 96 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. Because I think that's where the key is. And the same thing with PCCD and, Doctor, 3 as you describe, when you look at the 4 data -- I mean, there's a great article 5 6 today about zip codes, right, and if you live in a certain zip code, your life expectancy is, what, 20 years less than 8 9 someone who lives in a higher -- and we kind of know what they're saying in a 10 11 different way. 12 Do we ever strategically look 13 at those pockets and say instead of 14 waiting for someone to come, that we're 15 going to go there, that we're going to go 16 191 zip code and go here because we can 17 identify already that it's a challenging neighborhood or pocket? 18 19 It's open to all of you. 20 MS. FULMORE-TOWNSEND: Well, I'll answer first. One of the things 21 22 that we intentionally do is operate a 23 citywide approach, and I think that with that comes its blessing and comes its 2.4 25 challenges, and one of the things we were

Page 97 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 1 2. able to do was track our data and overlay, not just zip codes but CUA 3 regions, recreation centers, CareerLinks 4 5 and really look at the distribution of 6 services over poverty levels in communities. 7 So we --8 COUNCILMAN JONES: And not just 9 employment? MS. FULMORE-TOWNSEND: 10 That's 11 for our employment programs. And then we 12 brought all of our partners together, because, again, we can't do this alone. 13 14 And so we were very intentional about 15 what does our service footprint look like 16 and what do we want it to be. And we're 17 making some intentional investment decisions based on those statistics; 18 namely, the poverty level and crime 19 20 rates. 2.1 REVEREND MAIRENA: Living in 22 Norris Square, the 19122 district, I've 23 benefited from having a few youth work and still have relationships with them. 2.4 25 It does take a toll on a small

Page 98 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. organization, though, because you do have to -- if you care and you do it right, 3 you have to invest yourself. So that was 4 5 a challenge. I can no longer do it 6 because I don't want to do it halfway. 7 But there is an organization, the Norris Square Neighborhood Project, that hires 8 9 multiple youth, and I've seen them change, because we work with the same 10 11 youth. So I applaud the work you're doing, and we got to close that gap 12 13 somehow. 14 MS. FULMORE-TOWNSEND: Thank 15 you. 16 MS. BRADLEY: I just wanted to 17 add a couple of pieces related to mapping and reaching out for higher risk areas. 18 At the EPISCenter we do have a map of all 19 20 the previously funded PCCD grants and the 2.1 different programs that have run in each 22 county. I don't think we really have --23 we don't have it at the zip code level. I think that is tracked in PCCD's system. 2.4 25 Part of what -- I think there's more of a

Page 99 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 1 movement towards understanding all of the 2. programming that's being funded across 3 the different state agencies to get a 4 better sense of where there's saturation 5 and where there's not. MR. PENNINGTON: One of our critical priorities moving forward, as I 8 9 mentioned in my testimony, of trying to 10 develop a comprehensive strategy around 11 the Commonwealth, because there's 12 different agencies that offer different funding. So we kind of want to get 13 14 everybody together to look at, okay, what 15 are you funding, what are we funding, is 16 it -- so that we can have a coordinated 17 strategy, and then we'll better serve communities and better use resources out 18 to communities. 19 20 COUNCILMAN JONES: I'm going to take the prerogative of the Chair to help 21 your son get his father to that baseball 22 23 game and say to you that what this says 2.4 to me and speaks to me is, we need to 25 have a subcommittee with just them and to

Page 100

1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. really dive deeper into some of the potential -- I love your mapping, I love 3 your quantitative analysis, and I love 4 5 your money. I love you all. You're all 6 cute. So what we'd like to do is get you guys together and maybe kind of dig 8 9 down on how we can do a couple of good things. One, bring good programs that we 10 11 measure to scale, to invest it and for 12 those that the jury is still out for, get them analyzed to see what -- so just 13 14 because your program does not have a 15 label, does not fit directly in a box 16 that we know of, we will try to evaluate it to take what is replicable to other 17 places. We will take good programs that 18 exist and bring them to scale. And then 19 to geographically, if I heard everybody, 20 21 say what exists. I really like that 22 approach of being able to see what our 23 social footprint is so that where we have data-driven neighborhoods that require 2.4 25 almost an acute treatment, we can apply

Page 101 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 1 that and say what that treatment should be. So I don't know how we create a 5 subcommittee to look at this and what we 6 should call it, but --MR. ROJAS: Can we motion a subcommittee today or the larger group? 8 9 DEPUTY COMMISSIONER BETHEL: I think it's in prevention, so I think we 10 11 already have it. 12 COUNCILMAN JONES: So we have 13 it in prevention. See, we have to find 14 our box. So you're in prevention. And one of the things that we 15 16 really want to do is try to stop the 17 bleeding. So we have two goals: 18 immediately stop the bleeding coming this summer and to long-term kind of create 19 20 models of success that we can replicate. 2.1 So we know all where you are. 22 We're going to reach out to you to tap that wealth of information. 23 Thank you so much for your 2.4 25 testimony.

Page 102 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. I would be remiss MR. ROJAS: if I didn't follow up on something 3 Councilman Jones said, because there's an 4 5 old saying, that it's not what people say 6 or how long they take to say it, but it's 7 how it makes people feel. And I'm a product of your program. We had Lincoln 8 9 High School. Ninety-eight percent of those kids are either in college or 10 11 working in corrections, and the problem 12 that we found is that we got to get more 13 people that have -- that are stakeholders 14 in Philadelphia, small business 15 community, large business community, to 16 cooperate. I gave up my time, and we 17 need a point person in every City department and agency that's willing to 18 supervise those children. It's not just 19 supervision. It's also counseling. 20 21 I'm proud to say that I got -- these kids still call me, and they went through your 22 23 program, and I really appreciate what you 2.4 do. And I agree with Councilman Jones, 25 we have to get you guys together, because

|    |   | Page 103 |
|----|---|----------|
| 1  | 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 |          |
| 2  | that's a miniature program, what CEDA           |          |
| 3  | used to do that I went through, and you         |          |
| 4  | guys  |          |
| 5  | COUNCILMAN JONES: You're going                  |          |
| 6  | back now. Did you say CEDA?                     |          |
| 7  | DEPUTY COMMISSIONER BETHEL: Is                  |          |
| 8  | the program still open? Can companies           |          |
| 9  | that still want to hire a child, can they       |          |
| 10 | still apply or is it still                      |          |
| 11 | MS. FULMORE-TOWNSEND:                           |          |
| 12 | Absolutely.                                     |          |
| 13 | DEPUTY COMMISSIONER BETHEL: So                  |          |
| 14 | you're on the camera.                           |          |
| 15 | MS. FULMORE-TOWNSEND: I'm on                    |          |
| 16 | TV.   |          |
| 17 | DEPUTY COMMISSIONER BETHEL:                     |          |
| 18 | Give me that quick infomercial, very            |          |
| 19 | short, about                                    |          |
| 20 | MS. FULMORE-TOWNSEND:                           |          |
| 21 | Absolutely. The quick version here is           |          |
| 22 | that \$1,800 really does change the life        |          |
| 23 | of a young person, and we will accept           |          |
| 24 | donations, you can hire a young person,         |          |
| 25 | you can host a young person in your             |          |

|    |   | Page 104 |
|----|---|----------|
| 1  | 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 |          |
| 2  | business by contacting                          |          |
| 3  | phillysummerjobs.org.                           |          |
| 4  | DEPUTY COMMISSIONER BETHEL:                     |          |
| 5  | Say it one more time.                           |          |
| 6  | MS. FULMORE-TOWNSEND:                           |          |
| 7  | Phillysummerjobs.org.                           |          |
| 8  | DEPUTY COMMISSIONER BETHEL: So                  |          |
| 9  | the listening public as you're sitting in       |          |
| 10 | your place and you're looking to support        |          |
| 11 | a young person during the summer, I mean,       |          |
| 12 | this is a great opportunity for you to          |          |
| 13 | give something back to the community. So        |          |
| 14 | thank you.                                      |          |
| 15 | COUNCILMAN JONES: If it                         |          |
| 16 | pleases the group, we have Representative       |          |
| 17 | Harris here as well. I want to get his          |          |
| 18 | comments. He's on the Justice Committee,        |          |
| 19 | I believe it is, with the Commonwealth of       |          |
| 20 | Pennsylvania. So we may be reaching out         |          |
| 21 | to him on some statutory changes. Let's         |          |
| 22 | let him have his say, please.                   |          |
| 23 | Thank you all for your                          |          |
| 24 | testimony. We really appreciate it.             |          |
| 25 | MR. PENNINGTON: Thank you.                      |          |

|    |   | Page 105 |
|----|---|----------|
| 1  | 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 |          |
| 2  | MS. BRADLEY: Thank you very                     |          |
| 3  | much.   |          |
| 4  | MS. FULMORE-TOWNSEND: Thank                     |          |
| 5  | you.  |          |
| 6  | (Witness approached witness                     |          |
| 7  | table.)   |          |
| 8  | COUNCILMAN JONES:                               |          |
| 9  | Representative, this is not your first          |          |
| 10 | time testifying, but welcome. State your        |          |
| 11 | name for the record and give us your            |          |
| 12 | thoughts and insights on this thing             |          |
| 13 | called criminal justice.                        |          |
| 14 | REPRESENTATIVE HARRIS: Sure.                    |          |
| 15 | Jordan Harris, State Representative for         |          |
| 16 | the 186th Legislative District, covering        |          |
| 17 | parts of South and Southwest                    |          |
| 18 | Philadelphia. To the Chair, thank you so        |          |
| 19 | much for the invitation, and to all of my       |          |
| 20 | dear friends here today.                        |          |
| 21 | Since being elected to the                      |          |
| 22 | Legislature in 2013, one of the things          |          |
| 23 | that I've tried to focus on outside of          |          |
| 24 | education was criminal justice reform.          |          |
| 25 | Currently, the Department of Correction         |          |

Page 106 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. spends about \$2.1 billion to house more than 50,000 inmates in our criminal 3 justice system. The Department of 4 Correction is merging with the Department 5 of Probation and Parole, and together that budget then balloons to \$2.6 billion, which is roughly 8 percent of 8 9 our total General Fund budget. And for me, seeing so many folks locked up for an 10 11 extended period of time but then coming 12 home and having so many collateral consequences and so many barriers to 13 14 reintegrating into society, I knew that 15 if we were going to make streets safer, 16 if we were going to be smart on crime, it 17 had to start with what do we do with our sons and our daughters when they came 18 home either from being incarcerated 19 20 and/or some who never went away to any time of incarceration but who now had 2.1 22 some type of criminal record. So we were happy that this past 23 February Governor Wolf signed into law 2.4 25 Senate Bill 166, which is now Act No. 5

Page 107

4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 1 2. of 2016. Working with democrats and republicans, both in the House and the 3 Senate, we were able to move legislation 4 5 that deals with misdemeanor 2's and misdemeanor 3's that are of a non-violent nature. After ten years' time, a person will be able to go to court and have that 8 9 record sealed. That was signed into law on February 16th. It actually takes 10 11 effect on November 14th of this. In addition to that, just last 12 week, myself and Representative Sheryl 13 14 Delozier in the House, as well as Senator 15 Scott Wagner and Senator Anthony Williams 16 in the Senate held a press conference to introduce what we're calling Clean Slate 17 18 legislation. In the House, that will be House Bill 1984. This bill says that a 19 20 person convicted of any misdemeanor - 1, 21 2 or 3 - as long as it doesn't have anything to do with children, as long as 22 23 it doesn't have anything to do with being registered on the sex offender registry, 2.4 25 that person after ten years would

Page 108 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 1 2. automatically receive a clean slate and their record would be sealed with regards 3 to becoming gainfully employed. 4 5 What we understand is that all 6 of the programs in the world will not erase a criminal record, and the fact remains that if a person cannot be 8 9 gainfully employed, statistics show that many of them will and have recidivated 10 11 and go back into our criminal justice 12 system. So we have to fix the scarlet letter that is affixed on many of our 13 14 sons and our daughters when they come 15 home from being incarcerated. 16 The issue is so big that when you look at it from a dollars and cents 17 perspective, if we were able to reduce 18 the Department of Correction's budget by 19 just a third, just a third, we would be 20 2.1 able to send 33,000 young people to college for free at one of our 14 state 22 23 system universities, 33,000. There are only 93,000 young people at all of those 2.4 universities. Reduce the Department of 25

Page 109 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. Correction by a third, you can afford to pay for a third of the young people in 3 our state system schools right now and 4 5 send them to school for free. So when we look at a time in Harrisburg where our budget is slim and we don't have money to go around, instead 8 9 of cutting education, my thought is how do we reform our justice system so that 10 we can spend less to send our folks to be 11 12 incarcerated. It's not necessarily the easiest thing, but I am encouraged and 13 14 the reason why I'm here today is because 15 I'm encouraged that there should be -- I 16 don't know if it's another subcommittee 17 or whatnot, but there has to be a 18 partnership between local, state, and federal government on how we address this 19 20 together. And I know people are 2.1 oftentimes skeptical of Harrisburg when 22 trying to get anything done. 23 DEPUTY COMMISSIONER BETHEL: 2.4 No? 25 COUNCILMAN JONES: Sorry. That

Page 110 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 was an emotional --2. REPRESENTATIVE HARRIS: 3 I get But the reality is this: I believe 4 that out of all of the things that we 5 6 have been working on in Harrisburg, there is bipartisan support for moving bills that deal with criminal justice reform. 8 9 I think we are at a place where people understand that we are spending too much 10 11 money incarcerating folks and that we could have a better use of those dollars. 12 So I would -- I am interested. 13 14 I would suggest, I would implore that we 15 look at how we deal with this on not just 16 a city -- and I'm very glad to my dear 17 friend for the \$3.5 million grant that is coming to the City of Philadelphia, and 18 congratulations on your work on that 19 20 effort, but this -- if we're really going to address this, it has to be on all 2.1 22 levels of government. 23 For example, look at collateral 2.4 consequences of what happens. Currently, 25 right now there are municipalities in

Page 111 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. Pennsylvania that have laws on the books that says you, by law, cannot rent to a 3 person who has a drug conviction in the 4 That is a law on the 5 last seven years. 6 books in certain places in Pennsylvania. Additionally, by law, by statute actually, right now with certain 8 9 drug convictions, you can't get certain government grants to go to college. By 10 11 statute, by regulation, right now certain folks with certain records can't live in 12 public housing. So how is it that you 13 14 send a person home and many places in 15 Pennsylvania they can't rent a facility 16 because of their record. They can't go 17 to school to better themselves because 18 they can't afford it and we won't give them the government money to do so, like 19 20 we do everyone else. They can't come home to live with their mother. They 2.1 can't come home to even live with the 22 23 mother of their children because they live in public housing. 2.4 So when we talk about all of 25

Page 112 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 1 2. the collateral consequences that affect those who are formerly incarcerated or 3 formerly convicted persons, we have to 4 address it not just from a city level, 5 not just from a state level, but even on a federal level there are issues that we all have to come to the table together to 8 9 address. If we do not, if we do not, something or someone is going to continue 10 11 to fall through the cracks and we will 12 continue to see ourselves spinning in a cycle that does nothing but send folks 13 14 back to prison and stop them from 15 becoming gainfully employed and 16 reintegrating into our society. 17 So I commend you for all the work that you're doing, but I want you to 18 know that you have partners in Harrisburg 19 20 who are willing to work on these issues 2.1 together so that we can finally reverse some of the -- I don't know if they're 22 unintended. I think some of them were 23 intended. But I will give folks the 2.4 25 benefit of the doubt and say some of the

Page 113 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. unintended consequences of certain pieces of legislation that has passed on the 3 federal and on the state level that does 4 nothing but balloons the number of people 5 in our system and then really does nothing to rehabilitate them and help them when they come home. 8 9 So you have a partner in the state. Our Secretary of Corrections, 10 11 John Wetzel, I think -- and I will say this publicly -- is probably by far one 12 of the best Secretaries of Corrections we 13 14 have ever had in the Commonwealth. gets it. He understands. And if we all 15 16 can work together, I really believe that 17 we can make a positive impact in the lives of the folks who have found 18 themselves on the wrong side of the law, 19 20 but have changed and reformed their 2.1 lives. And they don't want a handout; 22 they just want a hand in to the system. 23 Thank you. 2.4 COUNCILMAN JONES: So it would 25 be inappropriate for the Chair to stand

Page 114 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. up and start clapping at this point, but I just want you to know inside I am 3 clapping. 4 5 Thank you for what you've done 6 in Harrisburg and finding a way to be not a red state or a blue state in philosophy, but come to a state of mind 8 9 to move things. And people say nothing gets done in Harrisburg, but you're proof 10 11 positive that it did. 12 The second thing I'd like to take you up on is state and federal 13 14 subcommittee, if you would, because 15 you're right. There are certain statutes 16 that we might -- if we can't touch a 17 crime here, so it would be in our interest, Judge Lerner, to kind of figure 18 out who we can work with at the state and 19 federal levels. 20 2.1 Also I'd like if -- if you have 22 opinion about this or if you want to do 23 some research on this, I'll take either It's been my observation the 2.4 25 federal ex-offender release program back

Page 115 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 1 into society is very different than the 2. state and the City. And I'm not going to 3 say whose is better. I'm not calling 4 5 anybody out, but I'll just say the federal government, there's a two-year commitment to these individuals where they provide housing, they provide family 8 9 unification, they provide -- and they are very strict about what your hourly rate 10 can be, because they have an index that 11 12 says here's how much you need to be able to make in order to provide a living so 13 14 that you don't go back to -- it is a very 15 different structure, and I just think it 16 is probably one of the better ones, that 17 we need to have somebody at each of these levels to see what common denominators we 18 can put in place. I don't know if --19 20 REPRESENTATIVE HARRIS: What I 21 will say to that, Councilman, is, I think that's why the collaboration is 22 important. I think sometimes in our 23 legislative bodies, we work kind of in 2.4 25 silos. And I don't contend to think I

Page 116 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. know what goes on in City Council. have a great relationship with the two 3 Councilpeople that my district overlaps, 4 Councilman Johnson and Councilwoman 5 Blackwell, and we talk about the issues, but I don't pretend to know everything that goes on in City Council. 8 And I 9 don't contend to know everything that goes on in Congress, but what I do know 10 11 is that there are experts on each level, 12 and we should be talking more, and we should be talking more with a designed 13 14 agenda on how at each level we can 15 address these issues. 16 For example, I know that at 17 Graterford, a place that -- I visit Graterford probably once every two or 18 three months. There's a great program 19 20 called the FACTS Program. Don't ask me 2.1 what the letters stand for, but it's 22 basically a program where you have 23 fathers who are incarcerated, and they go through several weeks of training, and 2.4 25 after completion of their training, they

Page 117 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. are reunited with their children. mom and the child comes up to the prison. 3 The child and the father are able to 4 interact. The child is able to tell the 5 father how they feel about them not being there, about whatever those issues are, and the purpose of the program is so that 8 9 when the father is released, it's not like, This is your father, who has been 10 11 absent for the last five to ten years. 12 But it's, Your father is home, and your father has been involved and engaged. 13 14 And one of the things that they've asked 15 for is a partnership with the School 16 District, because the fathers want to 17 Skype for parent-teacher conferences. 18 COUNCILMAN JONES: We just 19 mentioned that. REPRESENTATIVE HARRIS: 20 Because 21 they want to be involved in the child's 22 They want to find out what's going 23 on in the classroom and see how they 2.4 could be helpful. 25 So how do we use things like

Page 118 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. that to continue to help find out what's the City doing, what's the feds doing, 3 and what can we do collectively. Because 4 I believe that you're going to come up 5 6 with some things that you think will help that the City can't do, that's going to have to happen on the state level, and 8 9 then there's going to be things that the federal government can do. 10 11 COUNCILMAN JONES: So we've 12 decided we're deputizing you to be our 13 rep at the state. But one thing in 14 specific that I think is a good homework 15 assignment, there is a lot of pending 16 decisions at the Supreme Court level 17 about juvenile offenders that were 18 committed. I think it might be 300 of them that are coming right back here that 19 20 have been incarcerated, some of them at a tender age of 17, 18, been in jail for 40 21 22 years. 23 JUDGE LERNER: August 63 years. 2.4 COUNCILMAN JONES: 63 years, 25 and are coming home. This is well before

Page 119 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 1 2. the Internet. This is well -- I mean, so their adjustment to coming back after 3 believing that they never would come back 4 5 home is becoming a potential reality. What I'd like to know is, what are we doing and putting in place for that reentry? And if you could champion 8 9 finding that out and providing that to this Committee. 10 11 MS. WERTHEIMER: We can speak 12 to that as well. Speaking on --COUNCILMAN JONES: You got to 13 14 say your name for the record, though. 15 MS. WERTHEIMER: Julie 16 Wertheimer, Chief of Staff to the Deputy 17 Managing Director for Criminal Justice. On the topic of multi-level 18 collaboration, we actually just began 19 conversations with Secretary Wetzel, who 20 2.1 the Representative is absolutely right, he's been a wonderful advocate on these 22 23 issues. And so while the plans are not set in stone yet, there has been movement 2.4 25 and a great amount of leadership from the

Page 120 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 1 state on trying to address this issue. They're keenly aware of the opportunity and challenge Philadelphia will face when 4 these individuals return to their 5 6 communities, and we welcome the opportunity to continue this conversation and figure out how we can all work 8 together to address this. 9 COUNCILMAN JONES: 10 So may I 11 take an action by the -- all those in 12 favor of deputizing Representative Harris, signify by saying aye. 13 14 (Aye.) 15 COUNCILMAN JONES: All those 16 opposed? 17 (No response.) 18 COUNCILMAN JONES: The ayes 19 have it. 20 You are it. So that's no pay; 21 just more work. 22 REPRESENTATIVE HARRIS: 23 work. 2.4 COUNCILMAN JONES: So I just 25 really think that you raised an important

Page 121 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. point, that if we're talking about legislation here, we get superceded by 3 you, you get superseded by the federal 4 5 law. We should really be thinking about how we can codify what we do in a way. So I'd like really to draw upon your expertise at that. 8 9 REPRESENTATIVE HARRIS: I think it's important. I mean, even the 10 judge -- you know, I think one of the 11 12 things that we lack is sometimes input 13 from the judiciary on some of the folks 14 that they continue to see coming back in 15 front of them and whatnot. So I think 16 this is -- and the people that we're 17 talking about, the ex-offender population, I really believe that this is 18 an all-hands-on-deck type of thing, where 19 20 we need to be able to sit at the table, all of us, and say, you know, these are 21 22 the barriers that happen when you come 23 home, you know. These are the barriers 2.4 that we see in the law. These are the 25 barriers that you see from the bench, and

Page 122 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. then come up with some tangible things, whether it's a City ordinance, whether 3 it's a state law, whether it's federal, 4 5 that we can actually put into play. And, 6 again, I can't commit from Harrisburg 7 that every bill that we put out on criminal justice that's going to get 8 9 passed. I can't commit to that. what I can commit to is that if we have 10 sensible legislation, we can get the 11 12 people around it to actually begin to advocate for things to get done. And I 13 14 really believe, I really believe that now 15 is the time and that the pieces are in 16 the right place where we can move those 17 things. The thing is what are those 18 things that we really think we should be moving that would positively affect 19 folks. 20 2.1 COUNCILMAN JONES: Well --May I? 22 JUDGE LERNER: 23 COUNCILMAN JONES: Yes. 2.4 we're going to then move to the next 25 panel, because we have two more, Your

Page 123 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. Honor. JUDGE LERNER: Thank you. I'm Judge Benjamin Lerner. I'm the Deputy 4 5 Managing Director for Criminal Justice. 6 First of all, let me say from 7 my perspective in a couple of prior lives, first as Chief Defender and then 8 9 for a long time as Common Pleas Court judge, I really applaud the Legislature 10 11 and the Governor for its legislation on 12 criminal records, both the law you passed last February and the Clean Slate law. 13 14 And I was particularly interested in 15 hearing your reference to the pending 16 bill that would fold the Department of Probation and Parole into the Department 17 of Correction, which I think would have 18 the effect of ultimately saving huge 19 20 amounts of money and many years of 2.1 people's lives by having a much more effective, efficient way of, A, 22 23 determining when people are ready to come home from state prison and, B, making 2.4 25 sure that when that determination was

Page 124 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 1 2. made, it could be efficiently and promptly carried out under conditions that were not only good for the returning 4 citizen but good for the community. 5 I think it's important to point out, though, that we are in the situation that we are in in terms of our criminal 8 9 justice system largely because of decisions made by former legislators and 10 11 former governors. During years and years 12 of a now discredited tough-on-crime philosophy, legislators, including, 13 14 sadly, the one in Harrisburg, raced to 15 pass stricter sentencing laws, mandatory 16 sentencing laws, restrictions on individuals returning from prison. 17 And although anybody involved in the 18 government here in Philadelphia would 19 20 say, Gee, we'd like to see some money 21 from Harrisburg for some of these 22 programs, but we know that your budget situation isn't so much better than ours. 23 While we're waiting for that to change, I 2.4 25 think the most important thing that

Page 125 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. you're involved in and your colleagues are involved in is this new philosophy of 3 being smart on crime rather than tough on 4 5 crime. And if a lot of this older legislation, some of which already has 6 been invalidated, can be removed from the books, we will have a much smoother 8 9 passage towards the kind of criminal justice system we're all looking for. 10 11 REPRESENTATIVE HARRIS: 12 agree. COUNCILMAN JONES: 13 14 Representative, keep up the good work, 15 and the lesson for today is, we'll learn 16 to work better together. 17 REPRESENTATIVE HARRIS: Again, 18 thank you so much for allowing me to kind of interrupt the flow just to speak, but 19 20 I really -- I wholeheartedly believe --2.1 and I'm not just saying this, but I wholeheartedly believe that we're doing 22 23 the right thing and we're protecting and making communities safer by addressing 2.4 25 these issues, and the more we address

|    |   | Page 126 |
|----|---|----------|
| 1  | 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 |          |
| 2  | them together on all levels of                  |          |
| 3  | government, the more we continue to             |          |
| 4  | communicate, the more we continue to come       |          |
| 5  | up with a strategic plan on how to              |          |
| 6  | address it from a city, state, and a            |          |
| 7  | federal level, I think the better off all       |          |
| 8  | of our communities will be. The safer           |          |
| 9  | our communities will be. I think the            |          |
| 10 | less money we'll be spending on                 |          |
| 11 | incarcerating folks and the more we could       |          |
| 12 | see folks being put on to our city rolls        |          |
| 13 | as taxpayers and no longer tax burdens.         |          |
| 14 | So thank you.                                   |          |
| 15 | COUNCILMAN JONES: Thank you.                    |          |
| 16 | Any other questions?                            |          |
| 17 | (No response.)                                  |          |
| 18 | COUNCILMAN JONES: Seeing none,                  |          |
| 19 | will the Clerk please read the title of         |          |
| 20 | the patient people to testify next.             |          |
| 21 | THE CLERK: Terrance Williams,                   |          |
| 22 | Youth Organizer, Youth Art and                  |          |
| 23 | Self-Empowerment Project; Joshua Glenn,         |          |
| 24 | Youth Organizer, Youth Art and                  |          |
| 25 | Self-Empowerment Project; Troy Brooks,          |          |

|    |   | Page 127 |
|----|---|----------|
| 1  | 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 |          |
| 2  | President, Troy Brooks Summer Program.          |          |
| 3  | COUNCILMAN JONES: Thank you so                  |          |
| 4  | much for your patience. Come on up to           |          |
| 5  | the table.                                      |          |
| 6  | (Witnesses approached witness                   |          |
| 7  | table.)   |          |
| 8  | COUNCILMAN JONES: So thank you                  |          |
| 9  | so much for your patience. I do                 |          |
| 10 | appreciate it. State your name for the          |          |
| 11 | record and begin in any order. Bring the        |          |
| 12 | mic close to you.                               |          |
| 13 | MR. BROOKS: My name is Troy                     |          |
| 14 | Brooks.   |          |
| 15 | COUNCILMAN JONES: Mr. Brooks,                   |          |
| 16 | welcome.  |          |
| 17 | MS. BRYANT: Carolyn Bryant.                     |          |
| 18 | COUNCILMAN JONES: Welcome.                      |          |
| 19 | MR. GLENN: Hi. My name is                       |          |
| 20 | Joshua Glenn from the Youth Art                 |          |
| 21 | Self-Empowerment Project.                       |          |
| 22 | COUNCILMAN JONES: Welcome.                      |          |
| 23 | MR. WILLIAMS: My name is                        |          |
| 24 | Terrance Williams with the Youth Art            |          |
| 25 | Self-Empowerment Project.                       |          |

Page 128 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. COUNCILMAN JONES: Thank you 3 for coming. 4 MR. BROOKS: I set up a 5 Well, a couple programs I set program. 6 up. The first one is a youth program for 7 summer, and during the summertime, I grab kids at the age of 14 to 18, and during 8 9 that time, I have them shadow me as I teach them different type -- I'm a little 10 11 nervous, y'all. 12 COUNCILMAN JONES: What 13 happened? 14 MR. BROOKS: I said I'm a 15 little nervous. 16 COUNCILMAN JONES: Don't be. 17 At least I do, I work for you. You pay 18 taxes? 19 MR. BROOKS: Yeah. 20 COUNCILMAN JONES: Then I'm 21 your employee. Don't be nervous. 22 MR. BROOKS: Good. 23 So I teach them different trades, and the way I get them is through 2.4 25 social media. I usually get mothers

Page 129 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 1 2. contacting me and asking me if I can get their child to, you know, learn a 3 different trade, the trades that I'm in. 4 I went to school for plumbing, 5 electrical, heating and air condition, carpentry. So many different trades. So what I did this year was, I 8 9 actually went to friends that also have they own businesses and I get them to get 10 11 children, about four children a piece, 12 and it's probably -- I have about seven or eight friends, and they also get 13 14 children and mentor them during the 15 summer, and the children shadow them 16 during the summertime. And the outcome of this -- because I've been doing it 17 personally probably about three or four 18 years, and I'm telling you, I have moms 19 20 contacting me and telling me how in the 2.1 beginning, they child was like doing 22 nothing and stagnant and everything, to 23 the child wanted to go to school for electrical or the child wanted to go to 2.4 25 school for plumbing and heating.

Page 130

|    |   | Page 130 |
|----|---|----------|
| 1  | 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 |          |
| 2  | Now, during the wintertime what                 |          |
| 3  | I do also is, I have friends or men that        |          |
| 4  | ask for employment. So what I do is             |          |
| 5  | train a lot of different men. And I have        |          |
| 6  | a few men here that I train. And once I         |          |
| 7  | train them on a trade, they also take in        |          |
| 8  | children and the children shadow them.          |          |
| 9  | So my program work during the                   |          |
| 10 | whole year. Wintertime, I get men, train        |          |
| 11 | them, and during the summertime, them men       |          |
| 12 | also have children shadowing them and           |          |
| 13 | they mentor them pretty much.                   |          |
| 14 | Now, at the end of the program                  |          |
| 15 | in August, last year I did 100 men,             |          |
| 16 | father and sons dinner. I had the way           |          |
| 17 | I get the funding is through GoFundMe.          |          |
| 18 | This year the owner of Brown's Shop Rite,       |          |
| 19 | he's one guy that's helping me.                 |          |
| 20 | Different people, comedians, whatever.          |          |
| 21 | So this year I'm doing 200 men and 200 of       |          |
| 22 | their sons. So it's 400, all you can            |          |
| 23 | eat, free buffet. So where the fathers          |          |
| 24 | get the sons, stepsons, nephews, and they       |          |
| 25 | come to have dinner, totally free, and          |          |

Page 131 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. they get to meet other men from different areas. And we sit down, we network, we 3 talk. We just get to know each other. 4 And I figured that was another way to 5 make the City a better and safer place, where you have men from different areas instead of when they see them in their 8 9 area being, you know, whatever, wanting to be aggressive, it's a friendly 10 11 meeting. And I know this to be true 12 because this actually happened. I was somewhere in North Philly. I'm from 13 14 Southwest. I was somewhere in North 15 Philly and the guy just came up to me and 16 just start shaking my hand. I'm like, Where I know you from? And that's when 17 he said, he said, We was at the father 18 and sons dinner. And that was the aha 19 20 moment for me. And it just made me feel 21 good, because I did that, you know, and I wanted to do that for other men meeting 22 23 other men. And that's pretty much my... COUNCILMAN JONES: 2.4 25 pretty a lot. And probably somewhere in

Page 132 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. some temple way back in ancient Egyptian times, there was a group called masons 3 that probably started just that way, and 4 that kind of brotherhood extended to now. 5 So I appreciate what you're doing. 6 Let me ask a couple of quick questions. How are you funded? 8 9 MR. BROOKS: I'm funded by GoFundMe, friends, money out of my 10 11 pocket. Right now that's it. I'm here 12 for help, actually. I'm here to testify for help, because I usually do this, but 13 14 a lot of times I have to turn moms away 15 because I don't have enough people to 16 take in -- or I don't have enough time to 17 take in so many children. I have so many letters of women just asking, single 18 moms, asking for help, and I just feel so 19 20 bad that I have to turn them away. 2.1 COUNCILMAN JONES: Have you ever filled out an application for 22 23 funding, RFP for anything, any 2.4 government? 25 MR. BROOKS: Never.

Page 133 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. COUNCILMAN JONES: All right. So do you have within your cadre of 3 resources somebody who knows how to write 4 5 proposals? 6 MR. BROOKS: Yes. 7 COUNCILMAN JONES: So my suggestion would be that we need to 8 9 connect you with -- first of all, maybe 10 sit around and try to -- that group that evaluates that just testified, that would 11 12 be a perfect match for you to say, All 13 right, we don't have a box for you yet, 14 but here's the things that you do, you 15 provide -- I heard what you said --16 mentorship, you do CTE training, you do 17 fellowship, you do intervention, some counseling. So all of those components, 18 if we could kind of find a box for it, we 19 20 probably can find funding for it as well. 21 So I'd like to challenge them, 22 and maybe we'll get you after this connected with them, and I'd love to sit 23 in a room and see how that process would 2.4 25 work. Because I really want to go and

Page 134 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. meet them. If they're beginning to identify diamonds in the rough and 3 providing them the resources to come to 4 5 scale, this is the kind of program we're 6 talking about. Yes, ma'am. MS. BRYANT: 8 Initially he 9 started out of pocket, and it became a little more than I think --10 11 COUNCILMAN JONES: Are you in 12 the program or are you related? MS. BRYANT: No. 13 I'm his 14 support. I'm pretty much why he's here 15 today. I kind of encouraged him to --16 I'm a DHS social worker and I see a lot, 17 so -- and being a single parent with three sons, you know, I felt that when I 18 read about his program and things of that 19 20 nature, I contacted him myself and 2.1 reached out to him, and I offered to help him. 22 23 In addition to hearing his original story of him funding it, he was 2.4 25 supposed to be going in with some

Page 135 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. friends, and they backed out, and he didn't want to fail the children, so he 3 continued to do it out of pocket 4 initially. And then it became more 5 children than he could afford of why he had reached out to the other organizations to possibly make donations 8 9 and things of that nature. So I said to him, because it's a great program and it 10 11 does not necessarily have to be a father, 12 but a father figure, and to be able to network all of the other fathers sharing 13 14 their stories and being a support to one 15 another, I thought it was a great idea 16 for him to come and speak with you. 17 COUNCILMAN JONES: Have you codified -- I mean, have you determined 18 what your budget is? 19 MR. BROOKS: No, I haven't. 20 21 haven't, because, honestly, I just was 22 doing it out of the love of the City. You know what I mean? I love 23 2.4 Philadelphia. I'm born and raised in 25 Philly. I moved to California. I moved

Page 136 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. to Atlanta, but I always miss Philly. COUNCILMAN JONES: So you said 3 you were from Southwest. Is it a 4 5 citywide program? 6 MR. BROOKS: Yes, anywhere. 7 I'm actually in North Philly now. I live in North Philly. And I'm going to tell 8 9 you a story about what really inspired me to do this. I don't know if you know 10 11 18th and Cumberland, any of you are 12 familiar. COUNCILMAN JONES: I have heard 13 14 of 18th and Cumberland. 15 MR. BROOKS: So you know that 16 area. So I live in that area. So I'm 17 coming out every day working back and 18 forth, and a young man on the corner literally came to me and asked me, he 19 20 said to me, Listen, I got kids, I got a 21 son, I got kids' mom, we live in this apartment, I need your help. 22 If you 23 could just help me. He said, I see you 2.4 going to work every day, you mind your 25 business, I just need something. And

Page 137 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. that just really touched me, that a grown man can come to me, and ever since then, 3 I've just been trying to do what I can. 4 5 COUNCILMAN JONES: Well, God moves us the way he does and inspires us 6 to do what we should. So I just want to try to figure out how to -- see, I don't 8 9 want to use this term, but I'm going to do it anyway, these thousand points of 10 11 light. Who used that? Reagan? 12 DR. LERNER: Bush. COUNCILMAN JONES: Was it Bush? 13 14 I'm definitely not used to that. 15 JUDGE LERNER: No. 41. 16 COUNCILMAN JONES: No. 41 did? 17 JUDGE LERNER: 41. 18 COUNCILMAN JONES: So there are these positive things going on in the 19 20 community and some of them are 21 independent of each other, and we just 22 got to put them kind of in the right 23 place to connect with resources, mostly 2.4 to bring it to scale. So, again, I 25 described earlier the House of Umoja for

Page 138 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. me in my life, but trying to figure out how you do what you do and then to do it 3 in a meaningful way for more young people 4 5 is the challenge for us. So we'll get together with you 6 offline, if the Clerk will make sure we 7 have his contact information, to figure 8 9 that out and put you with technical assistance people and some people, quite 10 11 frankly, with some money and to see if we 12 can't do that. 13 Is anybody else testifying on 14 this panel? Sir. 15 MR. GLENN: How you doing? 16 name is Joshua Glenn and I work with an 17 organization called the Youth Arts Self-Empowerment Project, and we're a 18 youth-led organization that work with 19 20 young people and we go into the 21 Philadelphia adult jails and do mentoring 22 for young people through art and poetry, 23 and then we also employ young people as organizers when they leave jail so that 2.4 25 we can encourage them to be organizers in

Page 139 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 1 2. their communities and stand up against the laws, some of the stuff that discriminate them in their communities 4 5 and police and all of --COUNCILMAN JONES: 6 Define 7 organizer, because President Obama called himself an organizer. So what do you 8 9 mean? Well, basically MR. GLENN: 10 11 we're an organization that works to 12 change the laws and stuff that we think are doing pain and problem to our 13 14 communities. So that's what we consider 15 organizers. 16 COUNCILMAN JONES: So how many 17 young people have you mentored? 18 MR. GLENN: Well, we go into 19 the Philadelphia adult jails every 20 weekend and we do concurrent workshops, 2.1 ongoing workshops with young people, art and poetry every weekend, and then we 22 23 also go into schools and we do workshops with young people about just being locked 2.4 25 up and charged as adult and like what it

Page 140 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. is, because you --COUNCILMAN JONES: You're 3 talking about on State Road? 4 MR. GLENN: Yeah, on State 5 6 Road. We work with the young people. COUNCILMAN JONES: So the people that have been adjudicated adults? 8 9 JUDGE LERNER: I know a little bit about this. These are young men, 10 11 almost all men -- sometimes there have 12 been women in the program -- who under state law have been charged as adults 13 14 because of the nature of the offense that 15 they're charged with, and they are in a 16 separate section at PICC, and the Youth Arts Empowerment Project is one of the 17 two, I would say based on my experience, 18 one of the two major programs that 19 20 operates in the prison for those people 2.1 while they're awaiting their decertification hearings, which I also 22 23 know something about. COUNCILMAN JONES: 2.4 So we've 25 been trying to get people to abbreviate

Page 141 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 1 2. their testimony. My Co-Chair said you should have read yours. Why don't you do 3 4 that. 5 MR. GLENN: You said? 6 COUNCILMAN JONES: Read your 7 testimony. MR. GLENN: That's what I was 8 9 going to do. I just wanted to explain -you kind of stopped me. 10 11 COUNCILMAN JONES: All right. 12 MR. GLENN: So we work with young people that are locked up and 13 14 charged as adults, and we do basically 15 peer-to-peer mentoring for young people 16 so that young people can mentor young 17 people to show them how to be mentors, and that's what we do. 18 19 But when I was younger, I was 20 locked up and I didn't have any -- when I 2.1 was younger, I didn't have any good role models. So just like youth in low- and 22 23 poor-income communities, I started 2.4 hanging around the wrong crowd and I 25 started getting in trouble. The only

Page 142 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. reason I was able to change my life is because when I was released, I started 3 working with YASP and I received the 4 5 proper support I needed to make positive 6 change. Philadelphia should invest in more programs like YASP that focus on the 8 9 root causes of why young people commit crimes and develop strategies to help 10 11 young people stay out of trouble by 12 educating them about the criminal justice system and employing them as organizers 13 14 to help them stand up against the 15 injustice that the criminal justice 16 system creates for them. 17 At the age of 16, I was locked 18 up and charged as an adult and held in an adult jail for a crime I did not commit. 19 I was held pretrial for 18 months because 20 I couldn't afford bail. While I was 2.1 locked up in an adult jail, it was like 22 23 being in solitary confinement, because we were housed on two blocks in the 2.4 25 Philadelphia House of Correction, a very

Page 143 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. old and overcrowded jail. We spent so much time confined to one block or in our cells that it started to feel like I was 4 an animal in a cage. At the end of those 5 6 18 months, my case was dismissed and thrown out due to lack of evidence. 7 My experience there caused me 8 9 to develop issues with trust and showing emotions. When I first got out of jail, 10 my family ties were almost non-existent 11 12 because I was so used to being alone that I didn't feel comfortable being around 13 14 people. It took a long time for me to 15 learn to let myself be close to people 16 again. 17 The worst part about the whole ordeal is that I didn't get to graduate 18 from high school. I had to struggle to 19 20 make up for those years and find a way to 2.1 get my diploma once I was released. And to this day, the adult arrest still comes 22 up when I apply for jobs. 23 At the court date when my case 2.4 25 was dismissed, my public defender tried

Page 144 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. to make me take a deal by saying I was going to lose the case if we went to 3 trial. It was hard to say no, because I 4 just wanted to go home, but I refused to 5 6 plead guilty to something I didn't do. I 7 know hundreds of people that go through the same things I did when I was locked 8 9 up, and many young people do give in to 10 the pressures and accept quilty pleas whether there are guilty or not because 11 12 they have been held for so long, they 13 just want to get out. 14 In order to make a real change 15 and reduce crime, we have to stop holding thousands of people pretrial, tearing 16 17 apart families of people who are supposed to be innocent until proven quilty. We 18 have to create more opportunities for 19 20 young people in poor and low-income 21 communities through education and 22 employment and not put poor people and 23 their families in more debt than they 2.4 were before they were arrested. 25 to end cash bail and stop punishing young

Page 145 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. people just for being poor. We have to stop sending young people to adult 3 prisons and jails and invest in resources 4 5 to better their future instead of decades 6 of incarceration. These laws have been destroying our communities for far too long. 8 9 need change now. 10 That was my testimony. COUNCILMAN JONES: Yes, it was. 11 12 MR. GLENN: Thanks. But also 13 so basically what I learned through just 14 being locked up and like being somebody 15 that returned to the community and 16 changed my life, the things that really 17 helped me were just actually being able 18 to go somewhere and receive proper education. And the school system for 19 20 young people, they're not receiving the 2.1 proper education, especially talking 22 about the system. People don't know 23 what's going on. They don't know that if they get locked up, they could do this 2.4 25 amount of time. They don't know how

Page 146 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. serious it is, and they don't know how they're really targeting one as a group 3 with locking them up. 4 5 But basically what we do, we go 6 into the schools and we do art and poetry workshops with young people just to show them how to do positive work, and just we 8 9 basically mentor them and tell them about our lives and what we went through and 10 11 tell them, you know, what could happen to 12 them, and it helps them to change. scared straight type of tactic. It's 13 14 just actually informing them of how the 15 system is. 16 A lot of times when we go into 17 school stuff, I go and tell my story about what happened to me. I was locked 18 up for 18 months, a crime I didn't do, I 19 20 was under 18, held in adult jail 21 pretrial. After 18 months they dismissed the case due to lack of evidence, but I'm 22 23 still getting -- basically when I go for a job interview, they still bring up the 2.4 25 arrest that I've been charged with, and

Page 147 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 it doesn't make sense, and it's just one 2. way that the system is holding people 3 back. 4 5 But as far as us changing our 6 communities and helping young people become positive people, we have to show them through proof also. You know, 8 9 people that are doing positive things have to show them how to be positive, and 10 11 that's the thing that a lot of these organizations lack. They don't have real 12 mentors for young people that are going 13 14 through the same things they're going 15 through. 16 COUNCILMAN JONES: May I ask 17 how old you are. 18 MR. GLENN: I'm 27 now. I was 19 locked up at 16. And due to the 20 organization, I've been working with this 21 organization for ten years. I think 22 actually over ten years. 23 COUNCILMAN JONES: So the young 2.4 people of your youth when you were 16 25 compared to the young people out there

Page 148 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. now, do you see any difference? MR. GLENN: Actually, I don't. 3 It's not really a difference. The only 4 thing is is just that -- it's actually 5 6 the same. They don't have no mentors. They don't have any mentors and they don't know what's going on in their 8 9 communities to tap them into being a positive person in the community. People 10 11 are seeing negativity every day and 12 they're around negative people, and they have no good role models. There's nobody 13 14 that comes to say, Look, come to this 15 organization, learn about your history, 16 learn how to be a man, you know, and 17 that's what a lot of these other programs They're doing stuff based off of 18 lack. They're not doing stuff based off 19 data. 20 of people to people, you know, mentoring, 21 and it's not really -- it's just ineffective. 22 23 MR. ROJAS: What year were you at the House of Correction? 2.4 25 MR. GLENN: In 2005, I believe.

Page 149 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. MR. ROJAS: What kind of support did you get from your social 3 worker that was assigned to the juvenile 4 5 unit? 6 MR. GLENN: The jail was so 7 overcrowded at the House of Corrections, we barely -- everybody -- you probably 8 9 see your social worker once a month maybe. So you have no time to build a 10 11 relationship with the social workers 12 there, because it's so overcrowded that 13 they don't get -- they don't have the 14 proper time to even evaluate you and talk 15 to you. 16 MR. ROJAS: Well, did they do 17 any discharge planning with you while you 18 were incarcerated? 19 MR. GLENN: They don't do 20 nothing. They just released me and then, 21 you know -- I was trying to see whether 22 some type of way I could sue or anything, 23 because it's just -- it took a big part out of my life and nobody helped me 2.4 25 regain that. Nobody helped me get back

Page 150 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 1 2. into society the right way, and I had to do everything through an outside 3 organization that should be getting the 4 5 same type of funding as the other 6 organization because it actually helps. COUNCILMAN JONES: Any other 8 questions? 9 (No response.) COUNCILMAN JONES: 10 Thank you 11 for your testimony. 12 Young man. 13 MR. WILLIAMS: Good evening. 14 I'm Terrance Williams. I'm on the 15 leadership team for the Youth Arts 16 Self-Empowerment Project, and just here 17 to give you a little bit of information 18 about myself and tell you how being locked up and charged as adult in the 19 20 criminal justice system, the impact it had on me. 2.1 I'm 20. I'm from North Philly. 22 23 I didn't have nothing made for me growing 2.4 I had a mom who struggled to pay 25 bills and she had just got over a drug

Page 151 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. addiction. I completed 22 months in adult and juvenile facilities. 3 developed a commitment to serving my 4 5 peers while being locked up and going --6 COUNCILMAN JONES: I'm sorry. 7 Say that again. MR. WILLIAMS: 8 I --9 COUNCILMAN JONES: You 10 developed? 11 MR. WILLIAMS: A strong 12 commitment to serving my peers and giving youth a helping hand when I joined and 13 14 started going to the Youth Arts 15 Self-Empowerment Project while being 16 locked up. 17 I was arrested at 17. I got 18 sent to State Road and charged as an adult, and being locked up as a juvenile 19 20 and charged as adults, you get a set 21 amount of people to visit you. My mom ain't have it, so I wasn't really -- I 22 23 didn't really have a good relationship with my mom. I ain't have money on my 2.4 25 books, and literally to no male, except

Page 152 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. for a little girlfriend I had. But it was stressful and it was a hard time. 3 Tt. was the hardest time of my life. 4 5 While incarcerated, I was 17. 6 I started going to the YASP program. They used to come each and every Saturday to do art and poetry workshops and 8 9 writing workshops, and that was a time and a place when I was locked up where I 10 11 could express myself and all the built-up 12 frustration I had to even being incarcerated. I got all of that out 13 14 going to the Youth Arts Self-Empowerment 15 Project. 16 I got sent to placement from 18 17 months, juvenile placement, and I had took a plea bargain for five years adult 18 probation. When I got to placement, I 19 contacted Sarah from the Youth Arts 20 2.1 Self-Empowerment Project and told her I 22 would like to come home and tell my story 23 and just get the targeted teens before it was too late and they probably go down 2.4 25 the path I went through.

Page 153 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. Locking up youth and charging them as adults has a major impact on our 3 communities. Statistics say that youth 4 who are charged as adults are more likely 5 to come home and commit another crime and be arrested more than youth who stay in the juvenile system. Youth should not be 8 9 charged as adults and sent to adult jails and prisons. If City Council and the 10 11 Mayor are serious about providing 12 opportunities and support to support young people and ending the 13 14 school-to-prison pipeline, they should 15 stop sending young people to adult jails 16 and stop spending so much money on 17 holding people pretrial. The City should not use its money to build prisons, but 18 direct funding to alternatives to 19 20 prisons, like schools, recreation centers, libraries, and rehabs. 2.1 COUNCILMAN JONES: 22 There's a 23 part in there about what you were arrested. I don't want -- if you don't 2.4 25 want to put it out there, all right.

Page 154 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. However, you didn't make those connects like that at 17. Did someone older kind 3 of move you in that direction? 4 5 MR. WILLIAMS: He didn't move 6 me in the direction, but he suggested it 7 and I was going to doing it. It was no type of peer pressure or anything. 8 9 was just at the point and time in my life at that time I was down for anything that 10 11 gets some money. 12 COUNCILMAN JONES: Let me explain. I was from a gang. I had an 13 14 old head that had influence on me. 15 they said was the law. Was it like that 16 for you? 17 MR. WILLIAMS: No. I was my 18 own person. Like it wasn't no peer 19 pressure or nothing. He even asked me 20 more than once was I trying to do what I 2.1 did, and I'm like, Why you keep asking? I'm with it, like that. 22 23 COUNCILMAN JONES: Okay. 2.4 I'm glad you changed, because I read it. 25 So today you realize that that's not the

Page 155 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. quick way, that's not the right way, there's a better, more steady way. 3 I grew up with guys that 4 probably are just now coming home based 5 on Obama. I kid you not. So making that decision -- when did you have your aha moment that I needed to do something 8 9 different? Was it incarceration? You said, this is not for me. 10 11 MR. WILLIAMS: Yeah. 12 being arrested, I was like this ain't for I could have did a lot of time, but 13 14 I missed it, and I wouldn't even probably 15 been where I'm at today like to have this 16 job that I don't never want to lose, 17 because it's not even a job, it's like more me helping my community become 18 better. And I want to have my daughter. 19 20 I would still probably be incarcerated if 21 I -- I mean... 22 COUNCILMAN JONES: Some of the 23 guys that are just now 30 years later, if 2.4 you prorate what they made on them 25 streets to an annual salary, they'd have

Page 156 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. worked out better at McDonald's. I mean, when you go upstate, you make, what, 16 3 cents an hour or whatever that is. What 4 5 is the rate? 19 cents. I'm sorry. 6 So, yeah. We have to make 7 better decisions for the long term, for delayed gratification. So I'm very proud 8 9 of you, in other words, that you're thinking and not just reacting. 10 11 appreciate that. 12 MS. SCHWARTZMAN: I wanted to 13 commend you for the work that you do and 14 the organizations. We all talk about 15 mentoring a lot, but to actually go in 16 and talk to people your own age or close 17 to it and share your experiences, I mean, it takes a lot of courage, but it's also 18 really important. And from doing the 19 20 work for a long time, I mean, I think 21 that's the only way we're really going to 22 change things. So very, very good. 23 MR. WILLIAMS: Thank you. Way to go. 2.4 REVEREND MAIRENA: 25 I mean, you're inspiring, all of you.

Page 157 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 1 2. You're very inspiring. A question I have, though. 3 Most of you are still very closely --4 you're close in age to the youngsters 5 6 you're influencing. What is it that you have that others that may go back to jail and get back in that lifestyle, what is 8 9 it that you have that they don't? MR. WILLIAMS: I'm a leader. 10 11 That's for one. I think about my future. 12 I think about having a good life, and I don't want to spend my years in jail or 13 14 incarcerated away from my family. 15 MR. GLENN: I think something 16 that we possess is just experience with 17 like what we've been through and the way that we speak. It's more so -- it's like 18 the generations still are kind of 19 20 connected with like the age range and it 21 just kind of -- I think we just possess the experience, and when you go through 22 23 something that somebody else is going through now and you can tell them how you 2.4 25 overcame it and how you changed, I think

Page 158 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. that's really a clicker and it like really hits home with a lot of the young 3 people, especially because we grow up in 4 5 the same neighborhoods, you know. 6 been through the criminal justice system, and we actually changed our life, like really changed our life and are really 8 9 doing good things in our communities, and I think that's something that we possess 10 to help them become leaders, and they 11 12 actually like -- they kind of connect with our stories and what we've been 13 14 through, because they see their family 15 members go through it. They see their 16 friends go through it and they're living 17 it every day. 18 Any other --COUNCILMAN JONES: 19 Your Honor. 20 JUDGE LERNER: Mr. Williams, I 21 just want to tell you how happy I am to 22 see you here and in this room. And I'm 23 not going to go into that in any greater detail, except to point out that the law 2.4 25 under which these two young men were

Page 159 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. arrested and charged as an adult is a state law, and it's a state law that came 3 from that period of time that I mentioned 4 when the Representative was here, when 5 the state Legislature in Pennsylvania and in many other states were falling all over themselves to show how tough they 8 9 were on crime. It is, I think, a tribute to people in the criminal justice system 10 11 here, including district attorneys and 12 defense lawyers, that for Mr. Williams the only option under that state law did 13 14 not turn out to be a long state court 15 prison system. And I think you're a 16 success story and I'm really happy to see 17 you here, and I wish you well. 18 MR. WILLIAMS: Thank you. 19 COUNCILMAN JONES: Name three 20 things we could do to make more of you, 2.1 that if you were sitting up here, name three things that you would suggest to us 22 23 to do to create more people like you. 2.4 MR. WILLIAMS: Give people like 25 me and Josh more job opportunities,

Page 160 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 1 2. because when I came home, I had a hard time getting a job, and I still have a 3 hard time finding apartments and other 4 5 things that got to do with criminal 6 background checks. COUNCILMAN JONES: That's one. MR. GLENN: Well, one thing we 8 9 could do for the young people is that we can stop holding them adult jail 10 11 pretrial, because it's really affecting 12 our youth in a terrible way. I mean, everybody that -- well, we actually know 13 14 the facts. I don't know the exact number 15 off the top of the head, but it actually 16 increases the recidivism rate when you 17 put young people in adult prisons pretrial, and it's just because 18 they're --19 20 COUNCILMAN JONES: Why? MR. GLENN: Because I think 2.1 22 it's the exposure to -- basically it's 23 kind of like being in solitary confinement and like -- because they only 2.4 25 have two blocks out of the whole jail.

Page 161 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 It's a jail with probably 14, 15 blocks, 2. and they only have two blocks that's for 3 the young people and it's adult facility, 4 5 and they don't have the programs and the 6 stuff that young people need in that jail 7 because they don't really have room for them people. They don't have room for 8 9 young people being held in adult jail. So they're basically neglected and 10 11 they're not able to receive the proper 12 stuff they need to change. COUNCILMAN JONES: 13 So there's a 14 sight and sound rule that they can't --15 JUDGE LERNER: Well, the 16 situation has changed a lot since Josh was there. The facility is different. 17 It is still a wing. It's a wing of PICC. 18 It's a wing devoted entirely to juveniles 19 20 who have been charged as adults. 21 difficult to keep the adults and the juveniles separated. 22 The Acting Commissioner and the new Commissioner 23 have a plan to actually move all of the 2.4 25 juveniles awaiting decertification

Page 162 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. hearings into a completely separate facility on the grounds of the county 3 prison. 4 5 I will say, however, that --6 and I think it's in the interest of balance, it's important to point this out. There's a school operated there, 8 9 Pennypack School, small groups, dedicated, certified teachers. Ms. Julie 10 and I were up there, as a matter of fact, 11 12 as recently as last week and watched some 13 of the classes. I can tell you that the 14 young men in those classes were 15 demonstrating better attendance and I 16 think getting better teaching than they 17 had been before they were locked up. Mayor Kenney visited that school early on 18 and commented on the irony of the fact 19 20 that for a good deal of our population in 2.1 order to get them good schooling with controlled classes in a quiet atmosphere, 22 23 they had to get themselves locked up first, which is obviously not something 2.4 25 we want to be proud of. But the school

|    | Page 16   | 53 |
|----|---|----|
| 1  | 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 |    |
| 2  | programs, the Youth Empowerment Program         |    |
| 3  | do a lot of good work.                          |    |
| 4  | REVEREND MAIRENA: Quick                         |    |
| 5  | question. Did anybody from the                  |    |
| 6  | faith-based community go visit you and          |    |
| 7  | provide any type of encouragement, being        |    |
| 8  | a Christian or Muslim or                        |    |
| 9  | MR. WILLIAMS: When I was                        |    |
| 10 | incarcerated?                                   |    |
| 11 | REVEREND MAIRENA: Excuse me?                    |    |
| 12 | MR. WILLIAMS: When I was                        |    |
| 13 | incarcerated?                                   |    |
| 14 | REVEREND MAIRENA: Yes.                          |    |
| 15 | MR. WILLIAMS: Not that I know                   |    |
| 16 | of.   |    |
| 17 | REVEREND MAIRENA: So no social                  |    |
| 18 | worker access and no one from the               |    |
| 19 | faith-based community? So YASP is who           |    |
| 20 | gave you an outlet?                             |    |
| 21 | MR. GLENN: Yes. And basically                   |    |
| 22 | YASP, what we do I actually                     |    |
| 23 | participated in a program when I was            |    |
| 24 | locked up too back then, those ten years        |    |
| 25 | ago. That's how I met YASP too. And             |    |

Page 164 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. then we just sat down. We talked about ways that we could help young people stop 3 going to jail, and what we came up with 4 5 was, one, they need employment or they 6 need something to do positive so that they can change and, two, they need 7 peer-to-peer mentoring. Because as we 8 9 thought about it, when adults tell young people to do certain stuff, it's totally 10 11 different, when like your parents tell 12 you, don't go out there or you don't do that than when somebody is at your age 13 14 and at the same type of mental level as 15 you tell you, you know, this is what we 16 think is cool to do. And I think it's 17 language like when you're dealing with 18 people and those -- like when you're dealing with young people from urban 19 20 areas, you got to have people from urban 21 areas teaching them how to be positive leaders in their communities. And that's 22 what we do lack. 23 That's what we lack. 2.4 That's why our organization does that, 25 and it's great, but we need more

Page 165 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 1 2. organizations like us and we also need support from the City for our 3 organization, because we do get our 4 5 funding from grants and we do proposals and stuff, but at the same time, the City should be doing that. You know what I'm saying? They should be helping programs 8 9 like this that develop people into positive leaders that are coming out of 10 11 the prison system. That's all we have to 12 do. All we have to do is have an opportunity for them to change and people 13 14 will change. We don't have that, and 15 that's the real problem. So I think 16 that's four things that we could do collectively to change things. 17 18 COUNCILMAN JONES: We're trying to find all of the pathways out of 19 incarceration we can find. There's no 20 2.1 one size fits all. Different things for 22 different people. So some people are 23 arts, some people work with their hands and hammers, some people do other things. 2.4 25 So we want to find positive ways to

Page 166 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. engage young people so they never, ever, ever, ever have to stay stuck in that 3 4 process. 5 So, again, we appreciate your 6 testimony. It is duly noted. And you ain't never got to be afraid of people who work for you. All right? 8 9 MR. WILLIAMS: We appreciate it. Thanks. 10 11 COUNCILMAN JONES: Thank you. 12 (Someone in audience talking.) COUNCILMAN JONES: 13 Wait a 14 minute. She can't hear you and it's not 15 on here. So hold up. 16 Will the Clerk please read the 17 names of the next group to testify. 18 THE CLERK: Reginald Carter, Criminal Justice Workshop; Reuben Jones, 19 20 Frontline Dads; Berto M. Elmore, 21 Attorney. 22 (Witnesses approached witness 23 table.) 2.4 COUNCILMAN JONES: Thank you 25 guys for your patience, but you can see

Page 167 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 1 2. there's a wealth of information that we're being provided. We don't want to 3 cut anybody off. 4 5 MR. CARTER: It's a great 6 meeting. COUNCILMAN JONES: Thank you for your patience. Please be seated. 8 9 Good afternoon. State your name for the record and please begin your testimony. 10 11 MR. CARTER: My name is 12 Reginald Carter, known also as Abdullah, formerly incarcerated. I did about 11 13 14 years in the city prison system, former 15 gang member, former gang leader, former 16 Imam in the state correctional system, 17 and Islam certainly played a role in 18 helping me to develop out of a mentality of self-destruction, and I'm here to add 19 20 whatever I could possibly add to the 2.1 process of transformation. And one of the things that I am certainly interested 22 23 in is oversight and accountability and transformation. I'll talk about that in 2.4 25 a little bit.

Page 168 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. COUNCILMAN JONES: Go ahead. So one at a time unless -- is everybody 3 testifying? 4 5 MR. CARTER: I was just 6 introducing myself. COUNCILMAN JONES: Is everybody 8 testifying? 9 MR. ELMORE: I will probably be the shortest, but yes. 10 11 COUNCILMAN JONES: Let's go 12 with you first. MR. ELMORE: Good afternoon. 13 14 appreciate the opportunity to address 15 this Committee. My name is Bert Elmore. 16 I'm an attorney. I've been practicing 17 here in Philadelphia for approximately 25 years. I'm here representing people that 18 cannot be here, and I told them that I 19 20 would come and speak for them. There is 2.1 an organization called Real Street Talk, which is an organization in Graterford 22 23 Prison. They wanted me to come and ask you to consider their expertise. 2.4 25 gentlemen are primarily lifers that have

Page 169 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. been incarcerated well over 25, 30, 35, to 40 years, and they created a concept, 3 a program, basically a movement of 4 5 stopping mass incarceration, stopping 6 young people from coming to jail. 7 created this -- obviously they had to get themselves together after years and years 8 9 of reflection, and they decided that they just didn't want to sit and make time go 10 11 by, let time go by. They wanted to do 12 something to impact the community, and developing a collective leadership among 13 14 themselves, they created this Real Street 15 Talk. Now, it's impossible for me to 16 17 go over all of what they do and so forth 18 in this amount of time. What I'm here to ask is that this Committee accept, look 19 20 for, and get with them. Obviously they 21 cannot be here. They're incarcerated. What they bring is an expertise that's 22 23 rare, that normally does not have an 2.4 opportunity to come to these type of 25 things, and that's why I'm here. I would

Page 170 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. suggest that, if possible, because what they do is so unique and so powerful, 3 that this Committee would either go to 4 5 Graterford, because Graterford is one of our largest prisons, it's one of the 7 largest in the country, and I think to go there and it would show -- and I practice 8 9 criminal law, and in jail there is a hierarchy, and what you have is, you got 10 the guys coming in two to four, three to 11 four, but in jail, the ones that command 12 13 respect and get it are the lifers, and 14 they have something to give, they have 15 something to share, and they're willing 16 to do that. And I think that it would 17 really impact -- see, in prison -- and I don't know how they do it, but in prison 18 they know what goes on in the streets. 19 20 They really do. And they have the ability to pass that to people that are 21 22 not here, you know. And the criminal 23 justice reform is a big issue, particularly in the people of color 2.4 25 communities. But these halls are not

Page 171 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. packed. A lot of it is because people don't believe that, well, is this for 3 real. But I think the Real Street Talk 4 5 can show you how to impact and help legitimize and let everybody know that --6 7 see, the people that you really want to deal with, they deal with every day. 8 9 Everybody that goes to state prison goes through Graterford, and their program is 10 11 designed to talk to and reach every 12 inmate that goes through the prison system. A lot of them are from 13 14 Philadelphia. We all know that. And a 15 lot of them are going to return home to 16 Philadelphia. Most of the founders are 17 from Philadelphia. 18 So I think that they have this 19 uniqueness about them that would allow a 20 lot of credibility. If you go to talk to 21 them, I think that word would spread that this is just not another talk committee, 22 23 that you guys really seriously want to understand the problems and solve the 2.4 25 problems, and it will spread through the

Page 172 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 1 2. ex-offender community, because we have a community here of well over 250,000 3 ex-offenders. Not only are they going --4 they're not going anywhere. They need to 5 6 be talked to, and these individuals that I've talked to and met and participated with have already collected the data on 8 9 these individuals, and they have many, many people involved in their database. 10 11 So they can help with this actual reform, 12 tell people about these type of meetings, tell people to participate, and, again, 13 14 they have credibility. 15 I cannot emphasize enough --16 myself and another group of attorneys, 17 there's about eight or nine attorneys that they have been able to pull together 18 to support their efforts, and I just 19 20 think that it would really be -- I'm requesting -- they have programs. 2.1 22 requesting even though they cannot be 23 here, you know, they just can't, but you 2.4 guys can review what they have. 25 They've written two books.

Page 173 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. They have an extensive program. One of the things that I wrote down, they said 3 to me, Bert, you can't talk about reentry 4 5 without money. You have to have the 6 ability to -- you can't talk about criminal justice reform without money in play. This is them talking. 8 9 I'm just asking this Committee is it possible to develop some type of 10 11 video conference or either go there and review Real Street Talk. It is a 12 13 positive program. 14 And with that, like I said, I 15 have -- they sent me almost a hundred 16 pages to read and I just didn't have 17 enough time to read and explain it all. 18 I wouldn't dare try to do that. But they have already got it in place. 19 20 something that will work, and they're the 2.1 experts. I asked one of them, I said, 22 23 How long would it take you to talk to someone that's coming in the prison 2.4 25 system to know if they're going to

Page 174 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 return? He said, I've been here 37 It takes me two to three minutes. 4 5 I can tell you exactly -- he can tell 6 you, He'll be back. That's what type of 7 expertise you have there. So I would appreciate it if you 8 9 would look at the information we're going to submit to the Committee. And I'm 10 11 going to apologize. Shaka Johnson, who 12 is one of the other attorneys that's involved with Real Street Talk, is on the 13 14 list, but he got tied up in court and couldn't make it. 15 16 Thank you for your time. 17 COUNCILMAN JONES: Thank you. And watch this: Yes. So one word: Yes. 18 19 So couple of things. 20 Councilman Johnson and I just came back 2.1 from Graterford three weeks ago, met with the coalition of lifers and other 22 23 organizations, because there's about half a dozen of them, and they've done 2.4 25 something unprecedented. They stopped

Page 175 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 1 2. being in silos. They started working together to talk about the reentry process from inside to outside, with an 4 5 eye towards cutting down recidivism. 6 Julie has also talked about us 7 doing an actual hearing up on State Road, but one of the things that we would like 8 9 to consider is doing a teleconferencing with the -- some of us will go up, but 10 11 all of us based on time constraints might 12 not be able to go up, but we can set up teleconferencing so it's a live feed so 13 14 that the discussion can happen in two 15 places, one up there and one down here. 16 So the simple answer to your 17 question and request is yes. 18 MR. ELMORE: Thank you. 19 Appreciate that. 20 MR. COBB: William Cobb. 2.1 I just want you to offer back to the brothers in Graterford that a 22 23 person who has done time in Graterford, who was mentored by the lifers who were 2.4 25 there, so many that I don't want to

Page 176 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 1 2. neglect mentioning some of them, that helped me navigate through corrections in 3 the beginning of my incarceration all the 4 5 way through to the end. So let them know that someone is here who has experienced what they are currently experiencing and they are very correct in regards to 8 9 mentioning money. It ultimately is going to come down to money. The City of 10 11 Philadelphia alone spends approximately 12 300 million on State Road every year. Our only reentry program that the City 13 14 had was folded into the Prison System with a budget of only \$700,000. We know 15 16 that there are estimated 30,000 people 17 returning from federal, state, and local 18 prisons to the City of Philadelphia each 19 year. You underestimated the number of 20 people who have been in conflict with the 2.1 criminal justice system by about 150,000. So there are about 400,000 of us who have 22 23 been in touch with the criminal justice 2.4 system. 25 Please let the brothers know

Page 177 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. that I am here, and as a result of me being here, they are also here. 3 MR. ELMORE: I certainly 4 appreciate those words, and I will 5 definitely let them know that, that their voice is going to be heard and a part of this procedure. 8 9 Thank you very much. MS. SCHWARTZMAN: T want to 10 11 echo that too. I'm with the Pennsylvania 12 Prison Society. We've worked with lifers 13 through the years. It's important to 14 have that voice, and without it, I don't 15 think this Committee could really be 16 complete. So I'm glad you brought it up, 17 because otherwise I was going to. 18 MR. ELMORE: All right. 19 COUNCILMAN JONES: So really 20 just to echo what they said, this is in 2.1 part about them. And many of them I had 22 an opportunity to talk to realized up there what it was all about and want to 23 dedicate themselves to preventing anybody 2.4 25 else from coming. And I could name ten

Page 178 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 1 2. or so things that they have done and been engaged in in a positive way that have 3 helped us out here already. So yes. 4 5 MR. ELMORE: I will give that 6 information to them. I'm sure they'd be pleased. I certainly am pleased that this Committee will integrate their 8 9 discussion and programs into this great effort that -- you know, which is really 10 overdue. And as a criminal defense 11 attorney, like I said, I appreciate it. 12 I hope that while some of us that 13 14 practice law -- I'm just going to say 15 this. There are a lot of people that 16 have an interest in continuing mass incarceration, financial interest, and I 17 18 just happen to be a part. Some of them don't want to be in, but I'm not one of 19 20 those. I hope --2.1 COUNCILMAN JONES: Thank you 22 for your help. Thank you for your testimony, sincerely. 23 2.4 MR. ELMORE: Thank you. 25 COUNCILMAN JONES: Okay,

Page 179 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. gentlemen. Bring us home. MR. JONES: So good afternoon, 3 Council and Commission members. My name 4 is Reuben Jones. And I just want to 5 6 share two points with you. I have a lot of talk about -- I don't know about our time situation, so I'll be as brief as 8 9 possible. I have two asks that I'm going 10 11 to present to the Commission today, and 12 not necessarily the ask on behalf of Frontline Dads, which is the program that 13 14 I represent, and one of the things that 15 we do is mentor young people, which you 16 heard a lot of talk about mentoring, but 17 the project that is most relevant to this discussion is the peacemaking project 18 that we engage in in which we have a 19 traveling workshop, if you will, to teach 20 21 young people conflict resolution skills. And we've done this at -- I actually have 22 23 one coming up at Ben Franklin High School. We've done it at Temple 2.4 University, Arcadia, the Friends Center, 25

Page 180 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. Sankofa, Harambee Institute. I mean, there's a long list of interventions that 3 we conducted, along with the proposition 4 of teaching young people how to 5 peacefully negotiate and resolve conflict as a measure of violence prevention. Some of the folks who have 8 9 participated in some of our workshops 10 include Dorothy Johnson-Speight, George Mosee, Judge Lori Dumas, Calvin Anderson, 11 12 and the list goes on and on, who brought their expertise to the table to conduct, 13 14 facilitate a workshop or serve on the 15 panel to share with young people their 16 insights and experiences to help move 17 them to a place of being change agents in their communities, in their schools, in 18 their families. 19 20 One thing I really want to kind 2.1 of present since we're talking about the 22 summer, we're talking about following 23 prevention measures to help curtail some of what we see. When we look at the 2.4 25 media, when we look at the news, there's

Page 181 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. another horror story every day. There's another tragedy every day, and, you know, 3 sometimes it's unsettling when I have to 4 5 explain to my 6-year-old, you know, 6 what's on the news and what's happening 7 in the world, to the point that I try to catch the news every morning before I 8 9 leave the house, and we've come to the point that he doesn't want me to watch 10 11 the news in the morning because it's 12 so -- it's just so disheartening and so 13 painful. 14 So the proposition I want to come to -- and I'll come back to talk 15 16 about our program, because I don't want 17 to come in here and sell our program. What I want to do is propose two things. 18 A, we know that in this city about 80 19 20 percent of the homicides that occur 2.1 happen to African American males, and unfortunately in most cases the 22 23 perpetrator is an African American male. So I want to solicit this Commission 2.4 25 to -- I don't even know what the process

Page 182 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 1 2. would be, but somehow get the Mayor involved to declare homicide in Philadelphia a public health crisis, 4 5 specifically gun violence a public health crisis. I think that if we don't move with some urgency at this moment in time, then we're going to see a continued 8 9 escalation and we're going to -sometimes, you know, I feel like we're 10 11 living in the movie New Jack City when 12 you see some of the things that are happening, the atrocities and the 13 14 numbers. And I don't know if we reached 15 that tipping point. It's the point of no 16 return for us. I don't know that. what I do know is that if we declare gun 17 violence a public health crisis and with 18 all the resources and attention that 19 comes with addressing it, I think we have 20 a much better focus in terms of 2.1 22 prevention. So that's number one. 23 Number two, as unpopular as it may be, there's a lot of talk in the City 2.4 25 around the sugary drink tax. And I'm not

Page 183 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. here to endorse the sugary drink tax, but I do want to submit that none of the talk I've heard about the funding to be 4 generated from the sugary drink tax, none 5 of it has identified violence, specifically violence prevention, as a focal point. 8 9 So my suggestion is, if we could somehow solicit some of that 10 11 resource to be generated from the sugary 12 drink -- I'm supportive of community schools. I serve on the Universal Pre-K 13 14 Commission. All those things are great, but when we talk about what should be the 15 16 number one priority in terms of public 17 safety for the citizens of this city, I think we have to pay some attention to --18 and attention means not just dialogue, 19 20 but also financial resources, boots on 2.1 the ground, community-based intervention 22 to identify and address particularly gun 23 violence. So we talked a lot about some 2.4 25 of the other interventions that are

Page 184 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. represented here today, and we know that Philadelphia is often quoted as being the 3 city of neighborhoods, right? 4 5 problem is, a lot of these neighborhood conflicts are intergenerational. They go back for two and three generations. МУ grandfather was at war with your 8 9 grandfather; therefore, you better not cross that line. 10 11 So I do think that the 12 mentoring helps. Like I said, I run a 13 mentoring program. I do think jobs help. 14 I do think that basketball helps, but if 15 we limit ourselves to the low-hanging 16 fruit of jobs, of basketball, of 17 mentoring, then I think we're going to miss the mark, and we got to get down to 18 the ground level and start creating the 19 20 opportunity for these people who are in 2.1 conflict with each other to resolve it, because most of the time we don't even 22 23 know -- well, they don't even know what the root of it is. It's just this is the 2.4 25 code of the street that we follow, and if

Page 185 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. you violate, this is the consequence. So at some point we have to be 3 the courageous leaders to step forward 4 and put those two opposing sides in the 5 same room together at the same time with the same agenda. They've done conflict resolution in South Africa. They've done 8 9 it in even Afghanistan. They've done it They've done it in Ireland. 10 in Israel. 11 And all over the world it works when you 12 bring folks together to resolve a conflict peacefully, when you identify an 13 14 end game. And I don't know why we 15 believe in Philadelphia this is the only 16 place on the planet that it can't work. 17 But my proposition to this Commission is to engage in some effort 18 through the sugary drink tax to get it 19 funded so that we can address some of 20 2.1 these conflicts at the ground level, 22 which includes mental health treatment, 23 of course. Some of the outrageous incidents that we've seen is obviously 2.4 25 acts of violence that's caused by some

Page 186 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. challenges that haven't been addressed. So I think I'm going to wrap up 3 my testimony at that point. Again, I'm 4 open to talk about the peacemakers that 5 6 we are engaging in over the summer to -we identified 12 locations over the summer so that every week, from the time 8 9 school is out to the time the school returns, that we'll be able to do an 10 11 intervention in a different neighborhood 12 in the City to really take the tools to the community that needs it the most to 13 14 really bring it directly to the people, 15 not ask them to come to us, and really 16 teach young people how to be at the 17 forefront of changing the face of Philadelphia, how to be at the forefront 18 to become a change agent, to de-escalate 19 situations. We know that at the heart of 20 2.1 a lot of these situations is social 22 media, and as soon as there's -- not even 23 a fight. As soon as somebody exchanging words or glass, everybody have their 2.4 25 phone out taking a video, a selfie, a

Page 187 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. picture and posting it on social media, and we see it just kind of take off from 3 there. So we want to help teach these 4 young people how to step away from that 5 and be actually intervening, because nobody has greater influence -- the young man already said it. Nobody has greater 8 9 influence on the young person than another young person. "Yo, man, chill, 10 11 it ain't even worth it, cool out" will go a lot further than even the judge saying 12 something, because at the end of the day, 13 14 they're not afraid of going to jail. 15 They're not afraid of even dying, but we 16 have to make them or teach them to 17 respect life, to value life, and to value each other and learn to be a part of the 18 solution and not the problem. 19 So that's what I offer to this 20 2.1 Commission. I'm available for questions, 22 if you have any. 23 COUNCILMAN JONES: So first of 2.4 all, thank you for what you do. On your 25 initial request about whether or not we

Page 188 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 1 2. should treat it as a health crisis, if you just look up Broad Street, Temple 3 University teaches now first responder 4 for people just walking down the street. 5 6 We're at a point where they have to know first aid and trauma relief just to be a friend to someone. And so that speaks to 8 9 the nature of the heightened sense of violence in some zip codes. 10 Today, they put out a zip code 11 12 list of mortality rates by zip code. if you live in this zip code versus that 13 14 zip code, you might live three years 15 longer on average. There is a disparity 16 of 20 years in some parts of Philly to 17 the other part of it. And it ain't the Schuylkill punch that's making it 18 different. 19 20 So, yes, it has to be treated, in effect, like a health crisis. 21 By way of conflict resolution 22 23 and bringing people together, I know it works, because back in my day, Sister 2.4 25 Falaka brought different warring groups

Page 189 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. together, and some of them are my best friends now. Some of their kids play with my kids. And imagine how that would 4 5 be if it didn't go that way. So it can be done. 6 The 7 question is for Philadelphia, what do you prioritize, not with your verbalization 8 9 but with your budget. So a lot of these things that you do are there, you exist, 10 but how do you bring it to scale so that 11 12 it has an impact on neighborhoods, and that's what we're trying to -- there's a 13 14 lot of good out there, but what we're 15 trying to determine is how much does good 16 cost and how long does good take to kick 17 in. 18 Julie. 19 MS. WERTHEIMER: Thank you, Councilman. 20 21 Thank you for your testimony, 22 Mr. Jones. The one thing to your point 23 on it being a public health crisis, I think in addition to the program that the 2.4 25 Councilman mentioned about that's going

Page 190 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. on with the trauma centers at Temple, we are seeing other programs that have taken 3 that bench as it's appropriate to do, 4 such as CeaseFire, which is the cure 5 violence model out of Chicago, which is also run out of Temple out of their med school. In addition, we have doctors 8 9 from Drexel who run a program called Healing Hurt People. And so this idea of 10 11 the trauma not only to the body but to the mind of what violence does to our 12 communities I think has been emerging for 13 14 quite some time and will continue to make 15 an impact on how we deal with this issue. 16 MR. COBB: William Cobb. 17 Mr. Jones, thank you for your 18 testimony. You indicated that you run a program and you didn't want to sell it. 19 20 Well, if this Commission is successful, 2.1 at some point in time we will garnish 22 resources and then we will be looking for organizations that have definitive 23 measurable impacts and, as Councilman 2.4 25 indicated, the timeframe. So I actually

Page 191 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 1 2. want to push back a little bit and have you tell us some things about your 3 program, but specifically the number of 4 5 young people that you are able to touch 6 with your current funding and what your 7 potential is if you were fully funded. MR. JONES: Yeah. Thank you 8 9 for asking. Let me just address a couple things before I even get to that. 10 11 When I talk about the public 12 health crisis, I'm talking about something very specific, because we like 13 14 to talk about PTSD, and the reality is the youth that I know, the youth that I 15 16 grew up in the 32 zip, so the people that 17 I grew up with, the people that I've seen 18 die. I spent 15 years in prison myself. 19 So the PTSD is kind of the thing -- it's 20 kind of an academic approach. children live in sustained traumatic 2.1 experiences. They relive it over and 22 23 over again. They don't exit from it. They're re-traumatized over and over 2.4 25 again. And I have tremendous respect for

Page 192 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 1 2. Drexel and Healing Hurt People. participate with their citywide effort. 3 Temple, we take our youth to Scott 4 5 Charles' Cradle to the Grave program. 6 I'm very familiar with Wayne Jacobs and the whole bringing the war zone triage kind of practice to the streets. Very 8 9 familiar. But I'm talking about something completely different. 10 11 Our children do not have an 12 opportunity to return home from war to a 13 safety zone. Our children are not only 14 born into these war zones, but they're socialized into a war zone that tells 15 16 them that violence is the way that you 17 resolve conflict, and it takes a lot to 18 break through that. And I don't minimize any effort by any program or any person 19 20 that's ever happened, but I will say --2.1 you asked -- someone asked Chekemma about what about the kids who don't get the 22 23 jobs, right? I thought that was probably 2.4 the most profound question of the day. 25 COUNCILMAN JONES: That was my

Page 193 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. question, for the record. MR. JONES: Okay. So let me 3 give you an answer to that question. 4 5 what happens to them are, if you tracked 6 it, would be the same kids who drop out of school; would be the same kids whose father, grandfather, uncle upstate; would 8 9 be the same kids who were bullied; would be the same kids who end up at the Youth 10 11 Study Center; who will be the same kids who transition over to PICC; who will be 12 the same kids who matriculate to SCI 13 14 Graterford. So we already know what 15 happens to those kids, because those kids 16 know nobody cares about them. It doesn't 17 matter how many speeches are made. know, they see it when the investment 18 19 isn't made in their communities. 20 Let me go and say it further, 2.1 because I went to the Villanova celebration last week, the other week, 22 23 but when I go back to the community, you know what they say? They don't care 2.4 25 about us. They spent money for Villanova

Page 194 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. and I can't get this vacant lot on my block cleaned up. So that's what they 3 see. So they hear the words, but what 4 they see is they're not prioritized. 5 beautiful word that you used. So if we don't take this whole approach in the context of prioritizing 8 9 all of the citizens of this city and making them feel like an equitable 10 partner, then what you'll have is people 11 12 who feel disenfranchised, feel disconnect, and they're create this whole 13 14 kind of underworld, this whole other 15 existence that unfortunately most people 16 don't even see until the police comes in 17 to put the cuffs on because they violated 18 someone. And that's the sad part of it, that there are a lot of opportunities 19 20 along the way that we can intervene and 2.1 prevent that. So to your question, Mr. Cobb, 22 23 so here's two proud moments I'll give you about the children we impact. We took 54 2.4 25 young people to President Obama's

Page 195 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 1 2. inauguration. No funding, no grants, no anything. Just hustle from the muscle. 3 So we got kids selling candy bars. 4 5 accepted donations, all these other 6 things to come up with alternative ways 7 to pay for what our vision is. And my belief system is that whatever you 8 9 believe in, whatever you spazzing about, you figure it out, because it's not 10 11 somebody's obligation to do that. 12 So I hear what you saying, but the struggles and the commitment that we 13 14 made to the young people over the years didn't come from the desire or the need 15 16 for a grant. It came from people, all 17 volunteer staff. Nobody gets paid, right? People who are committed to 18 transforming the lives of young people, 19 20 because they transformed their lives 2.1 themselves. So what could the capacity be if it was funded? I don't know. 22 23 just don't. I can't even answer that. All I know is the work that we do is from 2.4 25 the heart based on the commitment we have

Page 196 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. to the young people. COUNCILMAN JONES: Just so you 3 know, Mr. Jones, I'm not here talking 4 5 about building a statue to Villanova. 6 I'm talking about saving them babies so that maybe they can get to Villanova on a scholarship. But let me just say this --8 9 MR. JONES: We all want the same things. I'm just giving you the 10 11 sentiment of the community. 12 COUNCILMAN JONES: And I agree 13 with the community. We don't 14 prioritize -- I could point out out the 15 window where we put all that money into 16 that plaza. That's about, what, 40 17 million? We gave 20 more million to the 18 W Hotel down the street that's getting built and then we're getting ready to do 19 20 the parking -- Love Park. That's a hundred million in between three blocks. 2.1 22 You know what our poverty commitment is 23 from the federal government to here? 43 million. So if you love what you love, 2.4 25 you'll fund it. And that's why we're

Page 197 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 1 2. here. So you're right, and we want to try to get better at that, so to let them 4 5 know that we do care. And you're so 6 right. There's a disconnect between the day-to-day life of a kid at 16th and Cumberland and what we think 50,000 feet 8 9 up in the air is good. And so we got to get a little closer on making it relevant 10 11 to them, and that's why we're here. 12 MR. JONES: And I appreciate I think most of the -- when we 13 14 talk about grassroots community 15 organizations, I could probably name 20 16 just off the top of my head. They're all 17 funded out of pocket. I mean, the brother says he teaches them the skills, 18 the trades, you know. They fund these 19 20 programs out of pocket because they care about their communities. And if there 21 22 was one umbrella opportunity to support 23 the grassroots and connect the grassroots 2.4 to resources, I think we'll see a 25 tremendous difference in the City of

Page 198 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. Philadelphia. COUNCILMAN JONES: Well, we 3 want you to keep doing what you're doing. 4 5 We're going to keep doing what we're 6 doing. We'll meet on Broad Street and 7 celebrate life for the kids that probably wouldn't have had that but for what we're 8 9 doing. 10 MR. JONES: Absolutely. 11 MR. COBB: And hopefully with a 12 check so you can continue to do your effort too. 13 14 COUNCILMAN JONES: Get the 15 money. 16 MR. CARTER: Reginald Abdullah 17 Thanks again for this again. 18 opportunity. 19 When our brother was talking 20 about the crisis of our young people 2.1 killing each other, the thing that I immediately thought of is that why are 22 23 our young people actually killing each other. Why are black people more prone 2.4 25 to death than other people. And the

Page 199 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 1 2. answer is racism. It's racism. death and destruction in our communities is a deliberate act. 4 5 When we talk about the collateral consequences, there are some people that work within the system that mean to hurt us, and they do it, and they 8 9 make money doing these things. With the Philadelphia Black 10 11 Political Summit Coalition, the Criminal 12 Justice Workshop came up with a concept of creating an oversight and 13 14 accountability initiative to look at all facets of criminal justice and to have 15 16 oversight, accountability, and 17 transformation. 18 I was listening to a lot of the 19 people, the presenters here today and 20 with all of the great questions, and 2.1 we're talking about a massive amount of 22 money being spent on a lot of things that 23 aren't working. We're talking about people who are duplicating things and 2.4 25 making it sound rosy and cheery so that

Page 200 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. they could keep duplicating things. One of the points that you 3 made, Brother Curtis Jones, was that 4 Sister Falaka Fattah and her family, 5 6 people in the community, got out and did things, and people knew they were from the community. There's a difference when 8 9 you can feel and sense something. When I went to prison at 18 10 11 years of age as a former gang leader, I received education behind the wall from a 12 lot of brothers that had life sentences. 13 14 At that time, some of them were former 15 Black Panthers and the guys that were the 16 nation of Islam and some Muslims, and I was still into a mode of ignorance, and 17 they were saying, Man, come here, let me 18 tell you something, because I'm going to 19 share this -- it's kind of embarrassing. 20 I was in a cell at Dallas in the hole and 2.1 I was talking to a brother named Jeff 22 23 Mimms, and we talking. I said, Yeah, 2.4 man, the good hair, the good hair. He said, Wait a minute. 25 Where

Page 201 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. did you get that good hair stuff from? He said, You got that from the white man, 3 didn't you? 4 5 And I began to become educated 6 about the effects of racism. And we know that mass incarceration today, it stems all the way back to slavery. So we're 8 9 going to be educating our young children. We have to set up an educational model 10 11 that tells them exactly why they're doing 12 what they're doing as a means to try to help prevent some of those things from 13 14 happening. We know that we need economic 15 16 infusion. You mentioned all of this 17 money going to things, it makes things pretty, it's good for people visiting 18 Philadelphia, but it doesn't really help 19 20 the community that needs to be helped, 2.1 the at-risk community. And I like that 22 term because it's a reality. 23 So people that are doing -that are engaged in criminal justice 2.4 25 preventions, they need to be watched on

Page 202 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. all levels - county, state, and federal, and they need to be watched by us as a 3 group of people, not just by elected 4 5 officials. One of the problems I have with elected officials, no offense, in 6 7 doing a whole lot of things is that they tend to be political and some things 8 9 become a political football. They can actually work, but people say, Hey, I 10 11 don't want you because you were -- the 12 last Administration put this together and I'm going to stop this because that's not 13 14 what we want to do and I have a conflict 15 with you. So now I'm a political 16 football where I could have been getting 17 some help. Now that help is not there. 18 So we're talking about transformative efforts. We're talking 19 20 about wrapping -- doing what other people have been doing for the black community, 2.1 using us, having a parasitic relationship 22 23 with us. We need to start wrapping people around our needs. Our needs 2.4 25 outweigh their relationships with us in

Page 203 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 1 terms of just being exploitive. 2. We have to take a very close look at all of the 3 service providers to make sure that 4 they're following their 501(c)(3)'s, 5 number one, and that they're being effective. 7 We have to have a committee of 8 9 people of oversight and accountability that can go into those prisons and be 10 11 watching people -- people tend to act 12 different when you're watching them. can't do that, so-and-so is over there. 13 14 Here come the Imam, stop what you're 15 doing, you know." I had that experience 16 in prison. I was an Imam for a 17 particular point in time. The guy told me, he said, Man, when you showed up, we 18 used to have to straighten up. 19 So we all need to be watched 20 and we need to watch each other so that 2.1 22 we can have a better development. 23 Any questions, please. COUNCILMAN JONES: 2.4 25 questions for this panel?

Page 204 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. And the reason I'm rushing is because our stenographer needs a break. 3 So we're going to -- it's real. So we're 4 5 going to take a ten-minute recess and 6 then reconvene afterwards. MR. CARTER: Let me say this before you go, Brother. If we can do a 8 9 subcommittee on accountability, oversight and accountability, that would be great. 10 11 COUNCILMAN JONES: Got it. 12 We're coming back. 13 MR. CARTER: Okay. I'll be 14 here. 15 (Short recess.) 16 COUNCILMAN JONES: We are about 17 to reconvene the hearing on criminal 18 justice reforms. 19 Will the Clerk please read the 20 next group of witnesses to testify. 2.1 THE CLERK: Shahmar Beasley, John Anderson, Jonathan Wrenn. 22 23 (Witnesses approached witness 2.4 table.) 25 COUNCILMAN JONES: Will you

Page 205 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. please come up to the -- we're going to try to get everybody that's going to 3 testify in. We want you a part of the 4 5 record. 6 Thank you for your patience. 7 We're going to begin with this young man right here. He had to look away. You. 8 9 You're the only young man. The gentleman 10 to our right. 11 MR. BEASLEY: So I can begin? 12 COUNCILMAN JONES: Yes. Say 13 your name. 14 MR. BEASLEY: My name is 15 Shahmar Beasley. 16 COUNCILMAN JONES: Pull the 17 microphone closer, please. 18 MR. BEASLEY: Got you. 19 So my name is Shahmar Beasley. 20 I'm a sophomore over at Drexel University 21 studying political science. While at Drexel, I serve as President of Drexel 22 Black Action Committee, the President of 23 the Drexel Rotary Club, the Vice 2.4 25 President of the Drexel Democrats, and

Page 206 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 1 2. Vice President of Real Street Talk Organization that has at least 30,000 3 members inside of the organization. 4 5 So through all of my positions 6 and schooling, I've learned some very important information regarding the criminal justice system, as well as the 8 9 politics behind it. One thing that is absolutely obvious to myself, the people 10 11 in this room, President Darrell Clarke, 12 and almost everyone in the United States is that our city is locking people up at 13 14 an alarming rate while seeing literally no difference in our criminal rate. 15 16 As Mark Holden said on Friday's 17 meeting, it costs \$35,000 to \$40,000 per year to incarcerate someone in 18 Philadelphia. This is an astronomical 19 20 amount of money, considering that we have 2.1 9,400 men and women in prison in this city today. 22 23 To put those numbers together, 2.4 it says that we spend roughly \$329 25 million a year that is only going towards

Page 207 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 1 the housing of the inmates, literally 2. just the housing. Not even mentioning the amount it costs for paying the 4 salaries to have more cops on the 5 streets, not even taking into consideration the amount of money it costs for more prison quards, and 8 9 definitely not taking into consideration the amount of money it costs for more 10 11 prosecutors to arrest these people. 12 This is a problem that I am very happy to hear being addressed by 13 14 this Council today. And just as 15 Representative Harris said earlier, this 16 mass incarceration system that we have 17 creates a huge cacophony of problems for post-release, some of which includes 18 denial of public housing, denial of 19 20 public loans, and extreme difficulty 2.1 finding a job after one is released. 22 These are problems that are easily found through a small amount of research. 23 What's difficult to find is solutions to 2.4 25 these problems.

Page 208 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. One of the main problems of the current criminal justice reform talks 3 that we have in the United States is that 4 5 it still treats those arrested as if they are a menace to their environment and they need to be dealt with. It's not addressing individuals that were 8 9 wrongfully accused, like Josh of the third panel earlier, or even those 10 individuals that are coerced into guilty 11 12 pleas. My solution would address the fact that implicit bias is a problem for 13 14 literally every part of our criminal 15 justice system. 16 I would like to suggest that a 17 preventative approach to the criminal 18 justice reform system would be very warranted and necessary. That's why I 19 20 would propose that implicit bias training 2.1 become mandatory for all cops, judges, 22 jurors, and prosecuting attorneys. 23 would give our justice system a much-needed boost of fairness that is 2.4 25 long overdue.

Page 209 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. The Harvard Law Review through Cass Sunstein and Christine Jolls in an 3 article named "The Law of Implicit Bias" 4 addresses how implicit biases are present 5 in almost all Americans and how trainings of these implicit biases will help to identify these issues and ultimately 8 9 solve them. In Philadelphia, we could be 10 11 the first to lead this movement of ending 12 modern-day slavery or mass incarceration, as we all are more comfortable saying. 13 14 Secondly, an organization I got 15 involved with earlier this year through 16 Mr. Berto Elmore back there called Real 17 Street Talk strongly suggests that this city stop the hold on individuals 18 regarding employment. Many black and 19 20 Latino Philadelphians being released from 2.1 prison have little to no way to go back 22 to a normal lifestyle because of the lack 23 of money. 2.4 Berto Elmore, Esquire, stated 25 earlier that we have written -- that Real

Page 210 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 1 2. Street Talk has written a book on how to get people to address their wrongdoings, 3 their wrong lifestyles, and ways to start 4 5 legal entrepreneurship. So just as Mr. Bert said, I would encourage you guys once again to go out and speak to these individuals. Just as they sent him out 8 9 an 80-page proposal, they sent me out a 26-page proposal that due to my schooling 10 11 and all the clubs I run, I didn't 12 necessarily have enough time to truly present it before you. It's a lot of 13 14 information in there, trust me. 15 So ultimately what I suggest is 16 that we end this war on drugs and we suggest that people get second-chance 17 programs rather than incarceration or 18 prison time for non-violent drug 19 20 offenses. So that being said, I want to 21 22 once again thank you all for your time. 23 Thank you, Ms. Graham, for putting me on the agenda for today, although it was a 2.4 25 little bit late, and thank you guys for

Page 211 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 1 starting this criminal justice reforms program and dedicating all your time to it. 5 COUNCILMAN JONES: Other than 6 wanting to run over there and hug you and say -- give you a bro hug. Where are you from? 8 9 MR. BEASLEY: West Philadelphia, 59th and Christian. 10 11 COUNCILMAN JONES: Where? MR. BEASLEY: 59th and 12 Christian, up by the Cobbs Creek area. 13 14 COUNCILMAN JONES: I know where 15 it is. It's not my district, but I do 16 know where it is. 17 And so have you ever gotten in 18 any trouble? 19 MR. BEASLEY: No, but I have 20 had a lot of friends that unfortunately have been. 2.1 22 COUNCILMAN JONES: So if you 23 don't mind me asking, what was the difference in your life that made you 2.4 25 different than your friends?

Page 212 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. MR. BEASLEY: Certainly. So, I mean, given the fact that we all grew up 3 in the same area, we did have to go 4 through very similar problems, such as 5 losing close friends of ours to either incarceration for long time periods or even unfortunately death before the age 8 9 of 18 through like unfortunate shootings and whatnot. So to say the very least, 10 11 we pretty much had the same type of 12 mindset. The one thing that kind of led me to a different path, I guess, was an 13 14 organization I got involved with called 15 Summer Search Philadelphia. So they sent 16 me first to Colorado for -- it was like 17 an expedition program in which I got to hike through the mountains. I got to 18 live in the Southern Rockies for an 19 20 entire week, and I even climbed a 21 mountain called Rolling Mountain in the Southern Rockies. 22 Through that 23 experience, it made me see that the world is bigger than just Philadelphia, that 2.4 25 there's different mindsets that are out

Page 213 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 1 2. there, that the things that we value as like Philadelphia and people from lower 3 socioeconomic backgrounds is a little bit 4 5 different than I guess the rest of the 6 world, and it made me start exploring more options and looking into other things from there. 8 9 It also led me -- well, Summer 10 Search also sent me to Nicaraqua for my 11 second year as part of the program, 12 completely for free, in which once again it just completely expanded my horizons 13 14 beyond anything imaginable and ultimately 15 led to me getting a full scholarship to 16 Drexel. 17 COUNCILMAN JONES: So now millennial -- are you a millennial? 18 not even sure what --19 20 MR. BEASLEY: Yes. I'm 20 21 years old. 22 COUNCILMAN JONES: I get 23 confused. 2.4 So many successful people that 25 wind up navigating inner cities and

Page 214 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. getting out don't look back. Once they get out, they see the Rocky Mountains, 3 they don't look back. What made you come 4 5 back and give back? 6 MR. BEASLEY: So just as I was 7 saying, like many of my friends are still affected by this today because they 8 9 weren't given the same opportunities. They weren't given the type of funding 10 11 that I received. I received like up to, 12 what was it, about \$30,000, \$40,000. Literally the amount that we take to 13 14 incarcerate a person for a year is what 15 took me to actually go ahead and get this 16 life-changing experience and led to a 17 full scholarship to Drexel. So that was one of the main 18 things. Like whenever I would speak to 19 20 them and they would say like, Another one 2.1 of our friends got killed, or I would speak to them and see the mindset that 22 23 they had, where it was just, you know, retaliation rather than anything else and 2.4 25 more so them being criminalistic in their

Page 215 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 1 2. mindset that led me to say like something has to be done, something has to 3 actually -- like someone has to actually 4 5 step up to the plate and try to call some 6 type of change in these environments that aren't necessarily being brought to the forefront. 8 9 COUNCILMAN JONES: Does anybody 10 on the Commission have any other 11 questions? 12 Thank you for your MR. COBB: 13 open and honest testimony. I want to hug 14 you too, brother. We really appreciate 15 that you are young, articulate, well 16 spoken, thoughtful, and so generous of 17 your time. And you still don't have to 18 be compassionate, you still don't have to have empathy, but you do. 19 But I do want to take a little 20 2.1 something back from you. I know lots of 22 people will consider you exceptional, but 23 what you stated, the experiences that were lended to you -- well, good. 2.4 So you 25 agree with me. I always say that there

Page 216 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 1 2. are no exceptional people, just people who have been given extraordinary 3 opportunities. And so thank you for 4 5 taking advantage of the exceptional 6 opportunity that you were provided. made us feel good today. This stuff is 7 heavy and you really lightened the room 8 9 today. So thank you for your testimony. COUNCILMAN JONES: It's not all 10 11 doom and gloom when we see you. All 12 right. DEPUTY COMMISSIONER BETHEL: 13 14 Just so you're aware -- you may not be 15 aware, but other than the MacArthur 16 grant, implicit and explicit bias is 17 going to be trained. It's going to go 18 across all of the entire criminal justice 19 system. Everyone is going to go through 20 implicit and explicit bias training as part of the model, and that was actually 2.1 factored into -- and Julie wants to 22 23 expound on that -- into the grant. Excellent. 2.4 25 MS. WERTHEIMER: Yes. It. was

Page 217 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 1 2. actually addressing racial, ethnic, and economic-based disparities, was its own 3 standalone strategy within the grant. 4 5 Not only the implicit/explicit bias training, which is for all of the criminal justice agencies from the ground up, but also doing basically what amounts 8 9 to an audit of our system to figure out where the disparities start and where 10 11 they persist and then figure out how best 12 to address them. Anecdotally I think we might know the answers to some of those 13 14 questions, but it's important to back 15 them up with data. 16 MR. BEASLEY: I was going to 17 say a good starting point for that 18 research would be the Daniel Moynihan Report of 1965, in which they found that 19 one of the main issues of the black 20 2.1 community has nothing to do with economic issues, nothing to do with the fact that 22 23 we're not getting enough money, nothing to do with the fact that segregation was 2.4 25 happening, but rather the black coacher

Page 218 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 1 2. was to blame for all the problems that was going on. This is the mindset that 3 many people hold. It dates back to the 4 5 eugenics movement in which they were 6 trying to say black people are different 7 slightly than everyone else, as well as like every other racist out there. 8 9 So, I mean, I would definitely encourage -- unless you have already. I 10 11 don't know. I'm not really familiar with 12 the research that you've done, but --13 COUNCILMAN JONES: What is your 14 major? 15 MR. BEASLEY: Political 16 science. 17 COUNCILMAN JONES: No doubt. 18 All right. 19 MS. WERTHEIMER: Well, thank 20 you also for your testimony. 2.1 appreciate you being here. 22 MR. BEASLEY: Thank you. 23 COUNCILMAN JONES: Gentlemen, you shouldn't have went after him. 2.4 25 Somebody got to follow him.

Page 219 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. MR. LOCKETT: You really want me to go? No. Let me go, because I'm 3 not going to take long. 4 5 COUNCILMAN JONES: State your 6 name for the record, sir. MR. LOCKETT: My name is Phil Lockett. And since I'm on TV, my life is 8 9 in danger now. But anyway, because I'm a block captain. Block captains -- I've 10 11 been a block captain for 45 years. You 12 know, we targets all over the place. I want to thank the board for having 13 14 this, because I didn't think it was going 15 to be this good. This is outstanding. I 16 really commend you people for doing what 17 you're doing today. You blew my mind. 18 But Pennsylvania Senator 19 Williams almost talked about it when he 20 was talking about the schools here in Pennsylvania. There's a back door of no 21 return in every school where the children 22 23 can emancipate themselves at the age of 16 and they hit the street with no 2.4 25 diploma, no work experience, no sponsors

Page 220 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. for anything, and the drug dealers pick them right up. And you wonder where the 3 manpower is coming from when -- now, I 4 5 have a drug cartel on my block. For 45 years we've been dancing. And they got a hold of one of my young boys, because he cleaned up the area and they gave him the 8 9 money. And next thing I know, the boy is 10 working against us now. Now he's 11 trashing up the block. He's belligerent, 12 messing with my car, stuff like that. I told his mom. He's in big-time danger 13 14 because his head done got spinned around. 15 What they do in my community, 16 they give him money, drugs, guns, and 17 sex. And them boys don't go home no more. By the time he's 12 years old, 18 he'll be in the Police Department. And 19 20 when he turns 16, he's going to already be dropping out of school, and you going 21 to wonder why the pipeline is still 22 active from school. 23 We need to shut that back door 2.4

of emancipation of the students that can

25

Page 221 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 2. drop out of school at will. You got more going out the back door than children 3 graduating. And if we can modify it --4 5 let's say you want to drop out. They 6 must have a job. They must have a 7 sponsorship for something else other than just hitting the street to become part of 8 9 the bad side of society. And that's all I got to say, 10 11 and I appreciate you giving me your time, 12 especially that young lady up there who kind of gave me a hard way to go, but I'm 13 14 used to it because I'm old school. I've 15 been a warrior since --16 COUNCILMAN JONES: Don't feel 17 She gives me a hard way to go. bad. 18 MR. LOCKETT: Yeah, yeah. 19 We're going to take her out to lunch, you 20 know. 21 COUNCILMAN JONES: It ain't 22 just you. 23 MR. LOCKETT: I really 2.4 appreciate you, Curtis. Man, I'm going 25 to get you on Facebook, you know, because

|    |   | Page 22 | 2 |
|----|---|---------|---|
| 1  | 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 |         |   |
| 2  | you doing a heck of a job.                      |         |   |
| 3  | COUNCILMAN JONES: Thank you so                  |         |   |
| 4  | much.   |         |   |
| 5  | MR. LOCKETT: You renewed my                     |         |   |
| 6  | faith in City Council.                          |         |   |
| 7  | COUNCILMAN JONES: Wow.                          |         |   |
| 8  | MR. LOCKETT: And I'm backing                    |         |   |
| 9  | up.   |         |   |
| 10 | MR. COBB: I ain't there yet,                    |         |   |
| 11 | but that's good.                                |         |   |
| 12 | COUNCILMAN JONES: You're a                      |         |   |
| 13 | work in progress.                               |         |   |
| 14 | Sir, bring the mic to you.                      |         |   |
| 15 | MR. ANDERSON: My name is John                   |         |   |
| 16 | Anderson. I'm a member of the Third             |         |   |
| 17 | Regiment Infantry, United States Colored        |         |   |
| 18 | Troops, which is a reenactment group here       |         |   |
| 19 | in Philadelphia, and we represent the           |         |   |
| 20 | 11,000 soldiers that was trained up here        |         |   |
| 21 | at Camp William Penn just up Broad Street       |         |   |
| 22 | here, which many of you don't know about,       |         |   |
| 23 | I'm sure.                                       |         |   |
| 24 | Anyway, we try to be a                          |         |   |
| 25 | mentoring bunch of guys, and we're having       |         |   |

Page 223 1 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 difficulty doing that, and the difficulty is that when these young boys come -leave home, they've already come out of 4 5 homes with a negative attitude because 6 they had a negative attitude in home. 7 They're not encouraged because the people that they live with don't have any 8 9 encouragement to give them. And what we found out about them was that the same 10 11 thing holds true with the most of them. 12 (Pause.) 13 COUNCILMAN JONES: Are you 14 done? 15 MR. ANDERSON: No, I'm not, but --16 17 COUNCILMAN JONES: Go ahead. 18 MR. ANDERSON: If you want to 19 go, we can go. 20 COUNCILMAN JONES: No, no, no. We waited. We'll wait. You were 2.1 22 patient. We're patient. 23 MR. ANDERSON: Well, I want to 2.4 be heard too, you know. 25 COUNCILMAN JONES: That's what

|    |   | Page 224 |
|----|---|----------|
| 1  | 4/18/16 - CRIMINAL JUSTICE REFORM - RES. 160101 |          |
| 2  | I'm saying. Go ahead.                           |          |
| 3  | MR. ANDERSON: Everybody left.                   |          |
| 4  | So I'll hold this for another time then.        |          |
| 5  | COUNCILMAN JONES: Okay. You                     |          |
| 6  | can submit it in writing. And we                |          |
| 7  | appreciate you being patient.                   |          |
| 8  | Are there any other witnesses                   |          |
| 9  | to testify on this hearing?                     |          |
| 10 | (No response.)                                  |          |
| 11 | COUNCILMAN JONES: Then if not,                  |          |
| 12 | this concludes our hearing of the               |          |
| 13 | Criminal Justice Reform Committee. Thank        |          |
| 14 | you all for your attendance. Held at the        |          |
| 15 | call of the Chair.                              |          |
| 16 | (Special Committee on Criminal                  |          |
| 17 | Justice Reform concluded at 4:55 p.m.)          |          |
| 18 |   |          |
| 19 |   |          |
| 20 |   |          |
| 21 |   |          |
| 22 |   |          |
| 23 |   |          |
| 24 |   |          |
| 25 |   |          |
| 1  |   |          |

## Special Committee on Criminal Justice Reform April 18, 2016

|    |   | Page | 225 |
|----|---|------|-----|
| 1  |   |      |     |
| 2  | CERTIFICATE                                   |      |     |
| 3  | I HEREBY CERTIFY that the                     |      |     |
| 4  | proceedings, evidence and objections are      |      |     |
| 5  | contained fully and accurately in the         |      |     |
| 6  | stenographic notes taken by me upon the       |      |     |
| 7  | foregoing matter, and that this is a true and |      |     |
| 8  | correct transcript of same.                   |      |     |
| 9  |   |      |     |
| 10 |   |      |     |
| 11 |   |      |     |
| 12 |   |      |     |
| 13 |   |      |     |
| 14 | MICHELE L. MURPHY                             |      |     |
| 15 | RPR-Notary Public                             |      |     |
| 16 |   |      |     |
| 17 |   |      |     |
| 18 |   |      |     |
| 19 |   |      |     |
| 20 | (The foregoing certification of this          |      |     |
| 21 | transcript does not apply to any reproduction |      |     |
| 22 | of the same by any means, unless under the    |      |     |
| 23 | direct control and/or supervision of the      |      |     |
| 24 | certifying reporter.)                         |      |     |
| 25 |   |      |     |

|                    |                      |                               |                  |                     |                      |                        | Page I              |
|--------------------|----------------------|-------------------------------|------------------|---------------------|----------------------|------------------------|---------------------|
|                    |                      |                               |                  |                     |                      |                        |                     |
| A                  | accept 103:23        | acts 185:25                   | 182:20           | 161:20,21           | 200:11               | 69:24                  | 225:23              |
| <b>a.m</b> 90:19   | 144:10               | <b>actual</b> 61:21           | 208:8 217:2      | 164:9               | 212:8                | all-hands-o            | Anderson            |
| abbreviate         | 169:19               | 85:9,21                       | <b>ADHD</b> 43:8 | advance             | 219:23               | 121:19                 | 180:11              |
| 140:25             | accepted             | 172:11                        | adjudicated      | 69:14               | agencies 99:4        | allegation             | 204:22              |
| abbreviation       | 195:5                | 175:7                         | 140:8            | advanced            | 99:12 217:7          | 34:9                   | 222:15,16           |
| 19:19              | access 62:13         | acute 28:21                   | adjudication     | 72:19               | agency 9:7           | Alliance               | 223:15,18           |
| Abdullah           | 67:25 84:6           | 100:25                        | 14:5             | advancing           | 62:15                | 76:21                  | 223:23              |
| 167:12             | 163:18               | <b>Adan</b> 1:12              | adjustment       | 69:20               | 102:18               | allocation             | 224:3               |
| 198:16             | accessible           | 37:7                          | 119:3            | advantage           | agenda               | 23:15                  | Anecdotally         |
| ability 45:25      | 72:24                | adapt 65:25                   | administer       | 216:5               | 116:14               | <b>allow</b> 72:6      | 217:12              |
| 57:6 170:21        | accommoda            | add 32:3                      | 21:8             | advantages          | 185:7                | 171:19                 | anger 56:24         |
| 173:6              | 75:22                | 43:15 91:19                   | administeri      | 94:24               | 210:24               | allowing               | <b>animal</b> 143:5 |
| <b>able</b> 42:7,8 | accomplish           | 98:17                         | 23:16            | advisory            | <b>agent</b> 186:19  | 125:18                 | <b>Ann</b> 1:13     |
| 50:13 51:10        | 68:8                 | 167:19,20                     | administrat      | 25:14               | <b>agents</b> 180:17 | allows 9:16            | 35:5                |
| 52:19 53:14        | accomplish           | addiction                     | 48:19            | advocacy            | ages 70:20           | alternative            | Annie 6:5           |
| 85:8,16,20         | 13:25                | 151:2                         | 202:12           | 70:6                | 71:9 86:14           | 42:25 195:6            | announce            |
| 86:4 94:19         | account 49:6         | addition 11:7                 | administrat      | advocate            | 89:4                 | alternatives           | 81:14               |
| 97:2 100:22        | accountabil          | 73:4 107:12                   | 9:7              | 119:22              | aggression           | 19:3 153:19            | announcem           |
| 107:4,8            | 20:21 45:8           | 134:23                        | admissions       | 122:13              | 43:7                 | Amachi                 | 18:16 31:15         |
| 108:18,21          | 167:23               | 189:24                        | 16:23            | affect 112:2        | aggressive           | 36:11,12               | <b>annual</b> 23:14 |
| 115:12             | 199:14,16            | 190:8                         | adolescent       | 122:19              | 131:10               | America's              | 81:5 155:25         |
| 117:4,5            | 203:9 204:9          | additional                    | 5:6 6:15         | affiliates          | aggressively         | 76:21                  | annually 11:4       |
| 121:20             | 204:10               | 39:13 68:20                   | adopt 32:9       | 16:12               | 11:8                 | American               | 18:7 70:11          |
| 135:12             | accounting           | Additionally                  | 47:17,23         | affixed             | ago 163:25           | 74:3 78:18             | answer 29:24        |
| 142:2              | 20:20                | 83:3 111:7                    | adopting         | 108:13              | 174:21               | 181:21,23              | 84:9 96:21          |
| 145:17             | accurately           | address 7:5                   | 45:11 62:6       | <b>afford</b> 109:2 | <b>agree</b> 102:24  | Americans              | 175:16              |
| 161:11             | 225:5                | 7:22 8:20                     | adult 57:22      | 111:18              | 125:12               | 209:6                  | 193:4               |
| 172:18             | accused              | 17:21 38:8                    | 60:13 73:7       | 135:6               | 196:12               | <b>Amichi</b> 36:10    | 195:23              |
| 175:12             | 208:9                | 41:24 46:12                   | 75:2 138:21      | 142:21              | 215:25               | amount 15:24           | 199:2               |
| 186:10             | achieve 11:13        | 69:12 72:7                    | 139:19,25        | Afghanistan         | aha 58:7 78:4        | 21:18 25:16            | answered            |
| 191:5              | 67:22 81:9           | 109:19                        | 142:18,19        | 185:9               | 131:19               | 53:9 64:15             | 66:17               |
| absent             | 82:9,18              | 110:21                        | 142:22           | <b>afraid</b> 166:7 | 155:7                | 119:25                 | answers             |
| 117:11             | achieved             | 112:5,9                       | 143:22           | 187:14,15           | ahead 168:2          | 145:25                 | 217:13              |
| absolutely         | 73:16                | 116:15                        | 145:3            | Africa 185:8        | 214:15               | 151:21                 | Anthony             |
| 32:18 40:7         | achievement          | 120:2,9                       | 146:20           | <b>African</b> 74:2 | 223:17               | 169:18                 | 107:15              |
| 50:15 52:12        | 44:7 67:20           | 125:25                        | 150:19           | 78:17               | 224:2                | 199:21                 | anxiety 56:23       |
| 53:20 91:17        | 74:20                | 126:6                         | 151:3,19         | 181:21,23           | aid 188:7            | 206:20                 | anybody             |
| 103:12,21          | achieving            | 168:14                        | 152:18           | after-school        | ain't 151:22         | 207:4,7,10             | 115:5               |
| 119:21             | 10:25 49:11          | 183:22                        | 153:9,15         | 54:23 55:18         | 151:24               | 207:23                 | 124:18              |
| 198:10             | acknowledge          | 185:20                        | 159:2            | afternoon 2:3       | 155:12               | 214:13                 | 138:13              |
| 206:10             | 92:10                | 191:9                         | 160:10,17        | 39:21 40:10         | 166:7                | amounts                | 163:5 167:4         |
| abuse 5:12         | act 106:25           | 208:12                        | 161:4,9          | 41:6 47:14          | 187:11               | 123:20                 | 177:24              |
| 9:10 18:10         | 199:4                | 210:3                         | adulthood        | 67:3 167:9          | 188:17               | 217:8                  | 215:9               |
| 31:22 66:8         | 203:11               | 217:12                        | 42:15,18         | 168:13              | 221:21               | analysis 48:8          | anyway              |
| academia           | Acting               | addressed                     | adults 70:20     | 179:3               | 222:10               | 49:5 65:7              | 137:10              |
| 94:2               | 161:22               | 186:2                         | 75:4 76:11       | age 73:24           | air 129:6            | 100:4                  | 219:9               |
| academic           | action 48:16         | 207:13                        | 76:13,22         | 87:18               | 197:9                | analyzed<br>100:13     | 222:24              |
| 16:3,6 44:7        | 120:11<br>205:23     | addresses<br>209:5            | 77:13,14         | 118:21              | alarming             |                        | apart 144:17        |
| 67:20 70:15        | active 220:23        |                               | 87:8 140:8       | 128:8               | 206:14               | analyzing              | apartment           |
| 74:19 80:5         |                      | <b>addressing</b> 22:11 44:12 | 140:13           | 142:17              | alcohol 8:7,24       | 8:18 11:17             | 136:22              |
| 89:9 191:20        | activities           |                               | 141:14           | 156:16              | 9:21 63:13           | ancient 132:2          | apartments<br>160:4 |
| accelerated        | 69:18<br>actors 91:9 | 46:13<br>125:24               | 151:20           | 157:5,20<br>164:13  | aligned 69:17        | and/or 72:21<br>106:20 |                     |
| 89:9               | actors 91.9          | 143.24                        | 153:3,5,9        | 104.13              | aligning             | 100.20                 | apologize           |
|                    |                      |                               |                  |                     | _                    | _                      | _                   |
|                    |                      |                               |                  |                     |                      |                        |                     |

| F-           |               |               |                      |   |                      |                       | Page 2               |
|--------------|---------------|---------------|----------------------|---|----------------------|-----------------------|----------------------|
|              | l             | l             | l                    | l                                       | l                    | l <b>.</b>            | 1                    |
| 40:21 54:6   | 166:22        | 151:17        | 18:14 22:9           | attracting                              | 149:25               | 45:17 51:23           | behavioral           |
| 174:11       | 204:23        | 153:7,24      | 25:22 26:7           | 69:24                                   | 157:7,8              | 53:2 55:15            | 5:15 30:7            |
| appear 67:8  | approaches    | 155:12        | 30:21 32:22          | audience                                | 163:24               | 56:18 58:14           | behaviors 5:6        |
| applaud      | 5:10 19:2     | 159:2 208:5   | 47:9,21              | 24:12                                   | 174:6,20             | 97:18                 | 5:13 6:16            |
| 98:11        | 53:4 56:18    | arrests 79:6  | 57:5 63:21           | 166:12                                  | 175:21               | 140:18                | 8:23 9:11            |
| 123:10       | 58:23 59:6    | art 126:22,24 | 138:10               | <b>audit</b> 217:9                      | 181:15               | 148:18,19             | 9:14 17:23           |
| applicants   | 59:10 69:12   | 127:20,24     | Assistant            | August                                  | 184:7                | 155:5                 | 44:13                |
| 19:10        | appropriate   | 138:22        | 38:12                | 118:23                                  | 188:24               | 175:11                | belabor 51:15        |
| application  | 12:17 18:24   | 139:21        | assisting 47:2       | 130:15                                  | 191:2                | 195:25                | <b>belief</b> 195:8  |
| 12:10 85:15  | 71:7 85:12    | 146:6 152:8   | associated           | automatical                             | 193:23               | baseline              | <b>believe</b> 36:10 |
| 132:22       | 190:4         | article 96:5  | 76:7                 | 108:2                                   | 201:8                | 13:23                 | 68:5 104:19          |
| Applications | appropriat    | 209:4         | assuming             | availability                            | 204:12               | basically 39:9        | 110:4                |
| 19:9         | 42:10         | articulate    | 58:6                 | 13:14 89:23                             | 209:16,21            | 65:5 116:22           | 113:16               |
| applied 50:9 | approximat    | 215:15        | astronomical         | available                               | 214:2,4,5,5          | 139:10                | 118:5                |
| 52:7 80:9    | 19:13 23:21   | arts 138:17   | 206:19               | 18:7,17                                 | 215:21               | 141:14                | 121:18               |
| apply 85:14  | 82:7 92:23    | 140:17        | at-risk 51:18        | 42:24 49:9                              | 217:14               | 145:13                | 122:14,14            |
| 100:25       | 168:17        | 150:15        | 86:19,23             | 80:13 95:23                             | 218:4                | 146:5,9,23            | 125:20,22            |
| 103:10       | 176:11        | 151:14        | 87:7,13,23           | 187:21                                  | 219:21               | 160:22                | 148:25               |
| 143:23       | April 1:8     | 152:14,20     | 88:10                | avenues 75:9                            | 220:24               | 161:10                | 171:3                |
| 225:21       | arbitrarily   | 165:23        | 201:21               | average                                 | 221:3                | 163:21                | 185:15               |
| appointing   | 60:24         | ashore 49:17  | Atlanta 136:2        | 14:12                                   | <b>backed</b> 135:2  | 169:4 217:8           | 195:9                |
| 1:18 2:9     | Arcadia       | asked 29:23   | atmosphere           | 188:15                                  | background           | basketball            | believing            |
| appreciate   | 179:25        | 117:14        | 162:22               | awaiting                                | 160:6                | 184:14,16             | 119:4                |
| 19:19 61:13  | architecture  | 136:19        | <b>ATOD</b> 63:13    | 140:21                                  | backgrounds          | Beasley               | belligerent          |
| 67:7 84:15   | 76:16         | 154:19        | atrocities           | 161:25                                  | 213:4                | 204:21                | 220:11               |
| 102:23       | area 48:5     | 173:22        | 182:13               | awarded                                 | backing              | 205:11,14             | Ben 179:23           |
| 104:24       | 84:4 95:19    | 192:21,21     | attain 82:17         | 64:23                                   | 222:8                | 205:11,14             | bench 121:25         |
| 127:10       | 131:9         | asking 58:10  | attain 62.17         | aware 35:10                             | <b>bad</b> 91:9,11   | 205:19                | 190:4                |
| 132:6        | 136:16,16     | 129:2         | 70:24 78:22          | 46:18 120:3                             | 132:20               | 211:9,12,19           | beneficial           |
| 156:11       | 211:13        | 132:18,19     | attend 38:3          | 216:14,15                               | 221:9,17             | 212:2                 | 24:6                 |
| 166:5,9      | 212:4 220:8   | 154:21        | attendance           | awareness                               | bail 142:21          | 213:20                | <b>benefit</b> 36:24 |
| 168:14       | areas 8:12,20 | 173:9 191:9   | 162:15               | 70:16 74:15                             | 144:25               | 213.20                | 112:25               |
| 174:8        | 9:17 16:14    | 211:23        | 224:14               | aye 120:13,14                           | <b>balance</b> 162:7 | 217:16                | benefited            |
| 174.8        | 20:24 26:16   | asks 179:10   | attending            | ayes 120:18                             | balanced             | 217.10                | 97:23                |
| 173.19       | 31:14,23      | aspect 6:23   | 3:15 37:13           | ayes 120.16                             | 11:14 16:9           | beautiful             | <b>benefits</b> 65:4 |
| 177.3        | 32:13 50:11   | aspire 82:17  | attention            | B                                       | balloons             | 194:6                 | 65:5                 |
|              |               | -             |                      | <b>B</b> 123:24                         | 106:7 113:5          |                       |                      |
| 197:12       | 52:8 98:18    | assess 7:19   | 91:13                |   |                      | becoming              | Benjamin             |
| 215:14       | 131:3,7       | 14:18         | 182:19               | <b>babies</b> 196:6<br><b>back</b> 23:9 | barely 149:8         | 13:16 108:4<br>112:15 | 1:16 123:4           |
| 218:21       | 164:20,21     | assesses 7:12 | 183:18,19            |   | bargain              |                       | Bereavement          |
| 221:11,24    | arenas 94:21  | 9:12          | <b>attitude</b> 6:19 | 26:24 34:7                              | 152:18               | 119:5                 | 30:8                 |
| 224:7        | argument      | assessment    | 223:5,6              | 35:17 46:8                              | barriers             | began 119:19          | Bert 168:15          |
| approach 7:4 | 94:6          | 6:21 12:22    | attitudes 8:23       | 65:10 74:13                             | 76:15                | 201:5                 | 173:4 210:6          |
| 10:22 41:11  | arising 41:10 | 15:15 33:20   | 12:25 50:25          | 103:6                                   | 106:13               | beginning             | Berto 166:20         |
| 41:20 43:20  | arrange       | 65:24 66:5    | 63:12                | 104:13                                  | 121:22,23            | 37:3 62:6             | 209:16,24            |
| 56:4,19      | 90:25 91:2    | asset-based   | attorney             | 108:11                                  | 121:25               | 83:5 129:21           | best 1:21 2:16       |
| 87:10 96:23  | array 48:25   | 87:10         | 166:21               | 112:14                                  | bars 195:4           | 134:2 176:4           | 3:15 41:10           |
| 100:22       | arrest 16:20  | assigned      | 168:16               | 114:25                                  | base 35:25           | begins 16:16          | 113:13               |
| 191:20       | 143:22        | 149:4         | 178:12               | 115:14                                  | baseball 20:6        | <b>behalf</b> 4:12    | 189:2                |
| 194:8        | 146:25        | assignment    | attorneys            | 118:19                                  | 99:22                | 179:12                | 217:11               |
| 208:17       | 207:11        | 118:15        | 159:11               | 119:3,4                                 | <b>based</b> 10:21   | behavior 6:9          | beta 36:23           |
| approached   | arrested      | assistance    | 172:16,17            | 121:14                                  | 13:7,10              | 6:20 13:3             | BETHEL               |
| 3:5 105:6    | 42:18         | 5:19 10:7     | 174:12               | 132:2                                   | 22:16,18             | 61:12 76:18           | 1:13 19:25           |
| 127:6        | 144:24        | 11:25 18:2    | 208:22               | 136:17                                  | 33:19 34:9           | 79:15 91:12           | 39:17 95:9           |
|              |               |               |                      | 147:4                                   |                      |                       |                      |
| i            | 1             | 1             | 1                    | 1                                       | •                    | •                     |                      |

|                     |                      |                      |                     |                      |                   |                   | Page 3             |
|---------------------|----------------------|----------------------|---------------------|----------------------|-------------------|-------------------|--------------------|
|                     |                      | Ì                    |                     | Ì                    |                   | ]                 |                    |
| 95:25 101:9         | 49:18                | books 111:2,6        | 179:2               | 176:15               | 132:3             | Carolyn           | 28:3 29:23         |
| 103:7,13,17         | biologists           | 125:8                | 185:12              | 189:9                | 138:17            | 127:17            | 39:24 40:4         |
| 104:4,8             | 49:22                | 151:25               | 186:14              | <b>buffet</b> 130:23 | 139:7             | carpentry         | 50:19 76:11        |
| 109:23              | bipartisan           | 172:25               | 189:11              | <b>build</b> 62:25   | 168:21            | 129:7             | 89:17              |
| 216:13              | 110:7                | boost 208:24         | 222:14              | 71:19 75:4           | 190:9             | carried 124:3     | 179:25             |
| <b>better</b> 10:25 | <b>bit</b> 21:24     | <b>boots</b> 183:20  | bringing            | 83:8 149:10          | 209:16            | carry 53:10       | 193:11             |
| 28:24 44:2          | 33:16 34:7           | born 135:24          | 188:23              | 153:18               | 212:14,21         | cartel 220:5      | centers 27:12      |
| 44:7 46:6           | 38:22 41:6           | 192:14               | 192:7               | building 7:11        | calling           | Carter            | 28:11 88:8         |
| 54:25 56:22         | 46:25 57:19          | <b>bottle</b> 51:21  | <b>bro</b> 211:7    | 47:23 69:19          | 107:17            | 166:18            | 89:16 97:4         |
| 57:23,23            | 140:10               | Boulder 5:16         | <b>broad</b> 44:18  | 77:7 196:5           | 115:4             | 167:5,11,12       | 153:21             |
| 64:7 77:20          | 150:17               | box 100:15           | 188:3 198:6         | <b>builds</b> 80:6   | <b>calls</b> 45:8 | 168:5             | 190:2              |
| 79:23 94:6          | 167:25               | 101:14               | 222:21              | 85:18                | 48:16             | 198:16            | cents 108:17       |
| 99:5,17,18          | 191:2                | 133:13,19            | Brooks              | <b>built</b> 16:9    | Calvin            | 204:7,13          | 156:4,5            |
| 110:12              | 210:25               | <b>boy</b> 220:9     | 126:25              | 196:19               | 180:11            | case 13:10        | century 70:14      |
| 111:17              | 213:4                | boys 220:7,17        | 127:2,13,14         | built-up             | camera            | 14:8 15:10        | 71:16 72:17        |
| 115:4,16            | black 78:12          | 223:3                | 127:15              | 152:11               | 103:14            | 28:14 38:22       | 73:2 77:5          |
| 124:23              | 198:24               | Bradley 2:24         | 128:4,14,19         | <b>bullied</b> 193:9 | Camp 222:21       | 38:24 143:6       | CEO 27:25          |
| 125:16              | 199:10               | 10:14 18:4           | 128:22              | bunch 222:25         | campaign          | 143:24            | 67:6               |
| 126:7 131:6         | 200:15               | 21:23 29:21          | 132:9,25            | burdens              | 70:3,9            | 144:3             | certain 6:13       |
| 145:5 155:3         | 202:21               | 29:22 31:3           | 133:6               | 126:13               | campaigns         | 146:22            | 6:16 7:20          |
| 155:19              | 205:23               | 31:7 32:2            | 135:20              | Bureau 32:5          | 69:5,15           | cases 13:19       | 22:18 53:3         |
| 156:2,7             | 209:19               | 32:18 35:16          | 136:6,15            | buses 90:25          | candy 195:4       | 14:10,13,15       | 53:16 58:23        |
| 162:15,16           | 217:20,25            | 36:11 37:22          | brother             | <b>Bush</b> 137:12   | capability        | 33:12,13          | 59:10 66:11        |
| 182:21              | 218:6                | 38:9 39:20           | 197:18              | 137:13               | 75:25             | 59:8 181:22       | 96:7 111:6         |
| 184:9 197:4         | Blackwell            | 39:22 50:2           | 198:19              | business             | capacity          | Casey 6:6,7       | 111:8,9,11         |
| 203:22              | 116:6                | 50:5,15              | 200:4,22            | 102:14,15            | 10:18 11:13       | cash 144:25       | 111:12             |
| <b>beyond</b> 25:10 | <b>blame</b> 218:2   | 52:12 53:20          | 204:8               | 104:2                | 14:2 88:19        | Cass 209:3        | 113:2              |
| 75:9 213:14         | bleeding             | 54:4,19              | 215:14              | 136:25               | 89:11,16          | catch 181:8       | 114:15             |
| bias 208:13         | 101:17,18            | 55:20 58:17          | brotherhood         | businesses           | 195:21            | categories        | 164:10             |
| 208:20              | blessing             | 58:20 60:17          | 132:5               | 129:10               | captain           | 87:24             | certainly          |
| 209:4               | 96:24                | 60:22 62:3           | brothers            | busy 79:13           | 219:10,11         | cause 59:11       | 30:17 31:11        |
| 216:16,20           | blew 219:17          | 64:19 65:12          | 35:21               | <b>butter</b> 93:10  | captains          | caused 143:8      | 35:23 52:20        |
| 217:5               | block 143:3          | 66:2,25              | 175:22              |                      | 219:10            | 185:25            | 167:17,22          |
| biases 209:5        | 194:3                | 98:16 105:2          | 176:25              | С                    | car 220:12        | causes 44:12      | 177:4 178:7        |
| 209:7               | 219:10,10            | <b>brain</b> 59:24   | 200:13              | cacophony            | care 6:24         | 78:19 142:9       | 212:2              |
| biennial 8:21       | 219:11               | 60:2,13              | brought             | 207:17               | 32:10 37:2        | causing 91:10     | CERTIFIC           |
| <b>big</b> 35:20,21 | 220:5,11             | 76:16                | 26:21 47:13         | <b>cadre</b> 133:3   | 92:8 98:3         | <b>CBT</b> 30:13  | 225:2              |
| 108:16              | blocks 142:24        |                      | 61:6 97:12          | cage 143:5           | 193:24            | 35:17             | certification      |
| 149:23              | 160:25               | break 87:25          | 177:16              | calculate 63:5       | 197:5,20          | CeaseFire         | 225:20             |
| 170:23              | 161:2,3              | 192:18               | 180:12              | 65:4                 | career 16:3       | 190:5             | certified          |
| big-time            | 196:21               | 204:3                | 188:25              | California           | 70:9 71:2         | <b>CEDA</b> 103:2 | 62:14              |
| 220:13              | <b>blue</b> 114:7    | breaking             | 215:7               | 135:25               | 71:12,20          | 103:6             | 162:10             |
| <b>bigger</b> 93:12 | Blueprint            | 57:7                 | Brown's             | <b>call</b> 18:14    | 72:16 74:15       | celebrate         | CERTIFY            |
| 212:24              | 5:23                 | <b>bridge</b> 92:22  | 130:18              | 60:16 63:25          | 75:5 80:5         | 198:7             | 225:3              |
| <b>bill</b> 106:25  | Blueprints           | <b>brief</b> 179:8   | Bryant              | 86:10 87:20          | CareerLinks       | celebration       | certifying         |
| 107:19,19           | 6:3,4 45:2           | <b>briefly</b> 43:17 | 127:17,17           | 89:14 90:19          | 97:4              | 193:22            | 225:24             |
| 122:7               | 46:22                | 46:24                | 134:8,13            | 101:6                | careers 16:15     | cell 200:21       | <b>Chair</b> 99:21 |
| 123:16              | <b>board</b> 46:8    | <b>bring</b> 39:5    | <b>budget</b> 47:16 | 102:22               | 61:10 71:15       | cells 143:4       | 105:18             |
| billion 106:2       | 219:13               | 100:10,19            | 106:7,9             | 215:5                | 72:23             | center 3:2        | 113:25             |
| 106:8               | <b>bodies</b> 115:24 | 127:11               | 108:19              | 224:15               | cares 193:16      | 5:13 7:23         | 224:15             |
| <b>bills</b> 110:7  | <b>body</b> 20:14    | 137:24               | 109:7               | called 5:23          | caring 57:22      | 8:5,11            | Chairman           |
| 150:25              | 190:11               | 146:24               | 124:22              | 25:2 87:6            | 75:3 76:10        | 10:13 16:23       | 4:12 67:3          |
| biologist           | <b>book</b> 210:2    | 169:22               | 135:19              | 105:13               | 76:13             | 26:18,22          | 83:25              |
|                     |                      |                      |                     | 116:20               |                   |                   |                    |
| 1                   |                      | I                    |                     | I                    |                   | l l               |                    |

|              |                      |                     |                     |               |                     |             | Page 4              |
|--------------|----------------------|---------------------|---------------------|---------------|---------------------|-------------|---------------------|
| l            | 1.50.40              | l                   |                     | l             | l                   | l           | 1                   |
| challenge    | 150:19               | 219:22              | 69:5,10             | coalition     | collected           | 223:3,4     | 215:10              |
| 70:22 98:5   | 151:18,20            | 221:3               | 83:13               | 32:10 48:5    | 172:8               | comedians   | Commissio           |
| 120:4        | 153:5,9              | <b>chill</b> 187:10 | citywide            | 174:22        | collecting          | 130:20      | 15:10               |
| 133:21       | 159:2                | choose 47:5         | 69:22 96:23         | 199:11        | 8:18 11:17          | comes 58:8  | Commissio           |
| 138:5        | 161:20               | Christian           | 136:5 192:3         | Cobb 1:11     | collection          | 96:24,24    | 19:25 39:17         |
| challenges   | charging             | 163:8               | civic 72:4          | 53:25,25      | 62:25               | 117:3       | 95:9,25             |
| 76:7 93:3    | 153:2                | 211:10,13           | clapping            | 54:6,20       | collective          | 143:22      | 101:9 103:7         |
| 96:25 186:2  | Charles'             | Christine           | 114:2,4             | 58:5 60:15    | 59:3 169:13         | 148:14      | 103:13,17           |
| challenging  | 192:5                | 209:3               | Clarke 93:8         | 60:18 65:14   | collectively        | 182:20      | 104:4,8             |
| 96:17        | Chase 81:15          | circumstance        | 206:11              | 66:17 93:20   | 72:6 118:4          | 194:16      | 109:23              |
| champion     | check 198:12         | 36:4                | classes             | 93:20,24      | 165:17              | comfortable | 161:23,23           |
| 119:8        | checks 160:6         | circumstan          | 162:13,14           | 175:20,20     | college 42:14       | 143:13      | 216:13              |
| championed   | cheery               | 75:23 90:11         | 162:22              | 190:16,16     | 71:2 102:10         | 209:13      | commit 25:4         |
| 81:11        | 199:25               | <b>cities</b> 94:25 | classroom           | 194:22        | 108:22              | coming 3:14 | 25:6 29:19          |
| chance 53:18 | Chekemma             | 213:25              | 117:23              | 198:11        | 111:10              | 90:24       | 122:6,9,10          |
| change 50:24 | 3:3 27:24            | citizen 124:5       | <b>clean</b> 107:17 | 215:12        | <b>color</b> 74:2   | 101:18      | 142:9,19            |
| 79:14 98:10  | 67:5 192:21          | citizens 23:9       | 108:2               | 222:10        | 170:24              | 106:11      | 153:6               |
| 103:22       | Chicago              | 67:15               | 123:13              | Cobbs 211:13  | Colorado            | 110:18      | commitment          |
| 124:24       | 77:23 79:3           | 183:17              | cleaned 194:3       | code 96:7,16  | 5:16 212:16         | 118:19,25   | 11:11 115:7         |
| 139:12       | 79:6 190:6           | 194:9               | 220:8               | 98:23         | Colored             | 119:3       | 151:4,12            |
| 142:2,6      | chief 8:9            | city 1:2,7          | clear 80:3          | 184:25        | 222:17              | 121:14      | 195:13,25           |
| 144:14       | 11:25                | 3:18 48:17          | clearly 3:16        | 188:11,12     | <b>combat</b> 75:11 | 128:3       | 196:22              |
| 145:9        | 119:16               | 49:10 67:3          | Clerk 2:6,8         | 188:13,14     | combined            | 136:17      | commitments         |
| 146:12       | 123:8                | 73:12,16            | 2:19,21             | codes 95:22   | 65:2 78:19          | 155:5       | 81:7                |
| 156:22       | <b>child</b> 6:14,14 | 74:5 79:23          | 126:19,21           | 96:6 97:3     | come 25:25          | 165:10      | committed           |
| 161:12       | 6:21 75:18           | 80:17 81:19         | 138:7               | 188:10        | 49:19 89:19         | 169:6       | 17:20 68:9          |
| 164:7        | 75:21 76:12          | 82:13 83:23         | 166:16,18           | codified      | 93:15 96:14         | 170:11      | 81:25 83:10         |
| 165:13,14    | 103:9 117:3          | 89:5 95:16          | 204:19,21           | 135:18        | 108:14              | 173:24      | 118:18              |
| 165:17       | 117:4,5              | 102:17              | clicker 158:2       | codify 25:9   | 111:20,22           | 177:25      | 195:18              |
| 180:17       | 129:3,21,23          | 110:16,18           | climbed             | 50:13 121:6   | 112:8 113:8         | 179:23      | committee           |
| 186:19       | 129:24               | 112:5 115:3         | 212:20              | coerced       | 114:8 118:5         | 204:12      | 1:3,19 2:4          |
| 215:6        | child's 75:25        | 116:2,8             | close 82:8          | 208:11        | 119:4               | 220:4       | 2:10 81:14          |
| changed      | 117:21               | 118:3,7             | 98:12               | cognitive     | 121:22              | command     | 81:16 83:21         |
| 113:20       | children 7:12        | 122:3 126:6         | 127:12              | 30:6          | 122:2               | 170:12      | 83:25 85:10         |
| 145:16       | 11:6 29:16           | 126:12              | 143:15              | collaborate   | 123:23              | commend     | 86:25 88:17         |
| 154:24       | 29:16 30:5           | 131:6               | 156:16              | 74:5          | 126:4 127:4         | 112:17      | 89:13 90:7          |
| 157:25       | 35:9,22              | 135:22              | 157:5 203:3         | collaboration | 130:25              | 156:13      | 93:12 95:24         |
| 158:7,8      | 36:18 37:13          | 153:10,17           | 212:6               | 17:10 18:22   | 134:4               | 219:16      | 104:18              |
| 161:16       | 37:19 38:2           | 165:3,6             | closed 14:10        | 68:7 70:4     | 135:16              | commented   | 119:10              |
| changes 9:9  | 40:6 42:4            | 167:14              | 14:13,15            | 115:22        | 137:3               | 162:19      | 168:15              |
| 104:21       | 102:19               | 176:10,13           | 33:12 56:12         | 119:19        | 148:14              | comments    | 169:19              |
| changing     | 107:22               | 176:10,13           | closely 41:19       | collaborative | 152:7,22            | 104:18      | 170:4               |
| 147:5        | 111:23               | 181:19              | 73:6 157:4          | 8:6           | 152.7,22            | commission  | 171:22              |
| 186:17       | 117:2                | 182:11,24           | closer 4:10         | collaborativ  | 168:20,23           | 4:7,21 8:9  | 173:9               |
| characteris  | 129:11,11            | 183:17              | 197:10              | 17:13         | 169:24              | 11:23 12:4  | 174:10              |
| 6:17,19      | 129:11,11            | 184:4               | 205:17              | collateral    | 176:10              | 20:16 21:20 | 177:15              |
| charge 9:24  | 130:8,8,12           | 186:12              | closure 14:8        | 106:12        | 181:9,15,15         | 26:5 179:4  | 178:8 203:8         |
| charged      | 130.8,8,12           | 194:9               | Club 205:24         | 110:23        | 181:17              | 179:11      | 205:23              |
| 139:25       | 135:3,6              | 194.9               | clubs 210:11        | 110.23        | 186:15              | 181:24      | 203.23              |
| 140:13,15    | 191:21               | 206:13,22           | Co-Chair            | colleague's   | 195:6,15            | 183:14      | 224:13,16<br>common |
| 140:13,13    | 191:21               | 206:13,22           | 141:2               | 37:9          | 200:18              | 185:18      | 53:17               |
| 141:14       | 194:24               | 209:18              | coacher             | colleagues    | 200:18              | 187:21      | 115:18              |
| 146:25       | 201:9                | city's 67:10        | 217:25              | 75:20 125:2   | 205:14              | 190:20      | 123:18              |
| 140.23       | 201.7                | City 5 07.10        | 411.43              | 13.20 123.2   | 203.2 214.4         | 190.20      | 143.7               |
|              |                      |                     |                     |               |                     |             |                     |
| L            |                      |                     |                     |               |                     |             |                     |

|                       |                             |                              |                       |                     |                                 |                       | Page 5                    |
|-----------------------|-----------------------------|------------------------------|-----------------------|---------------------|---------------------------------|-----------------------|---------------------------|
|                       | 1                           | l <u>-</u>                   | l                     | 1                   | 1                               | 1                     | 1                         |
| Commonwe              | 87:4 102:15                 | complete                     | 173:11                | 106:13              | continuing                      | 21:7                  | 207:14                    |
| 11:7 17:8             | 102:15                      | 177:16                       | conferences           | 110:24              | 68:10                           | coordination          | 222:6                     |
| 17:17 21:8            | 104:13                      | completed                    | 117:17                | 112:2 113:2         | 178:16                          | 4:23 17:15            | Councilman                |
| 23:18 31:6            | 124:5                       | 151:2                        | confidence            | 199:6               | continuously                    | coping 56:23          | 1:10 2:2,18               |
| 50:10 99:11           | 137:20                      | completely                   | 10:25 51:7            | consider 49:8       | 11:20                           | 75:25                 | 3:7,22 4:9                |
| 104:19                | 145:15                      | 162:2                        | confined              | 139:14              | continuum                       | cops 207:5            | 19:17 20:3                |
| 113:14                | 148:10                      | 192:10                       | 143:3                 | 168:24              | 23:12 24:14                     | 208:21                | 20:8,12                   |
| communicate           | 155:18                      | 213:12,13                    | confinement           | 175:9               | 71:6                            | core 50:23            | 23:3 24:7                 |
| 28:18 126:4           | 163:6,19                    | completion                   | 55:5 142:23           | 215:22              | contracted                      | 52:13 56:2            | 26:17 27:17               |
| communica             | 169:12                      | 70:25                        | 160:24                | considerable        | 68:21 73:10                     | 56:3 57:3             | 27:21 28:4                |
| 85:17                 | 172:2,3                     | 116:25                       | confirm               | 79:3                | contracts                       | corner                | 28:12 35:2                |
| communities           | 183:12                      | complying                    | 16:24                 | consideration       | 83:5                            | 136:18                | 36:9,12,15                |
| 5:3 6:18,23           | 186:13                      | 13:20                        | <b>conflict</b> 51:19 | 207:7,9             | contrast                        | <b>correct</b> 54:19  | 49:15 50:3                |
| 7:19,21               | 193:23                      | component                    | 176:20                | considered          | 42:16                           | 60:17,22              | 50:7 51:14                |
| 16:18 17:10           | 196:11,13                   | 24:9 57:3                    | 179:21                | 12:8                | contribute                      | 65:12 87:20           | 53:12 58:15               |
| 18:3 19:5             | 197:14                      | 77:24                        | 180:6                 | considering         | 15:15 29:24                     | 176:8 225:8           | 58:18 65:16               |
| 21:21 22:8<br>22:9,12 | 200:6,8                     | components                   | 184:21                | 24:17               | 79:21                           | Correction            | 66:15,19,22               |
| 23:2 26:10            | 201:20,21<br>202:21         | 51:11 76:8<br>133:18         | 185:7,13<br>188:22    | 206:20              | <b>contributing</b> 24:21 68:12 | 29:10<br>105:25       | 78:3 84:11                |
|                       |                             |                              |                       | consistent<br>12:17 |                                 |                       | 84:16 85:22               |
| 30:22 31:2<br>32:9,10 | 217:21<br>220:15            | <b>comprehen</b> 7:2 17:7    | 192:17<br>202:14      | constant            | control<br>225:23               | 106:5 109:2<br>123:18 | 86:5,17                   |
| 38:21 41:12           |                             | 69:5 99:10                   | conflicts             | 58:22 60:11         | controlled                      | 142:25                | 87:17 88:16<br>90:16 93:7 |
| 44:2,3                | community's<br>7:6 22:16    |                              | 184:6                 | constraints         | 79:17                           | 142:23                | 95:7 97:8                 |
| 44:2,3<br>45:20 47:7  | 22:19                       | <b>concept</b> 12:6<br>169:3 | 185:21                | 175:11              | 162:22                          | Correction's          | 99:20                     |
| 47:17,22              |                             | 199:12                       | confused              | consultants         | conversation                    | 108:19                | 101:12                    |
| 48:3 63:2             | <b>community</b> 34:13 70:5 |                              | 213:23                | 15:16               | 91:20 120:7                     | correctional          | 101:12                    |
| 63:17 97:7            | 73:11                       | concepts<br>12:14            | congratulat           | contact 36:21       | conversations                   | 167:16                | 102.4,24                  |
| 99:18,19              | 183:21                      | concerned                    | 110:19                | 138:8               | 119:20                          | corrections           | 103.5                     |
| 120:6                 | companies                   | 45:7                         | Congress              | contacted           | conversely                      | 29:7 61:7             | 104.13                    |
| 125:24                | 103:8                       | concerning                   | 116:10                | 134:20              | 60:25                           | 61:10                 | 109:25                    |
| 126:8,9               | Compare                     | 8:24 9:9                     | connect 39:9          | 154.20              | convicted                       | 102:11                | 113:24                    |
| 139:2,4,14            | 88:20                       | concluded                    | 85:20 133:9           | contacting          | 107:20                          | 113:10,13             | 115:21                    |
| 141:23                | compared                    | 224:17                       | 137:23                | 104:2 129:2         | 112:4                           | 149:7 176:3           | 116:5                     |
| 144:21                | 78:13                       | concludes                    | 157:25                | 129:20              | conviction                      | correctly             | 117:18                    |
| 145:8 147:6           | 147:25                      | 224:12                       | 197:23                | contained           | 14:6 111:4                      | 53:13                 | 118:11,24                 |
| 148:9 153:4           | compassion                  | conclusion                   | connected             | 225:5               | convictions                     | correlation           | 119:13                    |
| 158:9                 | 215:18                      | 51:22                        | 71:23 92:6            | contend             | 111:9                           | 70:23                 | 120:10,15                 |
| 164:22                | compel 94:6                 | concurrent                   | 92:7,18               | 115:25              | convincing                      | cost 64:24            | 120:10,13                 |
| 170:25                | compensati                  | 139:20                       | 133:23                | 116:9               | 25:3                            | 65:2 90:4,5           | 122:21,23                 |
| 180:18                | 20:25                       | condition                    | 157:20                | context 194:8       | cookie 50:8                     | 90:5 95:4             | 125:13                    |
| 190:13                | compete                     | 129:6                        | connecting            | continue            | cool 164:16                     | 189:16                | 126:15,18                 |
| 193:19                | 94:21                       | conditions                   | 51:25 67:18           | 17:14 83:7          | 187:11                          | cost-benefit          | 127:3,8,15                |
| 197:21                | competence                  | 124:3                        | connection            | 112:10,12           | cooperate                       | 64:21                 | 127:18,22                 |
| 199:3                 | 42:12                       | conduct 1:19                 | 37:15 76:10           | 118:2 120:7         | 102:16                          | costs 82:11           | 128:2,12,16               |
| community             | competency                  | 2:11 43:7                    | connections           | 121:14              | Cooperation                     | 206:17                | 128:20                    |
| 1:14 7:4              | 16:11 42:5                  | 180:13                       | 75:2,5                | 126:3,4             | 15:19                           | 207:4,8,10            | 131:24                    |
| 8:16 9:16             | 42:6,17                     | conducted                    | 93:17                 | 190:14              | coordinate                      | Council 1:2           | 132:21                    |
| 22:15,21              | competing                   | 9:3 180:4                    | connects 39:2         | 198:12              | 62:7 67:23                      | 8:9 36:8              | 133:2,7                   |
| 33:3 37:3             | 54:10                       | conducts 8:20                | 52:23 154:2           | continued           | coordinated                     | 40:9 67:4             | 134:11                    |
| 39:3,8 47:3           | competition                 | 48:7                         | consequence           | 17:17 80:22         | 68:16 69:25                     | 84:5 116:2            | 135:17                    |
| 59:4 62:5             | 94:25                       | conference                   | 185:2                 | 135:4 182:8         | 99:16                           | 116:8                 | 136:3,13                  |
| 62:11 64:8            | competitive                 | 80:15                        | consequences          | continues           | coordinating                    | 153:10                | 137:5,13,16               |
| 65:24 72:9            | 25:20                       | 107:16                       | 76:17                 | 11:8 16:17          | 11:23 17:6                      | 179:4                 | 137:18                    |
|                       |                             |                              |                       |                     |                                 |                       |                           |
|                       | I                           | I                            |                       | I                   | I                               |                       |                           |

|                     |                    |                          |                            |                            |                               |                           | Page 6                     |
|---------------------|--------------------|--------------------------|----------------------------|----------------------------|-------------------------------|---------------------------|----------------------------|
| 120 - 1 -           | 1                  |                          |                            | 10111071                   | 1                             | l                         | l                          |
| 139:6,16            | 133:18             | 159:23                   | 40:1 41:1                  | 134:1 135:1                | 216:1,18                      | 110:24                    | daughter                   |
| 140:3,7,24          | counselor          | 194:13                   | 42:1 43:1                  | 136:1 137:1                | 217:1,7                       | 176:7                     | 155:19                     |
| 141:6,11            | 30:13 38:6         | created 8:2              | 44:1 45:1                  | 138:1 139:1                | 218:1 219:1                   | curriculum                | daughters                  |
| 145:11              | counselors         | 169:3,7,14               | 46:1 47:1                  | 140:1 141:1                | 220:1 221:1                   | 42:23                     | 106:18                     |
| 147:16,23           | 28:16 38:5         | creates 68:24            | 48:1 49:1                  | 142:1,12,15                | 222:1 223:1                   | curtail                   | 108:14                     |
| 150:7,10            | counties 23:4      | 142:16                   | 50:1 51:1                  | 143:1 144:1                | 224:1,13,16                   | 180:23                    | David 51:24                |
| 151:6,9             | 33:19 53:24        | 207:17                   | 52:1 53:1                  | 145:1 146:1                | criminalistic                 | Curtis 1:10               | day 26:18                  |
| 153:22              | country            | creating 67:9            | 54:1 55:1                  | 147:1 148:1                | 214:25                        | 200:4                     | 136:17,24                  |
| 154:12,23           | 170:7              | 69:11                    | 56:1 57:1                  | 149:1 150:1                | crisis 59:5                   | 221:24                    | 143:22                     |
| 155:22              | county 98:22       | 184:19                   | 58:1 59:1                  | 150:20                     | 182:4,6,18                    | <b>cut</b> 167:4          | 148:11                     |
| 158:18              | 162:3 202:2        | 199:13                   | 60:1 61:1                  | 151:1 152:1                | 188:2,21                      | cute 100:6                | 158:17                     |
| 159:19              | county-spec        | credibility              | 62:1 63:1                  | 153:1 154:1                | 189:23                        | cutter 50:8               | 171:8 181:2                |
| 160:7,20            | 13:23              | 171:20                   | 64:1 65:1                  | 155:1 156:1                | 191:12                        | cutting 109:9             | 181:3                      |
| 161:13              | couple 12:24       | 172:14                   | 66:1 67:1                  | 157:1 158:1                | 198:20                        | 175:5                     | 187:13                     |
| 165:18              | 20:12 32:4         | credit 74:23             | 68:1 69:1                  | 158:6 159:1                | criteria 45:12                | <b>cycle</b> 76:3         | 188:24                     |
| 166:11,13           | 43:15 57:17        | Creek 211:13             | 70:1 71:1                  | 159:10                     | critical 3:20                 | 112:13                    | 192:24                     |
| 166:24              | 85:2 98:17         | <b>crime</b> 4:8,21      | 72:1 73:1                  | 160:1,5                    | 9:8 13:5                      |                           | day-to-day                 |
| 167:7 168:2         | 100:9 123:7        | 5:2 16:20                | 74:1 75:1                  | 161:1 162:1                | 26:4 75:8                     | D                         | 197:7                      |
| 168:7,11            | 128:5 132:7        | 20:17 23:5               | 76:1 77:1                  | 163:1 164:1                | 76:8 77:24                    | da-da-da-d                | day/evening                |
| 174:17,20           | 174:19             | 24:18 25:4               | 78:1 79:1                  | 165:1 166:1                | 78:20 80:18                   | 59:20                     | 27:11                      |
| 177:19              | 191:9              | 25:6 77:25               | 80:1 81:1                  | 166:19                     | 82:20 89:17                   | <b>Dads</b> 166:20        | <b>DC</b> 84:20            |
| 178:21,25           | coupled 11:2       | 79:6 97:19               | 82:1 83:1                  | 167:1 168:1                | 99:8                          | 179:13                    | de-escalate                |
| 187:23              | courage            | 106:16                   | 84:1 85:1                  | 169:1 170:1                | cross 184:10                  | <b>Dallas</b> 200:21      | 186:19                     |
| 189:20,25           | 156:18             | 114:17                   | 86:1 87:1                  | 170:9,22                   | cross-sector                  | dancing                   | deal 23:4,4,10             |
| 190:24              | courageous         | 125:4,5                  | 88:1 89:1                  | 171:1 172:1                | 67:24                         | 220:6                     | 23:11 24:14                |
| 192:25              | 185:4              | 142:19                   | 90:1 91:1                  | 173:1,7                    | crowd 141:24                  | danger 219:9              | 31:14 36:13                |
| 196:3,12            | course 30:16       | 144:15                   | 92:1 93:1                  | 174:1 175:1                | CTC 6:24 7:3                  | 220:13                    | 55:12 110:8                |
| 198:3,14            | 185:23             | 146:19                   | 94:1 95:1                  | 176:1,21,23                | 7:7,18                        | dangerous                 | 110:15                     |
| 203:24              | court 8:8          | 153:6 159:9              | 96:1 97:1                  | 177:1 178:1                | 22:13 43:13                   | 76:2                      | 144:2                      |
| 204:11,16           | 11:22 12:3         | crimes 29:19             | 98:1 99:1                  | 178:11                     | 43:16,18,21                   | <b>Daniel</b> 217:18      | 162:20                     |
| 204:25              | 13:6,21            | 142:10                   | 100:1 101:1                | 179:1 180:1                | 43:25 44:2                    | dare 173:18               | 171:8,8                    |
| 205:12,16           | 14:7 15:9          | criminal 1:3             | 102:1 103:1                | 181:1 182:1                | 44:9,10,15                    | Darrell                   | 190:15                     |
| 211:5,11,14         | 48:10 107:8        | 1:19,20 2:4              | 104:1 105:1                | 183:1 184:1                | 44:19 47:21                   | 206:11                    | dealers 220:2              |
| 211:22              | 118:16<br>123:9    | 2:10,12 3:1              | 105:13,24                  | 185:1 186:1                | 47:25 48:6                    | data 8:18 9:4             | <b>dealing</b> 26:13       |
| 213:17,22           |                    | 3:16 4:1,24              | 106:1,3,22                 | 187:1 188:1                | 66:3                          | 11:18 15:8                | 164:17,19                  |
| 215:9               | 143:24             | 5:1 6:1 7:1              | 107:1 108:1                | 189:1 190:1                | CTE 133:16                    | 29:17 33:5                | deals 20:17                |
| 216:10              | 159:14             | 8:1 9:1 10:1             | 108:7,11                   | 191:1 192:1                | CUA 97:3                      | 37:15 41:21               | 30:10 107:5                |
| 218:13,17<br>218:23 | 174:14<br>coverage | 11:1 12:1                | 109:1 110:1<br>110:8 111:1 | 193:1 194:1<br>195:1 196:1 | cuffs 194:17<br>cultures 31:2 | 48:9,10,11<br>48:12,13,23 | dealt 208:7<br>dear 105:20 |
| 218:23              | 40:25              | 13:1 14:1,6<br>15:1 16:1 | 110:8 111:1                | 195:1 196:1                | Cumberland                    | 49:4 60:20                | 110:16                     |
| 219:5               | covering           | 17:1 18:1                | 114:1 115:1                | 197:1 198:1                | 136:11,14                     | 62:25 66:13               | death 30:14                |
| 222:3,7,12          | 105:16             | 19:1 20:1                | 114:1 113:1                | 200:1 201:1                | 197:8                         | 78:11 83:8                | 78:19                      |
| 223:13,17           | cracks 112:11      | 21:1,11                  | 118:1 117:1                | 200:1 201:1                | cure 190:5                    | 90:13 96:5                | 198:25                     |
| 223:13,17           | Cradle 192:5       | 22:1,11                  | 118:1 119:1                | 201:24                     | <b>current</b> 1:20           | 97:2 148:19               | 198:23                     |
| 223:20,23           | crafting           | 24:1,22                  | 120:1 121:1                | 202:1 203:1                | 2:13 12:25                    | 172:8                     | debt 144:23                |
| Councilme           | 13:17              | 24:1,22<br>25:1 26:1     | 120:1 121:1                | 205:1 206:1                | 55:12 191:6                   | 217:15                    | decades                    |
| 55:24 84:2          | crash 25:2         | 27:1 28:1                | 123:1,5,12                 | 206:8,15                   | 208:3                         | data-driven               | 145:5                      |
| Councilpeo          | create 15:17       | 29:1 30:1                | 124:1,8                    | 207:1 208:1                | currently                     | 14:24 41:11               | decertificati              |
| 116:4               | 29:3 74:7          | 31:1,19                  | 125:1,9                    | 208:3,14,17                | 9:25 18:15                    | 100:24                    | 140:22                     |
| Councilwo           | 81:2,7             | 32:1 33:1                | 126:1 127:1                | 209:1 210:1                | 30:3,19                       | database                  | 161:25                     |
| 116:5               | 92:22 101:4        | 34:1 35:1                | 128:1 129:1                | 211:1,2                    | 31:16 71:8                    | 15:11                     | decide 25:19               |
| counseling          | 101:19             | 36:1 37:1                | 130:1 131:1                | 212:1 213:1                | 82:4 86:2                     | 172:10                    | 39:5                       |
| 102:20              | 144:19             | 38:1 39:1                | 132:1 133:1                | 214:1 215:1                | 105:25                        | date 143:24               | decided                    |
|                     |                    |                          |                            | 210.1                      |                               | dates 218:4               |                            |
|                     | <u> </u>           |                          | l                          |                            | <u> </u>                      | <u> </u>                  |                            |

|               |                      |                      |                 |                   |               |                  | Page /               |
|---------------|----------------------|----------------------|-----------------|-------------------|---------------|------------------|----------------------|
|               | I                    | I                    | I               | I                 | I             | I                |                      |
| 118:12        | 190:23               | 102:18               | 16:23           | die 191:18        | 154:4,6       | disseminate      | 202:7,20,21          |
| 169:9         | degree 24:15         | 105:25               | determinati     | <b>died</b> 49:18 | directly      | 52:22            | 203:15               |
| decision      | 42:14                | 106:4,5              | 123:25          | difference        | 100:15        | disservice       | 217:8                |
| 155:7         | Delaware             | 108:19,25            | determine       | 148:2,4           | 186:14        | 45:14            | 219:16,17            |
| decision-ma   | 49:17                | 123:16,17            | 189:15          | 197:25            | Director 1:17 | distracting      | 222:2 223:2          |
| 12:15         | delayed 156:8        | 220:19               | determined      | 200:8             | 2:22,24 3:4   | 39:15            | dollars 11:3         |
| decisions     | deliberate           | Departments          | 25:14           | 206:15            | 4:5 10:15     | distribution     | 23:22                |
| 11:21 12:18   | 199:4                | 8:6                  | 135:18          | 211:24            | 39:25         | 97:5             | 108:17               |
| 48:24 97:18   | delinquency          | depending            | determining     | different         | 119:17        | district 9:24    | 110:12               |
| 118:16        | 2:23 4:7,8           | 25:15,17             | 14:25           | 31:13,14,19       | 123:5         | 36:20 74:24      | domains              |
| 124:10        | 4:16,21              | 64:25                | 123:23          | 38:14 47:10       | Director's    | 97:22            | 12:24                |
| 156:7         | 5:11,20 8:4          | depression           | develop 13:6    | 52:7 62:23        | 1:15          | 105:16           | donations            |
| declare 182:3 | 13:19 14:6           | 41:16                | 14:3 16:6       | 87:24 90:15       | directors 9:7 | 116:4            | 103:24               |
| 182:17        | 15:13 16:21          | deputizing           | 51:6 57:12      | 91:17 96:11       | disadvanta    | 117:16           | 135:8 195:5          |
| declined 79:8 | 16:22 17:7           | 118:12               | 63:17 72:25     | 98:21 99:4        | 77:25         | 159:11           | doom 216:11          |
| declines      | 17:15,22             | 120:12               | 85:17 99:10     | 99:12,12          | discharge     | 211:15           | door 56:13           |
| 79:10         | 18:12 20:18          | Deputy 1:16          | 142:10          | 115:2,15          | 149:17        | districts 9:25   | 219:21               |
| decreased     | 34:8 44:6            | 19:25 39:17          | 143:9 165:9     | 128:10,23         | disconnect    | dive 100:2       | 220:24               |
| 34:10         | delinquent           | 95:9,25              | 167:18          | 129:4,7           | 194:13        | diverse 31:2     | 221:3                |
| dedicate      | 59:12                | 101:9 103:7          | 173:10          | 130:5,20          | 197:6         | divert 34:12     | doors 56:13          |
| 177:24        | deliver 68:22        | 103:13,17            | developed       | 131:2,7           | discredited   | diverting        | Dorothy              |
| dedicated     | delivered            | 104:4,8              | 10:18 22:2      | 155:9             | 124:12        | 60:8             | 180:10               |
| 67:18 69:11   | 40:14 43:3           | 109:23               | 60:2 75:25      | 161:17            | discriminate  | diverts 45:15    | dosage 63:9          |
| 69:22         | 62:20                | 119:16               | 151:4,10        | 164:11            | 139:4         | <b>DNC</b> 81:13 | doubt 112:25         |
| 162:10        | delivering           | 123:4                | developers      | 165:21,22         | discuss 67:9  | Doctor 96:3      | 218:17               |
| dedicating    | 63:8                 | 216:13               | 45:10 62:8      | 186:11            | discussed     | doctors 190:8    | dozen 174:24         |
| 211:3         | delivery 4:25        | describe             | developing      | 188:19,25         | 43:17         | document         | <b>Dr</b> 10:14 18:4 |
| dedication    | 21:10                | 46:24 92:3           | 42:4 48:4       | 192:10            | discussion    | 64:3,7           | 21:23 39:22          |
| 83:19         | Delozier             | 96:4                 | 64:22 67:24     | 203:12            | 175:14        | doing 22:7,22    | 77:18,22             |
| deemed 54:15  | 107:14               | described            | 76:12,16        | 211:25            | 178:9         | 46:3 56:10       | 79:17 82:24          |
| deepening     | demand 5:4           | 43:24 44:25          | 169:13          | 212:13,25         | 179:18        | 57:15 60:4       | 87:11 94:15          |
| 15:20         | 18:10 66:9           | 137:25               | development     | 213:5 218:6       | disenfranch   | 65:23 94:23      | 137:12               |
| deeper 100:2  | democrats            | describing           | 5:8 6:5 7:8     | differently       | 194:12        | 95:2 98:12       | <b>drama</b> 91:11   |
| defender      | 107:2                | 52:14 59:16          | 7:16,18         | 38:14 52:7        | disenfranch   | 112:18           | dramatic             |
| 123:8         | 205:25               | 64:20 91:21          | 13:9,22         | difficult         | 57:7          | 118:3,3          | 14:14                |
| 143:25        | demonstrate          | deserve 84:8         | 16:11 41:13     | 161:21            | dishearteni   | 119:7            | draw 52:5            |
| defense       | 45:5                 | designed 5:16        | 46:23 57:15     | 207:24            | 181:12        | 125:22           | 121:7                |
| 159:12        | demonstrat           | 16:5 38:17           | 59:24 70:2      | difficulty        | dismissal     | 129:17,21        | drawing 46:8         |
| 178:11        | 5:22 44:20           | 51:8 69:8            | 73:4 75:18      | 207:20            | 91:4,5        | 130:21           | <b>draws</b> 43:18   |
| deficit 87:15 | 45:18 59:9           | 70:21 72:3           | 203:22          | 223:2,2           | dismissed     | 132:6            | <b>Drexel</b> 190:9  |
| define 83:11  | demonstrat           | 85:11                | developmen      | dig 100:8         | 143:6,25      | 135:22           | 192:2                |
| 86:10 139:6   |                      | 116:13               | 45:17 84:7      | dinner            | 146:21        | 138:15           | 205:20,22            |
| defined 14:5  | demonstrat           | 171:11               | developmen      | 130:16,25         | disorder 43:7 | 139:13           | 205:22,24            |
| defining      | 45:23                | <b>desire</b> 195:15 | 56:11 71:7      | 131:19            | disparities   | 147:9            | 205:25               |
| 94:23         | <b>denial</b> 207:19 | desired 72:16        | 85:12           | diploma           | 217:3,10      | 148:18,19        | 213:16               |
| definitely    | 207:19               | desk 84:24           | devoted         | 42:13 92:23       | disparity     | 154:7            | 214:17               |
| 22:23         | denominato           | destroying           | 161:19          | 143:21            | 188:15        | 156:19           | drink 182:25         |
| 137:14        | 115:18               | 145:7                | <b>DHS</b> 82:2 | 219:25            | disposition   | 158:9 165:7      | 183:2,5,12           |
| 177:6 207:9   | department           | destruction          | 134:16          | direct 9:17       | 19:2 48:10    | 175:7,9          | 185:19               |
| 218:9         | 1:14 9:21            | 199:3                | dialogue 87:2   | 26:15             | dispositions  | 198:4,4,5,6      | driving 48:23        |
| definition    | 9:22 10:4            | detail 158:24        | 183:19          | 153:19            | 13:18 16:21   | 198:9 199:9      | <b>drop</b> 193:6    |
| 86:13         | 28:10 40:5           | details 10:16        | diamonds        | 225:23            | disproporti   | 201:11,12        | 221:2,5              |
| definitive    | 81:23 92:13          | detention            | 134:3           | direction         | 78:10         | 201:23           | drop-out             |
|               |                      |                      |                 |                   |               |                  |                      |
|               | •                    | •                    | •               | •                 | •             | •                |                      |

|                                |                         |                      |                      |                                   |                    |                           | Page 8                     |
|--------------------------------|-------------------------|----------------------|----------------------|-----------------------------------|--------------------|---------------------------|----------------------------|
|                                | I .                     | 1                    | I                    | I                                 | 1                  | I                         |                            |
| drop-outs                      | economic                | efficacy 16:24       | 178:5,24             | 134:15                            | environments       | evaluate                  | 114:25                     |
| 87:6                           | 67:21 69:7              | 18:20 89:22          | 209:16,24            | 223:7                             | 215:6              | 49:23                     | 121:17                     |
| dropped 79:6                   | 69:23 74:10             | efficient 11:3       | emancipate           | encourage                         | <b>EPISCenter</b>  | 100:16                    | 172:2                      |
| dropping                       | 201:15                  | 123:22               | 219:23               | 163:7 223:9                       | 3:2 10:5,16        | 149:14                    | ex-offenders               |
| 220:21                         | 217:21                  | efficiently          | emancipation         | <b>ended</b> 63:19                | 10:17,18           | evaluated                 | 172:4                      |
| drug 5:20 8:7                  | economic-b              | 124:2                | 220:25               | endorse                           | 15:17 17:25        | 45:14                     | exact 160:14               |
| 9:21 111:4                     | 217:3                   | effort 8:6           | embarrassi           | 183:2                             | 18:5 25:24         | evaluates                 | exactly 53:2               |
| 111:9                          | economy                 | 59:4 93:25           | 200:20               | ends 79:11                        | 30:20 32:8         | 133:11                    | 62:4 174:5                 |
| 150:25                         | 70:14 74:14             | 110:20               | emerging             | enforcement                       | 32:21 35:13        | evaluating                | 201:11                     |
| 210:19                         | educated                | 178:10               | 17:4 190:13          | 23:6                              | 39:25 40:4         | 63:24                     | examining                  |
| 220:2,5                        | 67:14 201:5             | 185:18               | emotional 6:9        | engage 19:5                       | 41:18 46:25        | evaluation                | 1:20 2:12                  |
| drugs 8:25                     | educating               | 192:3,19             | 110:2                | 47:24 166:2                       | 47:19 48:7         | 14:23 21:14               | example 42:2               |
| 59:19 63:14                    | 142:12                  | 198:13               | emotions 42:9        | 179:19                            | 49:9 50:19         | 51:9 52:25                | 43:13 58:11                |
| 210:16                         | 201:9                   | efforts 4:16         | 143:10               | 185:18                            | 62:4 98:19         | 53:22 63:2                | 61:4 110:23                |
| 220:16                         | education 6:9           | 8:16 11:19           | empathy              | engaged                           | Equally            | 90:13                     | 116:16                     |
| due 19:9                       | 8:8 9:22                | 18:21 21:13          | 215:19               | 67:14                             | 12:13              | evaluations               | examples                   |
| 80:11 143:7                    | 18:10 66:8              | 32:8 48:18           | emphasize            | 117:13                            | <b>equip</b> 67:19 | 45:22                     | 44:15                      |
| 146:22                         | 69:2 78:21              | 172:19               | 172:15               | 178:3                             | equipment          | evening 28:3              | Excel-based                |
| 147:19                         | 105:24                  | 202:19               | employ 72:2          | 201:24                            | 23:7               | 150:13                    | 63:4                       |
| 210:10                         | 109:9                   | Egyptian             | 138:23               | engagement                        | equitable          | everybody                 | Excellent                  |
| duly 166:6                     | 144:21                  | 132:2                | employability        | 44:8 73:3                         | 194:10             | 20:21 24:12               | 216:24                     |
| Dumas                          | 145:19,21               | eight 12:24          | 16:7                 | engaging                          | equitably          | 65:17 99:14               | exception                  |
| 180:11                         | 200:12                  | 129:13               | employed             | 61:11 95:3                        | 83:16              | 100:20                    | 20:4                       |
| dummies                        | educational             | 172:17               | 95:18 108:4          | 186:6                             | erase 108:7        | 149:8                     | exceptional                |
| 25:2                           | 5:12 69:6               | eight-week           | 108:9                | enhance 4:22                      | escalation         | 160:13                    | 215:22                     |
| duplicating                    | 201:10                  | 79:2                 | 112:15               | 11:12 12:11                       | 182:9              | 168:3,7                   | 216:2,5                    |
| 199:24                         | effect 45:23            | either 60:25         | employee             | 70:12                             | especially         | 171:6,9                   | exchanging                 |
| 200:2                          | 76:2 79:12              | 66:10 88:3           | 128:21               | enhancement                       | 14:16 79:24        | 186:24                    | 186:23                     |
| duration 73:9                  | 107:11                  | 102:10               | employers            | 4:19 11:10                        | 145:21             | 205:3 224:3               | exciting                   |
| dying 187:15                   | 123:19                  | 106:19               | 70:5 82:12           | 13:15 14:19                       | 158:4              | evidence 15:3             | 59:23                      |
| aying 107.15                   | 188:21                  | 114:23               | employing            | 17:19                             | 221:12             | 30:4 35:25                | Excuse                     |
| E                              | effective 5:5           | 170:4                | 11:15 94:8           | enhancing                         | Esquire            | 45:4 47:12                | 163:11                     |
| E 6:6                          | 5:22 7:14               | 173:11               | 142:13               | 7:17                              | 209:24             | 51:4 52:15                | Executive 3:3              |
| E-3 88:8                       | 7:21 8:3,17             | 212:6                | employment           | enriching                         | essential 12:5     | 59:7 143:7                | exist 46:23                |
| earlier 52:24                  | 12:8,17                 | elected              | 69:2 72:21           | 84:7                              | 52:11              | 146:22                    | 100:19                     |
| 64:21 82:20                    | 17:21 22:11             | 105:21               | 78:22 85:21          | enrichment                        | essentially        | 225:4                     | 189:10                     |
| 87:11                          | 28:18 34:2              | 202:4,6              | 97:9,11              | 70:16                             | 62:24              | evidence-ba               | existence                  |
| 137:25                         | 34:6 41:23              | elective 74:23       | 130:4                | enrolling                         | established        | 2:25 7:24                 | 194:15                     |
| 207:15                         | 52:16 56:2              | electrical           | 144:22               | 48:19                             | 6:12               | 8:13 10:9                 | existing 15:2              |
| 207:13                         | 56:3,17                 | 129:6,24             | 164:5                | ensure 62:14                      | establishing       | 10:20 11:5                | 79:22                      |
| 208.10                         | 59:8 60:21              | element              | 209:19               | 80:21 83:15                       | 69:18 81:6         | 11:15 12:11               | exists 38:7                |
| early 42:18                    | 68:25 86:3              | 91:15                | Empowerm             | 84:5                              | 92:2               | 16:25 18:23               | 100:21                     |
| 60:3 76:24                     | 123:22                  | elementary           | 140:17               | entire 212:20                     | esteemed           | 37:11 38:16               | exit 191:23                |
| 78:21 80:16                    | 203:7                   | 43:4                 | 163:2                | 216:18                            | 67:4 84:2          | 40:2 44:24                | expand 67:25               |
| 81:6 91:4                      | effectiveness           | eligible 19:10       | enable 49:5          |                                   | estimate           |                           | 79:19 82:25                |
| 162:18                         |                         | _                    |                      | <b>entirely</b> 37:22 64:5 161:19 | 10:19 43:10        | 45:3,9,11                 |                            |
| earn 42:13                     | 6:3 15:3<br>18:25 21:17 | 74:22 85:8 eliminate | 63:6<br>enabled 9:23 |                                   | estimated          | 46:20 53:5                | <b>expanded</b> 6:8 213:13 |
| earn 42:13<br>earned 74:12     | 22:23 30:4              | 61:2                 |                      | entirety<br>85:11                 | 176:16             | 54:8,16,21                |                            |
| earned 74:12<br>easiest 109:13 | 33:2 43:19              | Elmore               | encourage<br>138:25  |                                   | estimates          | 55:10,14,15<br>56:15 62:7 | expectancy<br>96:8         |
|                                |                         | 166:20               |                      | entreprene<br>210:5               |                    |                           |                            |
| easily 15:23                   | 44:21 45:5              |                      | 210:6                |                                   | 44:8 64:21         | 64:17 68:23               | expects 19:12              |
| 207:22                         | 47:12                   | 168:9,13,15          | 218:10               | entry 89:15                       | ethnic 217:2       | 94:20                     | expedition                 |
| eat 130:23                     | effects 76:5            | 175:18               | encouraged           | environment                       | eugenics           | evolved 20:22             | 212:17                     |
| echo 177:11                    | 79:11 201:6             | 177:4,18             | 109:13,15            | 208:6                             | 218:5              | ex-offender               | experience                 |
| 177:20                         |                         |                      |                      |                                   |                    |                           |                            |
|                                |                         |                      |                      |                                   |                    |                           |                            |

|                       |                   |                            |                     |                              |                            |                                 | Page 9             |
|-----------------------|-------------------|----------------------------|---------------------|------------------------------|----------------------------|---------------------------------|--------------------|
|                       | l                 |                            | 1                   |                              | 1                          | 1                               | 1                  |
| 33:5 70:23            | 72:15             | 208:13                     | 158:14              | 117:6                        | 165:19,20                  | folks 21:5                      | 169:17             |
| 71:10 72:10           | exploring         | 212:3                      | 200:5               | 131:20                       | 165:25                     | 26:13 31:21                     | forward            |
| 72:12,21              | 213:6             | 217:22,24                  | family-based        | 132:19                       | 207:24                     | 106:10                          | 17:12 19:15        |
| 73:9 74:17            | exposed           | <b>factor</b> 66:13        | 57:3                | 143:4,13                     | finding 94:8               | 109:11                          | 19:16 26:3         |
| 76:4 80:10            | 88:12             | factored                   | far 54:25           | 182:10                       | 114:6 119:9                | 110:11                          | 80:3 84:4          |
| 80:17 82:10           | exposing          | 216:22                     | 113:12              | 194:10,12                    | 160:4                      | 111:12                          | 99:8 185:4         |
| 83:13 84:19           | 59:21 60:4        | factors 6:13               | 145:8 147:5         | 194:12                       | 207:21                     | 112:13,24                       | foster 92:8        |
| 84:25 85:11           | 84:20             | 6:16,22 7:6                | fare 44:2           | 200:9 216:7                  | findings                   | 113:18                          | <b>found</b> 76:21 |
| 86:4 140:18           | exposure 70:9     | 7:10,13,20                 | 56:22 57:22         | 221:16                       | 55:15                      | 121:13                          | 91:6 102:12        |
| 143:8                 | 71:12,20          | 9:13,14                    | <b>father</b> 99:22 | <b>feels</b> 60:12           | finish 63:20               | 122:20                          | 113:18             |
| 157:16,22             | 72:5,13,23        | 12:23 22:20                | 117:4,6,9           | feet 197:8                   | 64:13                      | 126:11,12                       | 207:22             |
| 203:15                | 74:17 76:10       | 41:22 43:5                 | 117:10,12           | fellowship                   | first 2:19 9:5             | 180:8                           | 217:19             |
| 212:23                | 160:22            | 44:19 48:22                | 117:13              | 133:17                       | 14:17 19:22                | 185:12                          | 223:10             |
| 214:16                | expound           | 49:2                       | 130:16              | <b>felony</b> 14:7           | 46:20 71:11                | follow 85:23                    | foundation         |
| 219:25                | 216:23            | facts 61:19                | 131:18              | <b>felt</b> 40:17            | 75:4 88:7                  | 86:6,8                          | 6:6,7 7:2          |
| experienced           | express           | 116:20                     | 135:11,12           | 58:25                        | 96:21 105:9                | 102:3                           | 17:2 53:21         |
| 30:5,15               | 152:11            | 160:14                     | 193:8               | 134:18                       | 123:6,8                    | 184:25                          | founders           |
| 176:6                 | extended          | fail 135:3                 | fathers             | female 73:23                 | 128:6 133:9                | 218:25                          | 171:16             |
| experiences           | 106:11            | failure 5:12               | 116:23              | <b>fidelity</b> 11:16        | 143:10                     | follow-up                       | founding           |
| 67:11 71:14           | 132:5             | <b>failures</b> 52:10      | 117:16              | 62:17 63:8                   | 162:24                     | 86:3                            | 68:15              |
| 72:22 73:18           | extensive         | fair 12:18                 | 130:23<br>135:13    | 80:22                        | 168:12                     | following                       | four 71:8          |
| 73:19 74:7            | 173:2             | 58:17                      |                     | <b>field</b> 3:9             | 187:23                     | 12:23                           | 72:18 88:7         |
| 74:9 75:2             | extra 91:13       | fairness                   | Fattah 51:24        | 50:16                        | 188:4,7                    | 180:22<br>203:5                 | 129:11,18          |
| 77:6 80:4             | extraordina       | 12:15                      | 200:5               | fight 186:23                 | 209:11                     |                                 | 165:16             |
| 80:19 81:17           | 216:3 extreme     | 208:24                     | Fattah's 51:24      | <b>fighting</b> 53:18 60:9   | 212:16<br><b>firsthand</b> | <b>football</b> 202:9<br>202:16 | 170:11,12          |
| 81:21 82:6<br>85:9,21 |                   | faith 222:6<br>faith-based | favor 120:12        |                              | 68:7                       |                                 | four-page<br>64:3  |
| 88:2 156:17           | 75:17,23<br>76:14 | 163:6,19                   |                     | <b>figure</b> 49:19<br>64:15 | fiscal 65:8                | footprint<br>97:15              |                    |
| 180:16                | 207:20            | Falaka 51:24               | February<br>106:24  | 114:18                       | fit 64:6,8                 | 100:23                          | four-year<br>14:11 |
| 191:22                | extremely         | 188:25                     | 100.24              | 120:8                        | 100:15                     | Force 87:4                      | framework          |
| 215:23                | 57:9              | 200:5                      | 123:13              | 135:12                       | fits 165:21                | forefront                       | 6:25 7:7,11        |
| experiencing          | eye 53:14         | fall 9:3                   | federal 18:11       | 137:8 138:2                  | five 79:9                  | 186:17,18                       | 22:14 53:15        |
| 36:2 176:7            | 175:5             | 112:11                     | 18:13,15            | 137.8 138.2                  | 117:11                     | 215:8                           | Franklin           |
| expertise             | 173.3             | <b>falling</b> 159:7       | 21:9 23:22          | 195:10                       | 152:18                     | foregoing                       | 179:23             |
| 50:20 121:8           | F                 | familiar 27:8              | 24:3 68:19          | 217:9,11                     | fix 108:12                 | 225:7,20                        | frankly            |
| 168:24                | face 120:4        | 27:11,12,18                | 109:19              | figured 131:5                | flow 125:19                | foresee 90:22                   | 138:11             |
| 169:22                | 186:17            | 27:11,12,18                | 112:7 113:4         | filled 132:22                | focal 183:8                | foretell 58:9                   | free 47:8,20       |
| 174:7                 | Facebook          | 36:13                      | 114:13,20           | final 90:16                  | focus 8:12                 | forget 90:14                    | 63:20              |
| 180:13                | 221:25            | 136:12                     | 114:15,20           | finally 50:3                 | 10:24 16:12                | forgot 39:16                    | 108:22             |
| experts 3:8           | facets 199:15     | 192:6,9                    | 115:6               | 112:21                       | 29:13 35:13                | form 16:25                      | 109:5              |
| 26:13                 | facilitate 4:25   | 218:11                     | 118:10              | financial                    | 40:18 47:2                 | 36:23                           | 130:23,25          |
| 116:11                | 21:10 26:6        | families 6:18              | 121:4 122:4         | 71:22                        | 56:6,9,11                  | former                          | 213:12             |
| 173:21                | 180:14            | 11:6 19:5                  | 126:7               | 178:17                       | 58:3 105:23                | 124:10,11                       | Friday's           |
| explain 18:4          | facilities        | 40:6 45:20                 | 176:17              | 183:20                       | 142:8                      | 167:14,15                       | 206:16             |
| 141:9                 | 34:21 151:3       | 63:11                      | 196:23              | find 23:9                    | 182:21                     | 167:15                          | friend 110:17      |
| 154:13                | facility          | 144:17,23                  | 202:2               | 33:14 46:5                   | focused 57:14              | 200:11,14                       | 188:8              |
| 173:17                | 111:15            | 180:19                     | feds 23:16          | 46:15 52:5                   | 69:6 71:17                 | formerly 1:11                   | friendly           |
| 181:5                 | 161:4,17          | family 13:3                | 118:3               | 65:20                        | focuses 35:22              | 112:3,4                         | 131:10             |
| explicit 72:14        | 162:3             | 30:8 36:3                  | feed 175:13         | 101:13                       | focusing                   | 167:13                          | friends 57:2       |
| 216:16,20             | facing 90:10      | 36:18 49:6                 | feedback            | 117:22                       | 44:18                      | formula                         | 105:20             |
| exploitive            | fact 40:21        | 64:25 115:8                | 22:6 26:14          | 118:2                        | <b>fold</b> 123:16         | 36:23                           | 129:9,13           |
| 203:2                 | 49:16 51:12       | 143:11                     | 36:7                | 133:19,20                    | <b>folded</b> 176:14       | formulas 63:5                   | 130:3              |
| <b>explore</b> 71:14  | 108:7             | 157:14                     | feel 102:7          | 143:20                       | folk 88:25                 | forth 136:18                    | 132:10             |
| 1                     | 162:11,19         |                            |                     | 4                            |                            |                                 |                    |
|                       | l , , ,           |                            | <u> </u>            |                              | <u> </u>                   | <u> </u>                        | l                  |
|                       |                   |                            |                     |                              |                            |                                 |                    |

|                     |                      |              |               |              |                    |               | Page 10            |
|---------------------|----------------------|--------------|---------------|--------------|--------------------|---------------|--------------------|
|                     | I                    | I            |               | I            |                    |               |                    |
| 158:16              | 62:4 63:4            | 108:4,9      | 217:23        | 46:7 51:5    | goals 17:9         | 186:3         | government         |
| 179:25              | 80:12 98:20          | 112:15       | girlfriend    | 58:13 61:19  | 49:11              | 187:14        | 19:11              |
| 189:3               | 99:3 132:8           | game 20:6    | 152:2         | 90:18 91:14  | 101:17             | 189:25        | 109:19             |
| 211:20,25           | 132:9                | 99:23        | give 3:10     | 95:14 96:15  | God 137:5          | 198:5         | 110:22             |
| 212:6 214:7         | 185:20               | 185:14       | 10:24 24:8    | 96:15,16     | goes 116:2,8       | 200:19        | 111:10,19          |
| 214:21              | 191:7                | gang 51:18   | 26:14 66:20   | 107:8        | 116:10             | 201:9,17      | 115:6              |
| friendships         | 195:22               | 154:13       | 88:3 91:12    | 108:11       | 170:19             | 202:13        | 118:10             |
| 57:8,9              | 197:17               | 167:15,15    | 103:18        | 109:8        | 171:9,9,12         | 204:4,5       | 124:19             |
| front 121:15        | funding 5:18         | 200:11       | 104:13        | 111:10,16    | 180:12             | 205:2,3,7     | 126:3              |
| Frontline           | 6:6 9:23             | gap 48:8     | 105:11        | 115:14       | GoFundMe           | 206:25        | 132:24             |
| 166:20              | 11:4 18:6            | 69:13 82:9   | 111:18        | 116:23       | 130:17             | 216:17,17     | 196:23             |
| 179:13              | 18:16 21:9           | 85:3 98:12   | 112:24        | 129:23,24    | 132:10             | 216:19        | Governor           |
| <b>fruit</b> 184:16 | 24:3 25:18           | gaps 49:5    | 144:9         | 133:25       | <b>going</b> 21:24 | 217:16        | 106:24             |
| frustration         | 25:20 26:9           | garnish      | 150:17        | 138:20       | 28:13 29:14        | 218:3 219:4   | 123:11             |
| 152:12              | 30:22 31:12          | 190:21       | 159:24        | 139:18,23    | 29:20 52:4         | 219:14        | Governor's         |
| full 68:12          | 31:15,16,24          | gather 33:24 | 170:14        | 144:5,7      | 54:23 56:12        | 220:20,21     | 20:16              |
| 213:15              | 42:21 47:17          | gathered 9:4 | 178:5 193:4   | 145:18       | 56:14 57:22        | 221:3,19,24   | governors          |
| 214:17              | 47:20 48:6           | gathering    | 194:23        | 146:5,16,17  | 58:12 65:17        | good 1:22 2:2 | 124:11             |
| full-time           | 54:10 63:19          | 41:21 66:12  | 208:23        | 146:23       | 87:25 96:15        | 2:17 4:4      | <b>grab</b> 128:7  |
| 42:14               | 66:4 68:19           | Gee 124:20   | 211:7 214:5   | 152:24       | 96:15 99:20        | 22:18 27:6    | <b>grade</b> 71:13 |
| <b>fully</b> 60:2   | 69:19 81:2           | gem 52:6     | 220:16        | 156:3,15,24  | 101:22             | 34:22 39:21   | graders 92:21      |
| 191:7 225:5         | 82:5 83:9            | General      | 223:9         | 157:7,22     | 103:5              | 52:14 56:23   | grades 8:22        |
| Fulmore-T           | 86:2 94:7            | 106:9        | given 212:3   | 158:15,16    | 106:15,16          | 56:24 67:2    | graduate           |
| 3:3 27:19           | 94:21 99:13          | generated    | 214:9,10      | 158:23       | 110:20             | 84:13 100:9   | 143:18             |
| 27:23,24            | 99:15,15             | 183:5,11     | 216:3         | 163:6        | 112:10             | 100:10,18     | graduating         |
| 28:6 66:21          | 130:17               | generational | gives 221:17  | 164:12       | 115:3              | 118:14        | 221:4              |
| 66:24 67:2          | 132:23               | 36:14        | giving 3:15   | 168:2,11     | 117:22             | 124:4,5       | graduation         |
| 67:5 78:5           | 133:20               | generations  | 151:12        | 169:10,11    | 118:5,7,9          | 125:14        | 69:9 92:20         |
| 84:14 85:6          | 134:24               | 157:19       | 196:10        | 169:17       | 122:8,24           | 128:22        | Graham             |
| 85:25 86:12         | 150:5                | 184:7        | 221:11        | 170:4,7      | 134:25             | 131:21        | 210:23             |
| 86:20 88:6          | 153:19               | generic 53:3 | glad 20:18    | 171:20       | 136:8,24           | 141:21        | grandfather        |
| 89:2 91:16          | 165:5 183:4          | generous     | 24:5 110:16   | 173:11       | 137:9,19           | 148:13        | 184:8,9            |
| 93:22 94:11         | 191:6 195:2          | 215:16       | 154:24        | 175:10,12    | 141:9 144:3        | 150:13        | 193:8              |
| 95:20 96:20         | 214:10               | gentleman    | 177:16        | 184:6        | 145:23             | 151:23        | grant 18:14        |
| 97:10 98:14         | <b>funds</b> 18:9,11 | 205:9        | glass 186:24  | 187:11       | 147:13,14          | 156:22        | 23:15 30:22        |
| 103:11,15           | 18:13,14,15          | gentlemen    | Glenn 126:23  | 189:5        | 148:8 151:5        | 157:12        | 110:17             |
| 103:20              | 21:18 23:23          | 168:25       | 127:19,20     | 193:20,23    | 151:14             | 158:9         | 195:16             |
| 104:6 105:4         |                      | 179:2        | 138:15,16     | 203:10       | 152:6,14           | 162:20,21     | 216:16,23          |
| function            | funnels 45:20        | 218:23       | 139:10,18     | 204:8        | 154:7              | 163:3 167:9   | 217:4              |
| 89:15               | further 16:6         | geographic   | 140:5 141:5   | 209:21       | 156:21             | 168:13        | grants 19:13       |
| <b>fund</b> 19:12   | 18:4 36:7            | 100:20       | 141:8,12      | 210:7 212:4  | 157:23             | 179:3         | 23:13 24:14        |
| 22:25 106:9         | 48:17 49:5           | George       | 145:12        | 214:15       | 158:23             | 189:14,15     | 64:23 93:13        |
| 196:25              | 72:15                | 180:10       | 147:18        | 216:17,19    | 164:4              | 189:16        | 98:20              |
| 197:19              | 187:12               | getting 63:9 | 148:3,25      | 219:3,3      | 171:15             | 197:9         | 111:10             |
| fundamental         | 193:20               | 63:10 94:9   | 149:6,19      | 220:17       | 172:4,5            | 200:24,24     | 165:5 195:2        |
| 12:14 56:21         | <b>future</b> 67:15  | 141:25       | 157:15        | 221:13,17    | 173:25             | 201:2,18      | graph 95:17        |
| fundament           | 78:23 79:5           | 146:23       | 160:8,21      | 223:17,19    | 174:9,11           | 215:24        | grassroots         |
| 12:18               | 83:23 145:5          | 150:4 160:3  | 163:21        | 223:17,19    | 176:9 177:7        | 216:7         | 59:3 197:14        |
| fundament           | 157:11               | 162:16       | global 72:9   | 224:2        | 177:17             | 217:17        | 197:23,23          |
| 55:21               | futures 7:11         | 196:18,19    | gloom 216:11  | goal 10:23   | 178:14             | 219:15        | Graterford         |
| <b>funded</b> 6:5   | 2304105/.11          | 202:16       | go 19:24 20:6 | 73:17        | 179:10             | 222:11        | 36:16              |
| 9:20 30:3           | G                    | 213:15       | 24:13 29:18   | goal-setting | 182:8,9            | gotten 84:12  | 116:17,18          |
| 30:19 40:4          | gain 74:16           | 214:2        | 30:12 35:16   | 71:18        | 184:17             | 211:17        | 168:22             |
| 30.17 10.1          | gainfully            | 211.2        | 55.12 55.10   | , 1.10       | 101.17             | 211.17        | 100.22             |
|                     | , samuri,            |              |               | l            |                    |               |                    |
|                     |                      |              |               |              |                    |               |                    |

| ·                             |                          |                                       |                                   |                       |                       |                       | Page II                    |
|-------------------------------|--------------------------|---------------------------------------|-----------------------------------|-----------------------|-----------------------|-----------------------|----------------------------|
|                               | l .                      | l                                     | l                                 | l                     | l                     | l                     |                            |
| 170:5,5                       | growing                  | 113:21                                | 121:9                             | hearings 1:20         | helping 13:5          | <b>hit</b> 57:17 91:5 | 158:19                     |
| 171:10                        | 74:18                    | handouts                              | 125:11,17                         | 2:11 140:22           | 57:11                 | 219:24                | hope 178:13                |
| 174:21                        | 150:23                   | 55:24                                 | 207:15                            | 162:2                 | 130:19                | hits 158:3            | 178:20                     |
| 175:22,23                     | grown 137:2              | hands 165:23                          | Harrisburg                        | heart 186:20          | 147:6                 | hitting 221:8         | hopeful 48:16              |
| 193:14                        | growth 16:14             | hanging                               | 24:20 84:21                       | 195:25                | 151:13                | hold 20:9             | hopefully                  |
| gratification                 | guard 9:15               | 141:24                                | 109:7,21                          | heating 129:6         | 155:18                | 166:15                | 48:11                      |
| 156:8                         | guards 207:8             | happen 25:5                           | 110:6                             | 129:25                | 165:8                 | 209:18                | 198:11                     |
| Grave 192:5                   | guess 54:13              | 118:8                                 | 112:19                            | heavy 216:8           | 167:18                | 218:4 220:7           | horizons                   |
| gravitational                 | 65:23                    | 121:22                                | 114:6,10                          | heck 222:2            | helps 7:19            | 224:4                 | 213:13                     |
| 58:22                         | 212:13                   | 146:11                                | 122:6                             | heightened            | 56:10 58:8            | Holden                | horror 181:2               |
| great 56:16                   | 213:5                    | 175:14                                | 124:14,21                         | 188:9                 | 75:4 80:4,7           | 206:16                | host 82:14                 |
| 65:13 78:5                    | guiding 7:10             | 178:18                                | Harvard                           | held 107:16           | 146:12                | holding               | 103:25                     |
| 93:4 96:5                     | 69:16                    | 181:21                                | 76:11 209:2                       | 142:18,20             | 150:6                 | 144:15                | hosted 73:14               |
| 104:12                        | guilty 144:6             | happened                              | he'll 174:6                       | 144:12                | 184:12,14             | 147:3                 | Hosting                    |
| 116:3,19                      | 144:10,11                | 128:13                                | 220:19                            | 146:20                | Hey 202:10            | 153:17                | 81:13,16                   |
| 119:25                        | 144:18                   | 131:12                                | head 24:4                         | 161:9                 | Hi 127:19             | 160:10                | hot 28:23                  |
| 135:10,15                     | 208:11                   | 146:18                                | 154:14                            | 224:14                | hierarchy             | holds 223:11          | Hotel 196:18               |
| 164:25                        | gun 182:5,17             | 192:20                                | 160:15                            | Heller 77:19          | 170:10                | hole 200:21           | hour 156:4                 |
| 167:5 178:9                   | 183:22                   | happening                             | 197:16                            | 79:17 82:24           | high 33:23            | home 20:15            | hourly                     |
| 183:14                        | guns 220:16              | 95:13 181:6                           | 220:14                            | 94:15                 | 42:11,13              | 26:24                 | 115:10                     |
| 199:20                        | <b>guy</b> 130:19        | 182:13                                | Healing                           | Heller's 77:22        | 69:9 70:24            | 106:12,19             | hours 71:24                |
| 204:10                        | 131:15                   | 201:14                                | 190:10                            | help 9:15             | 73:24 92:23           | 108:15                | house 29:9                 |
| greater 5:7                   | 203:17                   | 217:25                                | 192:2                             | 12:16 22:10           | 102:9                 | 111:14,21             | 51:16 87:3                 |
| 69:2 158:23                   | guys 25:3                | happens                               | health 6:10                       | 23:6,7,8              | 143:19                | 111:22                | 106:2 107:3                |
| 187:7,8                       | 40:21 100:8              | 59:20 85:5                            | 7:4 41:20                         | 38:17 58:3            | 179:23                | 113:8                 | 107:14,18                  |
| greatest 9:19                 | 102:25                   | 85:23                                 | 43:20 76:19                       | 59:4 67:13            | high-priority         | 117:12                | 107:19                     |
| grew 155:4                    | 103:4 155:4              | 110:24                                | 182:4,5,18                        | 74:16 75:11           | 92:4                  | 118:25                | 137:25                     |
| 191:16,17                     | 155:23                   | 193:5,15                              | 185:22                            | 79:22 83:11           | high-quality          | 119:5                 | 142:25                     |
| 212:3                         | 166:25                   | happy 25:24                           | 188:2,21                          | 92:21 99:21           | 8:2                   | 121:23                | 148:24                     |
| ground 62:15                  | 170:11                   | 36:6 40:20                            | 189:23                            | 113:7 118:2           | high-risk             | 123:24                | 149:7 181:9                |
| 62:22                         | 171:23<br>172:24         | 77:8 95:22                            | 191:12                            | 118:6                 | 32:9,12               | 144:5<br>152:22       | housed<br>142:24           |
| 183:21                        |                          | 106:23                                | Healthy 6:4                       | 132:12,13             | high-stress           |                       |                            |
| 184:19                        | 200:15                   | 158:21                                | 46:22                             | 132:19                | 76:14                 | 153:6 155:5           | household                  |
| 185:21                        | 210:6,25                 | 159:16                                | hear 19:22                        | 134:21                | higher 33:16          | 158:3 160:2           | 75:14                      |
| 217:7                         | 222:25                   | 207:13                                | 20:18 26:8                        | 136:22,23             | 33:17,22              | 171:15                | housekeeping               |
| grounds                       |                          | Harambee                              | 166:14                            | 142:10,14             | 34:15 43:9            | 179:2                 | 3:23                       |
| 162:3                         | hair 200:24              | 180:2                                 | 194:4                             | 158:11                | 44:7 81:7             | 192:12                | housing                    |
| <b>group</b> 2:19             |                          | hard 144:4                            | 195:12                            | 164:3 171:5           | 96:9 98:18            | 220:17                | 42:20                      |
| 24:6 25:15                    | 200:24<br>201:2          | 152:3 160:2                           | 207:13                            | 172:11<br>178:22      | highest 42:22         | 223:4,6               | 111:13,24                  |
| 36:16 101:8                   |                          | 160:4                                 | <b>heard</b> 62:19<br>87:9 100:20 |                       | highlighted<br>41:17  | homes 223:5           | 115:8 207:2<br>207:3,19    |
| 104:16                        | half 23:21<br>29:8 73:23 | 221:13,17                             |                                   | 180:16,23             |                       | homework<br>26:22     |                            |
| 132:3<br>133:10               | 29:8 73:23<br>174:23     | <b>harder</b> 76:6<br>89:20           | 133:15<br>136:13                  | 184:13<br>187:4       | highlighting<br>80:21 | 26:22<br>118:14       | hug 211:6,7                |
|                               |                          |                                       | 136:13<br>177:7                   |                       |                       | homicide              | 215:13                     |
| 146:3                         | halfway 98:6             | hardest 152:4                         |                                   | 201:13,19             | highlights            |                       | huge 28:9                  |
| 166:17                        | Hall 1:7<br>halls 170:25 | <b>harmful</b> 9:10                   | 179:16                            | 202:17,17             | 42:2                  | 78:17 79:5            | 66:13                      |
| 172:16                        | hamburger                | 51:13                                 | 183:4<br>223:24                   | 209:7                 | highly 10:21          | 182:3                 | 123:19                     |
| 202:4                         | 52:3                     | Harris 84:21                          |                                   | helped                | hike 212:18           | homicides<br>181:20   | 207:17<br><b>human</b> 8:7 |
| 204:20                        | hammers                  | 104:17<br>105:14,15                   | hearing 4:14                      | 145:17                | hire 82:13            | honest 215:13         |                            |
| 222:18                        | 165:24                   | · · · · · · · · · · · · · · · · · · · | 123:15                            | 149:24,25             | 103:9,24              |                       | 10:4 28:10                 |
| <b>groups</b> 70:6 92:9 162:9 | hand 113:22              | 110:3                                 | 134:23                            | 176:3 178:4<br>201:20 | hires 98:8            | honestly<br>135:21    | 40:5 75:21                 |
| 92:9 162:9<br>188:25          | 131:16                   | 115:20                                | 175:7<br>204:17                   |                       | Hispanic 74:3         |                       | 81:23 92:13                |
|                               | 151:16                   | 117:20                                |                                   | helpful 26:3          | history               | honor 40:8            | <b>hundred</b> 173:15      |
| grow 158:4                    | handout                  | 120:13,22                             | 224:9,12                          | 117:24                | 148:15                | 123:2                 | 1/3.13                     |
|                               | nandout                  |                                       |                                   |                       |                       |                       |                            |
|                               |                          |                                       |                                   |                       |                       |                       |                            |

| P-                  |              |              |               |                     |                   |               | Page 12       |
|---------------------|--------------|--------------|---------------|---------------------|-------------------|---------------|---------------|
| 105.01              | 1.50.50      |              | 1             | l                   | l                 | 1.500         | l             |
| 196:21              | 150:20       | 90:6 95:3    | 169:2,21      | 17:5 81:4           | 201:16            | 178:8         | intervention  |
| hundreds            | 153:3        | 115:23       | incarcerating | increasingly        | ingredients       | intended      | 3:2 5:25      |
| 144:7               | 169:12       | 120:25       | 110:11        | 13:16 57:10         | 53:16             | 70:12 89:19   | 7:25 8:3      |
| hurt 190:10         | 170:17       | 121:10       | 126:11        | independent         | initial 187:25    | 112:24        | 10:10 15:4    |
| 192:2 199:8         | 171:5        | 124:6,25     | incarceration | 137:21              | initially 5:23    | intensity     | 28:15 32:15   |
| <b>hustle</b> 195:3 | 189:12       | 156:19       | 33:25 35:19   | index 115:11        | 134:8 135:5       | 91:23         | 32:16 40:3    |
|                     | 190:15       | 162:7        | 77:16 78:8    | indicated           | initiative 5:18   | intentional   | 47:10 89:7    |
| I                   | 194:24       | 177:13       | 78:21,24      | 54:8,13             | 6:25 16:2,4       | 92:2 97:14    | 89:23         |
| idea 135:15         | impacts      | 206:7        | 79:5 95:11    | 190:18,25           | 16:5 69:22        | 97:17         | 133:17        |
| 190:10              | 190:24       | 217:14       | 106:21        | individual          | 85:19             | intentionally | 183:21        |
| ideas 3:16          | imperative   | Importantly  | 145:6 155:9   | 6:17                | 199:14            | 96:22         | 186:11        |
| identification      | 77:3         | 79:9         | 165:20        | individuals         | initiatives       | interact 42:7 | interventions |
| 6:21                | implement    | impossible   | 169:5 176:4   | 36:25 115:7         | 17:16 18:8        | 117:5         | 5:5 12:7      |
| identified          | 10:8 15:17   | 169:16       | 178:17        | 120:5               | 31:17 67:24       | interacting   | 75:7 91:2     |
| 5:24 13:8           | 28:10 30:23  | impoverished | 201:7         | 124:17              | injustice         | 53:6          | 180:3         |
| 87:15,16            | 47:18 54:10  | 95:15        | 207:16        | 172:6,9             | 142:15            | interagency   | 183:25        |
| 183:6 186:7         | 60:25 74:21  | impressive   | 209:12        | 208:8,11            | inmate            | 16:5 18:22    | interview     |
| identifies          | implementa   | 74:6         | 210:18        | 209:18              | 171:12            | interchange   | 146:24        |
| 37:18               | 5:9 8:17     | improve      | 212:7         | 210:8               | inmates           | 86:21         | interviews    |
| identify 5:19       | 11:9,24      | 11:20 14:20  | incentives    | industries          | 29:13 36:17       | interest 1:21 | 15:8          |
| 7:5 15:12           | 13:10 17:18  | 17:14 45:25  | 71:23         | 74:18               | 106:3 207:2       | 2:16 3:19     | introduce     |
| 25:10 39:11         | 19:3 61:16   | 50:24,25     | incidents     | industry            | inner 213:25      | 59:2 60:7     | 107:17        |
| 93:9 96:17          | 61:20 62:2   | 63:15 69:9   | 185:24        | 16:14               | innocent          | 72:3 84:3     | introduced    |
| 134:3               | 83:15        | 69:15        | include 6:8   | ineffective         | 144:18            | 114:18        | 71:15         |
| 183:22              | implementer  | improved     | 6:16 18:8     | 148:22              | <b>input</b> 3:19 | 162:6         | introducing   |
| 185:13              | 61:22        | 21:20        | 18:19 79:20   | Infantry            | 121:12            | 178:16,17     | 71:17 168:6   |
| 209:8               | implementers | improvement  | 83:2 180:10   | 222:17              | inside 114:3      | interested    | invalidated   |
| identifying         | 63:7         | 15:18 21:13  | included      | influence           | 175:4 206:4       | 48:3 55:25    | 125:7         |
| 8:19 41:22          | implementi   | improving    | 47:19         | 37:4 154:14         | insight 48:24     | 58:9 62:11    | Inventory     |
| ignorance           | 13:18 17:6   | 69:6,23      | includes 15:7 | 187:7,9             | insights          | 64:4 110:13   | 12:21         |
| 200:17              | 55:11 62:12  | inappropri   | 185:22        | influenced          | 105:12            | 123:14        | invest 74:6   |
| II 18:11            | 62:16,16     | 113:25       | 207:18        | 44:4                | 180:16            | 167:22        | 94:3 98:4     |
| 23:22               | 63:24        | inauguration | including     | influencing         | inspired          | interesting   | 100:11        |
| illness 31:22       | implicit     | 195:2        | 13:7 24:8     | 157:6               | 136:9             | 86:6          | 142:7 145:4   |
| imaginable          | 208:13,20    | incarcerate  | 68:18 70:4    | infomercial         | inspires          | intergenera   | invested      |
| 213:14              | 209:4,5,7    | 206:18       | 81:22         | 103:18              | 137:6             | 184:6         | 17:24 44:10   |
| imagine 50:9        | 216:16,20    | 214:14       | 124:13        | <b>inform</b> 48:18 | inspiring         | intermediary  | 77:15 81:20   |
| 189:4               | implicit/exp | incarcerated | 159:11        | 83:14               | 156:25            | 67:17         | investing     |
| Imam 167:16         | 217:5        | 1:11 35:9    | incomes       | information         | 157:2             | internalizing | 17:20 54:22   |
| 203:14,16           | implore      | 35:23 37:14  | 75:14         | 9:9,16 14:3         | Institute 5:15    | 43:8          | 69:25 94:5    |
| immediately         | 110:14       | 37:20 39:12  | incorporated  | 19:20 48:21         | 10:23 65:3        | Internet      | investment    |
| 36:6 101:18         | importance   | 106:19       | 83:6          | 101:23              | 180:2             | 119:2         | 10:20 22:4    |
| 198:22              | 67:9 77:5,6  | 108:15       | incorporati   | 138:8               | instructed        | internships   | 43:11 44:9    |
| impact 1:20         | 78:7 80:16   | 109:12       | 8:13          | 150:17              | 93:8              | 72:19 73:5    | 80:24 81:14   |
| 2:13 9:19           | 81:12        | 112:3        | increase 5:3  | 167:2 174:9         | instructional     | interrupt     | 82:8 83:19    |
| 14:18 20:23         | important    | 116:23       | 18:20 19:6    | 178:6 206:7         | 73:8              | 125:19        | 89:21 97:17   |
| 21:21 22:4          | 3:17 8:19    | 118:20       | 59:11         | 210:14              | instructions      | intervene     | 193:18        |
| 22:25 35:8          | 12:13 13:17  | 149:18       | increased     | informing           | 19:18             | 25:10 38:18   | investments   |
| 45:19 55:13         | 16:2 20:5    | 152:5,13     | 6:15          | 146:14              | instructive       | 52:17 59:5    | 17:11 81:10   |
| 70:25 75:18         | 40:18 41:5   | 155:20       | increases     | infrastruct         | 85:13             | 194:20        | 81:22,25      |
| 77:21 79:3          | 49:3 57:9    | 157:14       | 78:23         | 17:25               | instrument        | intervening   | 82:15         |
| 79:23 82:22         | 57:11 74:9   | 163:10,13    | 160:16        | infused 74:13       | 12:22             | 41:8 44:17    | investors     |
| 83:12,21            | 86:24 89:12  | 167:13       | increasing    | infusion            | integrate         | 187:6         | 70:7          |
| 113:17              |              |              |               |                     |                   |               |               |
|                     | 1            | 1            |               | 1                   | 1                 |               |               |

|               |                    |             |             |                     |             |             | Page 13           |
|---------------|--------------------|-------------|-------------|---------------------|-------------|-------------|-------------------|
|               | l i                |             | I           | I                   | <b>l</b>    | ĺ           | I                 |
| invitation    | 149:6 157:7        | 36:9,12     | 161:13      | 122:22              | 32:1,6 33:1 | 125:1,10    | 211:1,2           |
| 105:19        | 157:13             | 49:15 50:3  | 165:18      | 123:3,4,10          | 34:1 35:1   | 126:1 127:1 | 212:1 213:1       |
| inviting 4:14 | 160:10,25          | 50:7 51:14  | 166:11,13   | 137:15,17           | 36:1 37:1   | 128:1 129:1 | 214:1 215:1       |
| involved 44:6 | 161:2,6,9          | 53:12 58:15 | 166:19,24   | 140:9               | 38:1 39:1   | 130:1 131:1 | 216:1,18          |
| 50:18 56:8    | 164:4 169:6        | 58:18 65:16 | 167:7 168:2 | 158:20              | 40:1 41:1   | 132:1 133:1 | 217:1,7           |
| 117:13,21     | 170:9,12           | 66:15,19,22 | 168:7,11    | 161:15              | 42:1 43:1   | 134:1 135:1 | 218:1 219:1       |
| 124:18        | 187:14             | 78:3 84:11  | 174:17      | 180:11              | 44:1 45:1   | 136:1 137:1 | 220:1 221:1       |
| 125:2,3       | jails 138:21       | 84:16 85:22 | 177:19      | 187:12              | 46:1 47:1   | 138:1 139:1 | 222:1 223:1       |
| 172:10        | 139:19             | 86:5,17     | 178:21,25   | <b>judges</b> 13:17 | 48:1 49:1   | 140:1 141:1 | 224:1,13,17       |
| 174:13        | 145:4 153:9        | 87:17 88:16 | 179:3,5     | 15:22               | 50:1 51:1   | 142:1,12,15 | juvenile 2:22     |
| 182:3         | 153:15             | 90:16 93:7  | 187:23      | 208:21              | 52:1 53:1   | 143:1 144:1 | 4:6,18,24         |
| 209:15        | <b>Jeff</b> 200:22 | 95:7 97:8   | 189:22      | Judges' 8:9         | 54:1 55:1   | 145:1 146:1 | 8:3,8,10          |
| 212:14        | <b>jelly</b> 93:10 | 99:20       | 190:17      | 11:22 12:4          | 56:1 57:1   | 147:1 148:1 | 11:9,16,22        |
| involvement   | <b>JJSES</b> 11:11 | 101:12      | 191:8       | 15:9                | 58:1 59:1   | 149:1 150:1 | 12:2,3,7,19       |
| 7:5           | 11:11 12:6         | 102:4,24    | 192:25      | judiciary           | 60:1 61:1   | 150:20      | 13:9,13,19        |
| involves      | 12:14              | 103:5       | 193:3 196:3 | 121:13              | 62:1 63:1   | 151:1 152:1 | 14:21 15:5        |
| 59:14         | <b>job</b> 16:6    | 104:15      | 196:4,9,12  | <b>Julie</b> 1:15   | 64:1 65:1   | 153:1 154:1 | 15:9,10           |
| Ireland       | 42:15 84:20        | 105:8       | 197:12      | 119:15              | 66:1 67:1   | 155:1 156:1 | 16:20,21,22       |
| 185:10        | 85:15 88:23        | 109:25      | 198:3,10,14 | 162:10              | 68:1 69:1   | 157:1 158:1 | 17:2,18           |
| irony 162:19  | 146:24             | 113:24      | 200:4       | 175:6               | 70:1 71:1   | 158:6 159:1 | 18:12 20:17       |
| Islam 167:17  | 155:16,17          | 117:18      | 203:24      | 189:18              | 72:1 73:1   | 159:10      | 20:25 21:12       |
| 200:16        | 159:25             | 118:11,24   | 204:11,16   | 216:22              | 74:1 75:1   | 160:1 161:1 | 23:20 29:9        |
| Israel 185:10 | 160:3              | 119:13      | 204:11,10   | jump 65:17          | 76:1 77:1   | 162:1 163:1 | 31:20 32:6        |
| issue 3:17    | 207:21             | 120:10,15   | 205:12,16   | June 19:9           | 78:1 79:1   | 164:1 165:1 | 48:10 88:12       |
| 36:14 90:23   | 221:6 222:2        | 120:18,24   | 211:5,11,14 | jurisdictions       | 80:1 81:1   | 166:1,19    | 92:6 118:17       |
| 108:16        | jobs 16:13         | 122:21,23   | 211:3,11,14 | 10:7                | 82:1 83:1   | 167:1 168:1 | 149:4 151:3       |
| 120:2         | 74:4 77:23         | 125:13      | 213:17,22   | jurors 208:22       | 84:1 85:1   | 169:1 170:1 | 151:19            |
| 170:23        | 79:2 143:23        | 126:15,18   | 215:17,22   | jury 100:12         | 86:1 87:1   | 170:23      | 152:17            |
| 190:15        | 184:13,16          | 127:3,8,15  | 216:10      | justice 1:4,15      | 88:1,13     | 171:1 172:1 | 153:8             |
| issues 22:17  | 192:23             | 127:18,22   | 218:13,17   | 1:19,20 2:4         | 89:1 90:1   | 173:1,7     | juvenile's        |
| 26:14,23      | John 113:11        | 128:2,12,16 | 218:23      | 2:10,13,22          | 91:1 92:1,6 | 174:1 175:1 | 12:9              |
| 31:22 35:7    | 204:22             | 128:20      | 219:5       | 3:1,16 4:1,6        | 93:1 94:1   | 176:1,21,23 | juveniles 25:5    |
| 41:15,24      | 222:15             | 131:24      | 221:16,21   | 4:18,24 5:1         | 95:1 96:1   | 177:1 178:1 | 29:13 33:4        |
| 72:7 78:8     | Johnson            | 132:21      | 222:3,7,12  | 6:1 7:1 8:1         | 97:1 98:1   | 179:1 180:1 | 34:3 161:19       |
| 112:7,20      | 36:15 116:5        | 133:2,7     | 223:13,17   | 8:3 9:1 10:1        | 99:1 100:1  | 181:1 182:1 | 161:22,25         |
| 116:6,15      | 174:11,20          | 134:11      | 223:20,25   | 11:1,10,14          | 101:1 102:1 | 183:1 184:1 | 101.22,23         |
| 117:7         | Johnson-Sp         | 135:17      | 224:5,11    | 11:17 12:1          | 103:1 104:1 | 185:1 186:1 | K                 |
| 119:23        | 180:10             | 136:3,13    | Jordan      | 12:7,19             | 104:18      | 187:1 188:1 | keenly 120:3      |
| 125:25        | joined 81:13       | 137:5,13,16 | 105:15      | 13:1 14:1           | 105:1,13,24 | 189:1 190:1 | keep 34:11        |
| 143:9 209:8   | 151:13             | 137:18      | Josh 4:12   | 14:21 15:1          | 106:1,4     | 191:1 192:1 | 125:14            |
| 217:20,22     | jointly 15:14      | 139:6,16    | 159:25      | 16:1,10             | 107:1 108:1 | 193:1 194:1 | 154:21            |
|               | Jolls 209:3        | 140:3,7,24  | 161:16      | 17:1,3,18           | 108:11      | 195:1 196:1 | 161:21            |
| J             | Jonathan           | 141:6,11    | 208:9       | 18:1,12,13          | 109:1,10    | 197:1 198:1 | 198:4,5           |
| Jack 182:11   | 204:22             | 145:11      | Joshua      | 19:1 20:1           | 110:1,8     | 199:1,12,15 | 200:2             |
| Jacobs 192:6  | Jones 1:10         | 147:16,23   | 126:23      | 21:1,6,12           | 111:1 112:1 | 200:1 201:1 | keeping 41:9      |
| JAG 18:15,15  | 2:2,18 3:7         | 150:7,10    | 127:20      | 21:12 22:1          | 113:1 114:1 | 201:24      | 57:2 79:13        |
| 31:15         | 3:22 4:9           | 151:6,9     | 138:16      | 23:1,5,12           | 115:1 116:1 | 202:1 203:1 | Kenney            |
| jail 38:2     | 19:17 20:3         | 153:22      | JP 81:15    | 23:20 24:1          | 117:1 118:1 | 204:1,18    | 80:14 81:11       |
| 59:19         | 20:8,12            | 154:12,23   | JR 1:10     | 24:22 25:1          | 119:1,17    | 205:1 206:1 | 162:18            |
| 118:21        | 23:3 24:7          | 155:22      | judge 1:16  | 26:1 27:1           | 120:1 121:1 | 206:8 207:1 | Kensington        |
| 138:24        | 26:17 27:17        | 158:18      | 114:18      | 28:1 29:1           | 122:1,8     | 208:1,3,15  | 1:12 37:8         |
| 142:19,22     | 27:21 28:4         | 159:19      | 118:23      | 30:1 31:1           | 123:1,5     | 208:18,23   | <b>KEVIN</b> 1:13 |
| 143:2,10      | 28:12 35:2         | 160:7,20    | 121:11      | 31:20,20            | 124:1,9     | 209:1 210:1 | key 6:13,23       |
| 146:20        |                    | 100.7,20    |             | 21.20,20            |             | 207.1 210.1 | 28:23 42:3        |
|               | <u> </u>           | <u> </u>    | <u> </u>    | <u> </u>            | <u> </u>    | <u> </u>    | 1 ========        |
|               |                    |             |             |                     |             |             |                   |

|                      |              |              |                     |                   |                       |                      | Page 14        |
|----------------------|--------------|--------------|---------------------|-------------------|-----------------------|----------------------|----------------|
|                      | 1            | 1            | 1                   | l                 | 1                     | l                    |                |
| 47:2,24              | 158:12       | 149:21       | <b>labor</b> 70:6   | leader 157:10     | Legislature           | 26:23 62:12          | 207:2          |
| 55:4 71:16           | 160:23       | 158:5        | lack 28:24          | 167:15            | 105:22                | 62:13 89:24          | 208:14         |
| 80:20 81:4           | 180:20       | 160:13,14    | 78:6 80:12          | 200:11            | 123:10                | 90:10 96:7           | 214:13         |
| 96:2                 | 187:3        | 163:15       | 121:12              | leaders 9:16      | 159:6                 | 103:22               | little 4:10    |
| kick 189:16          | 191:19,20    | 164:15       | 143:7               | 158:11            | legitimize            | 117:22               | 21:24 26:25    |
| kid 94:2             | 192:8        | 165:7        | 146:22              | 164:22            | 171:6                 | 138:2 142:2          | 33:16 34:7     |
| 155:6 197:7          | 194:14       | 170:18,19    | 147:12              | 165:10            | lended                | 145:16               | 39:15 41:6     |
| kids 15:23           | 200:20       | 170:22       | 148:18              | 185:4             | 215:24                | 149:24               | 45:24 46:25    |
| 26:20 33:14          | 212:12       | 171:6,14     | 164:23,23           | leadership        | Lerner 1:16           | 152:4 154:9          | 72:4 128:10    |
| 33:17,21,22          | 221:13       | 172:23       | 209:22              | 11:25 72:21       | 114:18                | 157:12               | 128:15         |
| 34:11,14,16          | kindergarten | 173:25       | lady 221:12         | 84:4 119:25       | 118:23                | 158:7,8              | 134:10         |
| 34:19,25             | 43:3         | 176:5,15,25  | language            | 150:15            | 122:22                | 187:17,17            | 140:9          |
| 35:13 51:13          | kindergart   | 177:6        | 164:17              | 169:13            | 123:3,4               | 197:7 198:7          | 150:17         |
| 51:25 53:7           | 42:11,16     | 178:10       | large 82:15         | leading 5:8       | 137:12,15             | 200:13               | 152:2          |
| 56:6 57:5            | kinds 26:25  | 179:7 181:3  | 102:15              | 78:19             | 137:17                | 211:24               | 167:25         |
| 57:11,24             | 51:2 93:16   | 181:5,19,25  | large-scale         | leads 44:23       | 140:9                 | 219:8                | 191:2          |
| 59:4,21              | knew 106:14  | 182:10,14    | 67:23               | learn 8:23        | 158:20                | life-changing        | 197:10         |
| 61:6 63:11           | 200:7        | 182:16,17    | largely 79:4        | 46:4,6            | 161:15                | 214:16               | 209:21         |
| 95:17,18             | know 20:2,13 | 184:2,23,23  | 79:10 124:9         | 75:21 77:4        | lesson 125:15         | lifers 168:25        | 210:25         |
| 102:10,21            | 24:15 28:7   | 185:14       | larger 77:21        | 125:15            | let's 104:21          | 170:13               | 213:4          |
| 128:8                | 28:8 37:5    | 186:20       | 101:8               | 129:3             | 168:11                | 174:22               | 215:20         |
| 136:20               | 38:4,6,13    | 188:6,23     | largest 170:6       | 143:15            | 221:5                 | 175:24               | live 96:7      |
| 189:3,4              | 46:5 54:22   | 191:15       | 170:7               | 148:15,16         | letter 55:7           | 177:12               | 111:12,21      |
| 192:22               | 54:24 55:7   | 193:14,16    | <b>Lastly</b> 63:16 | 187:18            | 108:13                | lifestyle 157:8      | 111:22,24      |
| 193:6,7,9            | 66:9 68:3    | 193:18,24    | late 152:24         | learned           | <b>letters</b> 116:21 | 209:22               | 136:7,16,21    |
| 193:10,11            | 82:14 85:3   | 195:22,24    | 210:25              | 145:13            | 132:18                | lifestyles           | 175:13         |
| 193:13,15            | 86:25 96:10  | 196:4,22     | Latino              | 206:6             | level 12:20           | 210:4                | 188:13,14      |
| 193:15               | 100:16       | 197:5,19     | 209:20              | learning          | 48:12 63:7            | <b>light</b> 137:11  | 191:21         |
| 195:4 198:7          | 101:4,21     | 201:6,15     | launched            | 42:23 48:4        | 63:9 78:8             | lightened            | 212:19         |
| kids' 136:21         | 109:16,20    | 203:15       | 5:17                | 71:25 72:2        | 91:22 97:19           | 216:8                | 223:8          |
| killed 214:21        | 112:19,22    | 211:14,16    | law 23:6            | 74:21 76:17       | 98:23 112:5           | likelihood           | lives 36:22    |
| <b>killing</b> 49:20 | 114:3        | 214:23       | 106:24              | leave 20:2,4      | 112:6,7               | 78:23                | 37:4 78:13     |
| 198:21,23            | 115:19       | 215:21       | 107:9 111:3         | 138:24            | 113:4                 | likeliness           | 96:9 113:18    |
| kills 78:17          | 116:2,7,9    | 217:13       | 111:5,7             | 181:9 223:4       | 116:11,14             | 76:24                | 113:21         |
| kind 22:13           | 116:10,16    | 218:11       | 113:19              | leaving 76:24     | 118:8,16              | limit 184:15         | 123:8,21       |
| 24:16 28:13          | 119:6        | 219:12       | 121:5,24            | led 212:12        | 126:7                 | limited 21:18        | 146:10         |
| 28:25 49:23          | 121:11,21    | 220:9        | 122:4               | 213:9,15          | 164:14                | 45:15 72:12          | 195:19,20      |
| 49:24 52:2           | 121:23       | 221:20,25    | 123:12,13           | 214:16            | 184:19                | Lincoln 102:8        | living 55:6    |
| 52:10 61:12          | 124:22       | 222:22       | 140:13              | 215:2             | 185:21                | line 75:15           | 76:3 97:21     |
| 64:10 90:9           | 129:3 131:4  | 223:24       | 154:15              | <b>left</b> 36:16 | levels 34:15          | 184:10               | 115:13         |
| 96:10 99:13          | 131:9,11,17  | knowing      | 158:24              | 224:3             | 34:23 78:10           | list 24:5 61:3       | 158:16         |
| 100:8                | 131:21       | 58:10        | 159:3,3,13          | legal 210:5       | 97:6 110:22           | 174:14               | 182:11         |
| 101:19               | 134:18       | knowledge    | 170:9               | legislation       | 114:20                | 180:3,12             | loans 207:20   |
| 114:18               | 135:23       | 8:24 11:19   | 178:14              | 107:4,18          | 115:18                | 188:12               | local 7:6 8:15 |
| 115:24               | 136:10,10    | known 7:9    | 209:2,4             | 113:3 121:3       | 126:2 202:2           | <b>Listen</b> 136:20 | 17:13 18:8     |
| 125:9,18             | 136:15,10    | 30:15 62:17  | laws 111:2          | 122:11            | leveraged             | listening            | 18:21 19:10    |
| 132:5                | 140:9,23     | 167:12       | 124:15,16           | 123:11            | 68:19                 | 20:15 104:9          | 26:12 68:20    |
| 133:19               | 144:7        | knows 94:2   | 139:3,12            | 125:6             | leveraging            | 199:18               | 72:8 74:13     |
| 134:5,15             | 145:22,23    | 133:4        | 145:7               | legislative       | 67:19                 | literally            | 74:17          |
| 137:22               | 145:25       | 133.4        | lawyers             | 105:16            | libraries             | 24:25 94:7           | 109:18         |
| 141:10               | 146:2,11     | L            | 159:12              | 115:24            | 153:21                | 136:19               | 176:17         |
| 149:2 154:3          | 147:8 148:8  | L 225:14     | lead 16:15          | legislators 9:8   | lie 87:22             | 151:25               | locally 28:11  |
| 157:19,21            | 148:16,20    | lab 62:24    | 69:2 209:11         | 124:10,13         | life 6:14             | 206:14               | 79:24          |
| 157.17,21            | 170.10,20    | label 100:15 | 07.2 207.11         | 127.10,13         | IIIC 0.17             | 200.17               | 17.27          |
|                      | l            | 1400.13      |                     | l                 | l                     |                      |                |
|                      |              |              |                     |                   |                       |                      |                |

| 186:7  | 141:17<br>147:13<br>148:6,7<br>entorship<br>52:20<br>133:16<br>erely 79:12<br>erging<br>106:5<br>essing<br>220:12<br>et 5:25 85:4<br>163:25<br>172:7 |
|--|--|
| 186:7   90:13 96:4   171:13,15   140:19   49:22   means 42:6   130:10,11   130:15,21   139:24   97:15 99:14   178:15   218:14   206:16   201:12   131:2,7,22   means 142:17,22   108:17   182:24   80:18 97:17   mass 169:5   measurable   140:10,11   140:18   148:14   186:21   155:6   207:16   11:18 18:25   206:21   140:19   140:19   140:10,11   140:10,1 | 147:13<br>148:6,7<br>entorship<br>52:20<br>133:16<br>erely 79:12<br>erging<br>106:5<br>essing<br>220:12<br>et 5:25 85:4<br>163:25<br>172:7           |
| locked 106:10         96:12 97:5         171:20         153:3         mark 184:18         183:19         130:15,21         130:15,21           139:24         97:15 99:14         178:15         218:14         206:16         201:12         131:2,7,22         met           141:13,20         101:5         179:6,16         making 22:5         masons 132:3         225:22         131:23         5           142:17,22         108:17         182:24         80:18 97:17         178:16         190:24         158:25         me           145:14,24         110:15,23         184:5         125:24         201:7         measure         162:14         me           146:18         148:14         186:21         155:6         207:16         11:18 18:25         206:21         me           150:19         174:9         189:9,14         194:10         massive         100:11         menace 208:6         me           152:10         188:3         194:2,19         199:25         mastery         measurement         164:14         1           162:17,23         199:14         199:18,22         male 151:25         70:13         52:11         185:22         1           163:24         203:3 205:8         200:13  | 148:6,7<br>entorship<br>52:20<br>133:16<br>erely 79:12<br>erging<br>106:5<br>essing<br>220:12<br>et 5:25 85:4<br>163:25<br>172:7                     |
| 139:24         97:15 99:14         178:15         218:14 making 22:5 masons 132:3         201:12 masons 132:3         131:2,7,22 masons 132:3         132:2,52:2         131:2,7,22 masons 132:3         132:2         131:2,3         140:10,11 masons 140:10,11         131:2,11         140:10,11         140:10,11         140:10,11         140:10,11         140:10,11         140:10,11         140:10,11         140:10,11         140:10,11         140:14         140:10,11         140:14         140:14         140:14         140:14         140:14         140:14         140:14         140:14         140:14   | entorship<br>52:20<br>133:16<br>erely 79:12<br>erging<br>106:5<br>essing<br>220:12<br>et 5:25 85:4<br>163:25<br>172:7                                |
| 141:13,20       101:5       179:6,16       making 22:5       masons 132:3       225:22       131:23       5         142:17,22       108:17       182:24       80:18 97:17       mass 169:5       measurable       140:10,11       1         144:8       109:6       183:24       123:24       178:16       190:24       158:25       me         145:14,24       110:15,23       184:5       125:24       201:7       measure       162:14       me         146:18       148:14       186:21       155:6       207:16       11:18 18:25       206:21       1         147:19       169:19       187:12       188:18       209:12       22:23       menace 208:6       me         150:19       174:9       189:9,14       194:10       massive       100:11       mental 31:22       2         152:10       188:3       194:2,19       199:25       mastery       measurement       164:14       1         163:24       203:3 205:8       200:13       male 151:25       70:13       52:11       185:22       1         163:24       203:3 205:8       200:13       181:21       133:12       measuremen.       167:18       me         219:7,8       looked 35   | 52:20<br>133:16<br>erely 79:12<br>erging<br>106:5<br>essing<br>220:12<br>et 5:25 85:4<br>163:25<br>172:7   |
| 142:17,22       108:17       182:24       80:18 97:17       mass 169:5       measurable       140:10,11       141:18:125       messure       140:10,11       141:18:125       messure       140:10,11       141:18:125       messure       140:10,11       140:10,11       140:10,11       140:10,11       140:10,11       140:10,11       140:10,11       140:10,11       140:10,11       140:10,11       140:10,11       140:10,11       1   | 133:16<br>erely 79:12<br>erging<br>106:5<br>essing<br>220:12<br>et 5:25 85:4<br>163:25<br>172:7  |
| 144:8       109:6       183:24       123:24       178:16       190:24       158:25       method         145:14,24       110:15,23       184:5       125:24       201:7       measure       162:14       method         146:18       148:14       186:21       155:6       207:16       11:18 18:25       206:21       method         147:19       169:19       187:12       188:18       209:12       22:23       menace 208:6       method         150:19       174:9       189:9,14       194:10       massive       100:11       mental 31:22       2         151:5,16,19       180:24,25       192:17       197:10       199:21       180:7       76:18       me         152:10       188:3       194:2,19       199:25       mastery       measurement       164:14       1         162:17,23       199:14       199:18,22       male 151:25       70:13       52:11       185:22       mentality       1         Lockett 219:2       214:2,4       202:7       males 78:18       93:10       85:24       167:18       me         221:18,23       40:15 65:7       211:20       man 136:18       matches 7:13       12:22 22:3       25:21       8  | erely 79:12<br>erging<br>106:5<br>essing<br>220:12<br>et 5:25 85:4<br>163:25<br>172:7  |
| 145:14,24       110:15,23       184:5       125:24       201:7       measure       162:14       measure         146:18       148:14       186:21       155:6       207:16       11:18 18:25       206:21       measure         147:19       169:19       187:12       188:18       209:12       22:23       menace 208:6       me         150:19       174:9       189:9,14       194:10       massive       100:11       mental 31:22       2         151:5,16,19       180:24,25       192:17       197:10       199:21       180:7       76:18       me         152:10       188:3       194:2,19       199:25       mastery       measurement       164:14       1         162:17,23       199:14       199:18,22       male 151:25       70:13       52:11       185:22       1         163:24       203:3 205:8       200:13       181:23       match 61:25       measuremen.       mentality       1         219:7,8       looked 35:8       210:13       181:21       133:12       measures       mention       8         221:18,23       40:15 65:7       211:20       man 136:18       matches 7:13       180:23       mentioned       me         locking 5  | erging<br>106:5<br>essing<br>220:12<br>et 5:25 85:4<br>163:25<br>172:7   |
| 146:18       148:14       186:21       155:6       207:16       11:18 18:25       206:21       120:21         147:19       169:19       187:12       188:18       209:12       22:23       menace 208:6       me         150:19       174:9       189:9,14       194:10       massive       100:11       mental 31:22       22         151:5,16,19       180:24,25       192:17       197:10       199:21       180:7       76:18       me         152:10       188:3       194:2,19       199:25       mastery       measurement       164:14       162:17,23       199:14       199:18,22       181:23       52:11       185:22       185:24       167:18       186:21       185:22       185:24       185:22       185:22       185:22       185:22       185:22       185:22       25:21       85:24       185:22       185:22       185:22       185:22       185:   | 106:5<br>essing<br>220:12<br>et 5:25 85:4<br>163:25<br>172:7   |
| 147:19       169:19       187:12       188:18       209:12       22:23       menace 208:6       me         150:19       174:9       189:9,14       194:10       massive       100:11       mental 31:22       2         151:5,16,19       180:24,25       192:17       197:10       199:21       180:7       76:18       me         152:10       188:3       194:2,19       199:25       mastery       measurement       164:14       1         162:17,23       199:14       199:18,22       male 151:25       70:13       52:11       185:22       1         163:24       203:3 205:8       200:13       181:23       match 61:25       measureme       mentality       1         219:7,8       looked 35:8       210:13       181:21       133:12       measures       mention       me         221:18,23       40:15 65:7       211:20       man 136:18       matches 7:13       12:22 22:3       25:21       8         locking 55:3       35:24 40:13       love 28:19       148:16       math 43:10       measuring       17:23 22:13       5         146:4 153:2       40:16 47:8       100:3,3,4,5       150:12       matriculate       20:19,23       65:21 82:19       me   | essing<br>220:12<br>et 5:25 85:4<br>163:25<br>172:7  |
| 150:19         174:9         189:9,14         194:10         massive         100:11         mental 31:22         2           151:5,16,19         180:24,25         192:17         197:10         199:21         180:7         76:18         me           152:10         188:3         194:2,19         199:25         mastery         measurement         164:14         1           162:17,23         199:14         199:18,22         male 151:25         70:13         52:11         185:22         1           163:24         203:3 205:8         200:13         181:23         match 61:25         measuremen.         mentality         1           Lockett 219:2         214:2,4         202:7         males 78:18         93:10         85:24         167:18         me           219:7,8         looked 35:8         210:13         181:21         133:12         measures         mention         me           221:18,23         40:15 65:7         211:20         man 136:18         15:2         180:23         mentioned         me           locking 55:3         35:24 40:13         love 28:19         148:16         math 43:10         measuring         17:23 22:13         5           146:4 153:2         62:23 65:22         1   | 220:12<br>et 5:25 85:4<br>163:25<br>172:7  |
| 151:5,16,19         180:24,25         192:17         197:10         199:21         180:7         76:18         mesurement           152:10         188:3         194:2,19         199:25         mastery         measurement         164:14         1           162:17,23         199:14         199:18,22         male 151:25         70:13         52:11         185:22         1           163:24         203:3 205:8         200:13         181:23         match 61:25         measureme         mentality         1           Lockett 219:2         214:2,4         202:7         males 78:18         93:10         85:24         167:18         me           219:7,8         looked 35:8         210:13         181:21         133:12         measures         mention         me           221:18,23         40:15 65:7         211:20         man 136:18         matches 7:13         12:22 22:3         25:21         8           222:5,8         looking 35:12         lots 215:21         137:3         15:2         180:23         mentioned         me           146:4 153:2         40:16 47:8         100:3,3,4,5         150:12         matriculate         20:19,23         65:21 82:19         me           206:13         62:23 65:22 </td <td>et 5:25 85:4<br/>163:25<br/>172:7</td>   | et 5:25 85:4<br>163:25<br>172:7  |
| 152:10         188:3         194:2,19         199:25         mastery         measurement         164:14         162:17,23           163:24         203:3 205:8         200:13         181:23         match 61:25         match 61:25         measureme         mentality         185:22         18  | 163:25<br>172:7  |
| 162:17,23         199:14         199:18,22         male 151:25         70:13         52:11         185:22         185:23         185:23         185:23 <t< td=""><td>172:7</td></t<>   | 172:7  |
| 163:24         203:3 205:8         200:13         181:23         match 61:25         measureme         mentality         167:18         mesureme         mention         mesureme         mention         mention </td <td></td>   |  |
| Lockett 219:2         214:2,4         202:7         males 78:18         93:10         85:24         167:18         measures           219:7,8         looked 35:8         210:13         181:21         133:12         measures         mention         mention         mentioned         menti  |  |
| 219:7,8         looked 35:8         210:13         181:21         133:12         measures         mention         metion           221:18,23         40:15 65:7         211:20         man 136:18         15:2         12:22 22:3         25:21         8           222:5,8         looking 35:12         lots 215:21         137:3         15:2         180:23         mentioned         me           locking 55:3         35:24 40:13         love 28:19         148:16         math 43:10         measuring         17:23 22:13         5           146:4 153:2         40:16 47:8         100:3,3,4,5         150:12         matriculate         20:19,23         65:21 82:19         me           206:13         62:23 65:22         133:23         187:8,10         193:13         21:16,22         87:11 92:12         9  | 174:21   |
| 221:18,23       40:15 65:7       211:20       man 136:18       matches 7:13       12:22 22:3       25:21       8         222:5,8       looking 35:12       lots 215:21       137:3       15:2       180:23       mentioned       me         locking 55:3       35:24 40:13       love 28:19       148:16       math 43:10       measuring       17:23 22:13       5         146:4 153:2       40:16 47:8       100:3,3,4,5       150:12       matriculate       20:19,23       65:21 82:19       me         206:13       62:23 65:22       133:23       187:8,10       193:13       21:16,22       87:11 92:12       9   | <b>ethod</b> 60:16   |
| 222:5,8         looking 35:12         lots 215:21         137:3         15:2         180:23         mentioned         me           locking 55:3         35:24 40:13         love 28:19         148:16         math 43:10         measuring         17:23 22:13         5           146:4 153:2         40:16 47:8         100:3,3,4,5         150:12         matriculate         20:19,23         65:21 82:19         me           206:13         62:23 65:22         133:23         187:8,10         193:13         21:16,22         87:11 92:12         9  | ethodology   |
| locking 55:3         35:24 40:13         love 28:19         148:16         math 43:10         measuring         17:23 22:13         5           146:4 153:2         40:16 47:8         100:3,3,4,5         150:12         matriculate         20:19,23         65:21 82:19         me           206:13         62:23 65:22         133:23         187:8,10         193:13         21:16,22         87:11 92:12         9   | 83:6   |
| 146:4 153:2     40:16 47:8     100:3,3,4,5     150:12     matriculate     20:19,23     65:21 82:19     me       206:13     62:23 65:22     133:23     187:8,10     193:13     21:16,22     87:11 92:12     93:13   | ethods 55:9  |
| 206:13 62:23 65:22 133:23 187:8,10 193:13 21:16,22 87:11 92:12 9   | 55:10  |
|  | <b>etrics</b> 69:18  |
| logical 59:25   104:10   135:22.23   200:18.24   matter 74:4   22:3   94:14 99:9   mic   | 90:14  |
| -0   | ic 27:22   |
| long 10:11 125:10 196:20,24 201:3 162:11 mechanical 117:19 1   | 127:12   |
|  | 222:14   |
| 107:21,22 213:7 <b>low</b> 34:19,23 205:7,9 225:7 <b>med</b> 190:7 189:25 <b>Mi</b>  | ichael 2:21  |
| 123:9 <b>looks</b> 43:15 42:16 221:24 <b>Mayor</b> 80:14 <b>media</b> 128:25 201:16 <b>M</b> I   | ICHELE   |
|  | 225:14   |
| 144:12 <b>Lori</b> 180:11 141:22 <b>management</b> 153:11 186:22 27:14 176:2 <b>mi</b>   | icrophone  |
| 145:8 156:7 <b>lose</b> 144:3 <b>low-hanging</b> 12:21 15:10 162:18 187:2 176:9 207:3  | 205:17   |
| 156:20 155:16 184:15 28:15 38:23 182:2 <b>meet</b> 13:12 <b>mentor</b> 77:12 <b>mi</b>   | iddle 24:21  |
| 159:14 losing 212:6 low-income manager McDonald's 50:4,5 129:14 Mi   | ike 4:5 20:2   |
| 173:23 <b>lost</b> 30:10 144:20 38:25 52:3 156:2 131:2 134:2 130:13  | 29:23 31:9   |
| 180:3 lot 24:22 lower 34:12 managing mean 31:10 198:6 141:16 mi  | illennial  |
| 189:16 25:23 26:11 43:7 213:3 1:15,16 31:12 51:5 <b>meeting</b> 146:9 2  | 213:18,18  |
|  | <b>illion</b> 18:17  |
| 212:7 219:4   46:4 50:20   39:25 69:4   95:13 96:5   131:11,22   <b>mentored</b>   2   | 23:22,24   |
|  | 65:9 68:16   |
|  | 68:19,20   |
| 71:17 76:17   63:5 64:12   ma'am 134:7   mandatory   121:10   meetings   mentoring   7   | 74:12 81:20  |
|  | 82:3,8   |
|  | 93:13  |
|  | 110:17   |
|  | 176:12   |
|  | 196:17,17  |
|  | 196:21,24  |
|  | 206:25   |
|  | imics 85:14  |
|  | limms  |
|  | 200:23   |
|  | -  |
|  | ind 36:5   |
|  | ind 36:5<br>114:8  |
| 163:17   | 114:8  |
|  |  |

|                     |                     |              |                      |                     |               |                     | Page 16             |
|---------------------|---------------------|--------------|----------------------|---------------------|---------------|---------------------|---------------------|
| 100.12              | l                   | 11.10        | l                    | 1                   | l             | Ι.,                 | l                   |
| 190:12              | moderate-ri         | 116:19       | multi-level          | 134:20              | needing       | networks            | notes 225:6         |
| 211:23              | 34:24               | 142:20       | 119:18               | 135:9               | 39:12         | 71:20               | noteworthy          |
| 219:17              | modern-day          | 143:6        | multi-syste          | 140:14              | needs 3:18    | never 5:7           | 13:24               |
| mindset             | 209:12              | 146:19,21    | 32:17                | 188:9               | 7:22 9:5      | 106:20              | <b>noting</b> 76:20 |
| 212:12              | <b>modify</b> 221:4 | 151:2        | multi-year           | navigate            | 13:8,12       | 119:4               | novel 59:22         |
| 214:22              | mom 117:3           | 152:17       | 81:6                 | 176:3               | 22:16,19      | 132:25              | 60:5                |
| 215:2 218:3         | 136:21              | Morgan       | multiple 43:5        | navigating          | 26:10 49:6    | 155:16              | November            |
| mindsets            | 150:24              | 81:15 84:12  | 44:21 98:9           | 213:25              | 58:2 64:8     | 166:2,7             | 107:11              |
| 212:25              | 151:21,24           | morning 4:5  | municipalit          | <b>nearly</b> 68:16 | 65:24 66:4    | nevertheless        | number 13:4         |
| miniature           | 220:13              | 181:8,11     | 23:17                | 73:11,18,23         | 72:8 93:15    | 87:21               | 20:13 21:8          |
| 103:2               | moment 54:7         | mortality    | 110:25               | 73:25 75:12         | 186:13        | new 34:9            | 22:5 24:2           |
| minimally           | 131:20              | 77:17 79:4   | <b>murder</b> 29:16  | 80:10 81:20         | 201:20        | 48:13 79:2          | 31:13,14,18         |
| 79:20 83:2          | 155:8 182:7         | 79:8 95:12   | 30:16                | necessarily         | 202:24,24     | 79:7 83:4           | 31:23 32:7          |
| minimize            | moments             | 188:12       | MURPHY               | 38:16 56:6          | 204:3         | 125:3               | 32:20 46:11         |
| 192:18              | 58:7 78:4           | Mosee 180:11 | 225:14               | 109:12              | needy 93:6    | 161:23              | 55:21 81:5          |
| Ministry 1:12       | 194:23              | mother       | <b>muscle</b> 195:3  | 135:11              | negative      | 182:11              | 113:5               |
| 37:8                | moms 129:19         | 111:21,23    | <b>Muslim</b> 163:8  | 179:12              | 61:12         | news 180:25         | 160:14              |
| minorities          | 132:14,19           | mothers      | Muslims              | 210:12              | 148:12        | 181:6,8,11          | 176:19              |
| 78:11               | Monday 1:8          | 128:25       | 200:16               | 215:7               | 223:5,6       | Nicaragua           | 182:22,23           |
| minute              | 90:18               | motion 101:7 |                      | necessary           | negatively    | 213:10              | 183:16              |
| 166:14              | money 25:16         | mountain     | N                    | 11:18               | 44:4          | nice 50:5           | 191:4 203:6         |
| 200:25              | 26:16 64:16         | 212:21,21    | naked 53:14          | 208:19              | negativity    | 86:17               | numbered            |
| minutes             | 93:4 94:8           | mountains    | name 3:25            | need 26:8,8         | 148:11        | nine 78:18          | 9:3                 |
| 174:4               | 94:10,16            | 212:18       | 53:5 55:9            | 26:16 27:4          | neglect 176:2 | 92:16               | numbers 33:9        |
| misdemeanor         | 100:5 109:8         | 214:3        | 67:4 105:11          | 42:19 57:6          | neglected     | 172:17              | 182:14              |
| 14:7 107:5          | 110:11              | move 47:24   | 119:14               | 58:25 64:10         | 161:10        | Ninety-eight        | 206:23              |
| 107:6,20            | 111:19              | 107:4 114:9  | 127:10,13            | 68:6 78:6           | negotiate     | 102:9               | nurturing           |
| missed              | 123:20              | 122:16,24    | 127:19,23            | 82:12 84:8          | 180:6         | nodded 27:18        | 57:21               |
| 155:14              | 123.20              | 154:4,5      | 138:16               | 85:4 88:19          | negotiating   | non-CTC             | 37.21               |
| mission 4:20        | 124.20              | 161:24       | 159:19,21            | 88:21 91:13         | 56:24         | 44:3                | 0                   |
| 11:14 67:22         | 132:10              | 180:16       | 167:9,11             | 91:25 93:4          | neighborho    | non-existent        | <b>Obama</b> 139:7  |
| misunderst          | 132.10              | 180.16       | 168:15               | 94:18 99:24         | 27:5 90:20    | 143:11              | 155:6               |
| 41:4                | 150.11              | moved 20:22  | 177:25               | 102:17              |               |                     | Obama's             |
|                     |                     |              | 177:23               |                     | 95:16 96:18   | non-profit<br>19:11 | 194:25              |
| mixing 27:15        | 153:16,18           | 135:25,25    | 197:15               | 115:12,17           | 98:8 184:5    |                     |                     |
| mobilizing          | 154:11              | movement     |                      | 121:20              | 186:11        | non-violent         | objections<br>225:4 |
| 69:19               | 173:5,7             | 28:9 99:2    | 205:13,14            | 133:8               | neighborho    | 107:6               |                     |
| mode 200:17         | 176:9,10            | 119:24       | 205:19               | 136:22,25           | 26:21 28:19   | 210:19              | objectives          |
| model 7:9           | 193:25              | 169:4        | 219:6,7              | 145:9 161:6         | 50:12         | non-wage-b          | 18:18               |
| 22:17 32:11         | 196:15              | 209:11       | 222:15               | 161:12              | 100:24        | 71:21               | obligation          |
| 32:23 47:24         | 198:15              | 218:5        | named                | 164:5,6,7           | 158:5 184:4   | normal              | 195:11              |
| 71:12,21            | 199:9,22            | moves 137:6  | 200:22               | 164:25              | 189:12        | 209:22              | observation         |
| 72:10 190:6         | 201:17              | movie 182:11 | 209:4                | 165:2 172:5         | nephews       | normally            | 114:24              |
| 201:10              | 206:20              | moving 17:11 | nameless             | 195:15              | 130:24        | 169:23              | obvious             |
| 216:21              | 207:7,10            | 19:16 26:3   | 90:18                | 201:15,25           | nervous       | Norris 1:12         | 206:10              |
| <b>models</b> 30:24 | 209:23              | 80:2 99:8    | names 58:16          | 202:3,23            | 128:11,15     | 97:22 98:7          | obviously           |
| 71:4,9,11           | 217:23              | 110:7        | 166:17               | 203:20,21           | 128:21        | North 95:15         | 162:24              |
| 72:19 73:14         | 220:9,16            | 122:19       | <b>naming</b> 58:16  | 208:7               | net 65:5      | 131:13,14           | 169:7,20            |
| 74:20               | monitoring          | Moynihan     | <b>nation</b> 200:16 | 220:24              | network 3:4   | 136:7,8             | 185:24              |
| 101:20              | 13:18               | 217:18       | national 5:17        | <b>needed</b> 26:15 | 28:2 67:7     | 150:22              | occur 79:10         |
| 141:22              | month 80:14         | MST 32:19    | 72:9 86:25           | 39:2,9              | 67:16 75:3    | note 78:20          | 181:20              |
| 148:13              | 81:13 149:9         | 32:23        | 94:21                | 70:13 82:8          | 77:7 80:6     | 85:10 88:17         | occurred 41:8       |
| moderate            | months 67:12        | much-needed  | nationally           | 91:23 142:5         | 131:3         | 95:3                | occurring           |
| 33:23               | 79:7 90:9           | 208:24       | 7:23 86:13           | 155:8               | 135:13        | <b>noted</b> 166:6  | 46:11               |
|                     |                     |              | nature 107:7         |                     |               |                     | odd 9:3             |
| ,                   | I                   |              | I                    | I                   | I             | I                   | I                   |

|                       |                     |                      |               |                    |                     |                     | Page 17             |
|-----------------------|---------------------|----------------------|---------------|--------------------|---------------------|---------------------|---------------------|
| .00 1                 | (2.10               | (7.0.21              | 10.10.07.17   | 14221407           | D 1 10 6 20         | 102.22              | 150.04              |
| offender              | once 63:18          | 67:8,21              | 19:12 37:17   | 143:2 149:7        | Park 196:20         | 183:22              | 150:24              |
| 16:10                 | 116:18              | 68:4 72:20           | 37:18 68:22   | 149:12             | parking             | <b>partner</b> 69:4 | 183:18              |
| 107:24                | 130:6               | 74:11 86:11          | 70:6 73:11    | overdue            | 196:20              | 82:23 113:9         | 195:7               |
| offenders             | 143:21              | 86:13,22,22          | 135:8         | 178:11             | Parks 81:24         | 194:11              | paying 207:4        |
| 15:6 118:17           | 149:9               | 87:2,12              | 147:12        | 208:25             | 82:2                | partnered           | PAYS 9:5            |
| offending             | 154:20              | 88:9,25              | 156:14        | overlaps           | <b>Parole</b> 106:6 | 77:18 79:16         | 48:20,24            |
| 78:16 79:4            | 210:7,22            | 104:12               | 165:2         | 116:4              | 123:17              | partners            | 66:7,11             |
| offense 14:7          | 213:12              | 120:3,7              | 174:23        | overlay 97:3       | part 4:14           | 17:14 70:4          | PCCD 4:14           |
| 140:14                | 214:2               | 165:13               | 190:23        | oversight          | 8:19 36:22          | 74:5 80:17          | 4:22 5:7,19         |
| 202:6                 | one-stop            | 168:14               | 197:15        | 167:23             | 39:7 40:18          | 92:3 97:12          | 8:20 9:4,21         |
| offenses              | 26:19               | 169:24               | organizer     | 199:13,16          | 60:2 94:22          | 112:19              | 10:3,11             |
| 12:25                 | ones 33:18          | 177:22               | 126:22,24     | 203:9 204:9        | 98:25               | partnership         | 11:4 12:2           |
| 210:20                | 50:13               | 184:20               | 139:7,8       | owner 130:18       | 143:17              | 10:3,12             | 17:5,12,20          |
| <b>offer</b> 1:21     | 115:16              | 192:12               | organizers    |                    | 149:23              | 11:12 19:16         | 17:23 19:12         |
| 2:14 9:23             | 170:12              | 197:22               | 138:24,25     | P                  | 153:23              | 28:9 41:19          | 20:13 21:5          |
| 45:24 88:8            | ongoing 8:5         | 198:18               | 139:15        | <b>p.m</b> 1:8     | 177:7,21            | 68:6 81:16          | 26:11 30:3          |
| 88:11 99:12           | 10:6 73:3           | 216:6                | 142:13        | 224:17             | 178:18              | 83:18 88:13         | 30:19,23            |
| 175:21                | 139:21              | opposed              | organizes 7:9 | <b>PA</b> 1:13     | 187:18              | 88:14 92:11         | 32:4 35:12          |
| 187:20                | <b>online</b> 85:14 | 44:13 60:7           | orientation   | packed 171:2       | 188:17              | 109:18              | 40:4 41:18          |
| offered               | open 18:16          | 61:10                | 13:2          | <b>PACTT</b> 16:4  | 194:18              | 117:15              | 42:21 47:16         |
| 134:21                | 56:13 96:19         | 120:16               | original 45:3 | 16:8               | 205:4               | parts 105:17        | 48:5,8,14           |
| <b>offers</b> 72:19   | 103:8 186:5         | opposing             | 134:24        | pages 173:16       | 208:14              | 188:16              | 57:4 63:4           |
| <b>office</b> 1:14,16 | 215:13              | 185:5                | out-of-home   | <b>paid</b> 195:17 | 213:11              | pass 124:15         | 64:23 93:11         |
| 2:22 4:6              | <b>opened</b> 89:24 | opposite             | 33:18,21      | <b>pain</b> 139:13 | 216:21              | 170:21              | 96:3 98:20          |
| 23:20 25:11           | opening 3:11        | 59:15                | 34:14         | painful            | 221:8               | passage             | <b>PCCD's</b> 4:16  |
| 40:5                  | operate 38:13       | <b>option</b> 159:13 | outcome 94:4  | 181:13             | participants        | 125:9               | 7:2,22              |
| officers 8:10         | 73:12 88:7          | options 70:17        | 129:16        | painfully          | 71:22 74:12         | <b>passed</b> 113:3 | 10:20 98:24         |
| 12:2 15:14            | 92:17 96:22         | 89:10 213:7          | outcome-ba    | 46:9               | 74:22 75:13         | 122:9               | <b>PDE</b> 39:7     |
| 15:22                 | operated            | <b>ordeal</b> 143:18 | 20:20         | panel 19:21        | participate         | 123:12              | peacefully          |
| officials 61:7        | 162:8               | order 14:20          | outcomes 6:7  | 19:22 24:10        | 43:6 85:9           | passion 46:12       | 180:6               |
| 202:5,6               | operates            | 55:11 83:7           | 11:2 27:7     | 29:4 67:4          | 89:25               | path 72:16          | 185:13              |
| offline 138:7         | 70:18               | 94:10,16,20          | 46:2 54:17    | 84:3 86:10         | 172:13              | 152:25              | peacemakers         |
| oftentimes            | 140:20              | 115:13               | 55:2 57:24    | 93:8 122:25        | 192:3               | 212:13              | 186:5               |
| 90:4,12               | opinion 24:11       | 127:11               | 63:12 69:3    | 138:14             | participated        | PATHS               | peacemaking         |
| 109:21                | 28:21               | 144:14               | 69:7,15,23    | 180:15             | 24:16 59:13         | 42:24 43:2          | 179:18              |
| <b>Oh</b> 20:3        | 114:22              | 162:21               | outlet 163:20 | 203:25             | 77:10               | 43:6,12             | <b>peanut</b> 93:10 |
| okay 4:4              | opportunities       | ordinance            | outlines 64:9 | 208:10             | 163:23              | 44:15,19            | peer 6:20           |
| 20:10 28:12           | 11:5 25:20          | 122:3                | outrageous    | panelists 3:8      | 172:7 180:9         | pathways            | 13:3 28:16          |
| 66:19 99:14           | 67:10 70:10         | organization         | 185:23        | Panthers           | participating       | 68:25               | 56:25,25            |
| 154:23                | 71:13,19            | 67:17 98:2           | outreach 1:15 | 200:15             | 10:2                | 165:19              | 154:8,18            |
| 178:25                | 72:15,25            | 98:7 138:17          | 32:8          | parasitic          | participation       | patience            | peer-to-peer        |
| 193:3                 | 73:5 74:16          | 138:19               | outside 67:12 | 202:22             | 71:24 90:2          | 127:4,9             | 141:15              |
| 204:13                | 80:12 81:3          | 139:11               | 105:23        | parent 30:11       | 90:8,11,15          | 166:25              | 164:8               |
| 224:5                 | 81:5,8              | 147:20,21            | 150:3 175:4   | 30:16 35:18        | particular          | 167:8 205:6         | peers 42:8          |
| old 73:25             | 83:20 84:7          | 148:15               | outstanding   | 35:19 39:12        | 15:4 20:24          | patient             | 44:5 151:5          |
| 102:5 143:2           | 95:5 144:19         | 150:4,6              | 219:15        | 58:2 134:17        | 22:11 24:13         | 126:20              | 151:12              |
| 147:17                | 153:12              | 164:24               | outweigh      | parent-teac        | 30:10 36:18         | 223:22,22           | pending             |
| 154:14                | 159:25              | 165:4                | 202:25        | 117:17             | 91:8,14             | 224:7               | 118:15              |
| 213:21                | 194:19              | 168:21,22            | overcame      | parenting          | 94:3 203:17         | patterns 9:10       | 123:15              |
| 220:18                | 214:9 216:4         | 206:3,4              | 157:25        | 92:5               | particularly        | Pause 223:12        | Penn 10:5,13        |
| 221:14                | opportunity         | 209:14               | overcome      | parents 30:11      | 13:24 82:16         | pay 109:3           | 29:23 39:24         |
| older 25:2            | 4:15 19:14          | 212:14               | 76:6          | 35:9,14,23         | 123:14              | 120:20              | 222:21              |
| 125:5 154:3           | 40:8 49:13          | organizations        | overcrowded   | 37:14,19           | 170:24              | 128:17              | Pennington          |
|                       |                     |                      |               | 38:2 164:11        |                     |                     |                     |
| L                     |                     |                      |               |                    |                     |                     |                     |

| 2:21 4:4,5         108:21,24         176:16,20         159:4         periods 212:7         piloted 53:23         plate 215:5         pointing 94:13           20:10 21:4         109:3,20         178:15         periods 212:7         142:7,25         piloting 14:22         play 80:18         94:13           20:10 21:4         110:9 113:5         179:15,21         perpetrator 181:23         171:14,16         pin 28:13         122:5 173:8         points 43:1           27:10 31:10         121:16         184:20         persist         171:17         153:14         played         179:6 20           32:5 33:7         122:12         186:14,16         217:11         176:11,18         220:22         167:17         police 1:13           43:16,23         126:20         188:23         52:19 54:23         185:15         Pittsburgh         plea 152:18         194:16           44:25 52:24         130:20         190:10         65:5 82:12         186:18         24:19 26:19         plead 144:6         220:19           64:20 99:7         132:15         191:5,16,17         85:13,16         189:7 198:2         28:20         pleas 123:9         police 1:2           Pennsylvania         138:20,22         194:11,15         103:25         206:19         68:12         <   |
|---|
| 4:11 20:7         109:3,20         178:15         periods 212:7         142:7,25         piloting 14:22         play 80:18         94:13           20:10 21:4         110:9 113:5         179:15,21         180:5,15         181:23         171:14,16         pin 28:13         122:5 173:8         points 43:1           23:19 25:13         114:9         180:5,15         181:23         171:14,16         pipeline         189:3         137:10           27:10 31:10         121:16         184:20         persist         171:17         153:14         played         179:6 20           32:5 33:7         122:12         186:14,16         217:11         176:11,18         220:22         167:17         police 1:13           43:16,23         126:20         188:23         52:19 54:23         185:15         piquing 60:6         plaza 196:16         91:3 139           44:25 52:24         130:20         190:10         65:5 82:12         186:18         24:19 26:19         plead 144:6         220:19           104:25         138:4,10,10         192:2         90:9 102:17         199:10         52:21 64:10         208:12         polices 1:2           10:2 12:19         139:17,21         195:14,16         104:11         209:10         104:10         please 12:6  |
| 20:10 21:4  |
| 23:19 25:13         114:9         180:5,15         181:23         171:14,16         pipeline         189:3         137:10           27:10 31:10         121:16         184:20         persist         171:17         153:14         played         179:6 20           32:5 33:7         122:12         186:14,16         217:11         176:11,18         220:22         167:17         police 1:13           34:4 41:17         123:23         187:5 188:5         person 1:11         182:4 184:3         piquing 60:6         plaza 196:16         91:3 139           43:16,23         126:20         188:23         52:19 54:23         185:15         Pittsburgh         plea 152:18         194:16           44:25 52:24         130:20         190:10         65:5 82:12         186:18         24:19 26:19         plead 144:6         220:19           64:20 99:7         132:15         191:5,16,17         85:13,16         189:7 198:2         28:20         pleas 123:9         polices 1:2           104:25         138:4,10,10         192:2         90:9 102:17         199:10         place 46:20         144:10         2:14           Penmsylvania         138:23         194:25         103:25         206:19         68:12         pleasant 86:7         21:6 65:4   |
| 27:10 31:10         121:16         184:20         persist         171:17         153:14         played         179:6 20           32:5 33:7         122:12         186:14,16         217:11         176:11,18         220:22         167:17         police 1:13           34:4 41:17         123:23         188:23         52:19 54:23         185:15         Pittsburgh         plea 152:18         91:3 139           43:16,23         126:20         188:23         52:19 54:23         185:15         Pittsburgh         plea 152:18         194:16           64:20 99:7         132:15         191:5,16,17         85:13,16         189:7 198:2         28:20         pleas 123:9         polices 1:2           104:25         138:4,10,10         192:2         90:9 102:17         199:10         place 46:20         144:10         2:14           Pennsylvania         138:20,22         194:11,15         103:23,24         201:19         52:21 64:10         208:12         pleasant 86:7         21:6 65:4           10:2 12:19         139:17,21         195:14,16         104:11         209:10         104:10         please 2:6         69:20           13:25 16:3         139:24         195:18,19         107:7,20,25         211:10         110:9         49:8 104:22   |
| 32:5 33:7   122:12   186:14,16   217:11   176:11,18   220:22   167:17   police 1:13   134:4   41:17   123:23   187:5   188:5   person 1:11   182:4   184:3   piquing 60:6   plaza   196:16   91:3   139 |
| 34:4 41:17         123:23         187:5 188:5         person 1:11         182:4 184:3         piquing 60:6         plaza 196:16         91:3 139           43:16,23         126:20         188:23         52:19 54:23         185:15         Pittsburgh         plead 152:18         194:16           44:25 52:24         130:20         190:10         65:5 82:12         186:18         24:19 26:19         plead 144:6         220:19           64:20 99:7         132:15         191:5,16,17         85:13,16         189:7 198:2         28:20         plead 144:6         220:19           104:25         138:4,10,10         192:2         90:9 102:17         199:10         place 46:20         144:10         2:14           Pennsylvania         138:20,22         194:11,15         103:23,24         201:19         52:21 64:10         208:12         pleasant 86:7         21:6 65:4           10:2 12:19         139:17,21         195:14,16         104:11         209:10         104:10         please 2:6         69:20           13:25 16:3         139:24         195:18,19         107:7,20,25         211:10         110:9         49:8 104:22         policymak           35:6 38:12         140:6,8,20         196:2         108:8 111:4         212:15,24         115:19  |
| 43:16,23         126:20         188:23         52:19 54:23         185:15         Pittsburgh         plea 152:18         194:16           44:25 52:24         130:20         190:10         65:5 82:12         186:18         24:19 26:19         plead 144:6         220:19           64:20 99:7         132:15         191:5,16,17         85:13,16         189:7 198:2         28:20         pleas 123:9         policies 1:2           104:25         138:4,10,10         192:2         90:9 102:17         199:10         place 46:20         144:10         2:14           Pennsylvania         138:20,22         194:11,15         103:23,24         201:19         52:21 64:10         208:12         policy 10:2           1:7 4:20 9:2         138:23         194:25         103:25         206:19         68:12         pleasant 86:7         21:6 65:4           10:2 12:19         139:17,21         195:14,16         104:11         209:10         104:10         please 2:6         69:20           13:25 16:3         139:24         195:18,19         107:7,20,25         211:10         110:9         49:8 104:22         policymak           35:6 38:12         140:6,8,20         196:2         108:8 111:4         212:15,24         115:19         126:19         46:17 4  |
| 44:25 52:24         130:20         190:10         65:5 82:12         186:18         24:19 26:19         plead 144:6         220:19           64:20 99:7         132:15         191:5,16,17         85:13,16         189:7 198:2         28:20         pleas 123:9         policies 1:2           104:25         138:4,10,10         192:2         90:9 102:17         199:10         place 46:20         144:10         2:14           Pennsylvania         138:20,22         194:11,15         103:23,24         201:19         52:21 64:10         208:12         policy 10:2           1:7 4:20 9:2         138:23         194:25         103:25         206:19         68:12         pleasant 86:7         21:6 65:4           10:2 12:19         139:17,21         195:14,16         104:11         209:10         104:10         please 2:6         69:20           13:25 16:3         139:24         195:18,19         107:7,20,25         211:10         110:9         49:8 104:22         policymak           35:6 38:12         140:6,8,20         196:2         108:8 111:4         212:15,24         115:19         126:19         46:17 47           48:9,20         141:13,15         198:24,25         148:10         222:19         119:7         167:8,10         199:11   |
| 64:20 99:7 104:25         132:15 138:4,10,10         191:5,16,17 192:2         85:13,16 190:9 102:17         189:7 198:2 199:10         28:20 place 46:20         pleas 123:9 place 123:9 place 123:9         policies 1:2 214           Pennsylvania 1:7 4:20 9:2 10:19 1:7 4:20 9:2 10:19 1:7 4:20 9:2 138:23         194:25 103   |
| 104:25         138:4,10,10         192:2         90:9 102:17         199:10         place 46:20         144:10         2:14           Pennsylvania         138:20,22         194:11,15         103:23,24         201:19         52:21 64:10         208:12         policy 10:2           1:7 4:20 9:2         138:23         194:25         103:25         206:19         68:12         pleasant 86:7         21:6 65:4           10:2 12:19         139:17,21         195:14,16         104:11         209:10         104:10         please 2:6         69:20           13:25 16:3         139:24         195:18,19         107:7,20,25         211:10         110:9         49:8 104:22         policymak           35:6 38:12         140:6,8,20         196:2         108:8 111:4         212:15,24         115:19         126:19         46:17 47           43:20,22         140:25         198:20,23         111:14         213:3         116:17         166:16         political           48:9,20         141:13,15         198:24,25         148:10         222:19         119:7         167:8,10         199:11           53:24 62:10         141:16,17         199:7,19,24         154:18         Philadelphi         122:16         176:25         202:8,9,5  |
| Pennsylvania         138:20,22         194:11,15         103:23,24         201:19         52:21 64:10         208:12         policy 10:2           1:7 4:20 9:2         138:23         194:25         103:25         206:19         68:12         pleasant 86:7         21:6 65:4           10:2 12:19         139:17,21         195:14,16         104:11         209:10         104:10         please 2:6         69:20           13:25 16:3         139:24         195:18,19         107:7,20,25         211:10         110:9         49:8 104:22         policymak           35:6 38:12         140:6,8,20         196:2         108:8 111:4         212:15,24         115:19         126:19         46:17 47           43:20,22         140:25         198:20,23         111:14         213:3         116:17         166:16         political           48:9,20         141:13,15         198:24,25         148:10         222:19         119:7         167:8,10         199:11           53:24 62:10         141:16,17         199:7,19,24         154:18         Philadelphi         Philadelphi         122:16         176:25         202:8,9,3  |
| 1:7 4:20 9:2       138:23       194:25       103:25       206:19       68:12       pleasant 86:7       21:6 65:4         10:2 12:19       139:17,21       195:14,16       104:11       209:10       104:10       please 2:6       69:20         13:25 16:3       139:24       195:18,19       107:7,20,25       211:10       110:9       49:8 104:22       policymak         35:6 38:12       140:6,8,20       196:2       108:8 111:4       212:15,24       115:19       126:19       46:17 47         43:20,22       140:25       198:20,23       111:14       213:3       116:17       166:16       political         48:9,20       141:13,15       198:24,25       148:10       222:19       119:7       167:8,10       199:11         53:24 62:10       141:16,17       199:7,19,24       154:18       Philadelphi       122:16       176:25       202:8,9,3   |
| 10:2 12:19     139:17,21     195:14,16     104:11     209:10     104:10     please 2:6     69:20       13:25 16:3     139:24     195:18,19     107:7,20,25     211:10     110:9     49:8 104:22     policymak       35:6 38:12     140:6,8,20     196:2     108:8 111:4     212:15,24     115:19     126:19     46:17 47       43:20,22     140:25     198:20,23     111:14     213:3     116:17     166:16     political       48:9,20     141:13,15     198:24,25     148:10     222:19     119:7     167:8,10     199:11       53:24 62:10     141:16,17     199:7,19,24     154:18     Philadelphi     122:16     176:25     202:8,9,3  |
| 13:25 16:3     139:24     195:18,19     107:7,20,25     211:10     110:9     49:8 104:22     policymak       35:6 38:12     140:6,8,20     196:2     108:8 111:4     212:15,24     115:19     126:19     46:17 47       43:20,22     140:25     198:20,23     111:14     213:3     116:17     166:16     political       48:9,20     141:13,15     198:24,25     148:10     222:19     119:7     167:8,10     199:11       53:24 62:10     141:16,17     199:7,19,24     154:18     Philadelphi     122:16     176:25     202:8,9,3   |
| 35:6 38:12     140:6,8,20     196:2     108:8 111:4     212:15,24     115:19     126:19     46:17 47       43:20,22     140:25     198:20,23     111:14     213:3     116:17     166:16     political       48:9,20     141:13,15     198:24,25     148:10     222:19     119:7     167:8,10     199:11       53:24 62:10     141:16,17     199:7,19,24     154:18     Philadelphi     122:16     176:25     202:8,9,1  |
| 43:20,22       140:25       198:20,23       111:14       213:3       116:17       166:16       political         48:9,20       141:13,15       198:24,25       148:10       222:19       119:7       167:8,10       199:11         53:24 62:10       141:16,17       199:7,19,24       154:18       Philadelphi       122:16       176:25       202:8,9,1   |
| 48:9,20     141:13,15     198:24,25     148:10     222:19     119:7     167:8,10     199:11       53:24 62:10     141:16,17     199:7,19,24     154:18     Philadelphi     122:16     176:25     202:8,9,1  |
| 53:24 62:10   |
|   |
|   |
|   |
|   |
|   |
|   |
| 159:6   |
| 177.11  |
| Pennsylvan 146:7 147:3 210:3,17 13:2 95:15 placed 80:11 pleasure 40:7 poor 144:2  |
| 4:18 11:9   147:6,7,9   213:3,24   personally   131:13,15   placement   plumbing   144:22   |
| 17:2 147:13,24 215:22 129:18 135:25 16:17 33:15 129:5,25 145:2  |
| Pennypack         147:25         216:22         persons 112:4         136:27,78         33:19,21         pocket 96:18         poor-incomposition  |
| 162:9 148:10,12 218:4,6 perspective 150:22 34:15,21 132:11 141:23   |
| people 20:15         148:20,20         219:16         108:18         188:16         152:16,17         134:9 135:4         pop 36:5  |
| 24:25 26:20   151:21   223:7   123:7   phillysumm   152:19   197:17,20   popular 54   |
| 28:17 49:20 153:13,15 <b>people's Phil</b> 219:7 <b>placements pockets</b> 96:13 54:22  |
| 57:10 61:7   153:17   123:21   Philadelphia   Philosophy   16:22 34:9   poetry 138:22   population  |
| 67:20 68:11   |
| 68:18 69:8   158:4   14:11,12   2:12 3:4,18   124:13   52:22 53:11   146:6 152:8   91:24 93   |
| 70:11 74:8   159:10,23   33:12 34:10   24:16 25:25   125:3   100:18   <b>point</b> 3:20   121:18  |
| 77:4,10   159:24   73:18,24,25   27:3,25   <b>phone</b> 186:25   111:6,14   51:16 56:13   162:20  |
| 79:20 80:4  |
| 80:9,19   161:4,6,8,9   75:14 76:25   67:6,16   76:18   <b>plan</b> 13:10   114:2 121:2   31:19 79  |
| 81:4 82:14  |
| 84:6,19 164:19,20 85:3,5,7 70:3,18 161:18 161:24 <b>positions</b>   |
| 85:20 86:3  |
| 86:14,21 165:22,23 106:8 81:20,24 <b>pick</b> 220:2 <b>planful</b> 41:11 181:10 <b>positive</b> 6::   |
| 87:5,7,9,14 165:24 181:20 89:5 95:16 <b>picked</b> 26:20 <b>planning</b> 4:23 182:15,15 7:11,15   |
| 88:12,15,23 166:2,7 <b>perfect</b> 102:14 <b>picture</b> 24:18 8:16 18:21 183:8 185:3 22:25 37  |
| 89:3,18,25   168:18   133:12   105:18   187:2   21:7 48:18   186:4 188:6   41:13 57   |
| 91:8,12   169:6   performance   110:18   piece 129:11   66:14   189:22   113:17   |
| 92:5,5,7,22 170:21,24 15:18 120:4 <b>pieces</b> 98:17 149:17 190:21 114:11  |
| 92:24 94:9 171:2,7 <b>performing</b> 124:19 <b>plans</b> 15:18 196:14 137:19  |
| 95:6 102:5  |
| 102:7,13 172:13 <b>period</b> 106:11 138:21 <b>pilot</b> 83:2 119:23 217:17 147:7,9,1   |
|   |
|   |

| -             |                     |               |                    |                  |               |             | Page 19      |
|---------------|---------------------|---------------|--------------------|------------------|---------------|-------------|--------------|
|               | l                   | l             | l                  | l                | l             | l           |              |
| 164:6,21      | practicing          | 134:14        | 168:25             | 209:21           | 63:14         | 45:10 46:21 | 45:21 56:2   |
| 165:10,25     | 168:16              | 201:18        | primary 9:5        | 210:19           | problems      | 47:16 48:13 | 70:19 75:7   |
| 173:13        | practitioners       | 212:11        | principals         | prisons 145:4    | 22:12 38:19   | 51:3,7,11   | 80:23 88:9   |
| 178:3         | 18:3 26:12          | prevent 41:14 | 90:20              | 153:10,18        | 41:9 44:14    | 51:17 52:25 | 99:3         |
| positively    | <b>Pre-K</b> 183:13 | 52:17         | principle          | 153:20           | 44:17,22      | 53:22 54:11 | programs 5:4 |
| 122:19        | premise 53:2        | 194:21        | 16:10              | 160:17           | 45:6 46:10    | 54:14,24    | 5:21,25      |
| possess       | preparation         | 201:13        | principles         | 170:6            | 46:11,13      | 56:16 57:3  | 7:15,22,25   |
| 157:16,21     | 70:10 75:10         | preventative  | 8:14 50:24         | 176:18           | 52:17,18      | 59:13 61:5  | 8:4,8,13,17  |
| 158:10        | prepare             | 44:16         | <b>prior</b> 12:25 | 203:10           | 72:7 90:22    | 61:17,22    | 9:22 10:10   |
| possible      | 67:13 80:5          | 208:17        | 72:4,20            | private 19:11    | 171:24,25     | 62:7,8,16   | 10:24 11:21  |
| 38:20 81:3    | preparing           | preventing    | 123:7              | 68:17,21         | 202:5         | 62:19,22    | 12:8 15:21   |
| 83:20 170:2   | 83:3                | 5:6,11        | priorities         | 70:7 81:10       | 207:17,22     | 63:10,18,24 | 15:24 17:21  |
| 173:10        | prerequisite        | 44:21 77:16   | 17:4 21:16         | 82:15            | 207:25        | 64:4,9,11   | 18:23 19:4   |
| 179:9         | 65:22               | 77:24         | 25:17 29:12        | <b>pro</b> 57:15 | 208:2 212:5   | 64:25 66:4  | 20:25 22:10  |
| possibly      | prerogative         | 177:24        | 29:15 31:8         | probably         | 218:2         | 70:21 71:4  | 23:23 25:9   |
| 135:8         | 99:21               | prevention    | 32:12 80:2         | 24:20,21         | procedural    | 71:8 72:11  | 30:2,9,18    |
| 167:20        | presence 6:13       | 2:23,25 4:7   | 80:21 99:8         | 27:14 33:14      | 13:21         | 73:13 77:14 | 31:3,13      |
| post-release  | present 1:10        | 4:17 5:14     | prioritization     | 38:10 50:12      | procedure     | 77:15 79:11 | 32:16 33:4   |
| 207:18        | 19:15 61:18         | 5:17,21,24    | 6:22               | 51:8 62:18       | 177:8         | 88:5 95:10  | 34:22,24     |
| post-second   | 91:7 94:19          | 5:24 6:25     | prioritize         | 113:12           | proceedings   | 100:14      | 35:11,25     |
| 70:17 71:10   | 179:11              | 7:3,24 8:4    | 7:20 92:3          | 115:16           | 225:4         | 102:8,23    | 37:16 38:12  |
| post-summer   | 180:21              | 9:17 10:9     | 189:8              | 116:18           | process 11:17 | 103:2,8     | 41:14,23     |
| 79:15         | 209:5               | 10:13 17:8    | 196:14             | 129:12,18        | 15:7,15,19    | 114:25      | 44:24 45:3   |
| posting 187:2 | 210:13              | 18:9,13       | prioritized        | 131:25           | 30:12 43:21   | 116:19,20   | 45:16 46:5   |
| pot 93:3      | presenters          | 19:6 21:25    | 194:5              | 132:4            | 46:3,9 48:2   | 116:22      | 46:18,21     |
| potential     | 199:19              | 23:10,23,25   | prioritizing       | 133:20           | 66:3 85:15    | 117:8 127:2 | 47:6,11,18   |
| 54:17 68:4    | President           | 29:3,22       | 194:8              | 149:8            | 133:24        | 128:5,6     | 50:8,21,22   |
| 71:2 87:16    | 27:25 67:6          | 31:20 39:22   | priority 31:5      | 152:24           | 166:4         | 130:9,14    | 53:6 55:18   |
| 90:22 100:3   | 93:7 127:2          | 39:23 40:3    | 82:20              | 155:5,14,20      | 167:21        | 134:5,12,19 | 60:25 61:2   |
| 119:5 191:7   | 139:7               | 40:19,24,24   | 183:16             | 161:2 168:9      | 175:4         | 135:10      | 64:17,24     |
| potentially   | 194:25              | 41:3,7,9,14   | prison 1:13        | 192:23           | 181:25        | 136:5       | 65:23 67:25  |
| 38:11 60:6    | 205:22,23           | 41:20 42:2    | 35:6 61:5,8        | 197:15           | produce       | 140:12      | 68:23 70:8   |
| poverty 75:11 | 205:25              | 42:3 43:14    | 78:13              | 198:7            | 54:17,25      | 152:6 163:2 | 70:15 71:5   |
| 75:15,17,23   | 206:2,11            | 43:14 44:11   | 112:14             | probation        | product       | 163:23      | 71:7,25      |
| 76:3,7,14     | press 80:15         | 45:18 46:14   | 117:3              | 8:10 12:2        | 51:16 102:8   | 169:4       | 72:6,14      |
| 95:11 97:6    | 107:16              | 47:10,16      | 123:24             | 15:13,22         | productive    | 171:10      | 77:11,22     |
| 97:19         | pressure            | 48:18,23      | 124:17             | 106:6            | 67:11         | 173:2,13    | 89:14 91:22  |
| 196:22        | 56:25,25            | 49:11 50:16   | 140:20             | 123:17           | professional  | 176:13      | 92:17,21     |
| power 68:5    | 57:6 154:8          | 50:18 55:22   | 159:15             | 152:19           | 72:23 73:3    | 179:13      | 93:9 97:11   |
| powerful      | 154:19              | 66:3,14       | 162:4              | problem 5:6      | 74:25 75:5    | 181:16,17   | 98:21        |
| 170:3         | pressures           | 101:10,13     | 165:11             | 5:13 6:8,15      | professionals | 184:13      | 100:10,18    |
| practical     | 144:10              | 101:10,13     | 167:14             | 8:20 17:22       | 12:16         | 189:24      | 108:6        |
| 57:12         | pretend             | 180:7,23      | 168:23             | 25:8 28:21       | proficiency   | 190:9,19    | 124:22       |
| practice      | 116:7               | 182:22        | 170:17,18          | 41:8 44:13       | 43:9          | 191:4 192:5 | 124.22       |
| 11:15 72:16   | pretrial            | 183:7         | 170:17,16          | 59:5 78:15       | profiles 7:14 | 192:19      | 140:19       |
| 170:8         | 142:20              | prevention    | 171.9,12           | 102:11           | profound      | 211:3       | 140.19       |
| 178:14        | 142.20              | 17:16         | 176:14             | 139:13           | 192:24        | 211.3       | 142.8        |
| 192:8         | 144.10              | preventions   | 170.14             | 165:15           | program 6:2   | 212.17      | 161:5 163:2  |
| practices     | 153:17              | 201:25        | 191:18             | 184:5            | 14:22 15:2    | programmi   | 165:8        |
| 7:25 8:14     | 160:11,18           | prevents 94:9 | 200:10             | 187:19           | 18:9 22:2     | 8:15 10:21  | 172:21       |
| 12:11 16:25   | pretty 31:24        | prevents 94.9 | 203:16             | 207:12           | 28:14 30:8    | 11:6 21:25  | 172.21       |
| 18:24 19:4    | 130:13              | 40:12 98:20   | 206:21             | 207.12           | 32:19,23      | 23:25 35:21 | 197:20       |
| 41:23 83:14   | 130.13              | primarily     | 200.21             | problem-sol      | 43:3 45:2     | 43:12 45:9  | 210:18       |
| 71.23 03.14   | 131.23,23           | Primarny      | 207.0              | Problem-som.     | 73.3 73.2     | 73.12 73.7  | 210.10       |
|               |                     | l             | l                  |                  | l             |             |              |
|               |                     |               |                    |                  |               |             |              |

|                     |                     |                       |                     |               |                    |              | Page 20      |
|---------------------|---------------------|-----------------------|---------------------|---------------|--------------------|--------------|--------------|
| progress            | protecting          | 47:17 48:6            | 115:19              | 19:23 29:5    | 36:21              | 201:22       | reasonable   |
| 222:13              | 41:12               | 48:21,24              | 122:5,7             | 35:3 84:10    | re-traumati        | realize      | 51:6         |
| project 5:22        | 125:23              | 71:12 72:11           | 126:12              | 85:2 126:16   | 191:24             | 154:25       | reasonably   |
| 69:8 82:5           | protection          | providing             | 137:22              | 132:8 150:8   | reach 101:22       | realized     | 62:20        |
| 89:8 98:8           | 7:14,17             | 16:12 52:19           | 138:9               | 187:21        | 171:11             | 177:22       | reasoned     |
| 126:23,25           | protective          | 71:18 73:17           | 144:22              | 199:20        | reached            | really 14:17 | 59:25        |
| 127:21,25           | 7:10,13             | 80:3 119:9            | 153:25              | 203:23,25     | 42:15 78:9         | 21:6 22:14   | rebranded    |
| 138:18              | 9:14 22:20          | 134:4                 | 160:17              | 215:11        | 134:21             | 26:5,7       | 6:4          |
| 140:17              | 41:22 43:5          | 153:11                | 185:5               | 217:14        | 134.21             | 35:13 52:4   | receive 23:8 |
| 150:16              | 44:19 48:22         | psychological         | 188:11              | quick 103:18  | 182:14             | 87:3 89:17   | 23:21 25:18  |
| 151:15              | 48:25 66:13         | 76:5                  | 194:17              | 103:21        | reaching           | 89:22 97:5   | 71:22 74:23  |
|                     |                     |                       | 194.17              | 132:7 155:2   | 98:18              | 98:22 100:2  | 108:2        |
| 152:15,21           | Protocol            | psychosocial<br>49:2  |                     |               |                    |              |              |
| 179:17,18           | 14:23 52:25         |                       | 202:12              | 163:4         | 104:20             | 100:21       | 145:18       |
| project-bas         | 53:23               | <b>PTSD</b> 191:14    | 206:23              | quiet 162:22  | reacting           | 101:16       | 161:11       |
| 74:21               | <b>proud</b> 102:21 | 191:19                | <b>putting</b> 55:5 | quite 57:19   | 156:10             | 102:23       | received     |
| Promise             | 156:8               | <b>public</b> 1:19    | 119:7               | 75:22         | read 2:6,19        | 103:22       | 94:16 142:4  |
| 76:21               | 162:25              | 1:21,22               | 210:23              | 138:10        | 126:19             | 104:24       | 200:12       |
| promising           | 194:23              | 2:11,16,17            | PYN 67:17           | 190:14        | 134:19             | 110:20       | 214:11,11    |
| 19:2                | proven 5:10         | 7:3 10:23             | 67:19 68:3          | quoted 184:3  | 141:3,6            | 113:6,16     | receiving    |
| promote             | 17:21 34:2          | 12:12 38:3            | 68:15,24            |               | 154:24             | 120:25       | 145:20       |
| 18:24 19:3          | 144:18              | 41:20 42:19           | 69:3,14             | R             | 166:16             | 121:5,7,18   | recess 204:5 |
| 41:19 70:16         | <b>provide</b> 9:6  | 43:19 65:4            | 73:10 75:6          | raced 124:14  | 173:16,17          | 122:14,14    | 204:15       |
| promotes            | 10:6,16             | 68:17 69:19           | 77:18 79:16         | racial 217:2  | 204:19             | 122:18       | recidivated  |
| 7:15                | 18:2,22             | 81:10 82:16           | 81:13 82:23         | racism 199:2  | readily 49:9       | 123:10       | 108:10       |
| promoting           | 21:10 22:8          | 104:9                 | 83:3,10             | 199:2 201:6   | 55:11              | 125:20       | recidivism   |
| 41:13 42:25         | 24:5 25:22          | 111:13,24             | 84:18               | racist 218:8  | readiness          | 133:25       | 13:23 14:4   |
| promptly            | 36:7 40:9           | 143:25                |                     | raised 120:25 | 16:6 47:23         | 136:9 137:2  | 14:9,12      |
| 124:3               | 47:8,20,22          | 182:4,5,18            | Q                   | 135:24        | 64:2               | 145:16       | 15:5 21:22   |
| <b>prone</b> 198:24 | 49:13 57:4          | 183:16                | qualified 62:9      | ran 49:17     | reading 43:9       | 146:3 148:4  | 33:8,11,16   |
| <b>proof</b> 45:24  | 58:10 67:11         | 189:23                | qualify 16:13       | randomized    | <b>ready</b> 39:18 | 148:21       | 34:18,23     |
| 114:10              | 70:9,15             | 191:11                | 30:17               | 79:17         | 89:24              | 151:22,23    | 48:11        |
| 147:8               | 71:5 72:14          | 207:19,20             | quality 4:23        | range 31:17   | 123:23             | 156:19,21    | 160:16       |
| proper 142:5        | 72:22 73:5          | 225:15                | 11:20               | 75:24         | 196:19             | 158:2,3,8,8  | 175:5        |
| 145:18,21           | 74:10,15,19         | publicly 54:7         | quantitative        | 157:20        | Reagan             | 159:16       | recognize    |
| 149:14              | 74:25 75:3          | 113:12                | 100:4               | rare 169:23   | 137:11             | 160:11       | 87:10        |
| 161:11              | 75:8 115:8          | <b>pull</b> 4:9 27:21 | question            | rarely 40:24  | real 144:14        | 161:7        | recognized   |
| proposal            | 115:8,9,13          | 58:23,25              | 29:11 31:9          | rate 14:9,12  | 147:12             | 170:17,20    | 7:23         |
| 210:9,10            | 133:15              | 172:18                | 32:12,25            | 14:15 33:12   | 165:15             | 171:7,23     | recommend    |
| proposals           | 163:7               | 205:16                | 37:7,10,23          | 49:21         | 168:21             | 172:20       | 51:9         |
| 133:5 165:5         | provided            | <b>punch</b> 188:18   | 54:21 60:23         | 115:10        | 169:14             | 177:15,19    | recommend    |
| propose             | 19:7 53:8           | punishing             | 61:4,13             | 156:5         | 171:4,4            | 178:10       | 13:6 48:14   |
| 181:18              | 73:19 84:18         | 144:25                | 65:15 66:18         | 160:16        | 173:12             | 180:20       | recommend    |
| 208:20              | 167:3 216:6         | purpose               | 88:4 90:17          | 206:14,15     | 174:13             | 186:12,14    | 1:21 2:14    |
| proposition         | provider 15:8       | 93:15 117:8           | 93:24 94:12         | rated 42:11   | 204:4 206:2        | 186:15       | reconnect    |
| 180:4               | 15:21 16:11         | purposes              | 95:12 157:3         | 42:16,22      | 209:16,25          | 201:19       | 36:17 37:2   |
| 181:14              | providers           | 3:23 14:4             | 163:5               | rates 13:24   | real-world         | 215:14       | reconnection |
| 185:17              | 15:13,14            | pursue 11:8           | 175:17              | 15:12 16:20   | 72:7 85:15         | 216:8        | 88:11        |
| prorate             | 33:10 46:17         | 30:22                 | 189:7               | 21:22 33:8    | realistically      | 218:11       | reconvene    |
| 155:24              | 47:4 62:5           | <b>push</b> 45:9      | 192:24              | 33:16 34:18   | 14:18 64:11        | 219:2,16     | 204:6,17     |
| prosecuting         | 203:4               | 191:2                 | 193:2,4             | 69:9 92:20    | realities 77:2     | 221:23       | reconvening  |
| 208:22              | provides 11:4       | put 23:24             | 194:22              | 97:20         | reality 80:19      | reason 51:15 | 2:3          |
| prosecutors         | 30:20 31:16         | 25:19 28:13           | questioning         | 188:12        | 110:4 119:5        | 94:4 109:14  | record 4:2   |
| 207:11              | 32:21 42:21         | 51:20 86:18           | 19:24               | rating 14:25  | 191:14             | 142:2 204:2  | 5:8 40:11    |
|                     |                     |                       | questions           | re-establish  |                    |              |              |
|                     | l                   | l                     |                     |               | l                  | l            |              |

| -                    |             |             |                |                |                    |             | Page 21     |
|----------------------|-------------|-------------|----------------|----------------|--------------------|-------------|-------------|
|                      | i i         |             | l              | l              | l                  | Ī           |             |
| 105:11               | 21:1 22:1   | 123:1 124:1 | 223:1 224:1    | 37:21 51:25    | 77:11              | 19:1 20:1   | 125:1 126:1 |
| 106:22               | 23:1 24:1   | 125:1 126:1 | 224:13,17      | 57:21,25       | reporter           | 21:1 22:1   | 127:1 128:1 |
| 107:9 108:3          | 25:1 26:1   | 127:1 128:1 | reformed       | 84:18 92:12    | 225:24             | 23:1 24:1   | 129:1 130:1 |
| 108:7                | 27:1 28:1   | 129:1 130:1 | 113:20         | 116:3          | reporting          | 25:1 26:1   | 131:1 132:1 |
| 111:16               | 29:1 30:1   | 131:1 132:1 | reforms        | 149:11         | 26:18 27:11        | 27:1 28:1   | 133:1 134:1 |
| 119:14               | 31:1 32:1   | 133:1 134:1 | 204:18         | 151:23         | 28:3               | 29:1 30:1   | 135:1 136:1 |
| 127:11               | 33:1 34:1   | 135:1 136:1 | 211:2          | 202:22         | represent          | 31:1 32:1   | 137:1 138:1 |
| 167:10               | 35:1 36:1   | 137:1 138:1 | refused 144:5  | relationships  | 179:14             | 33:1 34:1   | 139:1 140:1 |
| 193:2 205:5          | 37:1 38:1   | 139:1 140:1 | refusing       | 6:11,20        | 222:19             | 35:1 36:1   | 141:1 142:1 |
| 219:6                | 39:1 40:1   | 141:1 142:1 | 56:25          | 49:4 50:25     | representat        | 37:1 38:1   | 143:1 144:1 |
| records              | 41:1 42:1   | 143:1 144:1 | regain 149:25  | 76:22 97:24    | 1:11 84:21         | 39:1 40:1   | 145:1 146:1 |
| 111:12               | 43:1 44:1   | 145:1 146:1 | regarded       | 202:25         | 104:16             | 41:1 42:1   | 147:1 148:1 |
| 123:12               | 45:1 46:1   | 147:1 148:1 | 10:22          | release 83:4   | 105:9,14,15        | 43:1 44:1   | 149:1 150:1 |
| recreation           | 47:1 48:1   | 149:1 150:1 | regarding      | 114:25         | 107:13             | 45:1 46:1   | 151:1 152:1 |
| 81:24 97:4           | 49:1 50:1   | 151:1 152:1 | 16:19 206:7    | released       | 110:3              | 47:1 48:1   | 153:1 154:1 |
| 153:20               | 51:1 52:1   | 153:1 154:1 | 209:19         | 117:9 142:3    | 115:20             | 49:1 50:1   | 155:1 156:1 |
| recruit 32:9         | 53:1 54:1   | 155:1 156:1 | regards 108:3  | 143:21         | 117:20             | 51:1 52:1   | 157:1 158:1 |
| Recs 82:2            | 55:1 56:1   | 157:1 158:1 | 176:8          | 149:20         | 119:21             | 53:1 54:1   | 159:1 160:1 |
| red 114:7            | 57:1 58:1   | 159:1 160:1 | Regiment       | 207:21         | 120:12,22          | 55:1 56:1   | 161:1 162:1 |
| reduce 12:9          | 59:1 60:1   | 161:1 162:1 | 222:17         | 209:20         | 121:9              | 57:1 58:1   | 163:1 164:1 |
| 63:14 76:23          | 61:1 62:1   | 163:1 164:1 | Reginald       | relevant 31:4  | 125:11,14          | 59:1 60:1   | 165:1 166:1 |
| 108:18,25            | 63:1 64:1   | 165:1 166:1 | 166:18         | 179:17         | 125:17             | 61:1 62:1   | 167:1 168:1 |
| 144:15               | 65:1 66:1   | 167:1 168:1 | 167:12         | 197:10         | 159:5              | 63:1 64:1   | 169:1 170:1 |
| reduced 43:8         | 67:1 68:1   | 169:1 170:1 | 198:16         | relief 23:8    | 207:15             | 65:1 66:1   | 171:1 172:1 |
| reduces 78:21        | 69:1 70:1   | 170:23      | region 68:14   | 188:7          | represented        | 67:1 68:1   | 173:1 174:1 |
| reducing 7:16        | 71:1 72:1   | 171:1 172:1 | region's       | relies 41:21   | 184:2              | 69:1 70:1   | 175:1 176:1 |
| 15:5 45:6            | 73:1 74:1   | 172:11      | 69:24 83:23    | 43:21          | representing       | 71:1 72:1   | 177:1 178:1 |
| reduction            | 75:1 76:1   | 173:1,7     | regional 72:8  | relive 191:22  | 168:18             | 73:1 74:1   | 179:1 180:1 |
| 14:11,14             | 77:1 78:1   | 174:1 175:1 | regions 97:4   | remains        | represents         | 75:1 76:1   | 181:1 182:1 |
| 18:11 66:9           | 79:1 80:1   | 176:1 177:1 | registered     | 108:8          | 14:10              | 77:1 78:1   | 183:1 184:1 |
| reenactment          | 81:1 82:1   | 178:1 179:1 | 107:24         | remarkable     | reproduction       | 79:1 80:1   | 185:1 186:1 |
| 222:18               | 83:1 84:1   | 180:1 181:1 | registries     | 94:12          | 225:21             | 81:1 82:1   | 187:1 188:1 |
| reentry 19:4         | 85:1 86:1   | 182:1 183:1 | 46:21          | remiss 102:2   | republicans        | 83:1 84:1   | 189:1 190:1 |
| 31:21 119:8          | 87:1 88:1   | 184:1 185:1 | registry       | removal        | 107:3              | 85:1 86:1   | 191:1 192:1 |
| 173:4 175:3          | 89:1 90:1   | 186:1 187:1 | 107:24         | 35:18          | request            | 87:1 88:1   | 193:1 194:1 |
| 176:13               | 91:1 92:1   | 188:1 189:1 | regularly      | removed        | 175:17             | 89:1 90:1   | 195:1 196:1 |
| refer 15:23          | 93:1 94:1   | 190:1 191:1 | 48:2,6         | 125:7          | 187:25             | 91:1 92:1   | 197:1 198:1 |
| reference            | 95:1 96:1   | 192:1 193:1 | regulation     | renewed        | requesting         | 93:1 94:1   | 199:1 200:1 |
| 49:16                | 97:1 98:1   | 194:1 195:1 | 111:11         | 222:5          | 172:21,22          | 95:1 96:1   | 201:1 202:1 |
| 123:15               | 99:1 100:1  | 196:1 197:1 | rehabilitate   | rent 111:3,15  | require 71:15      | 97:1 98:1   | 203:1 204:1 |
| refine 73:2          | 101:1 102:1 | 198:1 199:1 | 113:7          | reoffend 12:9  | 100:24             | 99:1 100:1  | 205:1 206:1 |
| reflection           | 103:1 104:1 | 200:1 201:1 | rehabs         | rep 118:13     | required 63:3      | 101:1 102:1 | 207:1 208:1 |
| 169:9                | 105:1,24    | 202:1 203:1 | 153:21         | replicable     | 66:2,6             | 103:1 104:1 | 209:1 210:1 |
| <b>reform</b> 1:4,19 | 106:1 107:1 | 204:1 205:1 | reintegrating  | 100:17         | requires           | 105:1 106:1 | 211:1 212:1 |
| 1:21 2:5,10          | 108:1 109:1 | 206:1 207:1 | 106:14         | replicate 5:20 | 30:14 66:4         | 107:1 108:1 | 213:1 214:1 |
| 2:15 3:1 4:1         | 109:10      | 208:1,3,18  | 112:16         | 27:3,4         | 66:10 83:18        | 109:1 110:1 | 215:1 216:1 |
| 5:1 6:1 7:1          | 110:1,8     | 209:1 210:1 | relate 28:17   | 28:22 52:8     | <b>RES</b> 3:1 4:1 | 111:1 112:1 | 217:1 218:1 |
| 8:1 9:1 10:1         | 111:1 112:1 | 211:1 212:1 | related 9:13   | 52:10,19       | 5:1 6:1 7:1        | 113:1 114:1 | 219:1 220:1 |
| 11:1 12:1            | 113:1 114:1 | 213:1 214:1 | 37:9,12        | 53:10          | 8:1 9:1 10:1       | 115:1 116:1 | 221:1 222:1 |
| 13:1 14:1            | 115:1 116:1 | 215:1 216:1 | 49:2 98:17     | 101:20         | 11:1 12:1          | 117:1 118:1 | 223:1 224:1 |
| 15:1 16:1            | 117:1 118:1 | 217:1 218:1 | 134:12         | report 63:11   | 13:1 14:1          | 119:1 120:1 | research    |
| 17:1 18:1            | 119:1 120:1 | 219:1 220:1 | relations 13:3 | 77:8 217:19    | 15:1 16:1          | 121:1 122:1 | 10:13 14:4  |
| 19:1 20:1            | 121:1 122:1 | 221:1 222:1 | relationship   | reported       | 17:1 18:1          | 123:1 124:1 | 15:2 21:14  |
|                      |             |             |                |                |                    |             |             |
| <u></u>              |             | 1           | I              | I              | I                  | 1           | 1           |

| Page   |               |              |                                       |                     |                                       |                      |                                       | Page 22           |
|--|---------------|--------------|---------------------------------------|---------------------|---------------------------------------|----------------------|---------------------------------------|-------------------|
| 44:22 45:4 39:10 45:10 returned 122:16 45:17 46:4 47:11 59:19 63:23 64:15 45:15 59:9 99:18 1334 124:17 137:22 65:10,13 21:15:24 133:24:15 59:19 99:18 1334 124:17 137:22 65:10,13 21:15:24 138:41 176:17 141:11 101:710:2: 12:15:3   |               | I            | l                                     | l                   | l <b></b>                             | l                    | l                                     | l                 |
| 44:24   45:17   45:1                         |               |              |                                       |                     |                                       |                      |                                       |                   |
| 4517-464   |               |              |                                       |                     | · · · · · · · · · · · · · · · · · · · |                      | _                                     |                   |
| 47:11 50:19   63:23 64:15   ctruming   132:11   33:24   67:23 64:15   67:19 69:25   23:8 124:4   133:2,13   66:10,13   21:6 5:3   66:10,13                            |               |              |                                       |                     |                                       |                      |                                       |                   |
| 500.22 51:44   67:19 69:25   23.8 1.24.4   1332.13   60:23 64:14   safety 1:22   65:16:36   60:24   134:44   176:17   141:11   101:7 102:2   12:12   146:13   scarring 61:11   141:14   101:7 102:2   12:12   scarring 61:11   143:44   141:14   101:7 102:2   12:12   scarring 61:11   143:44   141:14   101:7 102:2   12:12   scarring 61:11   143:44   141:14                         |               |              |                                       |                     |                                       |                      |                                       |                   |
| S2:15 53:9   99:18 1334   176:17   141:11   101:71:022   12:12   146:13   43:4 70:5  |               |              |                                       |                     |                                       |                      |                                       |                   |
| 58-17 58-8         134-4         176-17         141-11         101-7 102-2         21-12         146-13         43-4 70-5           60-20 61:18         145:4         186:10         153:25         186:20         182:19         Reuben         155:21 66:8         192:13         scariet 55:7         93:5 109:4           76:20 77:22         183:20         166:19         177:18         186:10         179:18         186:10         186:20         60:69         179:18         salaries 207:5         108:12         139:23           82:22.25         199:24         reunited         192:23         148:13         80:2         60:6         160:6         160:6         160:6         160:6         160:19         170:13         50:6         60:6         183:13         160:8         170:13         180:18         170:13         180:18         170:13         180:2         180:19         180:19         180:19         180:19         180:19   |               |              |                                       |                     |                                       |                      |                                       |                   |
| 5814 59-9   137:23   returns   150:2   148:23   183:17   scaring 61:11   90:179:218   160:20 fills   145:4   186:10   155:2166:8   182:19   182:19   177:18   80:18   80:18   80:18   80:2   83:417   155:20   188:12   197:24   190:22   179:5   184:4   141:21   83:06a   180:12   139:23   135:20   188:13   180:2   83:61.0   170:13   revealed   197:3.6   187:17   78:25   205:8,10   217:18   187:17   78:25   205:8,10   217:18   188:4   respective 39   121:23   25:25   163:41.14   191:25   respective 39   112:37:66,7   218:18   120:17   responder   156:24   163:41.14   120:17   163:17   reverse   126:17   reverse   126:18   173:12   173:13   173:12                         |               |              |                                       |                     |                                       |                      |                                       |                   |
| 6020 61:18   |               |              |                                       |                     |                                       |                      |                                       |                   |
| 61:25 75:16   76:20 77:22   78:20  |               |              |                                       |                     |                                       |                      | _                                     |                   |
| 76:20 77:22         133:20         166:19         177:18         80:18         salary 155:25         scenario 4:3         146:6           78:25 79:14         190:22         179:5         184:4         141:21         Sankofa         60:6         180:18           82:22,25         respect 32:14         117:2         195:18         167:17         SAP 38:13         scenario 4:3         180:18           945:17         187:17         78:25         205:8,10         Rolling         152:20         scheme 14:25         scheme 14:25         219:20         schulkill           207:23         respective 3:9         1:12 37:6,7         218:18         70ils 126:12         212:21         saturation         520:03         scholling         152:20         scholarship         5chulykill         188:18         Schwartzm         188:18         5chulykill         166:2         212:21         164:2         213:15         5chulykill         5chulykill         214:17         163:17         response         158:22         5aturday         9:62:42:5         65:19         156:2         177:10         26:34:36:19         196:4         44:22 45:23         166:17,8         32:35:4         177:10         82:24:4         196:3         42:24:36:3         177:10         82:24:4 <t< td=""><td></td><td></td><td></td><td></td><td>· ·</td><td></td><td></td><td></td></t<>   |               |              |                                       |                     | · ·                                   |                      |                                       |                   |
| 78:25 79:14         190:22         179:5         184:4         141:21         Sankofa         60:6         180:18           82:22,25         respect 32:14         170:13         respect 32:14         170:13         78:25         20:81:0         199:19         SAP 38:13         scence 63:6         183:13           994:51,7         187:17         78:25         20:88:10         216:12         152:20         scholling         152:20         scholarship         219:20           207:23         respective 3:9         78:25         20:88:10         218:18         respective 3:9         79:21         respective 3:9         37:25 58:6         218:18         room 1:7         saturation         214:17         schoolas-11         188:18           218:12         respearchea         response         156:24         rightful 68:12         73:25:58:6         room 1:7         saturation         214:17         school 8:21         153:20           5:9 7:9 8:14         71:6         126:17         reverse         risk 6:15.22         rising 71:13         185:2         Saturday         39:5         school 8:21         177:10           7:9         21:6         reversing         76:9         9:13 12:9         184:24         saying 12:319         39:5.41:16   |               |              |                                       |                     |                                       |                      |                                       |                   |
| Page   |               |              |                                       |                     |                                       |                      |                                       |                   |
| 88:22,22.5 (8)         respect 32:14 (17:2)         195:18 (19:3)         167:17 (19:3)         SAP (19:19) (19:19) (19:2)         Sarah 77:18 (19:19) (19:29)         sechem (4:25 (219:20) (219:20)         38:3:13 (19:25) (219:20)         sechem (4:25 (219:20) (219:20)         38:3:13 (19:3) (19:25) (219:20)         38:4:4         196:8 (19:8)   |               |              |                                       |                     |                                       |                      |                                       |                   |
| 836.10   |               |              |                                       |                     |                                       |                      |                                       |                   |
| 945.17 (95.414:23)         187:17 (respective 3:9)         78:25 (207:23)         205:8,10 (207:23)         Rolling (15:24)         152:20 (15:22)         scholarship (196:8)         Schuylkill (188:18)           207:23 (27:18)         respective 3:9 (18:18)         37:25 58:6 (207:25)         218:18 (207:25)         163:24 (207:25)         164:22 (207:25)         214:17 (207:24)         11:13 3:13 (207:25)         Schowartzm         11:3 3:13 (207:25)         Schowartzm         11:3 3:13 (207:25)         Schowartzm         11:3 3:13 (207:25)         Schowartzm         13:32:4 (207:25)         Schowartzm         13:31:4 (207:25)         Schowartzm         21:4:17 (207:25)         Schowartzm         90:24:25 (207:25)         65:19 (207:24)         205:24 (207:25)         15:6:12 (207:25)         15:6:12 (207:25)         15:6:12 (207:25)         15:6:12 (207:25)         15:6:12 (207:25)         15:6:12 (207:25)         15:6:12 (207:25)         15:6:12 (207:25)         15:6:12 (207:25)         15:6:12 (207:25)         15:6:12 (207:25)         15:6:12 (207:25)   |               |              |                                       |                     |                                       |                      |                                       |                   |
| 95:4   14:23   191:25   respective 3:9   1:12 37:6,7   218:18   respective 3:10   1:12 37:6,7   218:18   respective 4:12 3:15   respective 4:12 3:16:17   risk 6:15,22   206:11   respective 4:12 3:15   respective 4:13 4:13   respective 3:16:17   respective 4:13 4:13   respecitive 4:13 4:13   respecitive 4:13 4                         | · ·           |              |                                       |                     |                                       |                      |                                       |                   |
| 207:23   respective 3:9   1:12 37:6.7   218:18   room 1:7   13:2:16   16:2:2   21:15   21:13 3:13 3:13 3:15 3:15   21:15   22:13   16:2:2   21:15   21:15 3:15 3:15   25:2   21:15   25:2   25:2:15   21:15   25:2   25:2:15   21:15   25:2   25:2:15   21:15   25:2   25:2:15   21:15   25:2   25:2:15   25:2:15   21:15   25:2   25:2:15   2                         |               |              |                                       |                     |                                       |                      |                                       |                   |
| 217:18   |               |              |                                       |                     |                                       |                      |                                       |                   |
| 218:12   |               |              |                                       |                     |                                       |                      |                                       |                   |
| research-ba         response         156:24         rigorous         158:22         Saturday         96:24,25         65:19           5:97:98:14         87:13         163:4,11,14         44:22 45:23         161:7,8         152:7         26:24 36:19         156:12           researched         126:17         reverse         risk 6:15,22         206:11         saving 123:19         39:5 41:16         SCI 193:13           45:13 54:15         150:9         112:21         7:6,12,13         216:8         196:6         42:13 44:8         science 5:15           62:21         exponsible         76:9         9:13 12:9         184:24         saying 21:2         69:9 70:24         205:21           77:19         21:6         responsiven         172:24         33:17,22,23         rosy 199:25         34:5,619         76:23,24         scientific 6:2           7esearcher         responsiven         172:24         33:17,22,23         76:14 91:21         90:10 102:5         76:23,24         scientific 6:2           93:25         restorative         revised 40:17         43:54 41:8         rough         144:21 65:8         91:8 92:23         scientist           reserve 3:14:4         11:14 16:10         restrictions         89:15         59:11 66:4  |               |              |                                       |                     |                                       |                      |                                       |                   |
| 5:9 7:9 8:14         87:13         163:4,11,14         44:22 45:23         161:7,8         152:7         26:24 36:19         156:12           7:16         120:17         reverse         163:17         rising 71:13         185:6         saved 64:17         38:23,25         177:10           researched         120:17         reverse         risk 61:5,22         200:11         saved 64:17         39:5,41:16         SCI 193:13           62:21         224:10         reversing         7:16,20         root 142:9         saw 36:16         54:23 67:13         45:18 50:17           77:19         21:6         responsiven         76:9         9:13 12:9         184:24         sawing 21:2         69:9 70:24         205:21           researching         restorative         restorative         revised 40:17         43:55 44:18         roughly         144:21 16:10         76:23,24         scientific 6:2           residential         restrictions         89:15         59:11 66:4         206:24         187:12         111:17         score 43:9           resist 57:6         15:22 177:2         result 9:6         RFP 23:14         rule 16:14         129:5,23,25         71:11:17         score 43:9           resist 7:6:18 8:9:2         13:14:77         13:14:77  | 218:12        | 188:4        | 97:21                                 | rightful 68:12      | 133:24                                | 99:5                 | school 8:21                           | 35:4,5            |
| 71:6         120:17         163:17         rising 71:13         185:6         saved 64:17         38:23,25         177:10           researched 45:13 54:15         150:9         112:21         7:6,13         206:11         saving 123:19         39:5 41:16         SCI 193:13           77:19         224:10         reversing         7:16,20         root 142:9         saw 36:16         54:23 67:13         45:18 50:17           77:19         21:6         responsible         76:9         9:13 12:9         184:24         saying 21:2         69:970:24         205:21           77:19         21:6         responsible         76:9         9:13 12:9         184:24         saying 21:2         69:970:24         205:21           77:19         21:6         review 15:8         12:22 22:20         7 rost 142:9         34:5,6,19         73:24 74:24         218:16           researching         rest 213:5         209:2         35:14 41:21         roughly         12:21         90:23,23;24         scientific 6:2           reserve 34:14         11:14 16:10         revised 40:17         48:22,25         23:18 106:8         187:12         102:9 109:5         46:15           resitchtial         33:3,10,15         55:5 124:16         66:12         66:12  | research-ba   | response     | 156:24                                | rigorous            | 158:22                                | Saturday             | 9:6,24,25                             | 65:19             |
| researched         126:17         reverse         risk 6:15,22         206:11         saving 123:19         39:5 41:16         SCI 193:13           45:13 54:15         150:9         112:21         7:6,612,13         216:8         196:6         42:13 44:8         science 5:15           62:21         224:10         reversing         7:16,62.0         root 142:9         saw 36:16         54:23 67:13         45:18 50:17           77:19         21:6         review 15:8         12:22 22:20         root 142:9         33:17,2223         76:23         76:23,24         205:21         218:16           researchers         responsiven         172:24         33:17,2223         Rotary         96:10 102:5         76:23,24         scientific 6:2           researching         rest 213:5         209:2         35:14 41:21         rough 134:3         125:21         90:23,23,24         39:23           reserve 34:14         restrictions         89:15         59:11 66:4         206:24         195:12         111:17         90:23,32,32         39:23         scientists           residential         result 3:15         RFP 23:14         89:18         48:22,25         23:18 106:8         187:12         102:9 109:5         46:15           residential         resul   | 5:9 7:9 8:14  | 87:13        | 163:4,11,14                           | 44:22 45:23         | 161:7,8                               | 152:7                | 26:24 36:19                           | 156:12            |
| 45:13 54:15   150:9   112:21   7:6,12,13   216:8   196:6   42:13 44:8   science 5:15     62:21   reversing   7:16,20   9:13 12:9   9:13 12:9   184:24   saying 21:2   6:99 70:24   205:21     77:19  | 71:6          | 120:17       | 163:17                                | <b>rising</b> 71:13 | 185:6                                 | saved 64:17          | 38:23,25                              | 177:10            |
| 62:21         224:10         reversing         7:16,20         root 142:9         saw 36:16         54:23 67:13         45:18 50:17           researcher         responsible         76:9         9:13 12:9         9:13 12:9         184:24         saying 21:2         69:9 70:24         205:21           researchers         responsiven         172:24         33:17,22,23         Rotary         96:10 102:5         76:23,24         scientific 6:2           46:14 95:13         85:18         173:12         34:12,15         205:24         120:13         86:15 89:4         scientific 6:2           93:25         restorative         revised 40:17         43:5 44:18         roughly         144:2 16:58         91:8 92:23         scientists           residential         restrictions         89:15         59:11 66:12         66:12 86:22         round 70:19         20:18         117:15         score 43:9           resist 57:6         15:22 177:2         83:4 132:23         risk-focused         RFP 25:12         66:24         rule 16:14         says 95:10         145:19         99:23         146:17         10:28,310         10:28,918         8eaded 107:9           185:8         retaliation         15:24,24         risk-seeking         rule 16:14         10:29         129  | researched    | 126:17       | reverse                               | risk 6:15,22        | 206:11                                | <b>saving</b> 123:19 | 39:5 41:16                            | <b>SCI</b> 193:13 |
| researcher<br>77:19         responsible<br>21:6         76:9         9:13 12:9<br>12:22 22:20         184:24<br>rosy 199:25         saying 21:2<br>34:5,6,19         69:9 70:24<br>76:24,74;24         205:21<br>218:16           researchers<br>46:14 95:13         85:18<br>85:18         173:12<br>173:12         33:17,22,23<br>33:17,22,23         Rotary<br>205:24         96:10 102:5<br>120:13         76:23,24<br>86:15 89:4<br>86:15 89:4<br>90:23,23,24         scientific 6:2<br>scientific 6:2           researching<br>93:25         restorative<br>residential<br>residential<br>33:35,10,15         retrictions<br>55:5 124:16<br>33:25 34:20         89:15<br>residential<br>result 3:15         59:11 66:4<br>reward 91:11         66:12 86:22<br>rosh 13:14         70und 70:19<br>98:18         200:18<br>177:12         111:17<br>score 43:9<br>rosh 13:21         Score 43:9<br>scores 13:14           residential<br>residution<br>results 9:6<br>1:18,18 2:7<br>1:18,18 2:7<br>1:18,1 | 45:13 54:15   | 150:9        | 112:21                                | 7:6,12,13           | 216:8                                 | 196:6                | 42:13 44:8                            | science 5:15      |
| 77:19         21:6 researchers         review 15:8 172:24         12:22 22:20 33:17,22,23         rosy 199:25 Rotary         34:5,6,19 96:10 102:5 76:23,24 scientific 6:2 76:23,2   | 62:21         | 224:10       | reversing                             | 7:16,20             | root 142:9                            | saw 36:16            | 54:23 67:13                           | 45:18 50:17       |
| researchers         responsiven         172:24         33:17,22,23         Rotary         96:10 102:5         76:23,24         scientific 6:2 scientist           46:14 95:13         85:18         173:12         34:12,15         205:24         120:13         86:15 89:4         scientist           93:25         restorative restorative reserve 34:14         11:14 16:10         revised 40:17         43:5 44:18 rough 134:3         125:21         90:23,23,24         39:23           33:3,10,15         55:5 124:16 result 13:15         89:15         59:11 66:4         206:24         195:12         111:17         score 43:9 scientists           residential         restrictions         89:15         59:11 66:4         206:24         195:12         111:17         score 43:9 scientists           33:25 34:20 resid 57:6         55:5 124:16 reward 91:11         66:12 86:22 round 70:19         200:18 17:15         111:17 score 43:9 scientists           resolution         results 9:6 results 9:6         RFP 25:12 rich 48:21         7isk-focused risk-focused risk-focused risk-focused resolution         15:22 177:2 right 15:23         60:5 rule 161:14 says 95:10         145:19 sealed 107:9         8ealed 107:9           185:18 retailation         15:24,24 rich 48:21         risk-seeking risk-focused risk-focused risk-focused resolution         111:3         16:225 22:17:2   | researcher    | responsible  | 76:9                                  | 9:13 12:9           | 184:24                                | saying 21:2          | 69:9 70:24                            | 205:21            |
| 46:14 95:13         85:18 researching         173:12 rest 213:5         34:12,15 researching         205:24 rough 134:3         120:13 rough 134:3         86:15 89:4 rough 134:3         scientist           93:25 restorative reserve 34:14 researchial restrictions         revised 40:17 revised 40:17 revised 40:17 revised 40:17 revised 40:17 residential restrictions         48:22,25 residential restrictions         39:15 revidential restrictions         89:15 revidential restrictions         89:15 revidential restrictions         89:15 reward 91:11 reward 91:11 reward 91:11 results 9:11 results 9:6 residential results 9:6 residential 13:15 results 13:15 results 9:6 residential 13:15 retaliation 1:23 right 15:23 right 15:23 right 15:23 resolve 180:6 retaliation 15:24,24 retaliation 15:24,24 retaliation 15:24,24 retaliation 15:24,24 retaliation 16:22 resolve 180:6 retaliation 16:12 return 10:19 resource 7:23 resolve 180:4 return 10:19 resource 7:23 resolve 180:4 return 10:19 return 10:19 resource 7:23 resolve 180:4 return 10:19 return 10   | 77:19         | 21:6         | review 15:8                           | 12:22 22:20         | rosy 199:25                           | 34:5,6,19            | 73:24 74:24                           | 218:16            |
| researching         rest 213:5         209:2         35:14 41:21         rough 134:3         125:21         90:23,23,24         39:23           93:25         restorative         revised 40:17         43:5 44:18         roughly         144:2 165:8         91:8 92:23         scientists           residential         restrictions         89:15         59:11 66:4         206:24         195:12         111:17         score 43:9           33:3,10,15         55:5 124:16         result 13:15         RFP 23:14         98:18         RPR-Notary         200:18         117:15         scores 13:14           33:25 34:20         results 9:6         RFF 25:12         66:12 86:22         risk-focused         225:15         214:7 224:2         143:19         129:4           resist 57:6         15:22 177:2         83:4 132:23         risk-focused         225:15         214:7 224:2         143:19         192:4           resist 179:21         13:11 47:7         rich 48:21         risk-focused         rule 161:14         says 95:10         145:19         sealed 107:9           185:8         retaliation         15:24,24         risk/need         98:21         111:3         162:25         212:15           188:22         214:24         21:18 31:16         12:23 33:20  | researchers   | responsiven  | 172:24                                | 33:17,22,23         | Rotary                                | 96:10 102:5          | 76:23,24                              | scientific 6:2    |
| 93:25         restorative reserve 34:14         revised 40:17 revolving         43:5 44:18 residential         roughly         144:2 165:8         91:8 92:23 reserve 34:14         scientists           33:3,10,15         55:5 124:16 resurd 91:11 residential         66:12 86:22 reward 91:11 reward 91:11 result 13:15 right 15:23 risk-focused         RFP 23:14 risk-focused resolution results 9:6 retired 1:14 right 15:23 risk-seeking 13:14 right 15:23 risk-seeking 13:14 resolute 180:6 retired 1:14 sit 16:16 resolute 13:15 result 13:16 result 14:19 resolute 13:21 resolute 13:21 return 10:19 return 10:19 return 10:19 doi:10.11 resolute 7:23 dai:11.44:9 resolute 7:25 sit 14:11.15 road 58:14 road 58:14 resolute 7:23 dai:11.144:9 resolute 7:23 dai:11.144:9 resolute 7:25 doi:10.14 resolute 7  | 46:14 95:13   | 85:18        | 173:12                                | 34:12,15            | 205:24                                | 120:13               | 86:15 89:4                            | scientist         |
| reserve 34:14 residential         11:14 16:10 restrictions         revolving         48:22,25         23:18 106:8 206:24         187:12 195:12         102:9 109:5 score 43:9 sc  | researching   | rest 213:5   | 209:2                                 | 35:14 41:21         | rough 134:3                           | 125:21               | 90:23,23,24                           | 39:23             |
| residential         restrictions         89:15         59:11 66:4         206:24         195:12         111:17         score 43:9           33:3,10,15         55:5 124:16         reward 91:11         66:12 86:22         round 70:19         200:18         117:15         scores 13:14           33:25 34:20         result 13:15         RFP 23:14         98:18         RPR-Notary         209:13         129:5,23,25         Scott 107:15           resolution         results 9:6         RFPs 25:12         risk-focused         225:15         214:7 224:2         143:19         192:4           1:18,18 2:7         11:18 13:7         rich 48:21         risk-seeking         rule 16:14         says 95:10         145:19         sealed 107:9           185:8         13:11 47:7         right 15:23         60:5         rule 11:13         162:25         212:15           188:22         retaliation         15:24,24         risk/need         185:18         111:3         162:25         212:15           184:21         1:15         40:22 53:24         Rite 130:18         190:7,9,18         197:18         186:9,9         seat 89:10,19           185:12         return 10:19         60:12,14         road 58:14         211:6         scale 68:8         219:22         20:2  | 93:25         | restorative  | revised 40:17                         | 43:5 44:18          | roughly                               | 144:2 165:8          | 91:8 92:23                            | scientists        |
| residential         restrictions         89:15         59:11 66:4         206:24         195:12         111:17         score 43:9           33:3,10,15         55:5 124:16         reward 91:11         66:12 86:22         round 70:19         200:18         117:15         scores 13:14           33:25 34:20         result 13:15         RFP 23:14         98:18         RPR-Notary         209:13         129:5,23,25         Scott 107:15           resolution         results 9:6         RFPs 25:12         risk-focused         225:15         214:7 224:2         143:19         sealed 107:9           1:18,18 2:7         11:18 13:7         rich 48:21         risk-seeking         rule 16:14         says 95:10         145:19         sealed 107:9           185:8         retaliation         15:24,24         risk/need         98:21         111:3         162:25         212:15           188:22         214:24         21:18 31:16         12:23 33:20         184:12         115:12         179:24         213:10           resolve 180:6         retired 1:14         33:9 39:18         risks 13:8,12         190:7,9,18         197:18         186:9,9         seat 89:10,19           185:12         return 10:19         60:12,14         road 58:14         211:6         scale 68:8<   | reserve 34:14 | 11:14 16:10  | revolving                             | 48:22,25            | 23:18 106:8                           | 187:12               | 102:9 109:5                           | 46:15             |
| 33:25 34:20         result 13:15         RFP 23:14         98:18         RPR-Notary         209:13         129:5,23,25         Scott 107:15           resist 57:6         15:22 177:2         83:4 132:23         risk-focused         225:15         214:7 224:2         143:19         192:4           resolution         results 9:6         RFPs 25:12         6:24         rule 161:14         says 95:10         145:19         sealed 107:9           1:18,18 2:7         11:18 13:7         rich 48:21         risk-seeking         rule 161:14         says 95:10         145:19         sealed 107:9           185:8         retaliation         15:24,24         risk/need         98:21         111:3         162:25         212:15           188:22         214:24         21:18 31:16         12:23 33:20         184:12         115:12         179:24         213:10           resolve 180:6         retired 1:14         33:9 39:18         risks 13:8,12         190:7,9,18         197:18         186:9,9         seat 89:10,19           185:12         return 10:19         60:12,14         road 58:14         210:11         206:24         190:8 193:7         seated 167:8           192:17         16:17 22:4         64:6,8         140:4,6         running         74:6 80:22   | residential   | restrictions |                                       | 59:11 66:4          | 206:24                                | 195:12               | 111:17                                | <b>score</b> 43:9 |
| resist 57:6         15:22 177:2         83:4 132:23         risk-focused         225:15         214:7 224:2         143:19         192:4           resolution         results 9:6         RFPs 25:12         6:24         rule 161:14         says 95:10         145:19         sealed 107:9           1:18,18 2:7         11:18 13:7         rich 48:21         risk-seeking         rules 13:21         99:23         146:17         108:3           2:8 179:21         13:11 47:7         right 15:23         60:5         run 47:6         107:19         162:8,9,18         Search           185:8         retaliation         15:24,24         risk/need         98:21         111:3         162:25         212:15           188:22         214:24         21:18 31:16         12:23 33:20         184:12         115:12         179:24         213:10           resolve 180:6         retired 1:14         33:9 39:18         risks 13:8,12         190:7,9,18         197:18         186:9,9         seate 89:10,19           184:21         1:15         40:22 53:24         Rite 130:18         210:11         206:24         190:8 193:7         seated 167:8           185:12         return 10:19         60:12,14         road 58:14         211:6         scale 68:8         219:22   | 33:3,10,15    | 55:5 124:16  | reward 91:11                          | 66:12 86:22         | round 70:19                           | 200:18               | 117:15                                | scores 13:14      |
| resist 57:6         15:22 177:2         83:4 132:23         risk-focused         225:15         214:7 224:2         143:19         192:4           resolution         results 9:6         RFPs 25:12         6:24         rule 161:14         says 95:10         145:19         sealed 107:9           1:18,18 2:7         11:18 13:7         rich 48:21         risk-seeking         rules 13:21         99:23         146:17         108:3           2:8 179:21         13:11 47:7         right 15:23         60:5         run 47:6         107:19         162:8,9,18         Search           185:8         retaliation         15:24,24         risk/need         98:21         111:3         162:25         212:15           188:22         214:24         21:18 31:16         12:23 33:20         184:12         115:12         179:24         213:10           resolve 180:6         retired 1:14         33:9 39:18         risks 13:8,12         190:7,9,18         197:18         186:9,9         seate 89:10,19           184:21         1:15         40:22 53:24         Rite 130:18         210:11         206:24         190:8 193:7         seated 167:8           185:12         return 10:19         60:12,14         road 58:14         211:6         scale 68:8         219:22   | 33:25 34:20   | result 13:15 | <b>RFP</b> 23:14                      | 98:18               | RPR-Notary                            | 209:13               | 129:5,23,25                           | Scott 107:15      |
| resolution         results 9:6         RFPs 25:12         6:24         rule 161:14         says 95:10         145:19         sealed 107:9           1:18,18 2:7         11:18 13:7         rich 48:21         risk-seeking         rules 13:21         99:23         146:17         108:3           2:8 179:21         13:11 47:7         right 15:23         60:5         run 47:6         107:19         162:8,9,18         Search           188:22         214:24         21:18 31:16         12:23 33:20         184:12         115:12         179:24         213:10           resolve 180:6         retired 1:14         33:9 39:18         risks 13:8,12         190:7,9,18         197:18         186:9,9         seate 89:10,19           184:21         1:15         40:22 53:24         Rite 130:18         210:11         206:24         190:8 193:7         seated 167:8           185:12         return 10:19         60:12,14         road 58:14         211:6         scale 68:8         219:22         second 9:12           192:17         16:17 22:4         64:6,8         140:4,6         running         74:6 80:22         220:21,23         86:9 114:12           8:5,11         65:8 89:21         96:6 98:3         175:7         rushing 204:2         92:24 93:15         scho  |               |              | 83:4 132:23                           | risk-focused        |                                       | 214:7 224:2          |                                       |                   |
| 1:18,18 2:7         11:18 13:7         rich 48:21         risk-seeking         rules 13:21         99:23         146:17         108:3           2:8 179:21         13:11 47:7         right 15:23         60:5         run 47:6         107:19         162:8,9,18         Search           185:8         retaliation         15:24,24         risk/need         98:21         111:3         162:25         212:15           188:22         214:24         21:18 31:16         12:23 33:20         184:12         115:12         179:24         213:10           resolve 180:6         retired 1:14         33:9 39:18         risks 13:8,12         190:7,9,18         197:18         186:9,9         seat 89:10,19           184:21         1:15         40:22 53:24         Rite 130:18         210:11         206:24         190:8 193:7         seated 167:8           185:12         return 10:19         60:12,14         road 58:14         211:6         scale 68:8         219:22         second 9:12           192:17         16:17 22:4         64:6,8         140:4,6         running         74:6 80:22         220:21,23         86:9 114:12           8:5,11         65:8 89:21         96:6 98:3         175:7         rushing 204:2         92:24 93:15         school-based  |               | results 9:6  | <b>RFPs</b> 25:12                     |                     | rule 161:14                           | says 95:10           |                                       | sealed 107:9      |
| 2:8 179:21         13:11 47:7         right 15:23         60:5         run 47:6         107:19         162:8,9,18         Search           185:8         retaliation         15:24,24         risk/need         98:21         111:3         162:25         212:15           188:22         214:24         21:18 31:16         12:23 33:20         184:12         115:12         179:24         213:10           resolve 180:6         retired 1:14         33:9 39:18         risks 13:8,12         190:7,9,18         197:18         186:9,9         seat 89:10,19           184:21         1:15         40:22 53:24         Rite 130:18         210:11         206:24         190:8 193:7         seated 167:8           185:12         return 10:19         60:12,14         road 58:14         211:6         scale 68:8         219:22         second 9:12           192:17         16:17 22:4         64:6,8         140:4,6         running         74:6 80:22         220:21,23         86:9 114:12           resource 7:23         43:11 44:9         87:25 93:11         151:18         64:12         81:9 82:17         221:2,14         213:11           8:5,11         65:8 89:21         96:6 98:3         175:7         rushing 204:2         92:24 93:15         school-based   |               |              | rich 48:21                            | risk-seeking        |                                       |                      |                                       |                   |
| 185:8         retaliation         15:24,24         risk/need         98:21         111:3         162:25         212:15           188:22         214:24         21:18 31:16         12:23 33:20         184:12         115:12         179:24         213:10           resolve 180:6         retired 1:14         33:9 39:18         risks 13:8,12         190:7,9,18         197:18         186:9,9         seat 89:10,19           184:21         1:15         40:22 53:24         Rite 130:18         210:11         206:24         190:8 193:7         seated 167:8           185:12         return 10:19         60:12,14         road 58:14         211:6         scale 68:8         219:22         second 9:12           192:17         16:17 22:4         64:6,8         140:4,6         running         74:6 80:22         220:21,23         86:9 114:12           resource 7:23         43:11 44:9         87:25 93:11         151:18         64:12         81:9 82:17         221:2,14         213:11           8:5,11         65:8 89:21         96:6 98:3         175:7         rushing 204:2         92:24 93:15         school-based         second-cha           24:11 26:4         120:5         109:4         176:12   |               |              |                                       |                     |                                       | 107:19               |                                       | Search            |
| 188:22         214:24         21:18 31:16         12:23 33:20         184:12         115:12         179:24         213:10           resolve 180:6         retired 1:14         33:9 39:18         risks 13:8,12         190:7,9,18         197:18         186:9,9         seat 89:10,19           184:21         1:15         40:22 53:24         Rite 130:18         210:11         206:24         190:8 193:7         seated 167:8           185:12         return 10:19         60:12,14         road 58:14         211:6         scale 68:8         219:22         second 9:12           192:17         16:17 22:4         64:6,8         140:4,6         running         74:6 80:22         220:21,23         86:9 114:12           resource 7:23         43:11 44:9         87:25 93:11         151:18         64:12         81:9 82:17         221:2,14         213:11           8:5,11         65:8 89:21         96:6 98:3         175:7         rushing 204:2         92:24 93:15         school-based         second-cha           24:11 26:4         120:5         109:4         176:12  | 185:8         |              |                                       | risk/need           |                                       | 111:3                |                                       |                   |
| resolve 180:6         retired 1:14         33:9 39:18         risks 13:8,12         190:7,9,18         197:18         186:9,9         seat 89:10,19           184:21         1:15         40:22 53:24         Rite 130:18         210:11         206:24         190:8 193:7         seated 167:8           185:12         return 10:19         60:12,14         road 58:14         211:6         scale 68:8         219:22         second 9:12           192:17         16:17 22:4         64:6,8         140:4,6         running         74:6 80:22         220:21,23         86:9 114:12           resource 7:23         43:11 44:9         87:25 93:11         151:18         64:12         81:9 82:17         221:2,14         213:11           8:5,11         65:8 89:21         96:6 98:3         175:7         rushing 204:2         92:24 93:15         school-based         second-cha           24:11 26:4         120:5         109:4         176:12  | 188:22        |              | 21:18 31:16                           | 12:23 33:20         |                                       |                      |                                       |                   |
| 184:21         1:15         40:22 53:24         Rite 130:18         210:11         206:24         190:8 193:7         seated 167:8           185:12         return 10:19         60:12,14         road 58:14         211:6         scale 68:8         219:22         second 9:12           192:17         16:17 22:4         64:6,8         140:4,6         running         74:6 80:22         220:21,23         86:9 114:12           resource 7:23         43:11 44:9         87:25 93:11         151:18         64:12         81:9 82:17         221:2,14         213:11           8:5,11         65:8 89:21         96:6 98:3         175:7         rushing 204:2         92:24 93:15         school-based         second-cha           24:11 26:4         120:5         109:4         176:12  |               |              |                                       |                     |                                       |                      |                                       |                   |
| 185:12         return 10:19         60:12,14         road 58:14         211:6         scale 68:8         219:22         second 9:12           192:17         16:17 22:4         64:6,8         140:4,6         running         74:6 80:22         220:21,23         86:9 114:12           resource 7:23         43:11 44:9         87:25 93:11         151:18         64:12         81:9 82:17         221:2,14         213:11           8:5,11         65:8 89:21         96:6 98:3         175:7         rushing 204:2         92:24 93:15         school-based         second-cha           24:11 26:4         120:5         109:4         176:12         100:11,19         43:2         210:17           38:20 49:10         171:15         110:25         Rockies         S         134:5         school-to-p         Secondly           66:12         174:2         111:8,11         212:19,22         sad 194:18         137:24         153:14         209:14           183:11         182:16         114:15         Rocky 214:3         sadly 95:7         189:11         schooling         Secretaries  |               |              |                                       |                     |                                       |                      | · ·                                   |                   |
| 192:17         16:17 22:4         64:6,8         140:4,6         running         74:6 80:22         220:21,23         86:9 114:12           resource 7:23         43:11 44:9         87:25 93:11         151:18         64:12         81:9 82:17         221:2,14         213:11           8:5,11         65:8 89:21         96:6 98:3         175:7         rushing 204:2         92:24 93:15         school-based         second-cha           24:11 26:4         120:5         109:4         176:12         100:11,19         43:2         210:17           38:20 49:10         171:15         110:25         Rockies         S         134:5         school-to-p         Secondly           66:12         174:2         111:8,11         212:19,22         sad 194:18         137:24         153:14         209:14           183:11         182:16         114:15         Rocky 214:3         sadly 95:7         189:11         schooling         Secretaries  |               |              |                                       |                     |                                       |                      |                                       |                   |
| resource 7:23         43:11 44:9         87:25 93:11         151:18         64:12         81:9 82:17         221:2,14         213:11           8:5,11         65:8 89:21         96:6 98:3         175:7         rushing 204:2         92:24 93:15         school-based         second-cha           24:11 26:4         120:5         109:4         176:12         100:11,19         43:2         210:17           38:20 49:10         171:15         110:25         Rockies         S         134:5         school-to-p         Secondly           66:12         174:2         111:8,11         212:19,22         sad 194:18         137:24         153:14         209:14           183:11         182:16         114:15         Rocky 214:3         sadly 95:7         189:11         schooling         Secretaries  |               |              | · · · · · · · · · · · · · · · · · · · |                     |                                       |                      |                                       |                   |
| 8:5,11       65:8 89:21       96:6 98:3       175:7       rushing 204:2       92:24 93:15       school-based       second-cha         24:11 26:4       120:5       109:4       176:12       100:11,19       43:2       210:17         38:20 49:10       171:15       110:25       Rockies       S       134:5       school-to-p       Secondly         66:12       174:2       111:8,11       212:19,22       sad 194:18       137:24       153:14       209:14         183:11       182:16       114:15       Rocky 214:3       sadly 95:7       189:11       schooling       Secretaries   |               |              |                                       |                     |                                       |                      |                                       |                   |
| 24:11 26:4     120:5     109:4     176:12     100:11,19     43:2     210:17       38:20 49:10     171:15     110:25     Rockies     S     134:5     school-to-p     Secondly       66:12     174:2     111:8,11     212:19,22     sad 194:18     137:24     153:14     209:14       183:11     182:16     114:15     Rocky 214:3     sadly 95:7     189:11     schooling     Secretaries   |               |              |                                       |                     |                                       |                      | · · · · · · · · · · · · · · · · · · · |                   |
| 38:20 49:10         171:15         110:25         Rockies         Secondly           66:12         174:2         111:8,11         212:19,22         sad 194:18         137:24         153:14         209:14           183:11         182:16         114:15         Rocky 214:3         sadly 95:7         189:11         school-to-p         Secondly           209:14         Secondly         Secondly         153:14         209:14           182:10         Secondly         Secondly         189:11         Secondly  |               |              |                                       |                     |                                       |                      |                                       |                   |
| 66:12 174:2 111:8,11 212:19,22 <b>sad</b> 194:18 137:24 153:14 209:14 <b>Rocky</b> 214:3 <b>sadly</b> 95:7 189:11 <b>schooling Secretaries</b>   |               |              |                                       |                     | S                                     | · ·                  |                                       |                   |
| 183:11 182:16 114:15 <b>Rocky</b> 214:3 <b>sadly</b> 95:7 189:11 <b>schooling Secretaries</b>  |               |              |                                       |                     | sad 194:18                            |                      | _                                     |                   |
|  |               |              |                                       |                     |                                       |                      |                                       |                   |
|  |               |              |                                       | ,                   |                                       |                      |                                       |                   |
|  |               | <u> </u>     | <u> </u>                              | <u> </u>            | <u> </u>                              | <u> </u>             | <u> </u>                              | <u> </u>          |

|                     |                |                |                     |               |                      |               | Page 23               |
|---------------------|----------------|----------------|---------------------|---------------|----------------------|---------------|-----------------------|
| 112.12              | 1 20514        | 212.10         | <b>7</b> 1.5.00.0   | 1, , ,,,,,    | 121.20               | l             |                       |
| 113:13              | 206:14         | 213:10         | 71:5 89:9           | shortly 18:5  | 121:20               | snickering    | son 99:22             |
| Secretary           | seeks 7:4      | sentences      | 119:24              | show 43:6     | 131:3                | 54:7          | 136:21                |
| 113:10              | seen 58:11,12  | 200:13         | 128:4,5             | 44:6 85:18    | 133:10,23            | so-and-so     | son's 20:6            |
| 119:20              | 61:24 68:7     | sentencing     | 151:20              | 89:20 108:9   | 169:10               | 203:13        | sons 106:18           |
| section             | 98:9 185:24    | 124:15,16      | 175:12              | 141:17        | sites 73:14          | social 7:8,18 | 108:14                |
| 140:16              | 191:17         | sentiment      | 201:10              | 146:7 147:7   | <b>sitting</b> 93:11 | 57:15 71:19   | 130:16,22             |
| sector 82:16        | segregation    | 196:11         | <b>Seth</b> 75:19   | 147:10        | 104:9                | 100:23        | 130:24                |
| sectors 82:12       | 217:24         | separate       | <b>seven</b> 79:9   | 159:8 170:8   | 159:21               | 128:25        | 131:19                |
| <b>secure</b> 34:20 | self-destruc   | 140:16         | 111:5               | 171:5         | situation            | 134:16        | 134:18                |
| 68:20 81:2          | 167:19         | 162:2          | 129:12              | showed        | 24:24 38:8           | 149:3,9,11    | soon 48:11            |
| secured 81:8        | self-direction | separated      | severity 78:7       | 203:18        | 61:9 124:7           | 163:17        | 186:22,23             |
| 82:5                | 85:19          | 161:22         | sex 107:24          | showing       | 124:23               | 186:21        | sophomore             |
| see 22:7            | Self-Empo      | sequential     | 220:17              | 79:14 87:8    | 161:16               | 187:2         | 205:20                |
| 28:19 60:9          | 126:23,25      | 90:3           | <b>shadow</b> 128:9 | 143:9         | 179:8                | social-emoti  | sorry 39:16           |
| 61:6 65:25          | 127:21,25      | serious 75:18  | 129:15              | shown 42:10   | situations           | 42:5,6,12     | 109:25                |
| 83:21               | 138:18         | 146:2          | 130:8               | 43:25 60:20   | 186:20,21            | 42:17,23      | 151:6 156:5           |
| 100:13,22           | 150:16         | 153:11         | shadowing           | 61:17 75:16   | six- 78:25           | socialized    | sort 29:24            |
| 101:13              | 151:15         | seriously      | 61:9 130:12         | 75:21 76:12   | size 165:21          | 192:15        | 36:5 38:13            |
| 112:12              | 152:14,21      | 171:23         | Shahmar             | 77:23         | sizes 82:13          | society 1:13  | 55:25 59:3            |
| 115:18              | self-identify  | serve 16:23    | 204:21              | shows 29:18   | skeptical            | 23:10 35:6    | 59:25 60:5            |
| 117:23              | 75:13          | 68:17 71:9     | 205:15,19           | shut 220:24   | 109:21               | 55:2 106:14   | 60:7,10               |
| 121:14,24           | selfie 186:25  | 83:22 88:14    | Shaka 174:11        | side 113:19   | skill 70:24          | 112:16        | 87:8 89:18            |
| 121:25              | sell 181:17    | 99:17          | shaking             | 221:9         | skill-building       | 115:2 150:2   | 89:20                 |
| 124:20              | 190:19         | 180:14         | 131:16              | sides 185:5   | 75:9                 | 177:12        | sound 45:17           |
| 126:12              | selling 195:4  | 183:13         | <b>Shapiro</b> 4:13 | sight 161:14  | skilled 67:14        | 221:9         | 161:14                |
| 131:8               | Senate         | 205:22         | share 4:15          | signed 106:24 | skills 16:7          | socioecono    | 199:25                |
| 133:24              | 106:25         | served 73:22   | 41:25 55:22         | 107:9         | 56:23,24             | 213:4         | sounds 37:24          |
| 134:16              | 107:4,16       | serves 9:5     | 156:17              | significant   | 57:12 62:12          | soldiers      | source 48:21          |
| 136:23              | Senator        | 69:4 73:7      | 170:15              | 10:19 14:16   | 62:13 63:15          | 222:20        | South 105:17          |
| 137:8               | 107:14,15      | 89:7 92:23     | 179:6               | 83:22         | 69:12 70:13          | solicit 94:6  | 185:8                 |
| 137.6               | 219:18         | service 15:13  | 180:15              | significantly | 71:14,16             | 181:24        | Southern              |
| 148:2 149:9         | send 108:21    | 15:14 46:17    | 200:20              | 62:23 76:4    | 72:17 73:2           | 183:10        | 212:19,22             |
| 149:21              | 109:5,11       | 47:3 48:12     | shared 69:18        | signify       | 77:5 85:17           | solitary 55:4 | Southwest             |
| 158:14,15           | 111:14         | 68:25 71:25    | sharing             | 120:13        | 179:21               | 142:23        | 105:17                |
| · ·                 | 111:14         |                | 135:13              |               | 179:21               | 160:23        | 131:14                |
| 158:22              |                | 72:4 91:25     |                     | silos 115:25  |                      |               |                       |
| 159:16              | sending 145:3  | 97:15 203:4    | Sheryl 107:13       | 175:2         | Skype 117:17         | solution      | 136:4                 |
| 166:25              | 153:15         | Service/Case   | shipped             | similar 77:22 | slate 107:17         | 187:19        | spazzing              |
| 170:17              | sensation      | 12:20          | 51:21               | 212:5         | 108:2<br>123:13      | 208:12        | 195:9                 |
| 171:7               | 60:5           | services 5:2   | shootings           | simple 63:4   |                      | solutions     | speak 23:20           |
| 180:24              | sense 51:6     | 8:7 10:4       | 212:9               | 175:16        | slavery 201:8        | 31:21 87:4    | 31:7 33:8             |
| 182:8,12            | 64:7 99:5      | 11:21 13:11    | <b>shop</b> 26:19   | sincerely     | 209:12               | 207:24        | 119:11                |
| 187:3               | 147:2 188:9    | 14:20 15:21    | 130:18              | 178:23        | slightly 218:7       | solve 171:24  | 125:19                |
| 193:18              | 200:9          | 19:7 21:11     | short 4:22          | single 132:18 | slim 109:7           | 209:9         | 135:16                |
| 194:4,5,16          | sensible       | 28:10 32:6     | 6:24 11:11          | 134:17        | <b>slot</b> 90:5     | somebody      | 157:18                |
| 197:24              | 122:11         | 34:13 53:7     | 14:24               | sir 138:14    | small 93:3           | 58:3 115:17   | 168:20                |
| 212:23              | sensitivity    | 68:2 81:23     | 103:19              | 219:6         | 97:25                | 133:4         | 210:7                 |
| 214:3,22            | 87:19          | 88:11 92:13    | 204:15              | 222:14        | 102:14               | 145:14        | 214:19,22             |
| 216:11              | sent 151:18    | 95:23 97:6     | <b>short-</b> 45:19 | sirens 39:15  | 162:9                | 157:23        | Speaking              |
| seed 63:18          | 152:16         | Services' 40:5 | short-term          | Sister 51:23  | 207:23               | 164:13        | 119:12                |
| seeing 106:10       | 153:9          | serving 83:16  | 63:12 71:18         | 188:24        | <b>smart</b> 106:16  | 186:23        | speaks 99:24          |
| 126:18              | 173:15         | 151:4,12       | 83:12               | 200:5         | 125:4                | 218:25        | 188:8                 |
| 148:11              | 210:8,9        | set 25:16      | shortest            | Sisters 35:21 | smoother             | somebody's    | <b>Special</b> 1:3,19 |
| 190:3               | 212:15         | 52:20 63:23    | 168:10              | sit 25:25     | 125:8                | 195:11        | 2:4,9                 |
|                     |                |                |                     |               |                      |               |                       |
|                     | 1              | ı              | 1                   | ı             | 1                    | 1             | 1                     |

|                   |                |                     |                             |                |                     |               | Page 24     |
|-------------------|----------------|---------------------|-----------------------------|----------------|---------------------|---------------|-------------|
| 101 10 6          | 105.15         | 17.15.60.10         | 15271662                    | 1 262422       | 11515               | 1.60.5        | 1 212.15    |
| specific 18:6     | 195:17         | 47:15 62:10         | 153:7 166:3                 | 26:2 43:2      | 115:15              | succeed 68:5  | 212:15      |
| 27:13 30:14       | stage 11:16    | 65:3 99:4           | steady 155:3                | 63:17 70:2     | structured          | success 28:22 | 213:9       |
| 32:7 33:9         | stages 75:4    | 105:10,15           | stems 201:7                 | 72:2 94:20     | 12:15 72:11         | 52:9 67:22    | summertime  |
| 36:3 44:14        | stagnant       | 108:22              | stenographer                | 142:10         | struggle            | 71:3 77:15    | 128:7       |
| 91:23             | 129:22         | 109:4,18            | 204:3                       | strategy 4:19  | 143:19              | 80:6 101:20   | 129:16      |
| 118:14            | stakeholders   | 112:6 113:4         | stenographic                | 7:3,8,19       | struggled           | 159:16        | 130:11      |
| 191:13            | 8:11 47:24     | 113:10              | 225:6                       | 11:10,24       | 150:24              | successful    | Summit      |
| specifically      | 47:25          | 114:7,7,8           | step 46:10                  | 13:16 14:19    | struggles           | 5:10 10:12    | 199:11      |
| 35:22 43:21       | 102:13         | 114:13,19           | 185:4 187:5                 | 17:8,19        | 195:13              | 53:19 70:14   | Sunstein    |
| 68:24 71:16       | stand 113:25   | 115:3 118:8         | 215:5                       | 28:3 34:7      | stuck 166:3         | 74:22         | 209:3       |
| 88:10 182:5       | 116:21         | 118:13              | Stephanie                   | 42:3 69:17     | Student             | 190:20        | superceded  |
| 183:7 191:4       | 139:2          | 120:2 122:4         | 2:23 10:14                  | 81:4 99:10     | 38:12               | 213:24        | 121:3       |
| spectrum          | 142:14         | 123:24              | 29:21 39:22                 | 99:17 217:4    | students 8:21       | sue 149:22    | superseded  |
| 23:5 31:18        | standalone     | 126:6               | 87:11                       | streams 18:7   | 220:25              | sugary        | 121:4       |
| speeches          | 217:4          | 127:10              | stepsons                    | 21:9 24:3      | study 5:14          | 182:25        | supervise   |
| 193:17            | standard 6:2   | 140:4,5,13          | 130:24                      | 31:12          | 79:18,19            | 183:2,5,11    | 102:19      |
| spend 78:12       | 39:7           | 151:18              | stone 119:24                | street 168:21  | 83:7 193:11         | 185:19        | supervision |
| 94:8 109:11       | standardized   | 159:3,3,6           | stone 113.24<br>stop 101:16 | 169:14         | studying            | suggest 44:9  | 33:3 102:20 |
| 157:13            | 14:22 22:2     | 159:13,14           | 101:18                      | 171:4          | 37:11               | 65:25         | 225:23      |
| 206:24            | 38:15 52:25    | 167:9,16            | 112:14                      | 173:12         | 205:21              | 110:14        | supervisor  |
| spending          | 53:22          | 171:9 175:7         | 144:15,25                   | 173.12         | stuff 139:3,12      | 159:22        | 73:7        |
| 110:10            | standards      | 176:12,17           | 144.15,25                   | 184:25         | 146:17              | 170:2         | support 3:2 |
| 126:10            | 16:9           | 202:2 219:5         | 153:15,16                   | 184.25         | 148:18,19           | 208:16        | 3:20 8:2    |
| 153:16            | stands 40:2    |                     | 160:10                      | 196:18         |                     |               |             |
|                   |                | state's 24:18       |                             |                | 161:6,12            | 210:15,17     | 10:7 11:5   |
| spends 106:2      | 42:24          | stated 209:24       | 164:3                       | 198:6 206:2    | 164:10              | suggested     | 18:8,17,23  |
| 176:11            | start 25:9     | 215:23              | 202:13                      | 209:17         | 165:6 201:2         | 154:6         | 19:7 21:19  |
| spent 43:12       | 36:25 63:20    | statement           | 203:14                      | 210:2          | 216:7               | suggestion    | 30:21 31:11 |
| 143:2             | 64:12 80:25    | 3:11                | 209:18                      | 219:24         | 220:12              | 133:8 183:9   | 31:18,25    |
| 191:18            | 93:19          | states 14:2         | stopped                     | 221:8          | subcommitt          | suggests      | 32:22 38:17 |
| 193:25            | 106:17         | 78:9 159:7          | 141:10                      | 222:21         | 99:25 101:5         | 209:17        | 39:13 40:3  |
| 199:22            | 114:2          | 206:12              | 174:25                      | streets 106:15 | 101:8               | suited 54:25  | 42:20 47:19 |
| <b>SPEP</b> 14:23 | 131:16         | 208:4               | stopping                    | 155:25         | 109:16              | summarily     | 47:22 64:13 |
| 14:24 15:7        | 184:19         | 222:17              | 95:10 169:5                 | 170:19         | 114:14              | 58:24         | 67:23 73:16 |
| 15:15 53:22       | 202:23         | statewide           | 169:5                       | 192:8 207:6    | 204:9               | summer 25:9   | 75:9 77:7   |
| spinned           | 210:4 213:6    | 11:2 13:22          | stories 135:14              | strength       | subcommitt          | 67:12 70:19   | 80:6 81:11  |
| 220:14            | 217:10         | 14:14 15:12         | 158:13                      | 43:18          | 26:11               | 71:4,8        | 81:17,21    |
| spinning          | started 46:19  | 17:24 33:11         | story 134:24                | strengths-b    | subject 61:15       | 73:13,17,22   | 82:5,11     |
| 112:12            | 132:4 134:9    | 48:8                | 136:9                       | 56:4,19        | <b>submit</b> 25:12 | 74:4,7,16     | 104:10      |
| spoke 80:14       | 141:23,25      | statistic 86:6      | 146:17                      | 57:13          | 40:20 48:13         | 74:20 75:2    | 110:7       |
| spoken            | 142:3 143:4    | statistics          | 152:22                      | stress 76:9,13 | 174:10              | 77:11,21,23   | 134:14      |
| 215:16            | 151:14         | 87:21 97:18         | 159:16                      | stressful      | 183:3 224:6         | 79:2,13       | 135:14      |
| sponsored 9:2     | 152:6 175:2    | 108:9 153:4         | 181:2                       | 152:3          | submitted           | 80:4,10,16    | 142:5 149:3 |
| sponsors          | starting 37:2  | <b>statue</b> 196:5 | straight                    | strict 5:25    | 40:12               | 80:22 81:17   | 153:12,12   |
| 219:25            | 81:7 211:2     | statute 111:8       | 60:16,19                    | 115:10         | subsequent          | 81:21 82:7    | 165:3       |
| sponsorship       | 217:17         | 111:11              | 146:13                      | stricter       | 14:5                | 82:10 83:3    | 172:19      |
| 221:7             | state 3:25 9:7 | statutes            | straighten                  | 124:15         | substance           | 83:13 84:19   | 197:22      |
| spot 58:9         | 10:5,8,13      | 114:15              | 203:19                      | strong 30:3    | 5:12 18:10          | 88:22         | supported   |
| spread            | 10:3,6,13      | statutory           | strategic 41:2              | 47:11          | 31:22 41:15         | 101:19        | 32:20 57:4  |
| 171:21,25         | 18:8,9,20      | 13:20               | 126:5                       | 151:11         | 66:8                | 104:11        | supporting  |
| Square 1:12       | 21:9 23:16     | 104:21              | strategically               | strongly       | substances          | 127:2 128:7   | 8:12,15     |
| 97:22 98:8        | 24:21 25:14    | stay 58:4 80:7      | 96:12                       | 209:17         | 9:11                | 127.2 128.7   | 69:17 83:9  |
| staff 12:3        | 29:23 32:20    | 89:18               | strategies                  | structure      | substantial         | 180:22        | supportive  |
| 119:16            | 32:24 39:24    | 142:11              | 1:21 2:15                   | 52:21 53:17    | 45:4                | 186:6,8       | 76:22 77:12 |
| 117.10            | 32.24 37.24    | 144.11              | 1.41 4.13                   | 32.21 33.1/    | +5.4                | 100.0,0       | 10.22 11.12 |
|                   |                |                     |                             |                |                     |               |             |
|                   |                |                     |                             |                |                     |               |             |

|               |                      |              |               |                   |               |                   | Page 25           |
|---------------|----------------------|--------------|---------------|-------------------|---------------|-------------------|-------------------|
|               | i                    | i            | i             | i                 | i             | Ī                 | Ī                 |
| 183:12        | 113:6,22             | 132:16,17    | 172:7 175:6   | 179:20            | 59:25         | 105:10            | 174:16,17         |
| supports 10:4 | 124:9                | 144:2        | 183:24        | 186:16            | temple 132:2  | 138:13            | 175:18            |
| 75:8          | 125:10               | 173:23       | 219:19        | 187:4,16          | 179:24        | 168:4,8           | 177:9             |
| supposed      | 142:13,16            | 186:12       | talking 27:9  | teachers          | 188:3 190:2   | testimonies       | 178:21,22         |
| 134:25        | 145:19,22            | 187:3        | 36:25 40:19   | 162:10            | 190:7 192:4   | 40:25             | 178:24            |
| 144:17        | 146:15               | 189:16       | 92:10         | teaches 188:4     | ten 92:14     | testimony         | 187:24            |
| Supreme       | 147:3                | 192:4 194:7  | 116:12,13     | 197:18            | 107:7,25      | 3:12 4:3          | 189:19,21         |
| 118:16        | 150:20               | 203:3 204:5  | 121:2,17      | teaching 72:2     | 117:11        | 39:19 40:9        | 190:17            |
| sure 3:13     | 153:8 158:6          | 214:13       | 134:6 140:4   | 162:16            | 147:21,22     | 40:12,13,17       | 191:8 205:6       |
| 21:19 22:24   | 159:10,15            | 215:20       | 145:21        | 164:21            | 163:24        | 40:20 48:15       | 210:22,23         |
| 26:9 27:12    | 165:11               | 219:4        | 166:12        | 180:5             | 177:25        | 49:14 54:2        | 210:25,25         |
| 27:15,23      | 167:14,16            | 221:19       | 173:8         | team 11:25        | ten-minute    | 61:14 66:20       | 215:12            |
| 37:23 39:20   | 171:13               | taken 190:3  | 180:21,22     | 150:15            | 204:5         | 93:21 99:9        | 216:4,9           |
| 46:16 55:20   | 171.13               | 225:6        | 191:12        | teams 32:24       | ten-year      | 101:25            | 218:19,22         |
| 62:3,8 64:5   | 176:14,21            | takes 82:15  | 191.12        | 38:13,17          | 88:14         | 101.23            | 219:13            |
| 105:14        | 176:14,21            | 107:10       | 196:6         | ,                 | tend 29:12    | 141:2,7           | 219:13            |
| 103:14        | 176:24 195:8 199:7   | 156:18       | 198:19        | tearing<br>144:16 | 202:8         | 141:2,7           | 222:3             |
|               | 195:8 199:7<br>206:8 | 174:4        |               |                   | 202:8         |                   |                   |
| 138:7 178:6   |                      |              | 199:21,23     | technical         |               | 150:11            | Thanks 54:5       |
| 203:4         | 207:16               | 192:17       | 200:22,23     | 10:6 16:4         | tender 118:21 | 166:6             | 145:12            |
| 213:19        | 208:15,18            | tale 87:23   | 202:18,19     | 18:2 22:9         | tenets 12:13  | 167:10            | 166:10            |
| 222:23        | 208:23               | 88:3         | 219:20        | 25:22 26:7        | 56:2          | 178:23            | 198:17            |
| survey 8:21   | 216:19               | talk 21:24   | talks 208:3   | 30:21 32:22       | tension 94:14 | 186:4             | theory 61:21      |
| 9:2,12,20     | 217:9                | 25:25 29:15  | tangible      | 47:9,21           | term 45:11    | 189:21            | 61:25             |
| 43:22,23      | system-invo          | 40:23 41:5   | 122:2         | 57:5 63:21        | 46:19 54:9    | 190:18            | therapeutic       |
| 48:9,20       | 16:8                 | 58:18 90:21  | tap 101:22    | 138:9             | 62:18 86:18   | 215:13            | 30:12 32:15       |
| 65:21         | systemic             | 92:16        | 148:9         | teenage 72:24     | 87:2 137:9    | 216:9             | therapy 30:7      |
| surveyed      | 69:12                | 111:25       | target 13:11  | teens 152:23      | 156:7         | 218:20            | 32:17             |
| 87:5          | systems 4:25         | 116:6 131:4  | 58:4          | teleconfere       | 201:22        | testing 36:23     | they'd 155:25     |
| sustainable   | 67:18                | 149:14       | targeted      | 36:19 175:9       | terminology   | <b>TFCBT</b> 30:7 | 178:6             |
| 16:15         | systemwide           | 156:14,16    | 17:11 26:10   | 175:13            | 28:25 55:8    | thank 3:14,21     | <b>thing</b> 20:5 |
| sustained     | 15:20 21:22          | 167:24       | 32:7 67:25    | television        | terms 50:20   | 4:11,13           | 28:25 56:7        |
| 191:21        |                      | 168:21       | 73:2 152:23   | 3:25              | 86:25 124:8   | 19:14,17          | 60:12,14          |
| sustaining    | T                    | 169:15       | targeting     | tell 58:21        | 182:21        | 39:20 49:12       | 85:10 86:9        |
| 63:18,25      | table 3:6            | 171:4,11,20  | 44:13,18      | 87:23 88:3        | 183:16        | 54:2 58:5         | 88:18 92:15       |
| symptoms      | 105:7 112:8          | 171:22       | 93:5 95:14    | 95:17 117:5       | 203:2         | 60:18 66:25       | 94:3 96:3         |
| 43:8          | 121:20               | 173:4,6,12   | 146:3         | 136:8 146:9       | Terrance      | 83:25 93:18       | 105:12            |
| synchronized  | 127:5,7              | 173:23       | targets 43:4  | 146:11,17         | 126:21        | 93:21,22          | 109:13            |
| 90:12         | 166:23               | 174:13       | 219:12        | 150:18            | 127:24        | 94:13 98:14       | 114:12            |
| system 1:20   | 180:13               | 175:3        | task 83:10    | 152:22            | 150:14        | 101:24            | 118:13            |
| 2:13 4:18     | 204:24               | 177:22       | 87:4          | 157:24            | terrible      | 104:14,23         | 121:19            |
| 11:10,13      | tactic 146:13        | 179:7,16     | tax 126:13    | 158:21            | 160:12        | 104:25            | 122:17            |
| 12:16,19      | tactics 59:14        | 181:15       | 182:25        | 162:13            | test 43:9     | 105:2,4,18        | 124:25            |
| 13:15 14:19   | 59:16                | 182:24       | 183:2,5       | 164:9,11,15       | tested 7:14   | 113:23            | 125:23            |
| 14:21 15:11   | tailor 49:25         | 183:3,15     | 185:19        | 172:12,13         | testified     | 114:5 123:3       | 147:11            |
| 17:3,19       | take 53:16           | 186:5        | taxes 128:18  | 174:5,5           | 133:11        | 125:18            | 148:5 160:8       |
| 21:12 29:14   | 61:24 64:22          | 191:11,14    | taxpayer 11:3 | 191:3             | testify 2:20  | 126:14,15         | 180:20            |
| 34:12 38:23   | 65:2 68:11           | 197:14       | taxpayers     | 200:19            | 19:23         | 127:3,8           | 189:22            |
| 39:6 61:5,8   | 90:8,25              | 199:5 206:2  | 64:18 65:11   | telling 129:19    | 126:20        | 128:2             | 191:19            |
| 88:13 92:7    | 97:25 99:21          | 209:17       | 126:13        | 129:20            | 132:12        | 150:10            | 198:21            |
| 95:5 98:24    | 100:17,18            | 210:2        | taxpayers'    | tells 78:12       | 166:17        | 156:23            | 206:9             |
| 106:4         | 102:6                | talked 29:12 | 64:16         | 192:15            | 204:20        | 150:25            | 212:12            |
| 108:12,23     | 114:13,23            | 57:19 91:18  | teach 128:10  | 201:11            | 204.20        | 166:11,24         | 220:9             |
| 108.12,23     | 120:11               | 164:2 172:6  | 128:23        | tempering         | testifying    | 167:7             | 223:11            |
| 107.7,10      |                      | 107.2 1/2.0  | 120.23        | compering         | comying       | 10/./             | 44J.11            |
|               | 1 130.7              |              |               |                   |               |                   |                   |
|               | 130:7                |              |               |                   |               |                   |                   |

|                 |                     |                         |                     |                              |                        |                      | Page 26            |
|-----------------|---------------------|-------------------------|---------------------|------------------------------|------------------------|----------------------|--------------------|
|                 | l                   |                         | l                   | l . <b>.</b>                 | l                      |                      |                    |
| things 20:13    | 214:19              | 189:24                  | 105:10              | 67:8 96:6                    | 130:7                  | traumatic            | 137:8              |
| 20:19 22:18     | think 20:21         | 190:13                  | 106:11,21           | 101:8                        | trades 128:24          | 191:21               | 173:18             |
| 22:22 23:11     | 21:23 24:20         | 197:8,13,24             | 107:7 109:6         | 105:20                       | 129:4,7                | traveling            | 181:7 197:4        |
| 27:2 38:10      | 29:2 31:9           | 217:12                  | 122:15              | 109:14                       | 197:19                 | 179:20               | 201:12             |
| 41:5 45:7       | 32:11 33:14         | 219:14                  | 123:9 128:9         | 125:15                       | tragedy                | treat 188:2          | 205:3 215:5        |
| 46:6 51:2       | 34:5 35:23          | thinking                | 132:16              | 134:15                       | 181:3                  | treated              | 222:24             |
| 52:6 54:25      | 36:24 38:9          | 42:25 121:5             | 143:3,14            | 154:25                       | train 130:5,6          | 188:20               | trying 34:11       |
| 56:9 59:17      | 39:10 41:4          | 156:10                  | 145:25              | 155:15                       | 130:7,10               | treatment            | 36:21 99:9         |
| 59:21 63:15     | 52:11,13            | third 39:16             | 149:10,14           | 179:11                       | trained 73:6           | 79:18                | 109:22             |
| 64:9 86:24      | 57:16 58:24         | 108:20,20               | 152:3,4,9           | 184:2                        | 216:17                 | 100:25               | 120:2 137:4        |
| 88:17 91:19     | 60:24 66:7          | 109:2,3                 | 154:9,10            | 188:11                       | 222:20                 | 101:2                | 138:2              |
| 96:21,25        | 66:8 78:3           | 208:10                  | 155:13              | 199:19                       | trainer 62:14          | 185:22               | 140:25             |
| 100:10          | 86:20,23            | 222:16                  | 156:20              | 201:7                        | training 10:6          | treats 208:5         | 149:21             |
| 101:15          | 89:12 90:6          | thought 27:2            | 159:4 160:3         | 206:22                       | 16:4,13                | tremendous           | 154:20             |
| 105:22          | 90:12 93:2          | 109:9                   | 160:4 165:6         | 207:14                       | 18:2 25:23             | 53:9 63:23           | 165:18             |
| 110:5 114:9     | 94:18 96:2          | 135:15                  | 168:3               | 210:24                       | 26:6 30:20             | 66:12                | 189:13,15          |
| 117:14,25       | 96:23 98:22         | 164:9                   | 169:10,11           | 214:8 216:7                  | 32:21 47:9             | 191:25               | 218:6              |
| 118:6,9         | 98:24,25            | 192:23                  | 169:18              | 216:9                        | 47:20 62:9             | 197:25               | turn 132:14        |
| 121:12          | 101:10,10           | 198:22                  | 173:17              | 219:17                       | 62:12,13               | trend 58:12          | 132:20             |
| 122:2,13,17     | 110:9               | thoughtful              | 174:16              | today's 3:12                 | 63:21                  | 58:22 60:11          | 159:14             |
| 122:18          | 112:23              | 215:16                  | 175:11,23           | told 89:6                    | 116:24,25              | <b>trends</b> 16:19  | turns 220:20       |
| 133:14          | 113:11              | thoughts                | 179:8 182:7         | 152:21                       | 133:16                 | 58:9                 | <b>TV</b> 103:16   |
| 134:19          | 115:15,21           | 105:12                  | 184:22              | 168:19                       | 208:20                 | triage 192:7         | 219:8              |
| 135:9           | 115:23,25           | thousand                | 185:6 186:8         | 203:17                       | 216:20                 | trial 144:4          | two 9:5 14:8       |
| 137:19          | 118:6,14,18         | 88:15 89:7              | 186:9               | 220:13                       | 217:6                  | trials 44:22         | 25:7 28:7          |
| 144:8           | 120:25              | 137:10                  | 190:14,21           | toll 97:25                   | trainings              | <b>tribute</b> 159:9 | 28:11 30:2         |
| 145:16          | 121:9,11,15         | thousands               | 200:14              | tool 12:16                   | 209:6                  | tried 105:23         | 30:18 36:4         |
| 147:9,14        | 122:18              | 70:11 73:21             | 203:17              | tools 63:2,5                 | transcribed            | 143:25               | 37:5 48:16         |
| 156:22<br>158:9 | 123:18              | 144:16                  | 210:12,19<br>210:22 | 64:2 186:12<br>top 24:4 92:9 | 3:24                   | <b>Troops</b> 222:18 | 49:8 69:4          |
| 159:20,22       | 124:6,25<br>126:7,9 | three 8:12<br>55:9 65:7 | 210:22 211:3 212:7  | 160:15                       | transcript<br>225:8,21 | trouble 94:10        | 101:17             |
| 160:5           | 134:10              | 66:5 116:19             | 211:3 212:7         | 197:16                       | transforma             | 141:25               | 116:3,18<br>122:25 |
| 165:16,17       | 134.10              | 129:18                  | 220:18              | topic 44:23                  | 167:21,24              | 141.23               | 140:18,19          |
| 165:21,24       | 147:21              | 134:18                  | 220.18              | 44:23                        | 197.21,24              | 211:18               | 140.18,19          |
| 167:22          | 156:20              | 159:19,22               | 224:4               | 119:18                       | transforma             | Troy 126:25          | 158:25             |
| 167.22          | 150.20              | 170:11                  | timeframe           | total 82:2                   | 202:19                 | 127:2,13             | 160:25             |
| 173:3           | 157:11,12           | 170.11                  | 190:25              | 106:9                        | transformed            | truancy              | 161:3 164:7        |
| 173.3           | 157:15,21           | 184:7                   | timely 62:9         | totally 130:25               | 195:20                 | 41:16                | 170:11             |
| 174.19          | 157.25              | 188:14                  | times 57:18         | 164:10                       | transforming           | true 25:8            | 170.11             |
| 179:14          | 159:9,15            | 196:21                  | 61:20 132:3         | touch 114:16                 | 195:19                 | 131:11               | 172.23             |
| 181:18          | 160:21              | throwing                | 132:14              | 176:23                       | transition             | 223:11               | 175:14             |
| 182:12          | 162:6,16            | 55:3,4                  | 146:16              | 191:5                        | 193:12                 | 225:7                | 179:6,10           |
| 183:14          | 164:16,16           | thrown 143:7            | tipping             | touched                      | trashing               | truly 57:21          | 181:18             |
| 189:10          | 165:15              | tied 174:14             | 182:15              | 52:24 137:2                  | 220:11                 | 82:17,21             | 182:23             |
| 191:3,10        | 170:7,16            | ties 143:11             | title 2:7 18:11     | tough 60:11                  | trauma 30:5            | 210:12               | 184:7 185:5        |
| 191.5,10        | 170.7,10            | time 15:25              | 23:22               | 125:4 159:8                  | 30:15 35:19            | trust 143:9          | 194:23             |
| 196:10          | 172:20              | 19:24 20:11             | 126:19              | tough-on-cr                  | 75:12,16               | 210:14               | two-year           |
| 199:9,22,24     | 177:15              | 42:15 49:13             | tobacco 8:25        | 124:12                       | 76:5,6,9               | try 23:9 26:6        | 115:6              |
| 200:2,7         | 182:6,20            | 51:18 57:11             | 63:13               | track 5:7                    | 95:11 188:7            | 29:3 49:19           | type 14:3          |
| 201:13,17       | 183:18              | 78:13 82:4              | today 6:3           | 97:2                         | 190:2,11               | 93:16                | 15:4 36:3          |
| 201:13,17       | 184:11,13           | 90:5 93:19              | 10:14 19:15         | tracked 98:24                | trauma-foc             | 100:16               | 37:20 38:8         |
| 202:7,8         | 184:14,17           | 102:16                  | 40:7,19,23          | 193:5                        | 30:6,13                | 101:16               | 53:2 60:6          |
| 213:2,8         | 186:3               | 104:5                   | 49:14 54:3          | trade 129:4                  | 35:17                  | 133:10               | 76:9 95:2          |
| ,-              |                     |                         |                     |                              | · ·                    |                      |                    |
|                 |                     | 1                       | <u> </u>            | 1                            | 1                      | 1                    |                    |

|                          |               |                             |                 |                       |                             |                    | Page 27            |
|--------------------------|---------------|-----------------------------|-----------------|-----------------------|-----------------------------|--------------------|--------------------|
|                          | I             | I                           | 1               | 1                     | 1                           | 1                  |                    |
| 106:22                   | 87:18 89:13   | 182:23                      | 189:8           | 69:3,13               | 158:21                      | 10:22 65:3         | 125:15             |
| 121:19                   | 90:7 108:5    | unpreceden                  | version         | 79:25 83:16           | 162:25                      | 84:20              | 126:10             |
| 128:10                   | 110:10        | 78:10                       | 103:21          |                       | 165:25                      | wasn't 151:22      | 133:22             |
| 146:13                   | 171:24        | 174:25                      | versus 188:13   | $\mathbf{W}$          | 167:3                       | 154:18             | 138:6              |
| 149:22                   | understand    | unrelenting                 | Vice 205:24     | <b>W</b> 1:12         | 169:10                      | watch 174:18       | 186:10             |
| 150:5 154:8              | 15:20 50:21   | 76:13                       | 206:2           | 196:18                | 171:7,23                    | 181:10             | 197:24             |
| 163:7                    | 70:12 82:21   | unsettling                  | victimization   | wages 16:15           | 175:21,25                   | 203:21             | 198:6              |
| 164:14                   | 99:2          | 181:4                       | 78:16           | Wagner                | 177:10,23                   | watched            | 223:21             |
| 169:24                   | understands   | update 23:7                 | victims 5:2     | 107:15                | 178:19 <sup>°</sup>         | 162:12             | we're 3:24         |
| 172:12                   | 113:15        | upstate 156:3               | 19:8 21:11      | wait 19:22            | 179:5                       | 201:25             | 21:21,23           |
| 173:10                   | underutilized | 193:8                       | 23:7 29:17      | 166:13                | 180:20                      | 202:3              | 22:3,7,22          |
| 174:6                    | 24:12         | upstream                    | video 173:11    | 200:25                | 181:10,14                   | 203:20             | 34:10 45:7         |
| 212:11                   | underworld    | 41:11                       | 186:25          | 223:21                | 181:16,18                   | watching           | 51:10 63:19        |
| 214:10                   | 194:14        | <b>urban</b> 50:11          | Villanova       | waited                | 181:24                      | 203:11,12          | 65:16 87:18        |
| 215:6                    | unfortunate   | 164:19,20                   | 193:21,25       | 223:21                | 183:3 187:4                 | way 23:9           | 92:9 93:4          |
| types 53:7               | 212:9         | urgency                     | 196:5,7         | <b>waiting</b> 96:14  | 190:19                      | 24:17 27:5         | 94:22 96:14        |
| 58:19,23                 | unfortunat    | 182:7                       | violate 185:2   | 124:24                | 191:2 196:9                 | 28:18 39:11        | 96:15 97:16        |
| 59:10 63:15              | 51:23 85:7    | use 9:10 11:3               | violated        | wales 49:17           | 197:3 198:4                 | 52:3,16            | 101:22             |
| typically                | 181:22        | 18:24 33:20                 | 194:17          | walking               | 202:11,14                   | 53:18 54:12        | 107:17             |
| 38:24 59:14              | 194:15        | 41:15 42:19                 | violence 4:17   | 188:5                 | 205:4                       | 58:13 86:18        | 110:20             |
| 30.2137.11               | 211:20        | 59:19 63:2                  | 5:11,14,20      | wall 200:12           | 210:21                      | 87:8 90:10         | 118:12             |
|                          | 212:8         | 63:3 66:6                   | 5:23 8:25       | want 3:7              | 215:13,20                   | 93:19 96:11        | 121:2,16           |
| <b>U-Turn</b> 69:8       | unification   | 86:21 90:5                  | 17:7,15,22      | 21:19 22:6            | 219:2,13                    | 114:6 121:6        | 122:24             |
| 89:8                     | 115:9         | 99:18                       | 18:9 19:6,8     | 22:7,8,24             | 221:5                       | 123:22             | 124:24             |
| ultimately               | unintended    | 110:12                      | 23:23,25        | 25:21 26:12           | 223:18,23                   | 128:24             | 125:10,22          |
| 123:19                   | 112:23        | 117:25                      | 41:15 47:16     | 27:15 36:17           | wanted 3:14                 | 130:16             | 125:10,22          |
| 176:9 209:8              | 113:2         | 137:9                       | 66:3 75:17      | 39:5 46:12            | 24:8,9                      | 131:5 132:2        | 134:5              |
| 210:15                   | unions 70:7   | 153:18                      | 75:24 77:25     | 46:16 52:4            | 43:15 54:11                 | 131:3 132:2        | 138:18             |
| 213:14                   | unique 22:15  | useful 36:24                | 180:7 182:5     | 52:9,10               | 65:19 87:9                  | 138:4              | 139:11             |
| umbrella                 | 50:10,11      | uses 7:7                    | 182:18          | 54:18 55:2            | 88:23 91:19                 | 143:20             | 156:21             |
| 197:22                   | 52:6 170:3    | usually 64:2                | 183:6,7,23      | 56:10,14              | 98:16                       | 147:3              | 165:18             |
| Umoja 51:17              | uniqueness    | 128:25                      | 185:25          | 57:14 58:13           | 129:23,24                   | 149:22             | 167:3 174:9        |
| 137:25                   | 171:19        | 132:13                      | 183.23          | 58:19 59:17           | 131:22                      | 150:2 155:2        | 180:21,22          |
| unbeknownst              | unit 149:5    | utilization                 | 190:6,12        | 59:18,19              | 141:9 144:5                 | 150.2 155.2        | 182:8,9,10         |
| 84:24                    | United 78:9   | 15:12                       | 190:0,12        | 86:8 87:6             | 156:12                      | 155:2,5            | 184:17             |
| uncle 193:8              | 206:12        | utilize 7:21                | violent 16:20   | 87:14,15              | 168:23                      | 150.21,24          | 188:6              |
| underestim               | 208:12        | 32:17                       | 25:4 79:4,6     | 91:11,12              | 168:23                      | 160:12             | 189:13,14          |
| 176:19                   | 222:17        | utilizes 12:20              | vision 69:16    | 94:12 97:16           |                             | 176:5 178:3        | 196:19,25          |
| underlying               | units 19:10   | utilizes 12.20              | 195:7           | 98:6 99:13            |                             |                    | ,                  |
| 12:5 44:12               | Universal     | $\overline{\mathbf{v}}$     | visit 116:17    | 101:16                | 131:9 211:6<br>wants 216:22 | 188:22<br>189:5    | 197:11             |
| underperfo               | 183:13        | vacant 194:2                | 151:21          | 101:16                | wants 216:22<br>war 51:18   | 189:5<br>192:16    | 198:5,5,8          |
| 92:19                    | universities  | vacant 194:2<br>valid 12:21 | 151:21<br>163:6 | 103:9                 | 184:8 192:7                 | 192:16<br>194:20   | 199:21,23<br>201:8 |
| underserved              | 108:23,25     | validated                   | visited 26:18   | 112:18                | 192:12,14                   | 201:8              | 201:8              |
| 68:2 93:9                |               | 14:24                       |                 |                       | 192:12,14<br>192:15         | 201:8              |                    |
| 93:14                    | University    | valuable                    | 162:18          | 113:21,22             | 210:16                      |                    | 204:4,4,12         |
|                          | 5:16 39:24    | 24:10 48:23                 | visiting        | 114:3,22<br>117:16,21 |                             | 221:13,17          | 205:2,7            |
| understand<br>20:5 22:10 | 75:19 76:11   |                             | 201:18          |                       | warranted                   | <b>Wayne</b> 192:6 | 217:23             |
|                          | 77:19 82:24   | value 187:17                | visits 26:24    | 117:22<br>133:25      | 208:19                      | ways 25:10         | 221:19             |
| 24:10 37:23<br>42:9 47:4 | 179:25        | 187:17                      | vital 3:17      | 133:25<br>135:3 137:7 | warring                     | 49:24 53:6         | 222:25             |
|                          | 188:4         | 213:2                       | voice 177:7     |                       | 26:21                       | 164:3              | 223:22             |
| 50:23 53:13              | 205:20        | valued 77:13                | 177:14          | 137:9                 | 188:25                      | 165:25             | we've 22:2,5       |
| 53:14 70:22              | University's  | variables                   | volunteer       | 144:13                | warrior                     | 195:6 210:4        | 35:7 57:18         |
| 74:8 75:6                | 10:5          | 70:25                       | 195:17          | 153:24,25             | 221:15                      | we'll 20:4         | 64:22 84:12        |
| 77:3,20                  | unpopular     | variety 75:22               | vulnerable      | 155:16,19             | Washington                  | 93:19 99:17        | 84:13,17,25        |
| 78:7 79:23               |               | verbalization               |                 | 157:13                |                             |                    |                    |
|                          |               |                             |                 |                       |                             |                    |                    |

|                      |                  |                           |                            |                    |                     |                  | Page 28               |
|----------------------|------------------|---------------------------|----------------------------|--------------------|---------------------|------------------|-----------------------|
|                      | l                | 1                         | 1                          | 1                  | 1                   | 1                |                       |
| 92:12                | 1:15 119:11      | wing 161:18               | 72:13 73:6                 | 83:24              | world-class         | 70:19 73:10      | years' 107:7          |
| 118:11               | 119:15,16        | 161:18,19                 | 73:14,17                   | working            | 68:13               | 74:6,11          | YLS 13:5,7            |
| 140:24               | 189:19           | wintertime                | 74:7,16                    | 11:12 17:12        | worse 46:6          | 77:17 80:10      | 13:11,14              |
| 157:17               | 216:25           | 130:2,10                  | 77:6,13                    | 30:4 32:7          | worst 143:17        | 80:24,25         | 33:20 48:12           |
| 158:13               | 218:19           | Wisconsin                 | 79:21,24                   | 37:12 49:23        | worth 76:20         | 81:17,19,25      | <b>Yo</b> 187:10      |
| 177:12               | West 37:8        | 75:20                     | 80:16,25                   | 49:24 84:5         | 80:21               | 82:23 83:4       | York 79:2,8           |
| 179:22,24            | 211:9            | wish 159:17               | 81:12 82:22                | 102:11             | 187:11              | 85:4 88:15       | young 24:25           |
| 181:9                | Wetzel           | witness 3:5               | 83:13,18                   | 107:2 110:6        | wouldn't            | 93:14 129:8      | 26:20 28:17           |
| 185:24               | 113:11           | 20:24 105:6               | 85:9 86:4                  | 136:17             | 38:15               | 130:10,15        | 49:20 57:10           |
| 220:6                | 119:20           | 105:6 127:6               | 86:16 89:5                 | 142:4              | 155:14              | 130:18,21        | 67:20 68:11           |
| weaken 76:15         | whatnot          | 166:22                    | 95:2 97:23                 | 147:20             | 173:18              | 148:23           | 68:18 69:7            |
| wealth               | 109:17           | 204:23                    | 98:10,11                   | 175:2              | 198:8               | 176:12,19        | 70:11,20              |
| 101:23               | 121:15           | witnesses                 | 110:19                     | 199:23             | Wow 222:7           | 206:18,25        | 74:7 77:4,9           |
| 167:2                | 212:10           | 2:20 3:5                  | 112:18,20                  | 220:10             | wrap 48:15          | 209:15           | 78:17 79:20           |
| website 63:22        | whatsoever       | 127:6                     | 113:16                     | workplace          | 51:9 186:3          | 213:11           | 80:4,8,19             |
| weeds 29:2           | 37:16            | 166:22                    | 114:19                     | 77:12              | wrapping            | 214:14           | 81:3 82:11            |
| week 90:21           | white 78:14      | 204:20,23                 | 115:24                     | WorkReady          | 202:20,23           | year-round       | 82:14 84:6            |
| 107:13               | 87:3 201:3       | 224:8                     | 120:8,21,23                | 69:10,21           | Wrenn               | 88:5,8           | 84:18 85:13           |
| 162:12               | wholeheart       | <b>Wolf</b> 106:24        | 125:14,16                  | 70:3,8,18          | 204:22              | 92:17            | 85:16,20              |
| 186:8                | 125:20,22        | women                     | 128:17                     | 71:4 73:13         | write 133:4         | years 9:4        | 86:3,14               |
| 193:22,22            | wide 31:17,24    | 132:18                    | 130:9                      | 73:16,20,22        | writing 43:10       | 14:8 22:6        | 87:5,7,9,14           |
| 212:20               | 48:25 75:22      | 140:12                    | 133:25                     | 74:11,20           | 152:9 224:6         | 25:7 29:8        | 88:11,15              |
| weekend              | Wilfredo 1:14    | 206:21                    | 136:24                     | 75:12 77:10        | written 40:12       | 32:4,21          | 89:3,18,25            |
| 139:20,22            | 29:7             | wonder 220:3              | 138:16,19                  | 77:21 80:9         | 40:20               | 35:8 45:8        | 90:9 92:4,5           |
| weeks 116:24         | William 1:11     | 220:22                    | 140:6                      | 81:18,22           | 172:25              | 65:8 66:6        | 92:7,21,24            |
| 174:21               | 53:25 93:20      | wonderful                 | 141:12                     | 82:6,10            | 209:25              | 73:25 79:9       | 94:9 95:5             |
| welcome 3:8          | 175:20           | 119:22                    | 146:8                      | works 38:25        | 210:2               | 84:17 92:14      | 103:23,24             |
| 54:4 105:10          | 190:16           | wondering                 | 156:13,20                  | 42:3 43:14         | wrong 58:12         | 96:8 107:25      | 103:25                |
| 120:6                | 222:21           | 35:10                     | 163:3                      | 44:11 47:5         | 113:19              | 111:5            | 104:11                |
| 127:16,18            | Williams         | word 171:21               | 165:23                     | 53:15 55:21        | 141:24<br>210:4     | 117:11           | 108:21,24             |
| 127:22               | 107:15           | 174:18<br>194:6           | 166:8<br>173:20            | 61:3 67:19         |                     | 118:22,23        | 109:3<br>136:18       |
| well-being           | 126:21           |                           |                            | 69:14 91:18        | wrongdoings         | 118:24           |                       |
| 6:10 49:3            | 127:23,24        | words 156:9               | 185:16                     | 91:20              | 210:3               | 123:20           | 138:4,20,22           |
| well-meaning<br>59:7 | 150:13,14        | 177:5                     | 195:24                     | 139:11             | wrongfully<br>208:9 | 124:11,11        | 138:23                |
|                      | 151:8,11         | 186:24                    | 199:7                      | 185:11             |                     | 129:19           | 139:17,21             |
| well-researc         | 154:5,17         | 194:4                     | 202:10                     | 188:24<br>workshop | wrote 173:3         | 143:20           | 139:24                |
| 42:22                | 155:11           | work 8:5                  | 219:25                     |                    | X                   | 147:21,22        | 140:6,10              |
| well-versed<br>61:14 | 156:23           | 10:17 15:16<br>16:16 18:4 | 222:13                     | 166:19<br>179:20   |                     | 152:18<br>155:23 | 141:13,15             |
| went 26:24,25        | 157:10<br>158:20 | 21:11 24:22               | worked 26:22<br>26:23 29:7 | 179:20             | Y                   | 155:25<br>157:13 | 141:16,16<br>142:9,11 |
| 102:22               | 158:20           | 30:9,23                   | 29:8 35:20                 | 180:14             | y'all 128:11        | 163:24           | 142:9,11              |
| 102:22               | 159:12,18        | 30:9,23                   | 156:2                      | workshops          | YASP 142:4          | 163:24           | 144:9,20,23           |
| 105:3                | 163:9,12,15      | 46:7,16,18                | 177:12                     | 73:4 139:20        | 142:8 152:6         | 167:14           | 145:5,20              |
| 129:5,9              | 165:9,12,13      | 47:2,5 48:2               | worker                     | 139:21,23          | 163:19,22           | 169:3,8,8        |                       |
| 129:5,9<br>144:3     | 219:19           | 50:13,17                  | 134:16                     | 139:21,23          | 163:19,22           | 174:4            | 147:13,23<br>147:25   |
| 144:3                | willing          | 50:13,17                  | 134:16                     | 152:9 180:9        | yeah 29:6           | 174:4            | 150:12                |
| 152:25               | 102:18           | 58:24 59:23               | 163:18                     | world 49:19        | 128:19              | 188:14,16        | 150:12                |
| 193:21               | 112:20           | 60:21 61:4                | workers 39:8               | 57:23 72:5         | 140:5               | 191:18           | 153:15,15             |
| 200:10               | 170:15           | 61:8,17,23                | 149:11                     | 72:13 108:6        | 155:11              | 191:18           | 160:9,17              |
| 218:24               | wind 59:18       | 61:8,17,23                | workforce                  | 181:7              | 156:6 191:8         | 200:11           | 160:9,17              |
| weren't 214:9        | 60:4 213:25      | 63:16 68:8                | 67:15 68:13                | 181:7              | 200:23              | 213:21           | 161:4,6,9             |
| 214:10               | window 89:25     | 68:10 70:23               | 70:2,10                    | 212:23             | 221:18,18           | 213:21 219:11    | 162:14                |
| Wertheimer           | 196:15           | 72:5,10,11                | 74:18 75:10                | 212.23             | year 14:17          | 220:6,18         | 166:2 169:6           |
| VVCI CHEIIICI        | 170.13           | 72.3,10,11                | 77.10 /3.10                | 213.0              | 25:17 47:15         | 220.0,10         | 100.2 109.0           |
|                      |                  | l                         |                            |                    | 25.17 47.15         |                  |                       |
| -                    |                  |                           |                            |                    |                     |                  |                       |

|             |                      |                         |             |                    |                     |                                  | Page 29            |
|-------------|----------------------|-------------------------|-------------|--------------------|---------------------|----------------------------------|--------------------|
| 179:15,21   | 74:2,16              | <b>1,800</b> 82:11      | 31:1 32:1   | 137:1 138:1        | 14:10 33:12         | <b>2017</b> 83:5                 | <b>4/18/16</b> 3:1 |
| 180:5,15    | 75:3,8 76:3          | 103:22                  | 33:1 34:1   | 137.1 138.1        | 47:9 90:9           | <b>201</b> 7 83.3 <b>21</b> 71:9 | 4:1 5:1 6:1        |
| 186:16      | 78:2,11              | 1:10 1:8                | 35:1 34:1   | 141:1 142:1        | 118:21              | 21 / 1.9<br>21st 70:14           | 7:1 8:1 9:1        |
| 187:5,7,9   | 79:13,18             | <b>10</b> 44:9 77:9     | 37:1 38:1   | 143:1 144:1        | 128:8               | 71:16 72:17                      | 10:1 11:1          |
| 187:10      | 83:2,14,22           | 84:17                   | 39:1 40:1   | 145:1 144:1        | 142:20              | 73:2 77:5                        | 12:1 13:1          |
| 191:5       | 86:11,14,22          | <b>10,000</b> 73:17     | 41:1 42:1   | 147:1 148:1        | 142.20              | <b>22</b> 14:12                  | 14:1 15:1          |
| 194:25      | 87:2,12              | 82:9                    | 43:1 44:1   | 147.1 148.1        | 146:19,20           | 151:2                            | 16:1 17:1          |
| 194.23      | 88:9,10,22           | <b>100</b> 130:15       | 45:1 46:1   | 151:1 152:1        | 146:19,20           | <b>235</b> 75:14                 | 18:1 19:1          |
| · ·         | 88:25 97:23          | 100 130:13<br>10th 8:22 | 47:1 48:1   | 151:1 152:1        | 152:16              | <b>24</b> 29:8 43:11             | 20:1 21:1          |
| 196:2       |                      | 10th 8:22<br>11 53:23   |             | 155:1 154:1        | 200:10              |                                  |                    |
| 198:20,23   | 98:9,11              |                         | 49:1 50:1   |                    | 212:9               | 70:21 86:15                      | 22:1 23:1          |
| 201:9 205:7 | 126:22,22            | 167:13                  | 51:1 52:1   | 157:1 158:1        |                     | 87:23 89:4                       | 24:1 25:1          |
| 205:9       | 126:24,24            | 11,000                  | 53:1 54:1   | 159:1 160:1        | <b>186th</b> 105:16 | 90:9                             | 26:1 27:1          |
| 215:15      | 127:20,24            | 222:20                  | 55:1 56:1   | 161:1 162:1        | <b>18th</b> 136:11  | <b>24th</b> 19:9                 | 28:1 29:1          |
| 220:7       | 128:6                | 11th 92:20              | 57:1 58:1   | 163:1 164:1        | 136:14              | <b>25</b> 19:13                  | 30:1 31:1          |
| 221:12      | 138:17               | <b>12</b> 70:21 71:9    | 59:1 60:1   | 165:1 166:1        | <b>19</b> 156:5     | 76:25                            | 32:1 33:1          |
| 223:3       | 140:16               | 74:3 186:7              | 61:1 62:1   | 167:1 168:1        | <b>191</b> 96:16    | 168:17                           | 34:1 35:1          |
| younger     | 141:22               | 220:18                  | 63:1 64:1   | 169:1 170:1        | <b>19122</b> 97:22  | 169:2                            | 36:1 37:1          |
| 141:19,21   | 147:24               | 12-month                | 65:1 66:1   | 171:1 172:1        | <b>1965</b> 217:19  | 250,000                          | 38:1 39:1          |
| youngsters  | 150:15               | 90:7                    | 67:1 68:1   | 173:1 174:1        | <b>1984</b> 107:19  | 172:3                            | 40:1 41:1          |
| 157:5       | 151:13,14            | <b>12,000</b> 88:23     | 69:1 70:1   | 175:1 176:1        | <b>1996</b> 5:18    | 26-page                          | 42:1 43:1          |
| youth 3:4   | 152:14,20            | 12th 8:22               | 71:1 72:1   | 177:1 178:1        | <b>1999</b> 68:15   | 210:10                           | 44:1 45:1          |
| 5:11,17 6:5 | 153:2,4,7,8          | 92:20                   | 73:1 74:1   | 179:1 180:1        |                     | <b>27</b> 147:18                 | 46:1 47:1          |
| 7:15 9:2    | 160:12               | <b>14</b> 108:22        | 75:1 76:1   | 181:1 182:1        |                     | <b>28th</b> 40:14                | 48:1 49:1          |
| 12:20 14:21 | 163:2                | 128:8 161:2             | 77:1 78:1   | 183:1 184:1        | <b>2</b> 23:24      |                                  | 50:1 51:1          |
| 16:8,12,16  | 191:15,15            | <b>145</b> 68:18        | 79:1 80:1   | 185:1 186:1        | 107:21              | 3                                | 52:1 53:1          |
| 24:8,24     | 192:4                | <b>14th</b> 107:11      | 81:1 82:1   | 187:1 188:1        | 2's 107:5           | <b>3</b> 78:12                   | 54:1 55:1          |
| 28:2 30:10  | 193:10               | <b>15</b> 73:24         | 83:1 84:1   | 189:1 190:1        | <b>2.1</b> 106:2    | 107:21                           | 56:1 57:1          |
| 30:15 36:2  | youth's 79:15        | 84:17 161:2             | 85:1 86:1   | 191:1 192:1        | <b>2.6</b> 106:7    | <b>3's</b> 107:6                 | 58:1 59:1          |
| 38:18 39:2  | youth-based          | 191:18                  | 87:1 88:1   | 193:1 194:1        | <b>20</b> 79:8 91:9 | <b>3,200</b> 89:10               | 60:1 61:1          |
| 39:9,12     | 51:17                | 150,000                 | 89:1 90:1   | 195:1 196:1        | 96:8 150:22         | <b>3.5</b> 110:17                | 62:1 63:1          |
| 40:6 41:12  | youth-led            | 68:18 81:15             | 91:1 92:1   | 197:1 198:1        | 188:16              | <b>30</b> 19:13                  | 64:1 65:1          |
| 42:7 43:6   | 138:19               | 176:21                  | 93:1 94:1   | 199:1 200:1        | 196:17              | 155:23                           | 66:1 67:1          |
| 43:22 44:2  |                      | <b>16</b> 79:7 86:15    | 95:1 96:1   | 201:1 202:1        | 197:15              | 169:2                            | 68:1 69:1          |
| 44:3 45:6   | Z                    | 89:4 142:17             | 97:1 98:1   | 203:1 204:1        | 213:20              | 30,000                           | 70:1 71:1          |
| 45:19 46:22 | zero 80:25           | 147:19,24               | 99:1 100:1  | 205:1 206:1        | <b>20's</b> 60:3    | 176:16                           | 72:1 73:1          |
| 48:9,12,20  | <b>zip</b> 95:22     | 156:3                   | 101:1 102:1 | 207:1 208:1        | <b>200</b> 49:17    | 206:3                            | 74:1 75:1          |
| 48:22 49:3  | 96:6,7,16            | 219:24                  | 103:1 104:1 | 209:1 210:1        | 68:22               | 214:12                           | 76:1 77:1          |
| 49:6 50:24  | 97:3 98:23           | 220:20                  | 105:1 106:1 | 211:1 212:1        | 130:21,21           | <b>300</b> 79:20                 | 78:1 79:1          |
| 50:25 51:18 | 188:10,11            | <b>16,000</b> 80:8      | 107:1 108:1 | 213:1 214:1        | <b>2005</b> 148:25  | 83:2 118:18                      | 80:1 81:1          |
| 56:22 57:20 | 188:12,13            | <b>160101</b> 1:18      | 109:1 110:1 | 215:1 216:1        | <b>2007</b> 14:13   | 176:12                           | 82:1 83:1          |
| 59:11,24    | 188:14               | 2:8 3:1 4:1             | 111:1 112:1 | 217:1 218:1        | 34:8                | <b>32</b> 191:16                 | 84:1 85:1          |
| 60:4 64:24  | 191:16               | 5:1 6:1 7:1             | 113:1 114:1 | 219:1 220:1        | <b>201</b> 79:18    | <b>325</b> 92:24                 | 86:1 87:1          |
| 65:6,20     | zone 192:7,13        | 8:1 9:1 10:1            | 115:1 116:1 | 221:1 222:1        | <b>2010</b> 14:13   | <b>329</b> 206:24                | 88:1 89:1          |
| 67:7,10,16  | 192:15               | 11:1 12:1               | 117:1 118:1 | 223:1 224:1        | <b>2011</b> 14:10   | 33,000                           | 90:1 91:1          |
| 68:2,4,23   | zones 28:23          | 13:1 14:1               | 119:1 120:1 | <b>166</b> 106:25  | 14:15,16            | 108:21,23                        | 92:1 93:1          |
| 69:3,10,13  | 192:14               | 15:1 16:1               | 121:1 122:1 | <b>16th</b> 107:10 | 33:13               | <b>340</b> 68:20                 | 94:1 95:1          |
| 69:16,24    |                      | 17:1 18:1               | 123:1 124:1 | 197:7              | <b>2013</b> 105:22  | <b>35</b> 169:2                  | 96:1 97:1          |
| 70:2,12,20  | 0                    | 19:1 20:1               | 125:1 126:1 | <b>17</b> 73:25    | <b>2014</b> 34:8    | 35,000                           | 98:1 99:1          |
| 70:22 71:9  |                      | 21:1 22:1               | 127:1 128:1 | 78:14 87:23        | <b>2015</b> 9:20    | 206:17                           | 100:1 101:1        |
| 71:13,21    | 1                    | 23:1 24:1               | 129:1 130:1 | 118:21             | 73:22 77:9          | <b>351</b> 9:25                  | 102:1 103:1        |
| 72:3,6,12   | <b>1</b> 43:12 44:10 | 25:1 26:1               | 131:1 132:1 | 151:17             | 77:17 79:16         | <b>37</b> 174:3                  | 104:1 105:1        |
| 72:14,20,22 | 78:12,14             | 27:1 28:1               | 133:1 134:1 | 152:5 154:3        | <b>2016</b> 1:8     | <b>38</b> 65:8                   | 106:1 107:1        |
| 73:6,15,21  | 107:20               | 29:1 30:1               | 135:1 136:1 | <b>18</b> 1:8 14:9 | 77:18 79:19         |                                  | 108:1 109:1        |
|             | <b>1,000</b> 73:14   |                         |             |                    | 107:2               | 4                                |                    |
| L           |                      | •                       |             | •                  | •                   |                                  |                    |

|             |                     |                     |     |   |   |   | Page | 30 |
|-------------|---------------------|---------------------|-----|---|---|---|------|----|
|             | I                   | I                   | ı ı | I | i | İ |      |    |
| 110:1 111:1 | 216:1 217:1         |                     |     |   |   |   |      |    |
| 112:1 113:1 | 218:1 219:1         | <b>7:00</b> 90:19   |     |   |   |   |      |    |
| 114:1 115:1 | 220:1 221:1         | <b>70</b> 73:11,23  |     |   |   |   |      |    |
| 116:1 117:1 | 222:1 223:1         | 700,000             |     |   |   |   |      |    |
| 118:1 119:1 | 224:1               | 176:15              |     |   |   |   |      |    |
| 120:1 121:1 | <b>4:55</b> 224:17  | <b>76</b> 74:2      |     |   |   |   |      |    |
| 122:1 123:1 | <b>40</b> 34:10     |                     |     |   |   |   |      |    |
| 124:1 125:1 | 118:21              | 8                   |     |   |   |   |      |    |
| 126:1 127:1 | 169:3               | <b>8</b> 106:8      |     |   |   |   |      |    |
| 128:1 129:1 | 196:16              | <b>8,000</b> 88:24  |     |   |   |   |      |    |
| 130:1 131:1 | 40,000              | <b>8,812</b> 73:18  |     |   |   |   |      |    |
| 132:1 133:1 | 206:17              | <b>80</b> 181:19    |     |   |   |   |      |    |
| 134:1 135:1 | 214:12              | 80-page             |     |   |   |   |      |    |
| 136:1 137:1 | <b>400</b> 1:7      | 210:9               |     |   |   |   |      |    |
| 138:1 139:1 | 130:22              | <b>83</b> 93:13     |     |   |   |   |      |    |
| 140:1 141:1 | 400,000             | 8th 8:22            |     |   |   |   |      |    |
| 142:1 143:1 | 176:22              | 71:13               |     |   |   |   |      |    |
| 144:1 145:1 | <b>41</b> 137:15,16 |                     |     |   |   |   |      |    |
| 146:1 147:1 | 137:17              | 9                   |     |   |   |   |      |    |
| 148:1 149:1 | <b>42</b> 12:23     | <b>9</b> 77:9       |     |   |   |   |      |    |
| 150:1 151:1 | <b>43</b> 79:7      | <b>9,000</b> 80:10  |     |   |   |   |      |    |
| 152:1 153:1 | 196:23              | <b>9,400</b> 206:21 |     |   |   |   |      |    |
| 154:1 155:1 | <b>45</b> 219:11    | <b>90</b> 73:18,25  |     |   |   |   |      |    |
| 156:1 157:1 | 220:5               | 91:10               |     |   |   |   |      |    |
| 158:1 159:1 | <b>46,000</b> 89:3  | 93,000              |     |   |   |   |      |    |
| 160:1 161:1 |                     | 108:24              |     |   |   |   |      |    |
| 162:1 163:1 | 5                   | <b>94</b> 77:9      |     |   |   |   |      |    |
| 164:1 165:1 | <b>5</b> 106:25     |                     |     |   |   |   |      |    |
| 166:1 167:1 | <b>5.4</b> 18:17    |                     |     |   |   |   |      |    |
| 168:1 169:1 | <b>50</b> 85:3,5,7  |                     |     |   |   |   |      |    |
| 170:1 171:1 | <b>50,000</b> 106:3 |                     |     |   |   |   |      |    |
| 172:1 173:1 | 197:8               |                     |     |   |   |   |      |    |
| 174:1 175:1 | <b>500</b> 68:16    |                     |     |   |   |   |      |    |
| 176:1 177:1 | 501(c)(3)'s         |                     |     |   |   |   |      |    |
| 178:1 179:1 | 203:5               |                     |     |   |   |   |      |    |
| 180:1 181:1 | <b>51</b> 32:23     |                     |     |   |   |   |      |    |
| 182:1 183:1 | <b>54</b> 194:24    |                     |     |   |   |   |      |    |
| 184:1 185:1 | <b>59th</b> 211:10  |                     |     |   |   |   |      |    |
| 186:1 187:1 | 211:12              |                     |     |   |   |   |      |    |
| 188:1 189:1 |                     |                     |     |   |   |   |      |    |
| 190:1 191:1 | 6                   |                     |     |   |   |   |      |    |
| 192:1 193:1 | <b>6</b> 74:12 82:2 |                     |     |   |   |   |      |    |
| 194:1 195:1 | 6-year-old          |                     |     |   |   |   |      |    |
| 196:1 197:1 | 181:5               |                     |     |   |   |   |      |    |
| 198:1 199:1 | <b>6,000</b> 82:6   |                     |     |   |   |   |      |    |
| 200:1 201:1 | <b>600</b> 91:7     |                     |     |   |   |   |      |    |
| 202:1 203:1 | <b>63</b> 118:23,24 |                     |     |   |   |   |      |    |
| 204:1 205:1 | <b>66</b> 23:4      |                     |     |   |   |   |      |    |
| 206:1 207:1 | 6th 8:22            |                     |     |   |   |   |      |    |
| 208:1 209:1 |                     |                     |     |   |   |   |      |    |
| 210:1 211:1 | 7                   |                     |     |   |   |   |      |    |
| 212:1 213:1 | <b>7</b> 81:20      |                     |     |   |   |   |      |    |
| 214:1 215:1 | <b>7,000</b> 80:11  |                     |     |   |   |   |      |    |
| 1           | 88:23               |                     |     |   |   |   |      |    |
|             | l                   | l                   | l l | ļ |   |   |      |    |