COUNCIL OF THE CITY OF PHILADELPHIA

SPECIAL COMMITTEE ON CRIMINAL JUSTICE REFORM

Room 400, City Hall Philadelphia, Pennsylvania Friday, June 9, 2017 10:21 a.m.

PRESENT:

COUNCILMAN CURTIS JONES, JR. - CHAIR
COUNCILMAN KENYATTA JOHNSON
CHIEF DEFENDER KEIR BRADFORD-GREY - COCHAIR
KEVIN BETHEL, SENIOR POLICY ADVISOR- COCHAIR
DEAN JOHN HOLLWAY, QUATTRONE CENTER
RICHARD MCSORLEY, CRIMINAL TRIAL DIVISION
REVEREND ADAN MAIRENA, MINISTRY DIRECTOR
RICHARD PODJUSKI, BOARD OF PROBATION PAROLE
HONORABLE BENJAMIN LERNER, RETIRED
TARIQ EL-SHABAZZ, ESQ.
JULIE WERTHEIMER, MAYOR'S MANAGING DIRECTOR
OFFICE

RESOLUTIONS: 160101

- 1 - -
- 2 COUNCILMAN JONES: Good morning, ladies
- 3 and gentleman. This is a hearing that's
- 4 being called to order. We are convening the
- 5 Special Committee on Criminal Justice
- 6 Reform. I recognize the presence of a
- 7 quorum.
- 8 I'd like to just say -- I think this
- 9 might be our dozenth meeting. And I think a
- 10 year and a half has gone by. We have done
- 11 hundreds of discussions on the phone and
- 12 visits elsewhere. And I want to -- I just
- 13 want to take a moment to thank the
- 14 Committee. And I want to thank the
- 15 respective staffs that have been a part of
- 16 it, that have helped us kind of move the
- 17 needle in the right direction.
- 18 And what do I mean by that? There is a
- 19 story -- and let me precursor this with
- 20 saying this has no reflection on my
- 21 Committee members nor my Councilmembers nor
- 22 anybody in Washington, DC. So, I said that
- 23 for the record. But there is the 100 monkey
- 24 effect. And what -- I said -- I didn't mean

- 1 it to mean anybody.
- So, but what it is about is the belief
- 3 that at a point when a new behavior comes
- 4 and was supposed to be about monkeys that
- 5 actually ate oysters, and they couldn't
- 6 figure out how to open the oyster. And one
- 7 smart monkey took a rock and actually broke
- 8 open the oyster, was able to get its
- 9 contents, wash it out in the sea. And
- 10 another monkey saw it and imitated that
- 11 behavior, and then another and another. By
- 12 the 100th monkey, it became the collective
- 13 consciousness, this is how it is done.
- 14 Well, if you look at criminal justice, I
- 15 don't know if the first behavioral change
- 16 was with the Criminal Justice Advisory
- 17 Board, CJAB. I don't know if the first
- 18 change was when Darrell Clarke appointed
- 19 this or whether it was when Barack Obama
- 20 went into a federal penitentiary and said,
- 21 we can't arrest our way out of this or prior
- 22 commissioners even said we can't arrest our
- 23 way out of. We need to do something
- 24 different.

- 1 But what I know is that since then, we
- 2 have had this Committee. We have had every
- 3 district attorney candidate that ran talk
- 4 about some aspect of your work, most of them
- 5 with the majority of the work that is being
- 6 done. So, there is a collective
- 7 consciousness that is changing towards
- 8 criminal justice that I think is definitely
- 9 for the better. It could have been the
- 10 Prison Commissioner deciding that we had a
- 11 federal injunction. I don't know where it
- 12 started. I can tell you it is here. It is
- 13 a good feeling.
- One of the quotes that I share with my
- 15 members and the co-chairs in particular is
- 16 that in my body of elected officials and
- 17 counts, you have several types. Some of
- 18 them really want to save souls. And I'm not
- 19 going to say who they are. But everything
- 20 out of their mouth is let's open all of the
- 21 jails and let's do all of the things we need
- 22 to do to restore a sense of wholistic
- 23 justice.
- 24 And then I have some that are very much

- 1 more conservative. Do you see how much this
- 2 stuff is costing? And we need to save
- 3 money. Some want to save souls, some want
- 4 to save money. But the work of this
- 5 Committee allows us to agree that we can
- 6 accommodate both of those worthwhile goals
- 7 in a common purpose. And so, that's why
- 8 this work has been so gratifying to me.
- 9 I want to allow anyone on the panel, in
- 10 particular my co-chairs to have an opening
- 11 statement.
- 12 Ms. Grey.
- 13 MS. BRADFORD-GREY: Thank you,
- 14 Councilman Jones. I, too, want to echo your
- 15 sentiments. I think the collective will of
- 16 our City in terms of looking at how do we
- 17 get better outcomes from our system is
- 18 meshing together. I mean, whether it be
- 19 from the leadership onto the coalitions that
- 20 have brought a lot of information to the
- 21 general public. I do want to give a shot
- 22 out to the No 215 Coalition in the back
- 23 there that have been really understanding
- 24 the reform movements that are going around

- 1 the country and bringing that information in
- 2 really digestible bites so that the
- 3 community who doesn't do this work every day
- 4 really understands how to help build the
- 5 capacity to move towards better practices.
- 6 And then, of course, I definitely want
- 7 to thank our Criminal Justice Advisory Board
- 8 and the Mayor's Office as well as City
- 9 Council, the Prisons, Police, everyone who
- 10 came together to start figuring out what we
- 11 can do to make our system run more
- 12 effectively, efficiently and be more
- 13 fundamentally fair. I think we all agree
- 14 that some of the practices that we've been
- 15 engaged in over the past two decades have
- 16 not really given us the return on investment
- 17 that we want.
- And so, to sit down and look at our own
- 19 individual organizations and really say how
- 20 can we do better, that's what real
- 21 leadership is. It's really looking at
- 22 things and not just doing it because you
- 23 said this is what I want to do, but
- 24 evaluating what you are doing and saying, I

- 1 can do it differently and I can enhance what
- 2 I'm doing. Being a better version of
- 3 ourselves is what I love being a part of.
- 4 So, I just want to thank you very much.
- 5 MR. BETHEL: So, I will keep my comments
- 6 very brief. Coming from Philadelphia Police
- 7 Department Deputy Commission and sitting on
- 8 the other side with that team over there, I
- 9 just want to commend the MacArthur
- 10 Foundation and the team that is going to
- 11 present today. I get that opportunity to.
- 12 And for those who don't know, there is a lot
- 13 of work put into this process. And folks
- 14 don't really know behind the scene, there is
- 15 a lot of work. But coming from that is a
- 16 strong collaboration.
- 17 What you will see today is a groups of
- 18 folks over on the other side who have worked
- 19 together. We have argued in the rooms
- 20 together. We have made some decisions that
- 21 we didn't like, but we all knew that it was
- 22 for a common purpose. And it was a
- 23 purpose-driven strategy. And so, I just
- 24 want to on behalf of myself personally and

- 1 as part of this Committee, commend the group
- 2 coming up here today to share with the
- 3 public a lot of the good things that are
- 4 going on behind the scenes. It was just not
- 5 a policing issue anymore. The issue of
- 6 what's going on in the criminal justice
- 7 system goes well beyond just policing. That
- 8 is just the front end of the system. But to
- 9 watch the work that is being done behind the
- 10 scenes is such an effective -- and how
- 11 effectively it's being done, should be
- 12 commended. Today is a day about sharing
- 13 that information about what you are doing.
- 14 So that is my edict, and I will stand by it
- 15 and pass it over to you.
- 16 COUNCILMAN JONES: So, are there any
- 17 other Members of the Committee that would
- 18 like to say something?
- 19 Seeing none, will the clerk please --
- 20 oh, Tariq Shabazz.
- 21 MR. EL-SHABAZZ: The only thing I want
- 22 to put on the record is simply this. That
- 23 criminal justice reform is public safety,
- 24 and public safety is criminal justice

- 1 reform. Oftentimes when there's a view as
- 2 to criminal justice reform, it's looked upon
- 3 as if there is a victim-less reform. In
- 4 other words, the victims are not taken into
- 5 consideration. But when we look at the
- 6 format of what our criminal justice system
- 7 is, we see that the victims come in every
- 8 shape and every form. And that those
- 9 individuals that are family members that
- 10 lose their fathers because their fathers are
- 11 arrested, are victims as well, as well as
- 12 that individual that walks down the street
- and, in fact, is robbed and injured to such
- 14 a degree that their family suffers.
- 15 So in viewing these recommendations and
- 16 viewing the work of the Criminal Justice
- 17 Reform Committee, I just want you to review
- 18 it in a broad scope. And that scope is that
- 19 criminal justice reform, common sense
- 20 realistic criminal justice reform is, in
- 21 fact, public safety.
- 22 That's all I had, Mr. Chair.
- 23 COUNCILMAN JONES: That is a fine
- 24 comment. Seeing no other further comments,

- 1 will the clerk please rad the title of the
- 2 resolution.
- 3 THE CLERK: Resolution 160101: A
- 4 resolution appointing members to the
- 5 "Special Committee on Criminal Justice
- 6 Reform, " who will conduct public hearings
- 7 examining the Philadelphia criminal justice
- 8 system for the impact of current policies
- 9 and offer recommended strategies for reform
- 10 that are in the best interest of public
- 11 safety and the public good.
- 12 COUNCILMAN JONES: So, the reason why we
- 13 are here today is the -- two years ago the
- 14 City received a \$3.5 million grant from the
- 15 MacArthur Foundation. And the challenge as
- 16 I understand it was primarily to reduce the
- 17 prison population by 34 percent. They
- 18 created a group of justice league partners
- 19 that have gone about that work, including
- 20 members of the Managing Directors Office
- 21 including Judge Lerner, the District
- 22 Attorney's Office, the Defender's Office to
- 23 work towards that goal. Members of the
- 24 judiciary all -- the prison all became a

- 1 part of this work group to do that.
- 2 So, I am excited for them to share
- 3 publicly some of the good works that they
- 4 are doing and the direction that this City
- 5 hopefully will adopt and go in. So with
- 6 that, can the members -- can you read the
- 7 panel to testify, Ms. Williams.
- 8 THE CLERK: The first panel will be
- 9 Rachael Eisenberg, Dr. Jaime Henderson and
- 10 our beloved Julie Wertheimer.
- 11 (Panel approaches Table.)
- 12 COUNCILMAN JONES: "Beloved." That's
- 13 the title that was earned over time,
- 14 definitely. Thank you, ladies, for joining
- 15 us. Whatever order you'd like to begin your
- 16 testimony, just remember state your name for
- 17 the record so that the clerk can memorialize
- 18 your statement.
- 19 MS. WERTHEIMER: Julie Wertheimer, Chief
- 20 of Staff Criminal Justice, City of
- 21 Philadelphia. And I just want to take the
- 22 opportunity before we begin to thank the
- 23 Committee and you, Councilman Jones, for
- 24 giving us the opportunity to present the

- 1 work we have been doing so far one year into
- 2 implementation and really two-plus years
- 3 into this endeavor and several more years
- 4 behind that, that allowed us to get to this
- 5 point of collaboration. And with us today
- 6 are over a dozen members of the
- 7 implementation team representing all of the
- 8 different criminal justice agencies
- 9 throughout the City who you will hear from
- 10 as we go through this update.
- 11 MS. EISENBERG: Councilman, Members of
- 12 the Committee, my name is Rachael Eisenberg.
- 13 I'm the project manager for the MacArthur
- 14 Safety and Justice Challenge with the
- 15 Managing Director's Office of Criminal
- 16 Justice.
- DR. HENDERSON: Hi, good morning. I'm
- 18 Jaime Henderson, the Director of Research
- 19 and Development for the First Judicial
- 20 District.
- 21 COUNCILMAN JONES: Welcome.
- MS. EISENBERG: So, the process of the
- 23 Safety and Justice Challenge in Philadelphia
- 24 really began in spring of 2015. The

- 1 MacArthur Foundation launched a national
- 2 initiative that has, you know, developed
- 3 into a approximately hundred million dollar
- 4 investment across the country where
- 5 jurisdictions are seeking to safely reduce
- 6 the size of their local jail populations and
- 7 reduce the rate of racial, ethnic and
- 8 economic disparities in the criminal justice
- 9 system overall.
- 10 As the process began, 191 jurisdictions
- 11 across the country applied to be part of the
- 12 MacArthur's initial planning grant process.
- 13 Twenty jurisdictions were selected to
- 14 participate in a planning endeavor. And ten
- 15 jurisdictions at that point after the
- 16 planning process were awarded implementation
- 17 grants. At this point, like I mentioned,
- 18 there are 10 implementation sites across the
- 19 country. And those are noted in blue on the
- 20 slide. There are also 10 partner sites
- 21 which represent those that went through the
- 22 planning process and continue to work
- 23 towards implementation. And then the
- 24 foundation also launched an innovation

- 1 program where jurisdictions across the
- 2 country can apply for small grants. Those
- 3 are noted in grey where jurisdictions are
- 4 doing small -- smaller innovation projects.
- 5 MS. WERTHEIMER: So, this process really
- 6 started in about January of 2015 when
- 7 MacArthur Foundation announced what was
- 8 originally a \$75 million investment. Now
- 9 it's grown to over a hundred million dollars
- 10 to address the issue of mass incarceration
- 11 across the country. And at that point, they
- 12 put out a request for proposals for the
- 13 jurisdictions. And CJAB under the
- 14 leadership of President Judge Woods-Skipper
- 15 convened a small group to explore and then
- 16 ultimately decide to apply and put together
- 17 an application for the planning phase.
- 18 That was submitted in March of 2015.
- 19 And in May of 2015, we were notified that we
- 20 were one of those 20 sites that received
- 21 \$150,000 planning grant which kicked off a
- 22 seven-month intensive planning phase where
- 23 we met at least weekly a large group of us
- 24 representing all of the different agencies:

- 1 Pretrial Services, Probation, Municipal
- 2 Court, Court of Common Pleas, Police, Prison
- 3 Department of Behavioral Health, DA,
- 4 Defender. And I list all of those to make
- 5 the point that this has really been
- 6 collaborative from the start.
- 7 And during that planning phase, we also
- 8 did a deep dive on some data and put
- 9 together a snapshot which Dr. Henderson will
- 10 discuss the data a little bit more shortly.
- 11 But based on that information, the
- 12 foundation gave us the target of a
- 13 34 percent reduction over three years. They
- 14 gave individualized targets to each
- 15 jurisdiction that had a planning grant as
- 16 the basis for creating the application. And
- 17 we should note that we have the most
- 18 aggressive reduction goal out of all the
- 19 sites.
- We found out in April of 2016 with the
- 21 start date of May 1, 2016, that we were
- 22 awarded a \$3.5 million grant to enact our
- 23 plan, was a \$4 million plan which I will
- 24 discuss shortly. It's a two-year grant in

- 1 terms of the money, but it's three years in
- 2 terms of the project timeline to reach that
- 3 34 percent target goal that was stated in
- 4 the application. And so, we just concluded
- 5 the first year of implementation on May 1,
- 6 which is why this is an appropriate time to
- 7 provide you with this update.
- 8 I will also note that both the City and
- 9 the First Judicial District contributed over
- 10 \$2 million in matching funds both in kind
- 11 and new cash. And Mayor Kenney has also
- made the commitment to make up the \$500,000
- 13 differential between the \$4 million plan and
- 14 the \$3.5 million award.
- So to give you just more of a sense of
- 16 the governance involved in this, we have an
- implementation team that meets monthly with
- 18 over 30 members representing all the
- 19 different agencies that then reports out to
- 20 the Criminal Justice Advisory Board, which
- 21 meets about seven times a year. Under the
- 22 implementation team, we have a work group
- 23 for each of the six strategies as well as a
- 24 community engagement work group and a

- 1 communications team to manage all the
- 2 different aspects of this. And you will
- 3 hear from each of the six strategy related
- 4 workgroups.
- 5 MS. EISENBERG: As Julie mentioned, the
- 6 Philadelphia specific reform plan includes
- 7 six overarching strategies and 19 different
- 8 programs, 12 of which have launched at this
- 9 time. And so, the strat -- the initiatives
- 10 are organized under the six overarching
- 11 strategies.
- 12 The first is to reduce the incarceration
- 13 for pretrial defendants. The second is to
- 14 create efficiencies in case processing. The
- 15 third, to address violations of probation.
- 16 The fourth, to reduce racial and ethnic
- 17 disparities. The fifth, to address special
- 18 populations. And the sixth, to improve
- 19 cross-system data capacity.
- 20 MS. WERTHEIMER: And so, this might be a
- 21 little difficult to read from here, but
- 22 hopefully you can read on the slide. This
- is a chart created by the research unit, the
- 24 First Judicial District showing a decrease

- 1 in our jail population from January of 2015
- 2 when the foundation originally let the RFP
- 3 through May of this year. And what I will
- 4 point out is the white lines mark the
- 5 beginning of the planning and implementation
- 6 phases respectively, and then the orange
- 7 show when each of the twelve initiatives
- 8 that are now underway are rolled out. And
- 9 now that we have moved onto data, I am going
- 10 to pass it on to Dr. Henderson.
- DR. HENDERSON: Thank you.
- 12 COUNCILMAN JONES: Did you guys practice
- 13 this?
- 14 MS. WERTHEIMER: No. We just spend this
- 15 much time together.
- MR. HOLLWAY: So, just a clarifying
- 17 question to make sure I understand. Is the
- 18 MacArthur goal jail and prison population
- 19 reduction? Or is it one or the other?
- 20 MS. WERTHEIMER: This is about the
- 21 county jail population.
- MR. HOLLWAY: Okay.
- MS. WERTHEIMER: The six facilities on
- 24 State Road.

- 1 MR. HOLLWAY: Thank you.
- 2 DR. HENDERSON: I am going to take a few
- 3 minutes to illustrate the decline and
- 4 describe what our prison population in
- 5 Philadelphia currently looks like, and how
- 6 it's changed since MacArthur efforts have
- 7 begun in Philadelphia. With the caveat that
- 8 as shown here, not all our implementations
- 9 have been launched. And we still have a
- 10 good bit of work to do.
- 11 During the planning phase in the summer
- of 2015, we used a detailed prison snapshot
- 13 that was previously mentioned to dissect the
- 14 population and help us make decisions about
- 15 initiatives we should undertake to safely
- 16 reduce the prison population in
- 17 Philadelphia. The snapshot from 2015 is
- 18 referred to as our baseline. It's our
- 19 beginning point for our statistical
- 20 purposes.
- 21 Each month we take the prison census
- 22 file from the last day of the month to
- 23 generate the statistical reports. Our
- 24 initiatives focus on four groups of

- 1 individuals who are in prison -- pretrial,
- 2 detainers, sentenced and seriously mentally
- 3 ill. And we use the acronym SMI to refer to
- 4 that population.
- 5 As previously mentioned, Philadelphia's
- 6 reduction benchmark is 34 percent over three
- 7 years. At the end of last month, our prison
- 8 population was 6,604 people which translates
- 9 to an 18.3 percent reduction in the total
- 10 population. We are over halfway there. But
- 11 as I previously stated, not all of the
- 12 initiatives have been launched. And there's
- 13 a lot of work that lies ahead of us.
- 14 The bar at the top reflects the change
- in the average daily population for each
- 16 month from January 2015 to May of this year.
- 17 The lighter the shade of blue, the lower the
- 18 average daily population for that month.
- 19 The arrow depicts the total population for
- 20 our baseline, which is from July 2015 where
- 21 we had 8,082 individuals incarcerate. And
- 22 the current population from the end of
- 23 May 2017, which we had 6,604 individuals
- 24 incarcerated. Again, that's 18.3 percent

- 1 reduction from the beginning of our efforts.
- We know that the pretrial population is
- 3 of great interest. And we have numerous
- 4 initiatives directed towards reducing the
- 5 size of this group. I'm going to spend a
- 6 few minutes describing the pretrial group to
- 7 correct previous information that has been
- 8 presented to this Committee and also
- 9 appeared in various media outlets.
- 10 31 -- 30.1 percent of the total
- 11 population is there because of an open case.
- 12 This figure includes those charged with
- 13 murder. It does not include those with
- 14 detainers. Since July of 2015, we have seen
- 15 a 4.4 percent proportional decrease in this
- 16 population. Now if you remove individuals
- 17 who are charged with murder, since they are
- 18 held during their trials, then the pretrial
- 19 population on excluding murder charges and
- 20 detainers is 25.5 percent of the total
- 21 population. Let me say that again because
- 22 this figure is the most commonly misquoted
- 23 and misrepresented. 25.5 percent of the
- 24 prison population is there on cash bail with

- 1 open cases, no detainers and no murder
- 2 charges.
- For our intents and purposes, we are
- 4 very concerned with this group. There has
- 5 been a 12 percent proportional reduction in
- 6 the size of this group since July of 2015.
- 7 That is roughly 670 fewer individuals held
- 8 in prison on cash bail. Let's drill down a
- 9 bit more on this pretrial population and
- 10 take a look at people with cash bail amounts
- 11 of \$50,000 or less.
- 12 Currently, 8.1 percent of the total
- 13 population has a cash bail of \$50,000 or
- 14 less. The size of this group has decreased
- 15 by 22.6 percent since July of 2015. At the
- 16 end of last month, just under 2 percent of
- 17 the total population had a cash bail of
- 18 \$5,000 or less. While we have made progress
- 19 in this area and have initiatives such as
- 20 early bail review to target this population,
- 21 we still have more work to do so that people
- 22 are not held solely because they cannot
- 23 afford cash bail.
- 24 Moving onto detainers and the prison

- 1 population. Roughly half of the prison
- 2 population has a detainer of some sort.
- 3 This figure includes detainers from other
- 4 jurisdictions. Also of note with this
- 5 group, a majority of them have open cases
- 6 both from Philadelphia or from another
- 7 jurisdiction. They're a dynamic bunch. As
- 8 shown here on the slide, the proportion of
- 9 people with detainers in the prison has
- 10 increased over the past couple of years.
- 11 But the overall volume is down from July of
- 12 2015. So even though we have got over 300
- 13 fewer people in jail with a detainer, the
- 14 proportion has increased because other
- 15 sections of the population has decreased at
- 16 a faster rate. Currently, 18.3 percent of
- 17 the prison population is serving a sentence
- 18 of some sort. The size of this group has
- 19 decreased by 8.5 percent over the past two
- 20 years.
- 21 And last but not least is the seriously
- 22 mentally ill or SMI population. This group
- 23 of individuals have been deemed seriously
- 24 mentally ill during the intake process at

- 1 prison. Here, unlike any other category of
- 2 people that I have mentioned previously,
- 3 both the volume or the number and proportion
- 4 of SMI people have increased since July of
- 5 2015. We have seen a 28.9 percent increase
- 6 in the proportion of people who are SMI in
- 7 our prison. This group includes a mix of
- 8 individuals from the previous three groups
- 9 that I just discussed: Pretrial, detainers
- 10 and sentenced.
- 11 These numbers are general categories
- 12 which somewhat oversimplifies our prison
- 13 population, which is actually very complex
- 14 and which is why we needed 19 different
- 15 initiatives to reduce our jail population.
- 16 At this time, we will shift to our specific
- 17 strategy updates.
- MS. WERTHEIMER: So, we are happy to
- 19 take any questions about the background and
- 20 introduction before we move on to the next
- 21 panel.
- 22 MR. EL-SHABAZZ: Thank you. I wanted to
- 23 talk with you about the SMI. Is it
- 24 affected, this population affected by what

- 1 is happening at Norristown? Is Norristown
- 2 considered those that are confined to
- 3 Norristown -- is that attributed -- and from
- 4 Philadelphia County, are they attributed to
- 5 the numbers in Philadelphia County?
- 6 And are the outside services that are
- 7 being looked at with respect to having
- 8 individuals that are seriously mentally ill
- 9 but have the capacity to be -- to not be
- 10 confined but to be -- to seek treatment, is
- 11 that one of the things that isn't included
- 12 in this?
- MS. WERTHEIMER: So, I would actually
- 14 ask if we could hold answering that question
- 15 until the panel that represents the
- 16 initiatives that deal with the SMI
- 17 population is here including representatives
- 18 the Department of Behavioral Health.
- 19 MR. EL-SHABAZZ: Let me write it down so
- 20 I won't forget it.
- 21 MS. WERTHEIMER: Because they will able
- 22 to provide that information in their
- 23 presentation. And also, be able to more
- 24 comprehensively answer that for you.

- 1 MR. EL-SHABAZZ: Absolutely. Thank you.
- 2 COUNCILMAN JONES: Any other questions?
- 3 MR. HOLLWAY: Yeah, I have one. I just
- 4 want to make sure I understand the data a
- 5 little bit.
- If the open cases with no detainers is
- 7 depending on whether you are including
- 8 murder 25 or 30 percent, why is the open
- 9 population with detainers 70 percent --
- 10 50 percent instead of 70 percent? See what
- 11 I'm saying. Shouldn't that be 100 percent
- 12 open cases with or without detainers?
- DR. HENDERSON: Say that again?
- MS. EISENBERG: Which figure are you
- 15 discussing?
- MR. HOLLWAY: You start with open cases
- 17 with no detainers including murder as
- 18 30 percent.
- 19 DR. HENDERSON: Right.
- 20 MR. HOLLWAY: Okay. So then four slides
- 21 later, the population with detainers is
- 22 50 percent. So, that leaves 20 percent
- 23 unaccounted for on a binary thing, if I
- 24 understand it right. I'm missing something.

- 1 DR. HENDERSON: Okay. So, the question
- 2 is when you're looking at -- why don't the
- 3 30 percent and the --
- 4 MR. HOLLWAY: 50 percent.
- DR. HENDERSON: 50 percent?
- 6 MR. HOLLWAY: That's with
- 7 detainers/without detainers and other --
- 8 DR. HENDERSON: There are other
- 9 proportions of the population that are not
- 10 represented in these figures such as holds
- 11 from other counties, material witnesses.
- 12 This isn't the whole entire population that
- is being presented. These are just the
- 14 groups that we are focusing on for our
- 15 initiatives.
- 16 Does that answer your question?
- 17 MR. HOLLWAY: I think so. At some
- 18 point, I will circle back to what the other
- 19 people are. Thank you.
- 20 MS. EISENBERG: In addition, 20 percent
- 21 of the population or 18.3 percent of the
- 22 population are sentenced. So, that's a
- 23 category that is distinct from the ones that
- 24 you just mentioned.

- 1 MR. HOLLWAY: But this is open cases
- 2 with or without detainers. So, the
- 3 sentencing population shouldn't be in that.
- 4 DR. HENDERSON: Right. The sentence
- 5 population is not included with those.
- 6 That's separate.
- 7 MR. PODGUSKI: So, I just heard that of
- 8 that detainer population, that is either or
- 9 that is a person who is currently serving a
- 10 sentence with a detainer from another
- 11 jurisdiction, or a person with an open
- 12 charge with a detainer from another
- 13 jurisdiction.
- 14 COUNCILMAN JONES: Excuse me. Hold it.
- 15 For the first time when everybody speaks,
- 16 you have to say your name so that --
- 17 MR. PODGUSKI: Oh, I'm sorry. Rich
- 18 Podguski, State Parole.
- DR. HENDERSON: Okay. So, the question
- 20 is -- can you please restate the question?
- 21 MR. PODGUSKI: So, is that population
- 22 individuals who are serving a sentence with
- 23 the detainer from another population or an
- 24 open charge with a cash bail?

- 1 DR. HENDERSON: Those are people with
- 2 open cases. That does not include the
- 3 sentence population.
- 4 MR. PODGUSKI: I'm sorry?
- 5 DR. HENDERSON: That does not include
- 6 any of the sentence population.
- 7 MR. PODGUSKI: And my second question is
- 8 concerning the mental -- the seriously
- 9 mental ill population. Do you have any
- 10 sense of a breakdown in terms of their cases
- in terms of misdemeanors or felonies?
- 12 DR. HENDERSON: No. That's not
- 13 something I have readily available.
- MR. PODGUSKI: Okay. Thank you.
- 15 COUNCILMAN JONES: Okay. Wait a minute,
- 16 that's it? Hold it. I'm sorry.
- 17 Of the 19 reforms, which ones have not
- 18 started? You said 12 have already begun.
- 19 MS. WERTHEIMER: Right.
- 20 COUNCILMAN JONES: What's the remainder?
- 21 MS. WERTHEIMER: So if you want to refer
- 22 to the slide right before the decline graph,
- 23 it should note on there with an asterisk
- 24 which ones have launched to date, so --

- 1 there is a comprehensive list there.
- 2 Anything that does not have a star next to
- 3 it are the things that have not yet
- 4 launched.
- 5 COUNCILMAN JONES: So, let's dig down
- 6 deeper into these reforms because I think
- 7 they're significant.
- For example, risk assessment tool.
- 9 Where are we -- what phase are we in with
- 10 that?
- 11 MS. WERTHEIMER: So, Councilman, I would
- 12 like to defer to the next panel which is
- 13 going to go into strategy one in-depth for
- 14 you.
- 15 COUNCILMAN JONES: Okay. Does that
- 16 include most of the things up there?
- 17 MS. WERTHEIMER: So, what the rest of
- 18 the presentation is going to include are --
- 19 there is going to be six more panels, each
- 20 one representing the strategies you see on
- 21 that chart.
- 22 COUNCILMAN JONES: Thank you very much
- 23 for your testimony.
- MS. WERTHEIMER: Thank you.

- 1 COUNCILMAN JONES: Wait a minute. I'm
- 2 sorry, Ms. Grey.
- 3 MS. BRADFORD-GREY: I wanted to ask --
- 4 this is great that we are reducing our
- 5 prison population. But is there any studies
- 6 about how that's working out in terms of
- 7 commitment to public safety? Are people
- 8 coming back? Or has there been any
- 9 discussion on whether or not there's a
- 10 savings generated, and will that be used to
- 11 increase treatment in communities so that
- 12 the people who are coming out can get the
- 13 benefit of increased treatment
- 14 opportunities?
- MS. WERTHEIMER: So, I will speak to the
- 16 second question first.
- With regards to savings, there have not
- 18 been significant savings to date just
- 19 because of the way the jails budget is
- 20 structured. There are some incremental
- 21 savings by having a lower population. But
- 22 the majority of the drivers of the jails
- 23 budget are operating costs that have not
- 24 been diminished despite the decline in

- 1 population to date.
- 2 I am sure that there will be further
- 3 conversation within CJAB and among the
- 4 various agencies if and when we do start to
- 5 realize savings about how we can reinvest
- 6 them into successful programs within the
- 7 criminal justice agencies.
- 8 COUNCILMAN JONES: So, new rule.
- 9 Whenever you do a acronym, at least the
- 10 first time, say what it actually --
- 11 MS. WERTHEIMER: I don't know what i
- 12 just said -- CJAB, the Criminal Justice
- 13 Advisory Board.
- MS. BRADFORD-GREY: Anything about the
- 15 first -- can anyone answer the first
- 16 question in terms of the people that have
- 17 been released during this process, do we
- 18 know any of the -- what the recidivism rate
- 19 has been? Or is there a measure that we are
- 20 going to give in terms of the time frame
- 21 that we are going to look at in terms of
- 22 recidivism rate?
- DR. HENDERSON: So at this time, we
- 24 haven't tracked the recidivism rates for

- 1 people who have been released, specifically
- 2 from MacArthur efforts. However, I know the
- 3 Reentry Coalition has some preliminary
- 4 numbers for their efforts, generally
- 5 speaking, for recidivism for the
- 6 Philadelphia prison. But those numbers, I
- 7 don't believe, have been released yet.
- 8 MS. BRADFORD-GREY: The Reentry
- 9 Coalition deals with the back end, right?
- 10 DR. HENDERSON: Right. So, we haven't
- 11 yet looked at those release through our
- 12 pretrial efforts at this time.
- 13 COUNCILMAN JONES: That is essential.
- DR. HENDERSON: Right.
- 15 COUNCILMAN JONES: I think that might be
- 16 even a linchpin in the success of this. If
- 17 we -- if we commit to a more relaxed
- 18 understanding of who will be retained and
- 19 who will be held based on all kinds of
- 20 models that are out there, so those same
- 21 people that I said one going to save souls,
- 22 another one to save money, there might be a
- 23 third. And that third is do not increase
- 24 the crime rate because of these actions.

Page 34 So, we have to measure that --2 DR. HENDERSON: Absolutely. COUNCILMAN JONES: -- aspect of it. 3 4 MR. MAIRENA: Adan Mairena. 5 So if the prison population has gone down close to 2,000 people, who is it that's 6 not getting sent to jail? 7 MS. EISENBERG: What is --8 9 MR. MAIRENA: Okay. If the numbers have 10 gone down --DR. HENDERSON: Right. We have seen 11 12 those degrees largely with the pretrial 13 population, the cash bail population. COUNCILMAN JONES: Could you repeat the 14 question and the answer? 15 MR. MAIRENA: Yeah. Who is the 16 demographic and the makeup of the folks in 17 18 the 2,000 that are not getting sent to jail, 19 that are not being incarcerated? DR. HENDERSON: So, we don't have that 20 21 because it's been over two years. So that 22 2,000 is just -- that population changes 23 every day. People in and out. So, it's not a specific group of 2,000 people. It's just 24

- 1 the overall population has decreased by that
- 2 much over the past couple of years. I don't
- 3 know if that helps explain.
- 4 MR. HOLLWAY: Let me see if I understand
- 5 your question. John Hollway from Penn Law.
- 6 As I hear the question, and correct me
- 7 if I'm wrong, it's more a question of is it
- 8 a -- are there descriptors that we can use
- 9 to describe the average population? In
- 10 other words, we know it's not people who
- 11 have been accused of murder.
- 12 MS. WERTHEIMER: Right.
- 13 MR. HOLLWAY: Is it low level --
- MS. WERTHEIMER: Right.
- MR. HOLLWAY: Misdemeanors and felonies
- 16 that are non-violent? Are there other
- 17 demographics that we can use to describe
- 18 that population in general?
- 19 MS. WERTHEIMER: So, I think we are
- 20 hesitant to use blanket phrasing to describe
- 21 everyone. But for the most part, this is
- 22 about more the low level, non-violent
- 23 offenders. But that's not inclusive of all
- of the work we are doing, as you will hear.

- 1 MS. BRADFORD-GREY: One more last
- 2 question. In that population, I know part
- 3 of the MacArthur initiatives is to look at
- 4 racial bias and disparities. Have we seen
- 5 in the demographics if we are tracking who
- 6 in terms of ethnicity, race, gender, who is
- 7 being now kind of diverted in another area?
- 8 Do we know that? Has this impact or had
- 9 any impact on the racial disparity in terms
- 10 of who is given bail and who is given
- 11 conditions of release?
- DR. HENDERSON: At this time, we don't
- 13 have the detail available. It is something
- 14 we are working on absolutely. Forthcoming.
- MR. PODGUSKI: One last question. Would
- 16 it be safe to say that the 22 percent
- 17 reduction in cash bail across the various
- 18 levels is in some way driving the
- 19 18.3 percent?
- 20 DR. HENDERSON: It's certainly
- 21 contributing, yes.
- 22 MR. PODGUSKI: Okay. Thank you.
- 23 COUNCILMAN JONES: So again, that's why
- 24 we have to measure recidivism all along this

- 1 process. Where there is a action, there is
- 2 a equal and opposite reaction. We just need
- 3 to measure what that is.
- 4 DR. HENDERSON: Absolutely.
- 5 MS. WERTHEIMER: If I can just state for
- 6 the record to your point, this is about
- 7 increasing safety and increasing fairness in
- 8 the system. Everything we are doing is
- 9 because we believe by making this a more
- 10 fair system, it's actually increases public
- 11 safety across the City. And that's an
- 12 underlying principle that I feel needs to be
- 13 stressed at this point.
- 14 COUNCILMAN JONES: We agree. Let's just
- 15 quantify it.
- MS. WERTHEIMER: Yes.
- MR. HOLLWAY: So before we get to the
- 18 specific initiative, I would like to say a
- 19 couple things.
- 20 First, I think the work you guys have
- 21 done is outstanding as far as knitting
- 22 together the different initiatives. That is
- 23 extraordinarily difficult thing to do. You
- 24 have been at it for a long time. And the

- 1 progress that has been shown there is
- 2 atypically positive for any large city in
- 3 the country. And you guys are really
- 4 creating a shining example of what we ought
- 5 to be doing here nationwide. Thank you for
- 6 that.
- 7 MS. WERTHEIMER: Thank you.
- 8 MR. HOLLWAY: Given the progress you
- 9 have made so far, I guess my question is, if
- 10 we are looking at this just as a top line,
- 11 you know, have we taken care of the low
- 12 hanging fruit, the easy things to do? And
- 13 now the second half of what we have to do is
- 14 incrementally harder?
- Do you think we will have the same rate
- 16 going into year two, year three? Can you
- 17 handicap for us what the rest of the goal
- 18 attainment looks like and whether you are
- 19 going to need additional resources or
- 20 things? Or you feeling good that this trend
- 21 is going to continue as is?
- MS. WERTHEIMER: I think that, you know,
- 23 that there is a lot of data and evaluation
- 24 that is still in the pipeline yet to come.

- 1 So, it's hard for us to definitively say
- 2 that an evaluation connected to the
- 3 foundation that we can't speak on yet. I
- 4 think that some of these things are already
- 5 underway because they were less complicated
- 6 and involved. And as you might have seen,
- 7 two of the initiatives even started before
- 8 we were awarded the implementation grant
- 9 because they were things we can get up and
- 10 running without the grant award. And we
- 11 took that opportunity.
- 12 Some things have not been rolled out yet
- 13 just because they needed some -- another
- 14 initiative to start first for timing
- 15 reasons. So, I wouldn't categorize what we
- 16 have done as low hanging fruit versus what
- 17 we haven't done yet as not. I think there
- 18 is a mix across the board. And right now we
- 19 are just focused on getting those things up
- 20 and running and then evaluating them as they
- 21 are rolled out.
- MS. BRADFORD-GREY: Julie, I swear this
- 23 is the last question. I just wanted --
- 24 because this is for the public, too.

- 1 Just want to know, what do you think is
- 2 contributing to the overall success of this?
- 3 I mean, MacArthur money is going to run out.
- 4 The grant is not here forever.
- What can we do as a system, as a City to
- 6 continue some of these good works when we
- 7 don't have variance to MacArthur in the mix
- 8 trying to help us along?
- 9 MS. WERTHEIMER: So, I will speak just
- 10 from our perspective, from the
- 11 administration's perspective. But for us
- 12 it's -- there's been years of ground work
- 13 laid here. Not just the two years we have
- 14 been involved in this and not just the eight
- 15 years since CJAB was created, but even prior
- 16 to that of the various criminal justice
- 17 agencies working together. And so, there is
- 18 a really solid foundation already built on
- 19 cooperation. I think the fact we were
- 20 meeting weekly and now back to monthly has
- 21 really just increased that communication and
- 22 flow of ideas.
- 23 And so, while you know the grant may run
- 24 out, I think that there is a strong team and

- 1 a strong foundation, to use the word again,
- 2 to continue collaboration and continue new
- 3 ideas turning out. And there are other
- 4 areas not covered by this grant where the
- 5 same agencies are collaborating to try to
- 6 look at or enact other reforms.
- 7 COUNCILMAN JONES: So if I were to
- 8 interpret that to say, is that this grant is
- 9 to prime the pump which is to change the
- 10 direction within the departments and
- 11 attitudes and policies to get it moving.
- 12 And some of that will take over just by the
- 13 policy shifts. Is that --
- MS. WERTHEIMER: It's definitely been a
- 15 catalyst for change.
- 16 COUNCILMAN JONES: So number two, if we
- 17 are looking at initiatives like Day
- 18 Reporting Centers or whatever, they will --
- 19 there will come line items from various
- 20 budgets/departments to accommodate those
- 21 policy shifts?
- MS. WERTHEIMER: I --
- 23 COUNCILMAN JONES: This is more planning
- 24 than implementation?

- 1 MS. WERTHEIMER: Well, a lot of this
- 2 work is implementation. There are dollars
- 3 to actual programs.
- 4 COUNCILMAN JONES: Once you -- once you
- 5 set the ship in a direction, it is then the
- 6 responsibility of those individual
- 7 departments/programs to carry on.
- 8 MS. WERTHEIMER: Yes.
- 9 COUNCILMAN JONES: Okay. All right.
- 10 Anyone else? It's okay. Judge Lerner,
- 11 you've been scarily quiet.
- 12 JUDGE LERNER: Yeah, it's uncomfortable
- 13 position for me to be in. I'm Ben Lerner,
- 14 Deputy Managing Director Criminal Justice.
- 15 Just to follow up on what Julie said and in
- 16 further response to Keir's question, and I
- 17 say this from the perspective of having been
- 18 heavily involved in our criminal justice
- 19 system for longer than anybody else I think
- 20 in this room except for Charlie Hoyt back
- 21 there.
- What we've already seen in terms of
- 23 putting together this grant application is a
- 24 huge sea change in the will of the different

- 1 partners in the criminal justice system to
- 2 pull together to achieve these results.
- 3 That did not happen overnight. And it did
- 4 not exist during most -- certainly, did not
- 5 exist during the years I spent as Chief
- 6 Defender. And it didn't exist during most
- 7 of the years that I was on the bench.
- 8 And to my way of thinking, the greatest
- 9 weapon we have in terms of making sure that
- 10 these efforts continue to bear fruit and
- 11 that we continue to make progress in a
- 12 fairer more rational, more efficient
- 13 criminal justice system, the greatest weapon
- 14 we have is this determination on the part of
- 15 all of the criminal justice partners to move
- 16 now in the same direction.
- 17 Sure, it's going to cost money. And
- 18 money will have to be provided in -- by
- 19 cooperative effort between this
- 20 administration, this City Council,
- 21 successive administrations and successive
- 22 City Councils. But the will -- the will
- 23 that I have described, I think, is
- 24 completely shared by the funders. And as

- 1 long as that remains the case, I think we
- 2 can be pretty confident that even after
- 3 there's no more MacArthur money, we are
- 4 still going to be moving forward and making
- 5 progress on these initiatives.
- 6 COUNCILMAN JONES: It's interesting. My
- 7 colleague Kenyatta Johnson has impeccable
- 8 timing. I was just thinking of what the
- 9 impacts have been that have had a ripple
- 10 effect. If you look at whether it's not
- 11 building a new prison that was a half
- 12 billion dollar expenditure or whether it was
- 13 changing the policy at DHS not to charge
- 14 juvenile offenders for criminal proceedings,
- 15 there are a number of rippling effects that
- 16 will live long after MacArthur.
- 17 And so, this collective consciousness
- 18 that I talked about in the beginning is a --
- 19 is going to go on as Judge Lerner said for
- 20 decades, so.
- 21 MS. BRADFORD-GREY: I did say -- I
- 22 swear. Overall -- I am doing this for good
- 23 public consumption.
- Is there anything, any takeaways that we

- 1 have learned throughout our process? That's
- 2 the whole thing, learning about what we are
- 3 doing and really applying it in other areas.
- 4 If there are some takeaways, could you
- 5 really simplistically state what those are
- 6 so we can understand the common sense that
- 7 goes into this as well when we are starting
- 8 to really reevaluate some of the practices
- 9 and policies and changing them to fit
- 10 today's time.
- 11 MS. WERTHEIMER: I don't know that I can
- 12 point to any specific takeaways of this
- 13 time. I think anecdotally, we can probably
- 14 guess some things. But I think we really
- 15 need to have a full sense of the impacts
- 16 which we don't have yet to state
- 17 definitively. The one thing that I think
- 18 we've all been enlightened by is a better
- 19 understanding of how everyone's systems work
- 20 really from the inside, not just looking
- 21 from the outside but internally. Better
- 22 understanding processes, and also we have
- 23 learned a lot around data as you heard from
- 24 Dr. Henderson's presentation.

- 1 COUNCILMAN JONES: You guys put together
- 2 a chart that was seven pages long.
- 3 MS. WERTHEIMER: Yes.
- 4 COUNCILMAN JONES: Which had over 200
- 5 individual boxes of potential outcomes,
- 6 processes. Before that in this chamber, we
- 7 pretty much -- we knew that there was a
- 8 black box. Criminals went in, ex-offenders
- 9 came out, and that was it. I mean, we
- 10 listened to the testimony.
- 11 So, this evolution of consciousness when
- 12 the president of City Council Darrell Clarke
- 13 says, you know what, we need to take a
- 14 deeper dive into this, that is a seed change
- 15 of thought that is going to live beyond what
- 16 we are doing.
- 17 Councilman, welcome. Would you like
- 18 to --
- 19 COUNCILMAN JOHNSON: No.
- 20 COUNCILMAN JONES: Okay. All right.
- 21 Are there any other questions?
- 22 MR. EL-SHABAZZ: I tried not to. I
- 23 really did try not to. I was sitting on my
- 24 hand and trying to put my tongue out, as

- 1 well.
- What we want to take away from this
- 3 because, again, this is for the record.
- 4 There are people here. There are people
- 5 that are questioning the authenticity of
- 6 this particular action. There are people
- 7 that are questioning whether or not it would
- 8 be effective. But we want to take away from
- 9 it what is it that we can show, what is it
- 10 that we can talk to people about to indicate
- 11 that this, in fact, public safety in
- 12 addition to because that's the big argument.
- 13 Is it public safety in addition to
- 14 dealing with the racial disparity, economic
- 15 disparity end of it. It's very important
- 16 because we are in light of the summer. And
- if we look at last three months, the last
- 18 three months and we look at one month with
- 19 Philadelphia alone where four individuals
- 20 were killed by shot in the back of their
- 21 head. And we look at another individual,
- 22 for juveniles. When we are talking about
- 23 diverting juvenile and a mentally -- an
- 24 individual that was with special needs was

- 1 punched not one time but by several people
- 2 while they were filming it.
- 3 The people that are in the community are
- 4 saying you keep saying this or you want
- 5 this, but look at that. So, what we are
- 6 saying is, this is excellent. It is an
- 7 absolute great foundational start. It is
- 8 something that we understand because we are
- 9 partners in the system. But when I talk to
- 10 the person on the corner, what they bring
- 11 up, they don't see.
- 12 So, I am hopeful because I think that
- 13 you gave me this at the beginning. I am
- 14 hopeful that as the other parts of the
- 15 presentation come forward, that we'd be able
- 16 to statistically point to those things that
- 17 indicate, look, this is working. We are
- 18 saving people and we are keeping people
- 19 safe. And I think that's what the purpose
- 20 of the questions were from Keir and from the
- 21 rest of the people up here.
- I don't want it to be looked upon when
- 23 someone reviews this record as we are
- 24 criticizing the process that we are going

- 1 through, because we are really not
- 2 criticizing the process that's going
- 3 through. You got to have a foundation. We
- 4 can't build a house without building the
- 5 foundation first. And so, we appreciate the
- 6 presentation with the foundation. And I
- 7 just want people to be a little more patient
- 8 who may view this that there is information
- 9 coming and there are results that we can
- 10 talk to. It may not be the result that you
- 11 want right away, but it will be a result.
- 12 Listen, it took us years to get in the
- 13 system. It's not going to take us two years
- 14 to get out of it.
- MS. WERTHEIMER: Exactly.
- 16 MR. EL-SHABAZZ: I just wanted to kind
- 17 of put that on record from somebody like me
- 18 who actually has been advocating for public
- 19 safety aspect of it.
- 20 COUNCILMAN JONES: We all --
- 21 MR. EL-SHABAZZ: I am sorry. I
- 22 apologize. Okay. So that the record is
- 23 clear, I'm not suggesting that anybody else
- 24 up here isn't. But I have been kind of

- 1 outspoken about that, championing that. And
- 2 that is the basis of the questions. So, I
- 3 don't want anyone to take from the basis of
- 4 the questions or comments that there -- that
- 5 we are indicating that the work wasn't done
- 6 and it's not good work and, in fact, it's
- 7 not setting us on the right course.
- 8 MS. WERTHEIMER: And you are right. And
- 9 I think we all recognize that we didn't get
- 10 into the situation, the challenges we face
- 11 overnight. And so, we are not going to undo
- 12 them overnight. And while there is a very
- 13 specific goal with a specific time frame,
- 14 it -- this work is not going to stop, you
- 15 know, whether we hit the three-year mark
- 16 first or the 34 percent mark first.
- 17 This is about needing a catalyst for
- 18 change. And it's also about, you know,
- 19 generational change and undoing some of the
- 20 challenges. So, decriminalizing behaviors
- 21 that don't need to be criminalized,
- 22 understanding that we are hopefully
- 23 mitigating some of the collateral
- 24 consequences that might turn someone in the

- 1 other direction.
- 2 And so, yes, this is going to be a long,
- 3 long process not done in two years, not done
- 4 in three years. But you know, I think we
- 5 have an encouraging start.
- 6 COUNCILMAN JONES: We are going to hear
- 7 from Councilman Johnson, and then we are
- 8 going to move to bring up the next panel
- 9 because we have six.
- 10 Councilman Johnson.
- 11 COUNCILMAN JOHNSON: Thank you,
- 12 Mr. Chair. I am going to be brief because I
- am coming in pretty much at the tail end of
- 14 your presentation. But I do want to commend
- 15 you and your team, Julie and Judge Lerner,
- 16 for the decrease in prison population. That
- 17 was something that was highlighted during
- 18 the budget process.
- 19 And the primary purpose of this
- 20 Committee under the leadership of this
- 21 distinguished panel is to reduce the prison
- 22 population here in the City of Philadelphia.
- 23 I definitely wanted to state that for the
- 24 record that I commend you and your team for

- 1 your efforts and starting us on the right
- 2 path. And as Mr. Shabazz mentioned, setting
- 3 that foundation as we look at criminal
- 4 justice reform not only on the City level
- 5 here but also could be a model with the
- 6 things that are taking place statewide to
- 7 Pennsylvania. Because our friends in
- 8 Harrisburg, one most notably, my protege
- 9 Jordan Harris is doing some great things
- 10 regarding criminal justice reform. And so,
- 11 I think we are going in a great direction.
- 12 There was one area, though, when I
- 13 looked at in the slides that was -- that
- 14 didn't show a level of decrease was prison
- 15 populations for detainers. Matter of fact,
- 16 I work on a constituent issue now Councilman
- 17 Jones regarding young man who came home
- 18 doing the right thing, get a detainer
- 19 because New Jersey was supposed to pick him
- 20 up when Pennsylvania left him -- when
- 21 Pennsylvania released him, and now he is
- 22 doing 90 days.
- 23 But give me an idea why there is an
- 24 increase in detainers under the prison

- 1 population?
- DR. HENDERSON: Hi. I will explain. It
- 3 can probably be a little misleading because
- 4 there actually has been a decrease in the
- 5 number of detainers. But because our
- 6 pretrial population has decreased at a
- 7 faster rate, the proportion of people in
- 8 prison with a detainer has increased. So,
- 9 that number is also down. It's just that
- 10 the proportion has gone up because you have
- 11 got about twice as many people in the
- 12 pretrial group that are no longer
- 13 incarcerated. That can be a little bit
- 14 confusing.
- With regard to specific detainers
- 16 issues, there is a subsequent panel who can
- 17 probably address your question a little bit
- 18 more thoroughly.
- 19 COUNCILMAN JOHNSON: Is there going to
- 20 be in the future any conversations
- 21 regarding -- I'm looking at the strategies
- 22 moving forward -- reducing incarceration for
- 23 pretrial defendants. Are we going to look
- 24 at specifically the issue of juveniles who

- 1 are spending time on State Road?
- 2 I know Judge Lerner, I will be there
- 3 some time in the near future taking a tour
- 4 of the facilities on State Road. But one
- 5 specifically looking at the issue of -- we
- 6 call it solitary confinement of juveniles.
- 7 Obviously, those on State Road have a
- 8 different perspective. Because obviously, I
- 9 think I was told, there is always someone in
- 10 the room with a young person who may be put
- in "the hole" or some type of solitary
- 12 confinement.
- But is there going to be a strategy of
- 14 looking at the juvenile justice aspect of
- 15 adults being -- I mean, juveniles being
- 16 charge as adults and serving time on State
- 17 Road.
- 18 MS. WERTHEIMER: Councilman, not under
- 19 this grant, not one of these strategies.
- 20 However, I know that our office and
- 21 Commissioner Carney and Commissioner
- 22 Figueroa will be working with you and your
- 23 staff and other Councilmembers on this issue
- 24 going forward.

- 1 COUNCILMAN JOHNSON: Okay.
- 2 COUNCILMAN JONES: If you look at what
- 3 that ripple effect has been, so identifying
- 4 some of these key reasons that are seemingly
- 5 symptoms of over-incarceration, once you
- 6 drill down, then it gets to issues like you
- 7 are talking about. And reform is a -- this
- 8 is the root and beginning, but it will
- 9 evolve into different strategies.
- 10 You just put forth a commission to talk
- 11 about gun violence. And so, that's a
- 12 different aspect in looking at reform. And
- 13 then as Mr. Shabazz says, the issue of
- 14 public safety. So these things are
- 15 connected, but this is just to start to look
- 16 at what are the symptoms of why are so many
- 17 people in jail? And is it a question of
- 18 public safety, or is it a question of
- 19 policy. And we are digging down now.
- 20 COUNCILMAN JOHNSON: Thank you very
- 21 much.
- 22 COUNCILMAN JONES: With that,
- 23 Ms. Williams, can you read the next panel to
- 24 testify?

- 1 THE CLERK: Sarah Allen, Michael
- 2 Bouchard, Dr. Jaime Henderson and Roseanne
- 3 Unger.
- 4 (Panel approaches Table.)
- 5 MS. BRADFORD-GREY: I just want to make
- 6 a statement in terms of reform. Under the
- 7 Criminal Justice Committee, I know my good
- 8 friend Curtis Jones, some of the reform is
- 9 the way we talk and the language we use
- 10 about the people in our system. If we say
- 11 everyone arrested, if we call them
- 12 criminals, that is how we are going to be
- 13 deemed. We generally we say in reform, you
- 14 are a person arrested and not a criminal.
- 15 COUNCILMAN JONES: Did I say criminal?
- MS. BRADFORD-GREY: Yeah, you did.
- 17 That's all right. That's a part of --
- 18 COUNCILMAN JONES: Can we scratch that
- 19 from the record?
- 20 MS. BRADFORD-GREY: That is a real
- 21 reform effort across the country is the way
- 22 we talk about the people who are in our
- 23 system. Because the way we talk about it,
- 24 puts in the mindset and the psychology of

- 1 who they are.
- 2 COUNCILMAN JONES: We learn from each
- 3 other.
- 4 MS. BRADFORD-GREY: I am just quoting in
- 5 terms of us being in the criminal reform
- 6 nature, that some of our language does
- 7 contribute to the negative way people view
- 8 those who go into our system.
- 9 COUNCILMAN JONES: Put the accused.
- 10 MR. BETHEL: I'm with you.
- 11 COUNCILMAN JONES: Thank you, all --
- 12 thank you all for your patience. Obviously,
- 13 we are excited about what your work has
- 14 brung forth. So, we would like to hear what
- 15 the strategies are.
- MR. BOUCHARD: Yes. We are starting
- 17 with Strategy One, Pretrial. My name is
- 18 Michael Bouchard. I'm the Director of
- 19 Pretrial Services for the First Judicial
- 20 District. I chair the Safety and Justice
- 21 Pretrial Subcommittee. I'm also a member of
- 22 the implementation team. With me are
- 23 colleagues from the court as well as the
- 24 Defender Association. And they can each

- 1 introduce themselves.
- 2 DR. HENDERSON: Jaime Henderson,
- 3 Director of Research and Development for the
- 4 First Judicial District.
- 5 MS. ALLEN: Good morning. I'm Sarah
- 6 Allen. I'm Chief of the Pretrial Unit from
- 7 the Defender Association.
- 8 MS. UNGER: Good morning, Roseanne
- 9 Unger. Director of Criminal Administration
- 10 from Municipal Court.
- 11 COUNCILMAN JONES: Don't be afraid to
- 12 move the mics a little closer.
- 13 MR. BOUCHARD: Each of my colleagues
- 14 leads one of the initiatives that I am going
- 15 to be giving a general overview about.
- 16 The pretrial subcommittee serves an
- 17 array of justice partners, including the
- 18 First Judicial District, Common Pleas and
- 19 Municipal Courts, the Defender Association,
- 20 the District Attorney's Office, Philadelphia
- 21 Police Department and the Managing Directors
- 22 Office. On average, we meet monthly to
- 23 discuss the initiatives within the Safety
- 24 and Justice Challenge that fall under our

- 1 purview. And the implementation team is
- 2 kept apprised on all subcommittee updates.
- 3 There are four major initiatives that
- 4 fall to the Pretrial Subcommittee. And two
- 5 of these have been launched while two are in
- 6 the preliminary stages. Today, I will
- 7 provide the Special Committee a general
- 8 overview of these initiatives. We look
- 9 forward to answering any questions you may
- 10 have about our initiatives that are
- 11 currently underway.
- 12 To begin, these two initiatives are
- 13 woven tightly together. And both are in
- 14 their preliminary stages. Philadelphia --
- 15 as an overview, Philadelphia has had a risk
- 16 tool in place since 1985. Risk tool is not
- 17 unchartered territory for Philadelphia. The
- 18 updated risk tool will be developed using
- 19 updated statistical techniques with
- 20 historical Philadelphia data to separately
- 21 forecast the risk of failure to appear and
- 22 new arrest.
- 23 Alternatives to cash bail are closely
- 24 linked with the risk tool, and will be a

- 1 robust range of alternatives to cash bail
- 2 based on risk level to ensure that more
- 3 individuals can be supervised safely in the
- 4 community while awaiting trial. The FJD
- 5 currently has an array of pretrial services
- 6 and supervision including automated court
- 7 reminders which were put in place by the
- 8 late 1990s as well as text and email
- 9 reminders which were put in place in 2014.
- 10 The FJD also currently has pretrial
- 11 supervision, which includes various levels
- 12 of defendant supervision.
- 13 The electronic monitoring piece of this
- 14 initiative has had progress. The RFP posted
- 15 and has closed. And the FJD is close to
- 16 finalizing the selection of a vendor, which
- 17 will be upgrading the wireless technology
- 18 and up to date hardware and software.
- 19 COUNCILMAN JONES: Excuse me. That's
- 20 800 new units?
- 21 MR. BOUCHARD: I'm sorry?
- 22 COUNCILMAN JONES: Is that 7 or 800 new
- 23 units.
- MR. BOUCHARD: The initial phase is 700.

- 1 And then there will be another panel
- 2 discussing additional units that are part of
- 3 another initiative.
- 4 Next program that has launched is a
- 5 Pretrial Bail Advocates. This initiative
- 6 was designed to provide face-to-face counsel
- 7 to defendants in preparation for their
- 8 preliminary arraignment by the Defender
- 9 Association. Phase one of this initiative
- 10 was launched April 12 of this year at police
- 11 headquarters. A defender is stationed there
- 12 during one eight-hour shift, four days per
- 13 week to interview individuals and relay the
- 14 individualized information to the court at
- 15 preliminary arraignment.
- 16 The initiative plans to serve
- 17 approximately 60 individuals per week during
- 18 phase one. Expansion of this program is in
- 19 the plans once enough information has been
- 20 obtained from phase one to appropriately
- 21 expand the services. The Defenders have
- 22 noted that those who have the opportunity to
- 23 speak to them are much calmer and have noted
- 24 that there seems to be a better perception

- 1 of fairness in the arrest-to-arraignment
- 2 process. Again, there is not a lot of data
- 3 available as we just launched in April.
- 4 The final initiative is Early Bail
- 5 Review. In July of 2016, the courts
- 6 launched an Early Bail Review Program to
- 7 review cases within five days for
- 8 individuals who are in jail for non-violent
- 9 offenses with bails of \$50,000 or less and
- 10 no other hold. This new hearing process
- 11 provides an early release opportunity for
- 12 people who remain in custody because they
- 13 cannot afford bail.
- 14 Most of these hearings are presided over
- 15 by the President Judge of Municipal Court,
- 16 Judge Marsha Neifield. The statistic coming
- 17 from this program are extremely encouraging.
- 18 From July of 2016 through the end of
- 19 April 2017, 84.1 percent of defendants who
- 20 received an early bail review hearing
- 21 obtained release. 90.6 percent of
- 22 defendants released appeared at their next
- 23 court date. 88.2 percent of defendants who
- 24 are ordered to pretrial services show up for

- 1 pretrial orientation. The sum of this
- 2 through the end of April over 53,508 jail
- 3 inmate bed days have been saved with this
- 4 initiative.
- 5 Great accomplishments have been seen
- 6 with this initiative, as well. Attention
- 7 has been garnered from Chicago and New York
- 8 City. Both cities are looking to
- 9 incorporate similar programs into their
- 10 jurisdictions. We also have personal
- 11 stories from individuals who have been
- 12 afforded the opportunity of this program. A
- 13 single father of three cannot afford \$2,000
- 14 to get out of jail, and was released on
- 15 pretrial supervision through this hearing.
- 16 He was able to maintain custody of his three
- 17 children, maintain his financial benefits to
- 18 care for his children and was put in touch
- 19 with a community organization called Fathers
- 20 In Action where he attends and speaks to
- 21 other single fathers about the importance of
- 22 being a good role model and an attentive and
- 23 caring parent through good and bad times.
- Also, a single mother cannot afford \$750

- 1 to post bail. But the EVR Initiative
- 2 permitted her release to pretrial
- 3 supervision. She also was able to maintain
- 4 custody of her children and maintain her
- 5 financial benefits to care for her children.
- 6 She likely would have been evicted from her
- 7 housing, leaving her homeless and likely
- 8 sending her kids through the foster care
- 9 system.
- 10 In general, pretrial services is also
- 11 putting individuals in touch with community
- 12 agencies and programs which include but are
- 13 not limited to Project Home, One Day At A
- 14 Time, Philadelphia Adult and Teen Challenge,
- 15 Fathers In Action and the Cartwright Center.
- 16 So in conclusion, I would like to thank
- 17 you all for this opportunity to share the
- 18 progress with our part of the MacArthur
- 19 Foundation Safety and Justice Challenge.
- 20 And we would be happy to field any questions
- 21 you may have at this time.
- 22 COUNCILMAN JONES: Thank you for the
- 23 measurements in particular. One of them
- 24 that I do not see is as we proceed, and I --

- 1 let me prefix that question with this.
- 2 This has a lot of similarities to the No
- 3 Bail System in DC to me. Prerelease, early
- 4 release, conditional release without cash
- 5 bail. Is that a true statement?
- 6 MR. BOUCHARD: The overall goal of this
- 7 plan is to reduce or eliminate cash bail in
- 8 Philadelphia.
- 9 COUNCILMAN JONES: So in that, which is
- 10 the way that Washington proceeds, they have
- 11 done that. But in their measurements and
- 12 when we went out to view their process, they
- 13 warned us things will happen. And so, you
- 14 need to kind of be ready for that. And then
- 15 look at statistically, how that would have
- 16 happened anyway. You can't predict certain
- 17 activities.
- 18 And but what I want to do is make sure
- 19 that we monitor those individuals and make
- 20 sure that what happened with Officer Mosely
- 21 in the 22nd District does not happen. We
- 22 had individuals that were out that may
- 23 have -- should have been retained, and we
- 24 lost an officer. So, I want to make sure

- 1 that we are at least looking at that.
- I do not believe that with a cash bail
- 3 or without a cash bail we would have stopped
- 4 that. But I want to monitor as this
- 5 population is out there, what happens. So
- 6 if you are out, you were released, was there
- 7 any further activity while you were out?
- 8 The other thing is monitoring the steps
- 9 you take. So there is -- if an individual
- 10 had a bar fight on Friday, they -- the two
- 11 were best friends. You may say that that's
- 12 low risk. The probability of them going
- 13 back out and having another bar fight is
- 14 minimal. But if that were somebody who has
- 15 had several bar fights and maybe needs
- 16 treatment, there is a conditional release
- 17 that might say you need to seek treatment or
- 18 you need to have a Stay Away Order.
- 19 How are we making those risk
- 20 assessments?
- 21 MR. BOUCHARD: We -- as far as the risk
- 22 tool is, still preliminary. But all of
- 23 those things are things that are being
- 24 heavily considered. And the -- this

- 1 committee has stakeholders from -- which I
- 2 listed at the beginning of this -- from all
- 3 of the areas of criminal justice in
- 4 Philadelphia who will be part of those
- 5 discussions.
- 6 COUNCILMAN JONES: Because like in
- 7 Washington, I was very impressed with their
- 8 ability to say we are going to release you.
- 9 No problem; we are going to release you with
- 10 conditions, we're monitoring; we are going
- 11 to release you and you really need to get
- 12 help; or we are not going to release you
- 13 because we think you are a danger to your
- 14 yourself and others. Those steps and
- 15 getting those right are critical.
- MR. BOUCHARD: Another part of the
- 17 alternatives to cash bail that will come
- 18 after the risk tool is implemented, so we
- 19 are talking 12 to 24 months down the road,
- 20 is a needs assessment that will be under
- 21 pretrial, as well. The details of that
- 22 haven't been meshed out. But the funding
- 23 through the grant is there for a needs
- 24 assessment, as well.

- 1 MS. BRADFORD-GREY: I am really happy to
- 2 hear that the overall goal is to either
- 3 eliminate or have less reliance on cash
- 4 bail. Just because I think -- I want to
- 5 quote some stats that we have from the
- 6 Defender Association. We are part of the
- 7 Early Bail Review Process. These are people
- 8 that do get bail for some period of time,
- 9 but then under the process Judge Neifield
- 10 does here from the District Attorney as well
- 11 as defense counsel about why this person can
- 12 be released into the community.
- 13 The Defender Association has represented
- 14 about 434 of the people that come through
- 15 the Early Bail Review Process. Out of that,
- 16 87 percent of the bail hearings have been
- 17 granted so that they have been released. I
- 18 do want to share with the public some stats,
- 19 that this is why we have to watch our
- 20 language in terms of who we are saying is
- 21 criminal just because they are arrested.
- Of the -- we tracked the final
- 23 disposition, meaning the case of the 437
- 24 people, there were about 151 that have gone

- 1 through final disposition. Meaning, their
- 2 case has been closed in one way or another.
- 3 93 of the 151, their cases were withdrawn or
- 4 they were found not guilty. So this is
- 5 really, really speaking volumes to the
- 6 pretrial detained population as to whether
- 7 or not they still have their presumption of
- 8 innocence, and that they were being detained
- 9 before this processes for an average of six
- 10 to eight months to be found either not
- 11 quilty or case to be withdrawn.
- 12 Now the withdrawn in terms of went what
- 13 stage is a different story, because they
- 14 could have been withdrawn at a preliminary
- 15 hearing. But this person would have sat in
- 16 custody for a few weeks, possibly a month,
- 17 possibly two months just to get that
- 18 disposition and lost a lot of things in the
- 19 process.
- 20 Of the 151, 27 of those individuals were
- 21 found guilty of their -- their -- the
- 22 allegations. So, that means that they went
- 23 through the whole -- their case went through
- 24 the whole process. And they were given a

- 1 verdict of guilty. And 25 had entered into
- 2 a guilty plea. Six of those were diverted
- 3 in some area. It shows the overall majority
- 4 of the people were not found guilty of the
- 5 alleged, you know, crime that they were
- 6 alleged to have committed. It does speak
- 7 volumes to why we are looking at this
- 8 pretrial population, and why we are trying
- 9 to make more equitable decisions in terms of
- 10 what should happen to people.
- 11 COUNCILMAN JONES: Before I recognize
- 12 Mr. Shabazz, so are we upticking services
- 13 along with those conditions?
- 14 Are we finding the -- and I know it's
- 15 preliminarily. But are we -- so as Council
- 16 people, as appropriators of budgets, what is
- 17 going to be important going forward is if we
- 18 are letting folk go with conditions, and we
- 19 find that someone needs rehab or someone
- 20 needs anger management or someone needs
- 21 something to stabilize their behavior, we
- 22 want to be able to say, well, you know,
- 23 equally we need to add appropriations to
- 24 these kinds of services so that we don't

- 1 create a revolving wheel.
- 2 MS. ALLEN: Thankfully, through the
- 3 Defender Association, we have dedicated
- 4 staff to specifically handle these MacArthur
- 5 initiatives. Keir has dedicated social
- 6 workers to assist us as clients are
- 7 successful through their EVRs or through the
- 8 Bail Advocacy Program. Because our goal is
- 9 early intervention with social services will
- 10 not only lead to a more productive human
- 11 being, but will improve case outcome as
- 12 well.
- So, we have initiated a text service to
- 14 try to engage clients in our services as
- 15 quickly as they get out. We have a
- 16 dedicated a system where we do actual phone
- 17 calls through our social services department
- 18 based on information that is gathered
- 19 through our interviews that clients might
- 20 need extra help accessing treatment. So, we
- 21 attempt to get them as soon as the EVR is
- 22 successful to engage in treatment so that we
- 23 can stop that revolving door within the
- 24 system.

- 1 MS. BRADFORD-GREY: I just want to say,
- 2 I do want to give a shout out to our Prison
- 3 Commissioner Blanche Carney. She has been
- 4 very accommodating with the Defender
- 5 Association staff up at the prison when we
- 6 are interviewing the people at Early Bail
- 7 Review. It does just go to speak as to how
- 8 this is a partnership and just allowing us
- 9 to be there and have the space to do the
- 10 things we do, these determination are really
- 11 key to the success.
- 12 COUNCILMAN JONES: Just want to measure
- 13 it so we can pay for it.
- MR. BOUCHARD: If I may, just as a
- 15 follow up to Ms. Grey. This EVR population
- 16 is getting a hearing within five business
- 17 days. So, they are generally not sitting
- 18 for lengthy amounts of time. We are getting
- 19 them in as quickly as possible.
- 20 MS. BRADFORD-GREY: No. I don't think
- 21 that's what I was saying. I am saying but
- 22 for this process, people would be sitting
- 23 for lengthy amounts of time. And I quoted
- 24 the people who were found not guilty who we

- 1 know the case -- the length of a case would
- 2 take months. So but for this process, this
- 3 population would be sitting in jail losing a
- 4 lot only to be found not guilty.
- 5 MR. BOUCHARD: Absolutely.
- 6 MS. BRADFORD-GREY: So, the five-day
- 7 implementation has been working wonderfully
- 8 for those who have been deemed to be found
- 9 not liable of what they were accused of.
- 10 COUNCILMAN JONES: We are going to
- 11 recognize Mr. Shabazz and then Councilman
- 12 Johnson.
- 13 MR. EL-SHABAZZ: What I wanted --
- 14 Councilman Jones asked a question I wanted
- 15 to ask, and that is with respect to
- 16 services. And I am not surprised at all
- 17 with respect to the Chief Defender having in
- 18 place those social services. And I am just
- 19 hopeful that we are able to take the model
- 20 that the Public Defender, the Chief Defender
- 21 is using and kind of make that model wider
- 22 so that those individuals that don't qualify
- 23 for a Defender but actually need services,
- 24 we can kind of direct them there. I thank

- 1 you for that. And I thank you for the
- 2 question.
- 3 The other question with respect to the
- 4 risk assessment tool. I am always concerned
- 5 about risk assessment tools. I am concerned
- 6 as to whether or not we are speaking with
- 7 individuals and other stakeholders as to
- 8 eliminate those that are economically and
- 9 racially biased assessment tools that have
- 10 been used and we have seen them use. I
- 11 think we have to use some risk assessment
- 12 tools. I think we have to be careful with
- 13 respect to ZIP codes, with respect to gender
- 14 and with respect to race.
- 15 And are we, in fact, looking at those
- 16 aspects and trying to alleviate even the
- 17 propensity or the possibility of that
- 18 happening? Now, I'm not asking for
- 19 something that is perfect. It's not
- 20 perfect. But I clearly would like to see us
- 21 be able to measure and to let the public
- 22 know that those are not factors that are
- 23 being considered disproportionately: ZIP
- 24 codes, race or gender. That is the first

- 1 question.
- 2 And the second question and then I will
- 3 shut up -- well, I shouldn't have said that,
- 4 but I will try to shut up.
- 5 One of the things you talked about is
- 6 individuals being released and then no other
- 7 holds on them. Well, if they do have a
- 8 hold, what are we doing with respect to
- 9 that?
- 10 Example, if someone is in fact arrested
- on a low level theft case but they are on
- 12 probation for another theft case and that
- 13 detainer is launched, are we doing something
- 14 within a short period of time because,
- 15 again, that is a non-violent offense? And
- 16 again, holding them in prison would escalate
- 17 the prison population.
- 18 Are we getting them before the back
- 19 judge? Is there some mechanism that we have
- 20 in place to deal with that aspect?
- 21 MS. ALLEN: I believe that's going to be
- 22 on Panel 3's discussion.
- 23 MR. EL-SHABAZZ: Okay. I'm missing my
- 24 panel thing. So, I will write that one

- 1 down. And the risk assessment tool and the
- 2 actual sharing the wealth of information
- 3 that the Defender has been able to gather
- 4 with respect to social services, are we
- 5 utilizing that for those individuals that
- 6 are not defender eligible?
- 7 DR. HENDERSON: I can speak to your
- 8 question about the risk assessment tool.
- 9 And I'm glad that you brought that up
- 10 because we need to be very aware of the
- 11 inherent bias of some criminal justice data
- 12 points. And with the advancements that we
- 13 have in the scientific literature regarding
- 14 predictive fairness, we have ways we can
- 15 explore any sort of disparate outcomes that
- 16 might happen through various iterations of
- 17 the model.
- 18 Throughout this whole process, we will
- 19 be very mindful not to include any sort of
- 20 factors which may be introducing bias. I
- 21 mean, we certainly -- you know, as you said,
- 22 we can't be perfect. We can only try to do
- 23 better than we currently are. And
- 24 throughout these discussions that we'll be

- 1 having about what does or doesn't go into
- 2 the risk tool, all of our partners are at
- 3 the table. All of the justice partners,
- 4 behavioral health partners are involved in
- 5 this discussion. So, it's going to be a
- 6 time intensive and lengthy process to make
- 7 sure that we have -- that we create
- 8 something that's the best that we possibly
- 9 condition.
- 10 MR. EL-SHABAZZ: And at this stage, and
- I know it's the infant stage, do we have any
- 12 measurable data?
- DR. HENDERSON: We do not at this stage.
- 14 We are just at the talking stage.
- MR. EL-SHABAZZ: Thank you.
- DR. HENDERSON: You're welcome.
- 17 COUNCILMAN JONES: Any other question,
- 18 Mr. Shabazz?
- 19 MR. EL-SHABAZZ: The only last question
- 20 was I added, I had so many questions. There
- 21 were three. The other one was what, if
- 22 anything, that we are doing with respect to
- 23 utilizing the model that the Defender has
- 24 put in place? That is, reaching out to

- 1 social services for those individuals that
- 2 are their clients to those individuals that
- 3 are not defender qualified?
- 4 MR. BOUCHARD: So again, back to there
- 5 will be needs assessment. And along with
- 6 that in the MacArthur grant funds is for
- 7 social worker under pretrial services. I
- 8 think that refer back to Councilman Jones
- 9 discussing DC who has an incredible social
- 10 service network.
- 11 MR. EL-SHABAZZ: Incredible money, too,
- 12 I understand.
- MR. BOUCHARD: Lots of money. We really
- 14 try to utilize some of the --
- MR. EL-SHABAZZ: Well, they have it
- 16 right now. I don't know what they're going
- 17 to have in the future.
- MR. BOUCHARD: We will see what happens.
- 19 We want to -- we try to defer defendants to
- 20 programs in the community, and I listed some
- 21 of those, as best we can. Once we have a
- 22 social worker in place, you know, I would
- 23 love a team of social workers to be able to
- 24 do these type of things possibly in-house

- 1 one day. But until that time, we need to
- 2 utilize community resources and see what
- 3 type of future funding might become
- 4 available through justice reinvestment.
- 5 MR. EL-SHABAZZ: Is it possible to
- 6 capture economically what it will take so we
- 7 can go to Councilman Jones and Councilman
- 8 Johnson and the rest to ascertain
- 9 financially what it will take to get a
- 10 certain -- how many social workers to start
- 11 -- I'm not trying to go two grandiose --
- 12 social workers to start? What it would cost
- 13 to have that in effect? And at the same
- 14 time, reach out. There are numerous
- 15 community organizations -- in fact, I can
- 16 get a list of community organizations to you
- 17 guy so we can utilize them, as well.
- 18 If we can talk economically, because in
- 19 order to come to Councilman Jones and
- 20 Councilman Johnson and the rest of City
- 21 Council with respect to utilizing that
- 22 aspect for people that don't qualify for the
- 23 Defenders, we got to put a cost on it.
- 24 If you can, if the committee can if it's

- 1 not too arduous of a task, can get together
- 2 and get a reasonable workable number of
- 3 social workers, a reason workable number of
- 4 what it would cost. And we can kind of push
- 5 the chair and cochair to kind of push this
- 6 forward so the Mayor's Office to try to get
- 7 the fund and finances to do that.
- 8 But we need to have that data. Is that
- 9 a possible task, or am I talking before we
- 10 get to the next stage?
- MR. BOUCHARD: You're talking before the
- 12 next stage, but it's not things we are not
- 13 currently talking about. As we --
- MR. EL-SHABAZZ: I'm just not going to
- 15 ask any questions.
- 16 COUNCILMAN JONES: You're doing well.
- 17 MR. BOUCHARD: It's a good -- it's a
- 18 very good point to bring up. And I think we
- 19 do need to discuss it. But the costs like
- 20 that, the next stage is looking at the risk
- 21 tool and what population will be coming out
- 22 and is best served with pretrial supervision
- 23 for community safety, and then looking at
- 24 what those needs are. When we can get to

- 1 that point and start putting numbers to the
- 2 number of people, then we can start looking
- 3 at the financial resources that will be
- 4 necessary to properly serve that population.
- 5 It is in the -- it is in discussions, and I
- 6 think it is important.
- 7 MR. EL-SHABAZZ: Well, I thank you. And
- 8 thank my colleagues for being patient with
- 9 my foresight.
- 10 COUNCILMAN JONES: Thank you.
- 11 Councilman Johnson.
- 12 COUNCILMAN JOHNSON: Yes, thank you.
- 13 So the first question was already asked
- 14 regarding just making sure that there is
- 15 aggressive and thorough monitoring regarding
- 16 the risk tool that will be used and
- 17 specifically looking at the racial disparity
- 18 and dynamics and how you come up with your
- 19 data. And so, that question was already
- 20 asked. But just for the record, you know, I
- 21 am glad that you said that's something that
- 22 will be closely paid attention to.
- 23 Obviously, we want to make sure that as we
- 24 go through this process, you know, justice

- 1 is still equal and fair across the board.
- 2 Give me an idea of regarding the
- 3 Defender's Association Uptrust Pilot Program
- 4 and how it will be facilitated to expand
- 5 pretrial release of individuals, as well.
- 6 MS. ALLEN: Right now we are using, if I
- 7 may, the Up Trust Initiative in two
- 8 different ways in our office. We are using
- 9 it through the Early Bail Review population.
- 10 So that if someone is successful in EVR,
- 11 they receive a text to come into our office
- 12 for a legal interview. If any information
- 13 was garnered in the interview done by our
- 14 advocate, we specifically tailor text in
- 15 reference to social services to alert people
- 16 that we have services that they can be
- 17 connected to.
- 18 We have had some success with getting
- 19 clients in through the Up Trust Initiative,
- 20 so we are now using it after bench warrant
- 21 hearings to try to improve attendance for
- 22 people who have previously missed court. So
- 23 that if someone is released after a bench
- 24 warrant hearing, we send them a text to come

- 1 into our office not only for the initial
- 2 interview, but again to connect with social
- 3 services at an early stage.
- 4 COUNCILMAN JOHNSON: Thank you. You
- 5 also have a GPS ankle monitoring system. Do
- 6 you have any information regarding that
- 7 particular way to monitor individuals while
- 8 they go through the pretrial process, as
- 9 well?
- 10 MR. BOUCHARD: One of the initiatives is
- 11 updating our EM System. The cost of GPS
- 12 specific units is too high for this
- 13 initiative. We are switching to wireless
- 14 units. We currently use copper analog phone
- 15 lines that are required for our equipment to
- 16 function right now. So with this upgrade,
- it's going to actually speed up the process
- 18 of defendants getting onto electronic
- 19 monitoring. But our new system will be
- 20 capable of handling GPS units in the future
- 21 if that becomes available.
- 22 COUNCILMAN JOHNSON: Do you have a
- 23 dollar amount on that figure in terms of the
- 24 infrastructure needed? I would think we

- 1 would save in the long run.
- 2 MR. BOUCHARD: I agree. For GPS units
- 3 specifically, it varies vendor to vendor.
- 4 So, it is something that if -- I can get to
- 5 you.
- 6 COUNCILMAN JOHNSON: Who represents the
- 7 First Judicial District that's on the panel?
- 8 MR. BOUCHARD: Several of us. I am with
- 9 Pretrial Services. I'm the Director of
- 10 Pretrial Services with First Judicial
- 11 District.
- 12 DR. HENDERSON: I'm the Director of
- 13 Research and Development.
- 14 MS. UNGER: I'm the Director and Court
- 15 Administration.
- 16 COUNCILMAN JOHNSON: Let Judge Murphy
- 17 know, and I am going to follow with you
- 18 Councilman Curtis Jones. I had a meeting
- 19 over there the other day with Judge Murphy
- 20 and her team regarding fines, fees and
- 21 restitutions regarding juveniles.
- 22 Obviously, it's a state jurisdiction. But
- 23 we want to see how we can still advocate on
- 24 a City level to see how we can be

- 1 supportive.
- One of the topic of discussion was
- 3 utilizing more the GPS system. And I didn't
- 4 know you can talk to a person that's on
- 5 these new ankle bracelets that they have and
- 6 the technology that comes along with it. I
- 7 think it was the Councilman actually who's
- 8 probably on -- he was actually one of the
- 9 first people on the forefront pushing us to
- 10 go in that direction because economically
- 11 just makes good sense.
- 12 And so, we are going to -- as we move
- 13 forward, Mr. Chairman, I would like to
- 14 follow up with you and see how we can
- 15 continue pushing from a budget standpoint,
- 16 how we make that transition. Because the
- 17 more people that's not housed for, you know,
- 18 really violent offenses, more people we have
- 19 on the streets. But economically, we also
- 20 helps our City, as well, use those resources
- 21 to do a lot of other things we would like to
- 22 do. I want to state that for the record and
- 23 say thank you.
- 24 COUNCILMAN JONES: Just for the record,

- 1 Justice Dougherty and President Judge
- 2 Neifield and Skipper Woods come in each year
- 3 and talk to Council always on the forefront
- 4 of some of those reforms. We just started
- 5 listening, and that's just the way it was.
- 6 I mean, we get a lot of presentations. But
- 7 this, that collective consciousness, kicked
- 8 in. And so, when he said if we got 500 new
- 9 GPS bracelets, this would reduce the
- 10 population, you know, a light bulb went off.
- 11 We are talking about 700. And then at least
- in one phase and then possibly more that
- 13 will make a world of difference in how we --
- 14 how we deal with individuals in custody, so.
- 15 MR. PODGUSKI: Thank you, sir. I just
- 16 want to say, again, that it's terrific that
- 17 you are utilizing a risk assessment. It's
- 18 equally terrific that you are developing a
- 19 needs assessment. And it sounds like you
- 20 are moving in the right direction of
- 21 employing a risk needs responsivity model in
- 22 what you do, which is what all the science
- 23 tells us in our business that we need to do.
- 24 Because once -- once you manage that

- 1 risk with all your GPS and you EM and you
- 2 begin to reduce the risk by using actuarials
- 3 and targeting those interventions to the
- 4 right risk level people and identifying the
- 5 areas of criminogenic need, that is where
- 6 you really begin to impact public safety in
- 7 a positive way. So, I am encouraged to see
- 8 that. I think it's the right direction.
- 9 And it's all about providing the
- 10 interventions to people who need them and
- 11 because it's their journey, right?
- 12 So when do you think that needs
- 13 assessment is going to be online? I would
- 14 love to see it.
- MR. BOUCHARD: It's going to be quite
- 16 some time because the risk tools are going
- 17 to come first.
- 18 MR. PODGUSKI: I see, okay.
- 19 MR. BOUCHARD: And then, we are going to
- 20 move into the needs.
- 21 MR. PODGUSKI: Wonderful. Wonderful.
- 22 Thank you. Oh, the 53,000 save bed days is
- 23 quite a number, as well.
- MR. HOLLWAY: Thanks for a great

- 1 presentation. I want to echo my earlier
- 2 comments. The complexity of what you guys
- 3 are doing is substantial, and the progress
- 4 we are making is very encouraging. I have a
- 5 specific question and a general question.
- 6 The specific question regards the risk
- 7 tool. It was unclear whether we have
- 8 selected the risk tool that we will be
- 9 using? And are we updating the one that's
- 10 been in place since 1985, or are we using a
- 11 different tool?
- DR. HENDERSON: So, we will be using a
- 13 different tool. We will be creating our own
- 14 home-grown tool. The Arnold tool is out
- 15 there for jurisdictions to adopt. But we
- 16 will be developing and validating one using
- 17 our own Philadelphia data. It will be a new
- 18 tool and will use random for us. It's a
- 19 different technique than the standard tool.
- 20 What we have now is comparable and what
- 21 we have since the '80s is comparable to many
- 22 of the jurisdictions using risk tools. The
- 23 Arnold tool, the Virginia risk tool and
- 24 such. But we are going to be using an

- 1 updated scientific technique that is more
- 2 accurate and has a little bit more leeway in
- 3 predicting than the techniques from the '80s
- 4 an '90s.
- 5 MR. HOLLWAY: Thank. My more general
- 6 question is, obviously, as we -- I would
- 7 like to understand how we are defining or
- 8 measuring success in these initiatives?
- 9 I mean, at some point we can declare
- 10 victory from MacArthur if we just took every
- 11 third inmate and released them. We can do
- 12 that tomorrow and declare victory from a raw
- 13 numbers perspective. There must be
- 14 something more complex, and you are hearing
- 15 that from a lot of my colleagues up here
- 16 about the complexity of safety and economics
- 17 and the competing concerns.
- 18 So given that, how are we evaluating
- 19 these programs? And if you are here a year
- 20 from now, how would we know that we have
- 21 been successful?
- DR. HENDERSON: Okay. Very good
- 23 question. And that question, you know,
- 24 speaks to a lot of work that is currently

- 1 underway, but we still have a lot of work to
- 2 do because it requires collecting a good
- 3 amount of data. We have a document right
- 4 now that is a -- that is 60-some pages long.
- 5 It's a list of performance measures for all
- 6 the different initiatives we have. So the
- 7 outcomes of interest vary by initiative.
- 8 I think, generally, we are looking at
- 9 the outcomes that have been mentioned by,
- 10 you know, panel members: Recidivism,
- 11 whether or not people are appearing to
- 12 court, complies to court orders.
- 13 But again, these outcomes of interest
- 14 vary by the specific initiative and what
- 15 those goals are. And because we have 19
- 16 different initiatives, they vary. But I
- 17 mean, you are looking at general things.
- 18 You know, you're right. Just reducing the
- 19 prison population, it's not a win overall.
- 20 You have to go deeper and see are these
- 21 people having the most successes.
- For example, through our TCY Program.
- 23 Are these personal outcomes, you know, also
- 24 positive. Not just these case processing or

- 1 efficiency outcomes we would be looking at
- 2 for specific initiatives. I don't know if
- 3 any of my panel members would like to
- 4 address that, as well.
- 5 MR. BOUCHARD: I think it's covered very
- 6 well. We are especially focused on
- 7 recidivism rates, public safety and
- 8 appearances in court, which is the shell of
- 9 pretrial.
- 10 MR. HOLLWAY: You guys did something
- 11 that I think was smart in your presentation
- 12 and I assume reflected in these measures,
- which you provided us with some anecdotal
- 14 information about individual's lives and
- 15 impact on individuals as well as the
- 16 aggregate statistics. I think both of those
- 17 are very important. I don't know if I'm
- 18 able to ask for this, but I would personally
- 19 love to see what those measures are for
- 20 success. I think making sure those are
- 21 clear now is actually vital to making sure
- 22 we understand the impact of these programs
- 23 later.
- 24 So if that's something that is able to

- 1 be shared with this body, I would love to
- 2 see it.
- 3 MR. BOUCHARD: That is something that we
- 4 can take to the implementation team to
- 5 review. And then if -- discuss it and get
- 6 back to you on that.
- 7 COUNCILMAN JONES: Okay. Seeing no
- 8 further questions for this panel, thank you
- 9 so much for your testimony. And keep up the
- 10 good work. We are moving in the right
- 11 direction.
- 12 Ms. Williams, will you please read the
- 13 next panel to offer testimony.
- 14 THE CLERK: Next panel would be Sarah
- 15 Allen, Michael Barry and Roseanne Unger.
- 16 (Panel approaches Table.)
- 17 COUNCILMAN JONES: Thank you so much for
- 18 your patience. There is a lot of good
- 19 information that we are going through, and
- 20 we really think it's going to be value added
- 21 at the end of this.
- 22 So remember, state your name for the
- 23 record. And please, begin your testimony.
- MS. UNGER: Good morning. My name is

- 1 Roseanne Unger. And I'm the Director --
- 2 COUNCILMAN JONES: Pull the mic a little
- 3 closer.
- 4 MS. UNGER: Director in Court
- 5 Administration for Municipal Court. I also
- 6 Chair the Case Processing Work Group. With
- 7 me are two members of that work group.
- 8 MS. ALLEN: Good morning, Sarah Allen.
- 9 I am Chief of the Municipal Court Pretrial
- 10 Unit at the Defenders Association.
- MR. BARRY: Good morning. My name is
- 12 Michael Barry. I'm Deputy of the Pretrial
- 13 Division for the Philadelphia District
- 14 Attorney's Office.
- 15 MS. UNGER: I would like to just give
- 16 you an overview of our initiatives. And I
- 17 welcome any help or support from my friends
- 18 here from the Working Group to correct me if
- 19 I misquote anything or jump in when needed.
- 20 The initiatives of the Case Processing
- 21 Work Group led by the FJD, DA and Defenders
- 22 Association and are aimed at reducing the
- 23 case processing time for both pretrial and
- 24 sentence populations. The first change we

- 1 implemented, which impacts our pretrial
- 2 populations, were revisions to our Smart
- 3 Room scheduling. This was completed back in
- 4 June of 2016. The Smart Room, for those who
- 5 don't know, is the first listing Common
- 6 Pleas Court after formal arraignment.
- 7 At the Smart Room listing, individuals
- 8 are often given the opportunity to resolve
- 9 their cases or receive a trial date. We had
- 10 reduced the time it takes for a felony case
- 11 to get to the first Smart Room listing in
- 12 Common Pleas Court by one week and, in some
- 13 cases, two weeks. So for the time period of
- 14 June through December of 2016, we reduced
- 15 the time from cases that were held for court
- 16 from preliminary arraignment to formal
- 17 arraignment by one week in close to 5300
- 18 cases. Further, we also reduce the time
- 19 from formal arraignment to Smart Room
- 20 listings on close to 3200 non-homicide,
- 21 non-custody matters from July 2016 to March
- 22 of 2017.
- 23 Around the same time we made revisions
- 24 to the Smart Room scheduling, the DA's

- 1 Office also agreed to expand the eligibility
- 2 and criteria for the Early Resolution
- 3 Program. ER starts immediately after rest
- 4 in the preliminary arraignment. The DA's
- 5 charging unit identifies certainly felony
- 6 offenses and makes misdemeanor offers in an
- 7 effort to resolve the matter earlier. The
- 8 offer are submitted to defense at the time
- 9 of arraignment and the case is schedule to
- 10 ER courtroom within two weeks for possible
- 11 resolution.
- 12 In addition to expanding to include
- initial felony charges, the DA's Office has
- 14 also started to make felony offers on this
- 15 matter. The expansion started, like I said,
- 16 around May 31 of 2016. And we have seen
- 17 offer -- cases diverted from arraignment to
- 18 ER double since the expansion.
- 19 Currently in progress is our Continuous
- 20 Review Project. Municipal Court and Common
- 21 Pleas Court administrators prepared
- 22 continuous reports for review by the
- 23 respective judicial leadership. And
- 24 starting with Municipal Court, we have

- 1 reviewed the sample reports for judicial
- 2 leadership and recommended and approved our
- 3 next steps, which will include scheduling a
- 4 meeting with municipal court judges,
- 5 representatives from the District Attorney's
- 6 Office and Defenders Association. At this
- 7 meeting, we hope to identify key problem
- 8 areas as it relates to continuous requests
- 9 for each agency. Once we identify the major
- 10 issues, we can begin to work collaboratively
- 11 to find a solution. It's clear by each
- 12 agency's commitment thus far, we share the
- 13 common goal to work smarter and more
- 14 efficiently.
- 15 As you mentioned in opening argument --
- opening statements, that we all have room to
- 17 improve. And we all recognize that,
- 18 especially when it comes our continuance
- 19 rate. We have our first meeting at the end
- 20 of this month. And we look forward to a
- 21 very productive meeting.
- 22 Moving onto our sentence population.
- 23 Back in February of 2016, the District
- 24 Attorney's Office expanded the eligibility

- 1 criteria for DUI treatment, court cases and
- 2 began accepting DUI cases into immediate
- 3 punishment program. Expanding the
- 4 eligibility -- in addition to expanding
- 5 eligibility for DUI Treatment Court, they
- 6 also agreed to reduce the prison requirement
- 7 for one-year cases. So previously, if you
- 8 were sentenced to -- on a one-year case in
- 9 DUI Treatment Court, you had to serve six
- 10 months incarceration. And the remaining six
- 11 months were served on house arrest. The
- 12 District Attorney's Office has agreed to
- 13 allow the individual to serve three months
- of incarceration and the remaining nine
- 15 months on house arrest. Thus, resulting in
- 16 90 days saved per participant.
- 17 The DUI IP Program started when the DA's
- 18 Office began offering IP to those
- 19 individuals facing a 90-day sentence on DUI
- 20 cases but they were not eligible for DUI
- 21 Treatment Court. Previously, these
- 22 individuals would have had to serve 90 days.
- 23 But for the offer of IP, they now only serve
- 24 20 days, which is again a savings of 90 days

- 1 saved per individual.
- 2 Additionally, the FJD started scheduling
- 3 all DUI cases to a dedicated day for
- 4 Courtroom 404 for Discovery Courtroom. This
- 5 allows the DA's Office to screen again for
- 6 DUI Treatment Court or DUI IP cases which
- 7 they may have missed at the preliminary
- 8 arrangement stage.
- 9 The next initiative is early -- our
- 10 Early Parole Petition. The public defender
- 11 has increased its capacity to file early
- 12 parole petitions by including private
- 13 counsel cases in their filings. This
- 14 process ensures earlier release for people
- 15 serving sentences in Philadelphia jails.
- 16 Every county inmate is now being reviewed
- 17 for early parole.
- 18 The success rate of these petitions is
- 19 high. They filed 174 since the program
- 20 started, and have -- 108 have been granted.
- 21 The petitions that are denied are reviewed
- 22 and refiled in the future. The Defenders
- 23 Association is constantly working on trying
- 24 to have the clients released on acceptable

- 1 parole plan. And that concludes the
- 2 initiative for Case Processing.
- 3 Do we have any questions?
- 4 JUDGE LERNER: I think it would be
- 5 helpful if you could elaborate a little bit
- 6 more on one of the items in your case
- 7 processing reform pretrial population.
- 8 Specifically, get back -- yeah, there it is.
- 9 The early resolution expansion, I would
- 10 like to know a little more about what kind
- of cases we're talking about there, whether
- 12 or not by early resolution we are talking
- 13 about anything other than offers by the
- 14 District Attorney's Office, guilty plea,
- 15 guilty plea offers. And also, is there any
- information on the number or percentage of
- 17 those offers that are accepted leading to
- 18 the early termination of the case?
- 19 MR. BARRY: I will start with the
- 20 expansion. We really did two things when we
- 21 expanded. We looked for felony --
- 22 additional felony crimes that we know very
- 23 frequently get pled down to misdemeanor
- 24 crimes once they go through the process.

- 1 obviously, the idea behind this Early
- 2 Resolution Program is if the evidence is
- 3 there on certain cases, there is a kind of
- 4 general knowledge in the criminal justice
- 5 system that is a very likely outcome. And
- 6 rather than go through various steps to get
- 7 to that very likely outcome, we can perhaps
- 8 make that offer that we are going to make in
- 9 six months the first day to avoid the work,
- 10 the process and most importantly the time
- 11 spent in jail to get to that outcome.
- 12 So, we did increase eligibility on some
- 13 of those things. Specifically, there are
- 14 certain crimes that become felonies after
- 15 repeated offenses like retail theft and
- 16 theft from auto that we were willing to
- 17 knock down, some narcotics cases based on
- 18 when we look at them and low level
- 19 robberies. Others we saw that there were
- 20 cases that we felt would still be felony
- 21 guilty pleas, but that for this specific
- 22 program, early resolution, it's about guilty
- 23 pleas.
- I mean, we have expanded -- we have

- 1 felony diversion programs like TCY and Drug
- 2 Treatment Court that divert felonies that at
- 3 times don't involve convictions. But early
- 4 resolutions about cases that we think are
- 5 headed towards a conviction or guilty plea
- 6 actually. I should be more specific.
- 7 We expanded that to include if two
- 8 robberies, robberies without weapons. Some
- 9 burglaries. All of these -- any time we --
- 10 as been expressed many times, safety is one
- 11 of the primary concerns of this program.
- 12 And whenever we are willing to open up an
- 13 expand some of our programs, we are
- 14 concerned about safety. From the get-go, we
- 15 really don't make offers on cases with guns.
- 16 We don't make offers on cases with weapons.
- 17 These are cases that --
- JUDGE LERNER: Let me interrupt you with
- 19 what you just said. When you say you don't
- 20 make offers on cases with guns, are you
- 21 talking about cases where guns are used in
- 22 an offense? Or also cases where the offense
- is just, I don't mean to say "just," but the
- 24 offense is an illegal gun possession?

- 1 MR. BARRY: As, Your honor, knows, we
- 2 take gun possession cases very seriously in
- 3 my office. At this time, we have not
- 4 expanded early resolution to gun possession
- 5 cases.
- 6 JUDGE LERNER: You're right. I didn't
- 7 ask that question to illuminate that answer
- 8 for me.
- 9 MR. BARRY: I understand that. Yes, I
- 10 know. But yeah, no. We have -- not at this
- 11 time. We take gun possession cases very
- 12 seriously. It's our philosophy remains that
- 13 those are not the type of cases that we feel
- 14 are appropriate for diversion or early
- 15 resolution.
- 16 JUDGE LERNER: So, how are we doing in
- 17 terms of acceptance of those offers? What
- 18 numbers or percentages are of cases that
- 19 might otherwise go on into infinity or
- 20 beyond are actually being disposed of
- 21 earlier?
- MS. UNGER: So, we just reached the
- one-year mark of the expansion. And we are
- 24 pulling that data now to compare it to prior

- 1 to expansion.
- 2 JUDGE LERNER: Thank you.
- 3 MR. BARRY: As I know is known, there
- 4 are a lot of reasons why people might not
- 5 want to do an early offer. A lot of people
- 6 want and deserve and should have their day
- 7 in court, too. We make our offers. That's
- 8 it.
- 9 MR. EL-SHABAZZ: First of all, good to
- 10 see you mike. How are you, man?
- 11 MR. BARRY: You too, sir.
- 12 MR. EL-SHABAZZ: Listen, you didn't
- 13 address the seriousness of how the District
- 14 Attorney's Office take gun possession cases.
- 15 But I do know that there are some cases that
- 16 are, in fact, gun possession cases but there
- 17 are circumstances, extenuating circumstances
- 18 with regard to that, that the office does
- 19 extend a diversionary program.
- 20 Would that be an accurate statement?
- 21 MR. BARRY: Sure. We give ARD on gun
- 22 cases occasionally. ARD are gun cases, the
- 23 oldest diversion program. It's statutory.
- 24 On the percentage of gun cases, we will give

- 1 ARD. There are -- I mean, it would depend
- on the circumstances, but we would be open
- 3 to other programs.
- 4 MR. EL-SHABAZZ: I just want it to be
- 5 for the record clear, although there is a
- 6 policy that exists in the office at this
- 7 time and during the time that I was there,
- 8 there is also a policy that existed during
- 9 that same time where ARD, in fact, was given
- 10 for gun possession cases depending on
- 11 extenuating circumstances surrounding gun
- 12 possession case so that no one gets the idea
- 13 that there is blanket policy of anyone who
- 14 ever possessed a gun automatically was being
- 15 convicted or suffered a conviction at the
- 16 hands of that possession of a weapon.
- 17 And that's all I have. Thanks.
- 18 COUNCILMAN JONES: Thank you.
- 19 Are there any other questions?
- 20 Seeing none, thanks. Sarah, did you --
- 21 are you going to say something?
- MS. ALLEN: No, I'm good.
- 23 COUNCILMAN JONES: You sure? You see
- 24 you're being advocated for.

- 1 MR. HOLLWAY: Still really nice to have
- 2 you here.
- 3 MS. UNGER: She was asked to fill in
- 4 for --
- 5 MS. ALLEN: I was filling in for Mr.
- 6 Kotter on early parole petition.
- 7 MS. UNGER: She is sitting in for
- 8 Mr. Kotter for early parole petition who
- 9 couldn't be here.
- 10 MS. BRADFORD-GREY: Do you have any
- 11 valuable information?
- MS. ALLEN: Roseanne gave the
- information that Byron passed to me for
- 14 early bail review. Our numbers are up a
- 15 little bit from what was reported. We are
- 16 now up to 500 that we have reviewed. But
- it's still generally the same proportion
- 18 that are being granted. So, our Post Trial
- 19 Unit is continuing to work as hard on these
- 20 as is reported.
- MR. EL-SHABAZZ: See, we wouldn't have
- 22 known that. Thank you very much.
- 23 COUNCILMAN JONES: Keir might wind up on
- 24 the other side.

- 1 MS. BRADFORD-GREY: Sarah is extremely
- 2 able to do this. I just wanted to hear her
- 3 voice.
- 4 MR. EL-SHABAZZ: Excuse me sir, Chair,
- 5 before you go into the next phase of this,
- 6 may I be excused?
- 7 COUNCILMAN JONES: Leave shall be
- 8 granted. Thank you, Mr. Shabazz.
- 9 I want to thank you. And again, this
- 10 adds more gravity to what and how difficult
- 11 some of this stuff is and intricate it is.
- 12 And thank you for the team relationship both
- 13 from the Defenders and the DA working
- 14 together. It can happen. In the courts it
- 15 can happen. Thank you.
- 16 Ms. Williams.
- 17 THE CLERK: Yes.
- 18 COUNCILMAN JONES: Will you read the
- 19 next group to testify.
- 20 THE CLERK: Sarah Allen, Charles Hoyt
- 21 and Derek Riker.
- 22 (Panel approaches Table.)
- 23 COUNCILMAN JONES: Thank you all for
- 24 your patience. And you can state your name

- 1 for the record and begin your presentation.
- 2 MR. RIKER: Good morning. I'm Derek
- 3 Riker. I'm Chief of the Diversion Court
- 4 unit at the District Attorney's Office.
- 5 MS. ALLEN: Good afternoon. Sarah
- 6 Allen, Chief of Municipal Court Pretrial
- 7 from the Defenders Association.
- 8 MR. HOYT: Good afternoon. I'm Charles
- 9 Hoyt, Chief Probation Officer, Philadelphia
- 10 Adult Probation.
- 11 COUNCILMAN JONES: See, this
- 12 interdepartmental cooperation is beautiful.
- 13 Okay. Please begin.
- 14 MR. RIKER: Members of the Committee, we
- 15 are going to each take -- we have three
- 16 initiatives we are going to discuss today
- 17 dealing with the population involving
- 18 individuals who are potentially facing a
- 19 violation of probation. We are each going
- 20 to discuss one of those with you.
- 21 If you want to ask questions after each,
- 22 that's fine. But it might be more
- 23 beneficial just to wait till the end to ask
- 24 questions.

- I am going to discuss the Detainer

 Alternative Program or DAP as it's more
- 3 commonly known. DAP provides adult
- 4 probation with an alternative to
- 5 incarceration for individuals who otherwise
- 6 taken into custody for failure to comply
- 7 with specific terms of their probation or
- 8 parole. Rather than being detained, DAP
- 9 provides individuals with an opportunity to
- 10 address the underlying issues, which are
- 11 placing them in jeopardy of committing a
- 12 technical violation. Specifically in these
- 13 cases, it's substance abuse issues.
- We do this through intensive case
- 15 management by a dedicated probation officer
- 16 from APPD and a substance abuse case manager
- 17 from the Public Health Management
- 18 Corporation. These two individuals provide
- 19 a very personalized hands-on services for
- 20 the participants who are identified for this
- 21 program. They come to court every other
- 22 week for a period between eight and twelve
- 23 weeks to try to correct the drug usage. And
- 24 if they are successful, they are able to be

- 1 returned back to regular probation. If they
- 2 are unable to address their issues, then
- 3 they have to address them in front of their
- 4 back judge.
- 5 As an example of the lengths that this
- 6 program goes to try to help these
- 7 individuals, our substance abuse case
- 8 manager will personally escort these
- 9 participants to a drug intake facility to
- 10 make sure that they get into the program,
- 11 that all the financials are worked out, any
- 12 sort of insurance issues, that they
- 13 understand what expectation are of them.
- 14 And they will literally hold their hand as
- 15 they go through this process.
- 16 This initiative began back in January of
- 17 this year. And to date, 74 individuals have
- 18 been recommended for the program. The
- 19 current case load is 26. We have a cap of
- 20 30 people at any given time, and we will add
- 21 a few more people this week to that process.
- 22 So far, we have graduated 17 people from the
- 23 program. And our current savings of days is
- 24 over 3,550. So, it's quite a significant

- 1 number. Again, the program is only about
- 2 little less than five months long at this
- 3 point. We are moving in a very positive
- 4 manner with this.
- 5 MS. ALLEN: The next initiative actually
- 6 started pre-MacArthur based on some staffing
- 7 changes that were made at the defender and
- 8 the restructuring of our Pretrial Unit. The
- 9 courtroom that Ms. Unger discussed earlier
- 10 which is the Misdemeanor Calendar Room in
- 11 Courtroom 404 at the Criminal Justice
- 12 Center, was restructured within our office
- that gave us the opportunity to review new
- 14 arrests as soon as they were arrested. So,
- 15 we were able to more rapidly identify people
- 16 who were being taken into custody as the
- 17 result of a new misdemeanor arrest with a
- 18 detainer.
- 19 We sought offer -- we seek offers on
- 20 those cases now within a week of their
- 21 arrest. Pre this change in staffing, those
- 22 offers were not sought until the first trial
- 23 listing, which was generally two months
- 24 after the client was taken into custody.

- 1 Now we seek the offer. We have the offer
- 2 relayed in custody for a potential plea in
- 3 front of that client's back judge. This has
- 4 expedited the resolution of the case from --
- 5 on average pre-November 2015 of 89 days. We
- 6 now have it below 30. So, we are seeing a
- 7 savings of 57 days per case when a client
- 8 accepts an advance review in consolidation
- 9 offer to their back judge.
- 10 To date, I mean, this is one of the
- 11 programs that's actually been up and running
- 12 the longest since we started pre-MacArthur.
- 13 We recommended our offers at 1,099 cases.
- 14 If you take on average how many days we're
- 15 saving on those cases, we are realizing a
- 16 gigantic savings in custody days through
- 17 this process.
- 18 MR. HOYT: Hi. I am here to talk about
- 19 violation of electronic monitoring. This is
- 20 a new program. Hasn't been launched yet.
- 21 We are hoping we launch it by fall of this
- 22 year. We are also in that same boat with
- 23 the electronic monitor not being bought yet
- 24 and the vendor. But as soon as we can get

- 1 that, we are ready to go. We already
- 2 interviewed and hired officers -- we
- 3 interviewed officer that are already
- 4 probation officers now. And we are going to
- 5 send in for their replacements and hire them
- 6 as things go on probably within the next
- 7 couple weeks.
- 8 The Violation Electronic Monitoring is
- 9 called VEM. The program is an alternative
- 10 to incarceration for supervision offenders
- 11 characterized as non-violent offenders with
- 12 non-violent potential direct violations,
- 13 this is what Mr. Shabazz was talking about.
- 14 People that have a lesser charge and are on
- 15 for a lesser charge. What are we going to
- 16 do about them. This is what we are trying
- 17 to do.
- 18 The policies and procedure for this
- 19 initiative have been drafted and presented
- 20 to the judicial leadership of both the
- 21 Municipal Court and Common Pleas Court. The
- 22 VEM Unit will consist of six probation
- 23 officers, one legal clerk and one
- 24 supervisor. There will be 240 new digital

- 1 monitors purchased for use in the VEM Unit.
- 2 The launch of this initiative is dependent
- 3 on the finalized purchase, as I said before,
- 4 purchase order of new digital equipment and
- 5 staff training.
- 6 VEM will roll out in two phases,
- 7 addressing two populations. A prison
- 8 population snapshot and, thereafter, a daily
- 9 review of the detained probation parolees.
- 10 Phase one will be a snapshot of the prison
- 11 population on detainer and are under APPD
- 12 supervision. Eligible candidates will be
- 13 selected from this list with potential
- 14 release to VEM. Giving priority to the
- 15 greatest length of stay.
- 16 Phase two will commence when the backlog
- 17 is caught up. Phase two will be a
- 18 day-forward program and reviewing cases
- 19 daily for eligibility of VEM.
- 20 Finally, we are -- at APPD, we are
- 21 really pleased with DAP which is still the
- 22 emphasis and eager to launch the violation
- 23 electron monitor in the fall hopefully of
- 24 2017.

- 1 COUNCILMAN JONES: Mr. District
- 2 Attorney, are we allowed to ask questions
- 3 now? You set the rule.
- 4 MR. RIKER: We are opening questions,
- 5 Councilman.
- 6 COUNCILMAN JONES: With your permission.
- 7 Out of all of these things, I have the
- 8 most hope and promise for what you do.
- 9 Questions technically.
- 10 Do you -- do you prefer the -- are these
- 11 ankle monitors GPS similar to what
- 12 Councilman Johnson talked about?
- 13 MR. HOYT: These are same monitors that
- 14 Mr. Bouchard talked about that are not
- 15 landline monitors, digital monitors, but not
- 16 GPS, no.
- 17 COUNCILMAN JONES: Why -- my natural
- 18 question would be, why not GPS versus just
- 19 these monitors?
- 20 MR. HOYT: I think it was a financial
- 21 issue. And I also -- there is other
- 22 problems in that we would have to hire more
- 23 people, I think, to deal with it.
- 24 COUNCILMAN JONES: Can you elaborate,

- 1 please.
- 2 MR. HOYT: Well, if you're going to have
- 3 it -- you're going to have to work 24/7 with
- 4 GPS. And you're going to have to respond if
- 5 somebody went somewhere. So if somebody
- 6 goes to 8th and Butler and they had to stay
- 7 away from there, you have to respond or else
- 8 you're going to be liable as a department.
- 9 COUNCILMAN JONES: Versus?
- 10 MR. HOYT: Well, versus now where the
- 11 person has to stay in the house. If they go
- 12 out, they get locked up.
- 13 COUNCILMAN JONES: In one case, once
- 14 they go somewhere, there is a group that
- 15 goes after them. In the case that you have,
- 16 what happens when someone just decides to
- 17 leave the house?
- 18 MR. HOYT: Well, the sheriff goes out.
- 19 What they try to find -- the sheriff goes
- 20 out, picks them up.
- 21 COUNCILMAN JONES: So, why wouldn't we
- 22 use the Sheriff's Department in both cases?
- 23 MR. HOYT: I guess we could. Like I
- 24 said, I think it was more financial issue.

- 1 But I think that the finances would also be
- 2 something that we would have to do, too. I
- 3 think it would have to expand us. But I do
- 4 believe you're right. I think it was mostly
- 5 a financial issue.
- 6 MR. MCSORLEY: Councilman, can I just
- 7 jump in for the GPS thing?
- 8 COUNCILMAN JONES: Sure.
- 9 MR. MCSORLEY: I'm Rich McSorley, Deputy
- 10 Court Administrator. To dovetail more on
- 11 what the Chief said, those kind of alerts
- 12 when it's a GPS, it's going to the -- the
- 13 volume of alerts is going to grow
- 14 dramatically as opposed to just the people
- 15 in the houses. That is part of the issue is
- 16 going to be. The sheriff can't handle a lot
- of the volume we have now. And it's going
- 18 to grow, so we are going to have to deal
- 19 with that.
- 20 As far as GPS as mentioned by Councilman
- 21 Johnson early, Juvenile was using it
- 22 extensively. We do have a pilot program
- 23 planned for GPS an adult. We never used
- 24 wireless in adult. We had these old

- 1 landlines. We want to get the wireless EMs
- 2 in. Get that technology down. Then there
- 3 is a plan to start a pilot program with
- 4 small amount of GPS units to see how it will
- 5 work out with the adult unit.
- 6 COUNCILMAN JONES: So my question is,
- 7 you prefer the GPS wireless?
- 8 MR. MCSORLEY: Well, we haven't used it
- 9 yet. My own layman look at it, landlines
- 10 are going to go away. That's going to
- 11 happen, so we have to prepare for it.
- 12 COUNCILMAN JONES: Got it.
- 13 MR. MCSORLEY: I think the wireless we
- 14 are going to use for the first time in
- 15 Philadelphia, I am hoping for a great
- 16 result. It's the first time, it's a brand
- 17 new vendor that might be selected. And we
- 18 just have to see how it works out first.
- 19 If it works out great and GPS Pilot
- 20 Program works out great, then I am sure we
- 21 will be coming to City Council saying look
- 22 how much money we are saying.
- 23 COUNCILMAN JONES: We love it.
- MR. HOYT: Yeah. I would just like to

- 1 say the staff and money -- GPS is better. I
- 2 think it would be better way to monitor an
- 3 individual for sure. But staff and money
- 4 would be the problem. And when we did this
- 5 initiative, this is what was offered. This
- 6 is the kind of money that was offered for
- 7 us.
- 8 COUNCILMAN JONES: So on the training of
- 9 the new staffers probation officers, when we
- 10 went to Bradford County, we noticed a
- 11 evolution in thought. And in that
- 12 evolution, it wasn't just I'm a probation
- 13 officer and my focus is to check for
- 14 violations both technical, actual and send
- 15 you back. It was more of a social worker
- 16 evolution where a correction officer and a
- 17 social worker had a baby, it would be this
- 18 new job description. Tough love, but love.
- 19 And so, are we changing the job
- 20 description to fit where we are going with
- 21 justice?
- MR. HOYT: We are talking about
- 23 probation officers and you're asking me are
- 24 we changing their job description in trying

- 1 to do things with them? Is that --
- 2 COUNCILMAN JONES: Correct.
- MR. HOYT: Yeah, we are. We received a
- 4 grant \$750,000 to work with GMU and Faye
- 5 Taxman. And there is a program called
- 6 Soaring, which is a kindler gentler way of
- 7 dealing with people and also more effective.
- 8 Also, we have motivational interviewing
- 9 throughout our whole department. And we are
- 10 constantly trying to stay up with that. We
- 11 have a needs tool already. And we try to
- 12 stay in tune with the needs. And we also
- 13 try to give the best and most recent therapy
- 14 and counseling and training.
- MS. ALLEN: If I can follow up on what
- 16 Mr. Hoyt has said, we have been able to see
- 17 this improvement through the Detainer
- 18 Alternative Program because they hired the
- 19 probation officer that's currently assign to
- 20 that position was hired as a result of this
- 21 grant. And he is -- you would say it was
- 22 the marriage of a correctional officer and a
- 23 social worker because he knows how to draw
- 24 the line in the sand but he knows how to

- 1 give the clients the support they need to be
- 2 successful.
- 3 We are hopeful that model will continue
- 4 through the expansion of this VEM Project.
- 5 COUNCILMAN JONES: You find this to be
- 6 acceptable Mr. District Attorney?
- 7 MR. RIKER: I find it to be very
- 8 acceptable, the results particularly are
- 9 quite dramatic in terms of the day, saved
- 10 particularly in the ARC Program that we are
- 11 able to role with great credit to the
- 12 Defenders Association on the project.
- In terms of the DAP policy, you know, we
- 14 are taking a little bit of a leap of faith
- 15 in that, as well. These individuals that
- 16 are on probation that we are saying we know
- 17 would otherwise be in custody that we are
- 18 saying let's keep them on the street and try
- 19 to work with them. It's not just the low
- 20 hanging fruit. We are dealing with medium
- 21 and high risk population. And we find that
- 22 the probation department does an excellent
- 23 job of maintaining strong oversight. When
- 24 the time is appropriate, if necessary,

- 1 taking that individual off the street. We
- 2 are very confident and comfortable with how
- 3 the policy and program is proceeding.
- 4 COUNCILMAN JONES: We have to discipline
- 5 ourselves to monitor costs. Because if you
- 6 are going to come to this body or Council
- 7 and say we need a little more money in this,
- 8 I guess it would go down better when your
- 9 documenting what you're saving. And you are
- 10 just anecdotally to me, not accounting
- 11 principals, saving money.
- 12 So if -- one of the things that we are
- 13 moving towards in our funding, if you save a
- 14 dollar, you should get a quarter back, at
- 15 least a nickel. So, we want to measure
- 16 these things so that we can reinvest in
- 17 programs that are worth it. I'm going to
- 18 let my chairs go.
- 19 MS. WERTHEIMER: I was actually planning
- 20 on responding to your comment if it's okay.
- I think to your point, this is obviously
- 22 a discussion that's come up several times.
- 23 And as you may recall, the City is moving
- 24 towards program-based budgeting. Which

- 1 while we're starting with the internal
- 2 departments to the City, it will eventually
- 3 hopefully move to the independent agencies
- 4 with their cooperation where we will be able
- 5 to determine both cost and impact and
- 6 savings in the long run.
- 7 COUNCILMAN JONES: We want to balance it
- 8 out equitably.
- 9 MR. BETHEL: You have to answer the
- 10 question, do you have more time than Judge
- 11 Lerner?
- 12 MR. HOYT: I don't know how that
- 13 happened. I think I said in a room that I
- 14 had a lot of time. And he said, whoa, you
- 15 didn't beat me, right.
- 16 MR. BETHEL: I guess my question is to
- 17 the GPS. Obviously, I was involved with the
- 18 Juvenile. And I found it very effective
- 19 tool because there are times when incidents
- 20 happen we can note. I guess to me it's not
- 21 an all or nothing proposition. Because can
- 22 there be a market? I am glad to hear you
- 23 are going to do a pilot.
- 24 My concern is the individual's out on

- 1 maybe a domestic who violates. We
- 2 constantly have them coming back to his or
- 3 her victim's home. That would be -- are we
- 4 able to maybe even look at it from a
- 5 perspective of who may be in that
- 6 prioritization of who should be on them?
- 7 You follow what I'm saying, Charlie? I
- 8 mean, how many times have I been to a
- 9 residence where the person has gotten out
- 10 and they are violating a protection order
- 11 and this is after the fact. Or this is
- 12 something that could be used as a tool that
- 13 says, hey, listen, he's on probation. He's
- 14 out on ankle monitor. And guess what, he's
- 15 not supposed to be in this radius. This
- 16 will allow you to set that tone of
- 17 protection around the victim saying if he
- 18 comes into the zone, it will automatically
- 19 go off.
- 20 And so, I think there is opportunities
- 21 here even if not -- can't do them all. I
- 22 think there is a subset of more to the issue
- 23 around public safety. I remember when I
- 24 talked to Commissioner Ramsey, he was

- 1 excited about these coming on board. Part
- 2 of that excitement, we would know where
- 3 people are at, as well. Just something I
- 4 know you're thinking about that.
- 5 MR. HOYT: I think my only trepidation
- 6 was that we need a lot of people -- what you
- 7 did was great. What you guys did with
- 8 Juvenile because it was the police where it
- 9 was a partnership. You guys went wherever
- 10 they were at, and it was really good. And I
- 11 think that would work for us, too.
- I was just saying, and I probably
- 13 shouldn't have said, it's going to be a
- 14 little bit more costly. That's all. I
- 15 think it's way more effective, and I think
- 16 it's the way to go. And if we could change
- 17 all those 800 and just 240 to GPS, it would
- 18 be great. It's just that we need that
- 19 cooperation like you guys gave to Juvenile,
- 20 like the police gave to Juvenile.
- 21 MR. MCSORLEY: I think Mr. Bethel you
- 22 hit the nail on the head. In the pilot we
- 23 do want to see what population on GPS. Not
- 24 everybody on EM should be subject to the

- 1 vigorous supervision of GPS. When we start
- 2 the pilot, I think it's going to be
- 3 discussed. Is it pretrial? Is it post
- 4 trial? Is it domestic? What are the cases
- 5 that we want to use it for first and target
- 6 those people that are most, you know, will
- 7 get the most use for it.
- 8 I don't think that everybody in the --
- 9 for a DUI EM release is going to need a GPS
- 10 bracelet. I don't think we need to know
- 11 where they are every second of the day.
- 12 Most of the people are allowed to get out
- 13 for periods of the day for work and
- 14 different things. It's going to be a
- 15 learning thing for Philadelphia. Who is
- 16 that population. I am sure we will sit down
- 17 with the police and other justice partners
- 18 and try to decide the best way to use it.
- 19 MR. HOYT: I think Kevin is right. I
- 20 think the domestic violence, the people that
- 21 have stay-away orders, I think it's really
- 22 good for because you can follow them and
- 23 know where they are going. Do you know what
- 24 I mean? And know if they are going to a

- 1 house to attack someone or beat someone.
- 2 They are the kind of cases I think the
- 3 specialized cases would be great for GPS.
- 4 MS. BRADFORD-GREY: I am really glad
- 5 that we are talking about both things in
- 6 this conversation because I really think
- 7 that there's room for reform and public
- 8 safety in the same conversation. One of the
- 9 things I want to make sure that we do, we
- 10 are not doing things just because we are
- 11 afraid of bad publicity, right.
- 12 I do want to make sure in terms of what
- 13 the Defender Association is doing in the ARC
- 14 Program and the VEM Program. When we talk
- 15 about speed up that process, can you just
- 16 elaborate. Are we now -- we don't want to
- 17 be a part of an assembly line justice. Yo
- 18 know, that's kind of what got us into some
- 19 of the challenges that we are seeing now.
- 20 No individualizing of the client, no
- 21 humanizing of the people that go through
- 22 this system. And so, sometimes we could
- 23 make people more desperate so that when they
- 24 get out, they have less than when they came

- 1 in.
- 2 Can you just elaborate on the fact that
- 3 the programs that we are putting in place,
- 4 they are not assembly line type of justice
- 5 that will get us in these same situations
- 6 that -- where reform is now necessary.
- 7 MS. ALLEN: Through the ARC Program,
- 8 since that is now centralized within one
- 9 unit of the Defender Association, the
- 10 benefit is we are able to give
- 11 individualized screening to the case and the
- 12 back case. We look at their reports that
- 13 are generated. We determine whether the
- 14 client has mental health needs. We
- 15 determine whether the client has a history
- 16 of drug and alcohol issues through their
- 17 probation. And we try and tailor specific
- 18 treatment reports to present to the judges
- 19 when the case ultimately goes in front of
- 20 them to accept an offer.
- 21 So, the whole focus whether we are doing
- 22 it pretrial or whether we are looking at it
- 23 through violations of probation is
- 24 identifying the needs of the clients and

- 1 connecting them with appropriate services.
- 2 So that when they are paroled, when they are
- 3 successful in their case, they are going
- 4 back to the community with a treatment plan
- 5 in place and with the -- what they need to
- 6 get successfully engaged in that treatment.
- 7 MS. BRADFORD-GREY: And that shift that
- 8 you just described, looking at it from a
- 9 pretrial perspective, is really a new way of
- 10 doing things in our system. And what is
- 11 some of the successful outcomes or what we
- 12 have learned from that process? I think
- when I was practicing in this system, we
- 14 really started understanding what the
- 15 individual need at sentencing, at the time
- 16 sentencing. All the while, someone kind of
- 17 just sat and languished. Now doing a front
- 18 end look is much better for our system as a
- 19 whole, but much more effective to really
- 20 understand and advocate for certain needs to
- 21 be identified.
- MR. RIKER: The front-end look is very
- 23 important because it provides -- the more
- 24 information we have about the individual,

- 1 the more opportunity it gives us to more
- 2 appropriately address that case.
- 3 Perfect example is on these early looks
- 4 by the Defenders Association, if they can
- 5 provide the District Attorney's Office, my
- 6 office, with more information about the
- 7 person, the background, what may have led to
- 8 criminal contact. It might open up the door
- 9 to more diversion programs, more diversion
- 10 opportunities for that person. It's
- 11 information I typically would not get in
- 12 police discovery. But by getting it far
- 13 enough in advance, it makes it worthwhile
- 14 for all parties to try and engage somebody
- 15 in a different matter.
- 16 MR. PODGUSKI: Yeah, I just want to
- 17 quickly say a couple things. I think,
- 18 Charlie, I think when you considered your
- 19 electronic monitoring solution, you really
- 20 went about it in a thoughtful way. I have
- 21 experienced in my tenure in this field when
- 22 individuals talk about GPS, oftentimes they
- 23 go into it with their eyes wide shut.
- It has a role. It has a functionality,

- 1 and it's a very good tool. However, it does
- 2 have several operational questions which
- 3 agencies must confront not only in terms of
- 4 passive and active utilization of GPS, but
- 5 it really surrounds what you do when you
- 6 know, right?
- 7 So I think with our population of
- 8 offenders or parolees, should I say
- 9 reentrance, utilizing the wireless
- 10 technology because so many folks do not have
- 11 landlines anymore, I think is a pretty good
- 12 solution for you considering your
- 13 operational concerns and your fiscal
- 14 concerns.
- The other thing I just like to say is
- 16 I'm really, really encouraged by the
- 17 Detainer Alternative Program because one of
- 18 the things that I like to say is when --
- 19 when we can supervise people in the
- 20 community safely, we should do that. And it
- 21 sounds like this program does just that.
- 22 And I would like to see it expanded because
- 23 it -- like I said before, it's about helping
- 24 people and getting the intervention and the

- 1 help that they need because it's their
- 2 journey.
- 3 MR. RIKER: Right now the DAP Program
- 4 covers 30 individuals. It's considered a
- 5 pilot project. Basically, rolled out to see
- 6 just a proof of concept model. The early
- 7 results are good. And hopefully, we will be
- 8 able to continue in that progress.
- 9 MR. BETHEL: Just one more stupid
- 10 question around the GPS. The equipment that
- 11 you're purchasing, is that able to be
- 12 upgraded to GPS if you so desire to go that
- 13 direction? Or is that a whole new piece of
- 14 equipment you have to purchase?
- MR. HOYT: Yes.
- 16 COUNCILMAN JONES: Yes what?
- MR. HOYT: No. We do the first part.
- 18 It can be upgraded to GPS.
- 19 MR. BETHEL: Just checking.
- 20 MR. HOYT: Sorry about that.
- 21 COUNCILMAN JONES: That was really --
- 22 MR. HOYT: I sort of just lost you after
- 23 you said that. I stayed right with your
- 24 question. Sometimes you're tough to deal

- 1 with that way, Kevin.
- 2 JUDGE LERNER: Derek, with regard to the
- 3 Detainer Alternative Program, right now what
- 4 is the most serious offense either back time
- 5 or front time that would be -- would make --
- 6 allow somebody to be eligible for that
- 7 program?
- 8 MR. RIKER: I think it would be --
- 9 specifically for an individual in the
- 10 program right now I'm not sure.
- 11 MR. HOYT: For DAP.
- 12 MR. RIKER: In terms of the eligible
- 13 offenses, with the exception of individuals
- on probation for gun charges for, F1
- 15 felonies and for sex offenses and arson, the
- 16 majority of other offenses are all eliqible
- 17 for participation in the program.
- 18 JUDGE LERNER: And how -- how automatic
- 19 is the process that gets somebody considered
- 20 for the program?
- 21 Does it have to be brought to your
- 22 attention through defense counsel or through
- 23 the probation department? Or how exactly
- 24 does that work?

- 1 MR. HOYT: It comes through the
- 2 Probation Department. The probation officer
- 3 takes urines and positive urines and they
- 4 have to refer them. It has to be a person
- 5 that had positive urines and then was
- 6 referred to treatment but either disengaged
- 7 or left treatment, didn't go. I mean,
- 8 disengaged or didn't go. And it has to be a
- 9 person on the verge of incarceration.
- 10 JUDGE LERNER: So what I am getting at
- 11 here is that there are a lot of situations.
- 12 Any judge -- any judge who has done felony
- 13 work is familiar with a lot of situations
- 14 where there are people on probation who will
- 15 be detained when they are arrested for a new
- 16 offense. And it -- either because of the
- 17 original offense or the new charge, they are
- 18 not somebody who you're going to be
- 19 referring automatically to the DAP Program.
- 20 If those people are lucky enough to be
- 21 represented by the Defender Association and
- 22 if there is a decent argument to be made
- 23 before a judge that a detainer should be
- 24 lifted, that argument is going to be made.

- 1 Then it's up to the court, obviously, to be
- 2 willing to schedule a prompt detainer
- 3 hearing.
- 4 With people who are represented by
- 5 private counsel, whether appointed or
- 6 retained, there is a -- there are two
- 7 hurdles that have to be cleared to gt that
- 8 hearing. First there is the court hurdle.
- 9 But even before that, you have to have a
- 10 lawyer who is familiar enough and concerned
- 11 enough to take the laboring oar in getting a
- 12 hearing scheduled.
- 13 Is there anything that we are doing or
- 14 can do through the MacArthur process to
- 15 address those issues so that we can provide
- 16 a much wider range of prompt detainer
- 17 hearings for people who might not be
- 18 identified through DAP?
- 19 MR. RIKER: Well, again, Judge Lerner,
- 20 the DAP is sort of a smaller subset where
- 21 you're talking about I think is a bigger
- 22 issue that faces the system. I think part
- 23 of that is some of the case processing
- 24 review that we are going to do within the --

- 1 one of the other subcommittees. But in
- 2 general, I think you raise an excellent
- 3 point that that's part of the problem is the
- 4 awareness of some particularly private
- 5 counsel, court-appointed counsel who may not
- 6 be on top of the game as obviously the
- 7 Defender Office is traditionally.
- 8 JUDGE LERNER: Or the court. We got to
- 9 take our share of the responsibility, too --
- 10 MR. RIKER: Sure.
- 11 JUDGE LERNER: -- for this.
- 12 MR. HOYT: Judge, are you talking about
- 13 a detainer hearing?
- 14 JUDGE LERNER: Yeah.
- MR. HOYT: All of our detainer hearings
- 16 are within eight to ten days. For every
- 17 case, they get a detainer.
- 18 JUDGE LERNER: I am talking about a
- 19 formal detainer hearing before the back time
- 20 judge.
- 21 MR. HOYT: Within eight to ten days, we
- 22 have a Gagnon I, which is detainer hearing.
- 23 And within 30 days, we have a Gagnon II
- 24 scheduled.

- 1 JUDGE LERNER: I understand that. But
- 2 you understand also that Gagnon II for
- 3 defendants who have open cases are often
- 4 hardly even procedures. That all that
- 5 happens is that the clerk in the room says,
- 6 Your Honor, there is an open case here,
- 7 shall I gave it a date. And the answer is,
- 8 give it a date. Open case, detainer to
- 9 remain, give it a date without any specific
- 10 case-by-case consideration of whether or not
- 11 this is somebody who really from the point
- 12 of view of public safety needs to be
- 13 detained.
- MR. HOYT: I agree. I agree. That --
- 15 what you're saying is they are just
- 16 disregarding the Gagnon II and just giving
- 17 it a date for open bill. And it's
- 18 staying -- and the person is staying in
- 19 jail. I am going through that right now.
- 20 We are auditing all our detainers again,
- 21 which we audit every six months. We are
- 22 seeing a lot of that. And you're right.
- 23 COUNCILMAN JONES: Excuse me. I just
- 24 want to remind people that we are on

- 1 television. And people won't know what a
- 2 Gagnon II is. Could you --
- 3 MR. HOYT: Gagnon I is a detainer
- 4 hearing. And it's a hearing to decide
- 5 whether the detainer remains on somebody or
- 6 not.
- 7 COUNCILMAN JONES: Very good.
- 8 MR. HOYT: A Gagnon II is a violation
- 9 hearing which deals with the violation
- 10 director technical.
- 11 COUNCILMAN JONES: Because you and the
- 12 Judge started getting into judge speak.
- 13 JUDGE LERNER: It's important that
- 14 people understand that the Gagnon I hearing
- isn't a hearing before the probation judge.
- 16 MR. HOYT: It's trial commissioner.
- 17 JUDGE LERNER: It's a trial
- 18 commissioner. So the issues that I'm
- 19 talking about which may get somebody
- 20 actually released even though they've been
- 21 either convicted of a serious offense in the
- 22 past for which they are on probation or they
- 23 are charged with a serious offense in -- as
- 24 they are open case, an offense for which

- 1 they are presumed innocent, you -- to get
- 2 that person released it's a meaningful
- 3 Gagnon II hearing, a meaningful detainer
- 4 hearing before a judge that we need to
- 5 provide for.
- 6 MS. ALLEN: As the panel has mentioned
- 7 through pretty much every panel we have had
- 8 so far, we have taken years to create the
- 9 detainer problem. We have been working on
- 10 it for two years. I think through programs
- 11 like ARC and through programs like DAP,
- 12 judges are starting to not do with the
- 13 dreaded three letters we always heard when
- 14 we are doing violation of probation hearings
- 15 which is CFN, which is continued until
- 16 further notice.
- 17 You don't see those kind of continuances
- 18 anymore. Because I believe judges are now
- 19 aware that these types of programs exist.
- 20 And hopefully, that will then go to the next
- 21 step which is actually having a meaningful
- 22 Gagnon II instead of just continuing it
- 23 until further notice. But I think it's
- 24 going to take more time for the judges to

- 1 become more familiar with the types of
- 2 services that we are seeking to give to
- 3 clients so that they might feel more
- 4 comfortable lifting a detainer when there is
- 5 still an open bill. We got -- I think we
- 6 need more time to develop those
- 7 relationships.
- 8 JUDGE LERNER: Well, I plead guilty to
- 9 when I was on the bench not having been as
- 10 proactive as I think I should have been with
- 11 my probationers who had detainers. And I am
- 12 hopeful that through an expansion of these
- 13 programs and through this new level of
- 14 cooperation, that my successor on the bench
- 15 are going to be doing a better job with that
- 16 than I sometimes did.
- 17 MS. BRADFORD-GREY: May I just kind of
- 18 echo what Sarah said in terms of looking at
- 19 probation detainers and looking at providing
- 20 plans. The Defender Association, our Chief
- 21 of Social Services basically created a new
- 22 way to do same-day referral. Sometimes
- 23 people sat in custody just to get a referral
- 24 process going to figure out what treatment

- 1 program or treatment options were available
- 2 to them. Bringing in the service providers
- 3 who are in the communities that we paid for
- 4 already, bringing them into the criminal
- 5 justice system allows for same-day referral
- 6 services so that people are able to be
- 7 released with a plan versus waiting six to
- 8 eight weeks to get one.
- 9 Just that one little tweak has really
- 10 saved a lot of days. And I think that we
- 11 can do it more because these services are
- 12 available to people in the community now,
- 13 they just don't really know about them.
- 14 They don't know they can walk up to the door
- 15 of the wedge and get a referral for
- 16 treatment. They wait until they come into
- 17 the criminal justice system to figure out
- 18 what treatments are available to them.
- 19 We also have a Donafy App where we are
- 20 empowering people to understand what's in
- 21 their community based on their needs. These
- 22 are things that the Defenders Association
- 23 are trying to be proactive about. And we
- 24 are really hoping to partner with judges --

- 1 we actually already do. But probation and
- 2 any other stakeholders.
- 3 COUNCILMAN JONES: Thank you, Judge, for
- 4 your enlightened position post the bench and
- 5 the statute of limitations is up for any --
- 6 JUDGE LERNER: I think not.
- 7 COUNCILMAN JONES: No?
- 8 Any other questions for this panel?
- 9 Thank you again. Another insightful panel
- 10 and appreciate what you do. May I have
- 11 permission, Mr. District Attorney --
- 12 MR. RIKER: I think now is a good time.
- 13 COUNCILMAN JONES: -- to get the next
- 14 panel? Thank you, sir.
- 15 Ms. Williams.
- 16 THE CLERK: The next panel is Michael
- 17 Barry, Darlene Miller and Julie Wertheimer.
- 18 (Panel approaches Table.)
- 19 COUNCILMAN JONES: Okay. Thank you
- 20 again for your patience. We will try to
- 21 restrain our enthusiasm with these
- 22 questions. But you were providing so much
- 23 information, that we feel compelled.
- 24 MR. BARRY: I will take care of

- 1 Mr. Riker when this is all done and let him
- 2 know.
- 3 COUNCILMAN JONES: Please pull the mic
- 4 to you and state your name again for the
- 5 record. Begin your testimony.
- 6 MS. MILLER: I'm Darlene V. Miller,
- 7 Deputy Chief, Philadelphia County at the
- 8 Probation and Parole Department, and
- 9 Chairperson for the Racial and Ethnic
- 10 Disparity.
- 11 COUNCILMAN JONES: Was that you?
- 12 MS. MILLER: Yes.
- 13 MS. WERTHEIMER: Julie Wertheimer, Chief
- 14 of Staff, Criminal Justice, City of
- 15 Philadelphia.
- MR. BARRY: Michael Barry, Deputy of the
- 17 Pretrial Division of Philadelphia DA's
- 18 Office and co-chair of the Racial and Ethnic
- 19 Disparity Working Group.
- 20 MS. MILLER: Good afternoon. We are so
- 21 pleased to present the following overview of
- 22 the initiatives and accomplishments of the
- 23 Work Group thus far. For the MacArthur
- 24 Safety and Justice Challenge, the red which

- 1 is the Racial and Ethnic Disparity Work
- 2 Group, has developed four initiatives. One
- 3 is the Civil Violations Notice, which is the
- 4 CVN; the Police Assisted Diversion, which is
- 5 also known as PAD; the Implicit and Explicit
- 6 Bias Training and Diagnostic Review for each
- 7 agency as it relates to the relative rate
- 8 index.
- 9 The first two initiatives, the CVNs and
- 10 the PADs are actually chaired by our
- 11 Philadelphia Police Department under Captain
- 12 Francis Healy. And unfortunately, he was
- 13 not able to be here today. An overview of
- 14 the Civil Violations Notice. By way of
- 15 Executive Order in June 2016, the Police
- 16 Department was given the authority to
- 17 transition criminal sanctions to civil
- 18 violation notices for such statutes as
- 19 disorderly conduct, obstruction of the
- 20 highway, failure to disperse and possession
- 21 of open containers of alcoholic beverages.
- The goal of this was to reduce the
- 23 number of arrests and the amount of citizen
- 24 interaction with the criminal court system.

- 1 In relation to the goal of arrest reduction,
- 2 this was advantageous. For the period of
- 3 July 1, 2015 to December 31, 2015 where we
- 4 did not have CVNs in place, there were a
- 5 total arrests of 1,252. During the same
- 6 period of time one year later with the
- 7 introduction of CVNs, the arrest rate has
- 8 gone down. It was reduced to 289, which
- 9 represents a decrease of 963 arrests or a
- 10 76.9 decline.
- 11 There were during this period 416 CVNs
- 12 issued. These statistics support the claim
- 13 that this did have a positive review. Even
- 14 with this promising outcome however to date,
- 15 this program is facing two challenges. The
- 16 first one is actual impact or lack thereof
- 17 on racial and ethnic disparity within the
- 18 criminal justice system and the collection
- 19 of relevant related data.
- 20 To date, there is no evidence that CVNs
- 21 are affecting the disparity and determining
- 22 how to accurately record and report data
- 23 remains a concern with a pending solution,
- 24 however. Currently, the process requires

- 1 the police officer to complete a handwritten
- 2 48. And in conjunction with that with the
- 3 CVN. The reason why this is necessary
- 4 because the CVN in and of itself does not
- 5 contain all of the qualifying identifiers
- 6 that we need such as race and gender.
- 7 After being recorded, the Bureau of
- 8 Administrative Adjudication stores the data
- 9 by address not by person. Adjustments are
- 10 being made to this process to eliminate the
- 11 duplication of effort and to ensure that the
- 12 proper data is being collected.
- 13 The next phase of this initiative is the
- development approval of a new CVN form which
- 15 will capture the necessary personal
- 16 information for the individual involved in
- 17 the incident. This will reduce the amount
- 18 of paperwork on the part of the police
- 19 department and increase police buy-in in
- 20 procedural application and compliance. That
- 21 is where we are in relation to the CVNs.
- 22 When we move forward to our next
- 23 initiative, which is the Police Assisted
- 24 Diversion Program, the goal of this

- 1 initiative is to provide individuals with
- 2 substance abuse issues a service treatment
- 3 alternative to arrest and court involvement.
- 4 In lieu of arrests, the police officer would
- 5 provide eligible individuals with an
- 6 opportunity for a drug and alcohol
- 7 assessment and transportation to a
- 8 designated treatment provider through
- 9 ProAct, which is our third-party partner.
- 10 After thoughtful consideration and
- 11 collaboration with various criminal justice
- 12 agencies in the work group, the following
- 13 criminal activity would trigger the
- 14 observing police officer to divert the
- 15 individual through the program. The charges
- 16 would be drug possession, prostitution
- 17 and/or retail theft.
- Once the stop has been initiated, the
- 19 police officer will request a review of the
- 20 individual's criminal history. Due to a
- 21 lack of permission in data availability, the
- 22 charging unit of the District Attorney's
- 23 Office would perform the necessary criminal
- 24 history investigation. Eligibility would

- 1 require no conviction within the last five
- 2 years for first degree felony offenses such
- 3 as aggravated assault, robbery, burglary,
- 4 possession with intent to deliver, any
- 5 violation of the Uniform Fire Act and no
- 6 convictions for vehicular homicide,
- 7 homicide, rape, kidnapping, sexual assault,
- 8 trafficking or arson. And the person would
- 9 have no active probation or parole
- 10 supervision, nor would they be currently
- 11 participating in any other diversion
- 12 program.
- 13 Two police districts within the City of
- 14 Philadelphia have been designated as the
- 15 areas to pilot this initiative. It's the
- 16 22nd and the 39th. Selection of the police
- 17 district were based on the following
- 18 reasons. ProAct, the third-party triage
- 19 facility, where offenders will be brought
- 20 for preliminary screening for services is
- 21 located in the area that is equally
- 22 accessible by both districts, which is the
- 23 1701 West Lehigh Avenue. Both police
- 24 districts are also inclusive of communities

- 1 of individuals that are disproportionately
- 2 represented in the criminal justice system.
- 3 There has been some challenges that the
- 4 Work Group has encountered during the
- 5 development of this initiative. To take
- 6 advantage of a recommendation from one of
- 7 our technical assistant providers the Berne
- 8 Institute, community engagement meetings
- 9 have been conducted within the community.
- 10 These meetings have been with service
- 11 providers as well as with focus groups of
- 12 residents within the community who are
- 13 currently participating in treatment. It
- 14 was determined that we need buy-in from the
- 15 very community that we want to implement
- 16 this program.
- 17 Gathering the names of all treatment
- 18 programs and listing all available services
- 19 is crucial to the implementation of this
- 20 diversion program. The focus groups have
- 21 not been fully representative of the
- 22 community. However, we continue to work
- 23 with ProAct in developing a more oriented
- 24 focus group. Ultimately, the goal is to

- 1 establish trust and support between the
- 2 community and the criminal justice system
- 3 with immediately rendering of services while
- 4 we have the attention of the person that's
- 5 right in contact with the police department
- 6 at that time.
- 7 Another challenge is the selection of
- 8 hours in which to institute this program.
- 9 ProAct is not a 24-hour facility.
- 10 Therefore, we selected as a pilot the hours
- 11 between 7:00 a.m. and 3:00 p.m. The Work
- 12 Group is also proactively considering how to
- 13 handle contacts with individuals in need of
- 14 services both direct and indirect outside of
- 15 those noted areas -- noted hours of
- 16 operation that I just mentioned.
- 17 The final challenge involves determining
- 18 how to track the individuals receiving these
- 19 services and accurately record the programs
- 20 outcome. The Work Group is considering
- 21 various options for database development and
- 22 management. And the City of Philadelphia's
- 23 Managing Directors Office is waiting the
- 24 approval of a job announcement for a project

- 1 manager on this regard. Although this is a
- 2 pilot initiative and available resources are
- 3 still being ascertained, the Work Group
- 4 believes that the potential number of
- 5 individuals reached through the program will
- 6 make it worthwhile. Data on the program
- 7 process and procedures will be collected and
- 8 allow for an evidence-based determination to
- 9 allow for the feasibility and effectiveness.
- 10 That takes care of our PAD.
- If I'm permitted to move forward, I will
- 12 go into our next initiative which is
- 13 Implicit and Explicit Bias Training.
- 14 COUNCILMAN JONES: Please proceed.
- 15 MS. MILLER: Thank you so very much.
- 16 This initiative is chaired by Rhonda also of
- 17 the Philadelphia Police Department. She,
- 18 too, was unable to be present today.
- 19 Implicity and Explicit Bias Training is
- 20 the third initiative and represents one of
- 21 the two largest undertakings of this Work
- 22 Group. This endeavor is especially
- 23 laborious due to the sensitive nature of the
- 24 topic. The required development of several

- 1 distinct training curriculums for the
- 2 various criminal justice agencies and the
- 3 size of the audience to be trained within
- 4 each agency. After reviewing submissions
- 5 and proposals from various organizations and
- 6 groups and while working with our budgetary
- 7 constraints, the Work Group selected the
- 8 Perception Institute as the training
- 9 partner.
- 10 On May 1, 2017, the leadership of the
- 11 various criminal justice partners received a
- 12 presentation from the Perception Institute
- 13 on the sciences of implicit and explicit
- 14 biases. The following morning presentation,
- 15 the Perception Institute conducted -- I'm
- 16 sorry, following the morning presentation,
- 17 the Perception Institute conducted
- 18 individual interviews with representatives
- 19 from each of our criminal justice agencies
- 20 in an effort to obtain background
- 21 information about the agency specifically
- 22 regarding its primary role in the criminal
- 23 justice system, and an overview of its
- 24 policies and procedures.

- 1 Following the May first site visit, the
- 2 Perception Institute was tasked with
- 3 developing specialized training curriculums
- 4 for each agency. These customized
- 5 curriculums will address the core context of
- 6 how bias linked to race and ethnicity have
- 7 the potential to result in differential
- 8 treatment and unequal outcomes for
- 9 individuals within each criminal justice
- 10 agency. A summary of the May 1 finding was
- 11 supplied to each agency and is currently
- 12 under review.
- 13 The next phase involves a manager's
- 14 training which provides the general
- 15 introduction to the mind sciences and a
- 16 separate individualized session tailored to
- 17 suit the unique needs of each agency. The
- 18 final phase involves a concerted effort to
- 19 train selected line staff members within
- 20 each agency who will then, in turn, become
- 21 train the trainers for their colleagues
- 22 within their agency. The challenge of this
- 23 initiative includes ensuring that the
- 24 curriculum is relevant for all of the par

- 1 participating agencies, sustaining any
- 2 positive gains indefinitely, identifying the
- 3 appropriate and willing individuals who will
- 4 embrace the role of a trainer and measure
- 5 the impact and fidelity of that curriculum.
- 6 Our next initiative and final initiative
- 7 for this work is the performance of the
- 8 diagnostic review of racial and ethnic
- 9 disparity at various decision points
- 10 throughout the criminal justice system by
- 11 calculating or referring to the Relative
- 12 Rate Index. This undertaking represents a
- 13 bold endeavor that has very little
- 14 historical precedent at the audit level of
- 15 the criminal justice system.
- 16 Currently, this work group in
- 17 conjunction with the data work group
- 18 actively determined the appropriate decision
- 19 points and variables to include in this
- 20 comparative measure of disparity. In the
- 21 next phase, the data will be extracted and
- 22 calculations finalized. Finally, each
- 23 agency can review the analysis results and
- 24 consider corrective strategies to address

- 1 their individual units. Jaime Henderson
- 2 will cover a more in-depth review of that
- 3 particular aspect of data analysis.
- 4 In conclusion, this overview presents an
- 5 account of the work completed to date by
- 6 this work group. While many challenges
- 7 remain, the work group strives to fully
- 8 implement all of its initiatives positioning
- 9 the Philadelphia criminal justice system to
- 10 make great strides in reducing racial and
- 11 ethnic disparity. And we continuously work
- 12 and meet twice a month. So, we are really
- 13 looking forward and we are positive of the
- 14 steps we have taken thus far.
- 15 Thank you.
- 16 COUNCILMAN JONES: Ground breaking comes
- 17 to mind and unprecedented. As I see the
- 18 evolution of this whole movement, we had
- 19 opportunity to go to different locales and
- 20 see how they are doing things, whether it's
- 21 Pittsburgh who I was very impressed with.
- 22 And that evolution of probation officers and
- 23 risk assessments and moving things into a
- 24 modern point of view or post stereotypical

- 1 racial, we will never be perfect. But we
- 2 can aspire to be better. And that is all we
- 3 can expect from government to constantly
- 4 evolve in the right direction. So this kind
- 5 of work, we would just -- it was almost
- 6 information overload as to the depths in
- 7 which we are looking at racial bias.
- 8 When folk talk about justice by ZIP
- 9 codes and whether you talking about the
- 10 dispatcher that gets the call and whether or
- 11 not everything is given equal weight in the
- 12 5th Police District as it is in the 19th
- 13 District in my councilmanic area. So
- 14 understanding those subtleties and those
- 15 preconceived notions even help people,
- 16 citizens feel better when they are engaged
- in the process. That is isn't just because
- 18 I'm Black or this isn't because I'm poor, it
- 19 is because this is our system and it's fair
- 20 to everybody. That is essential.
- 21 MS. MILLER: One of the things I would
- 22 like to note that we are excited about is we
- 23 are going to be traveling to Baltimore as a
- 24 matter of fact next week to see their Police

- 1 Assistant Diversion Program. What you're
- 2 saying is so true, to go see how it is
- 3 actually implemented. We can compare what
- 4 we developed or trying to put into play and
- 5 see how they brought that farther along.
- 6 That is correct.
- 7 COUNCILMAN JONES: We want you to learn
- 8 a lot. We want to avoid some of the
- 9 tragedies that came from Baltimore. And
- 10 it's okay to learn from states,
- 11 municipalities. But it's even better when
- 12 we are the first at things, when we
- 13 trail-blaze things. I think what we are
- 14 hearing today is that we are second to none.
- 15 We are trying to take a little bit from
- 16 everywhere we researched and travel and
- 17 create an even a better model.
- 18 MS. BRADFORD-GREY: I just want to say,
- 19 I am really proud of our system for taking
- 20 on this issue racial bias. You know, racial
- 21 bias has been something that has been
- 22 unspoken but definitely known for a very
- 23 long time. Like the Council said and like
- 24 you said, this is a very sensitive topic.

- 1 But we all have to be brave enough and bold
- 2 enough to have the conversations. And I
- 3 will say myself when we are talking about
- 4 system change and organizations that need to
- 5 change, the Defender Association also really
- 6 had to take a look at our racial bias. And
- 7 it was really telling about the racial bias
- 8 that is inherent within public defenders.
- 9 And you know, I don't think people even
- 10 understood it or knew it in that way because
- 11 we are such bleeding hearts. We want to
- 12 make sure that everyone is treated fairly,
- 13 but we had to confront our own biases.
- 14 So, this has been a very, very amazing
- 15 exercise for everyone so that we can move
- 16 towards a better system with more fair
- 17 outcomes. So, I just want to say that.
- 18 MS. MILLER: That is the one thing I
- 19 like about being on this committee. It
- 20 allowed all of us from different agencies to
- 21 sit around the table and actually
- 22 acknowledge the fact that disparity does
- 23 exist. It's not a blame game. It's -- we
- 24 are now in the process where we can say we

- 1 recognize it. Now we are going to make
- 2 adjustments, and what can we do to work
- 3 together to make sure that when it starts
- 4 here, it trickles on down. Starts from the
- 5 rest and goes on through the process. We
- 6 are really excited about working on this
- 7 committee.
- 8 MR. BARRY: If I can add just one thing
- 9 with that. I know a few of you participated
- 10 in the training with the Perception
- 11 Institute. And they spoke about studies
- 12 about implicity bias through all industries,
- 13 not just the criminal justice system. And
- one of the things that was most striking to
- 15 me and a lot of the people in the room, they
- 16 talked about studies done in the medical
- 17 community.
- In particular, one study regarding the
- 19 provision of pain relief for children
- 20 reporting in ERs of abdominal pain, right.
- 21 It's the type of area where you think
- 22 everyone, doctors again, good hearted
- 23 people. People who want to serve in the
- 24 community. Bias you would hope wouldn't

- 1 exist. But the stark reality is they
- 2 studied it repeatedly. And that the
- 3 provision of pain relief varies based on
- 4 race and is given to racial minorities less
- 5 frequently. I'm sure those doctors had no
- 6 notion that they were providing, you know,
- 7 weren't providing medical relief to patients
- 8 based on race.
- 9 It just shows how ingrained it can be
- 10 and how it's much bigger than how you were
- 11 raised or how you see yourself. But that
- 12 it's really a psychological phenomenon. It
- 13 has to do with the mind sciences. And that
- 14 any person who is not open to it just needs
- 15 to be enlightened about some things about
- 16 how the human mind works to really see that
- 17 we should all be open to it.
- 18 MR. BETHEL: I am biased against the
- 19 racial and ethnic disparity because I was
- 20 able to be involved in the very beginning.
- 21 Obviously, Rachel is back there and Julie.
- 22 And to see where it's come, it's so exciting
- 23 to see the fruits of that labor. But I
- 24 would also make sure you give yourself a lot

- 1 more credit. You know, when you look at
- 2 what has already been instituted. When you
- 3 talk about the number of -- some reason not
- 4 being -- I know Councilman was very
- 5 instrumental in moving that forward last
- 6 year. The collateral consequences is also
- 7 significant. I mean, the fact that you have
- 8 almost 76 or 77 percent fewer people, that
- 9 \$250 fine they could not pay when they went
- 10 in the courtroom which resulted in them
- 11 staying in the system forever because they
- 12 never would pay that fine is significant.
- 13 And how that contributed to the recidivism
- 14 that is going on.
- 15 I think as you look through this
- 16 process, people always argued in diversion
- 17 program that I am blessed to run with the
- 18 City, even though I -- it's 1200 fewer kids
- 19 been arrested, but it's still 97 percent
- 20 African-American children. I got that. We
- 21 are in those areas. We are in those
- 22 schools. They are challenges. We are in
- 23 the challenging community. We know that
- 24 the. Reality is, where we police is

- 1 oftentimes a larger number of police
- 2 officers there. To have that tool to not be
- 3 able to give people that \$250 fine. If I
- 4 had money, I would come down here and I do a
- 5 Saturday class, pay my \$250. And I'm out
- 6 the door. If I don't have money, then I am
- 7 stuck in the system and it never gets out.
- 8 I think make sure you give your team and
- 9 the work being done a lot more credit
- 10 because long term, that diversion work that
- 11 you're doing that I see from the work that I
- 12 am doing has even a greater impact than
- 13 anything you can imagine. Again, I applaud
- 14 the work, Darlene, and the work you're doing
- 15 to lead the committee and the entire team
- 16 for really taking on this area.
- 17 It's -- it was challenging, but I think
- 18 the right place to be.
- 19 MS. WERTHEIMER: If I can just jump in
- 20 thank Councilman Jones for his leadership in
- 21 getting the legislation through for -- to
- 22 allow for CVNs. There was a lot of
- 23 publicity around it because it was a useful
- 24 tool during the convention last summer. It

- 1 was actually always planned and intended for
- 2 this purpose prior to the convention
- 3 factoring in.
- 4 MR. BARRY: One other note. I'm taking
- 5 Mr. El-Shabazz' place in not stopping. I
- 6 know if Captain Healy were here, another
- 7 thing he would point out is what he has
- 8 noticed with availability of CVNs is now a
- 9 lot of police officers aren't even issuing
- 10 the CVNs. In other words, when they are
- 11 confronted with the situation that would
- 12 have been a disorderly conduct or arrest or
- 13 public drunkenness arrest, that rather than
- 14 go to the CVN, they are just resolving it
- 15 otherwise.
- 16 Because they have seen the logic, this
- doesn't necessarily need to be treated like
- 18 a crime. Once their eyes are open to that
- 19 extent, they become much more open to other
- 20 resolutions besides some sort of punishment.
- 21 MR. BETHEL: That's all about
- 22 leadership, too, right? That's all
- 23 leadership stepping up. Everybody knows I'm
- 24 a big fan of Commissioner Ramsey who is gone

- 1 and more importantly Commissioner Ross who
- 2 through his leadership makes that decision
- 3 that we weren't locking up kids. We are
- 4 giving \$25 ticket for marijuana, which was
- 5 an arrest, fingerprint and photograph. We
- 6 are going out here, stopping people for
- 7 disorderly conduct, et cetera. He was very
- 8 forethought in recognizing that this has to
- 9 change.
- 10 I think it ultimately comes down to
- 11 leadership from Council, from the law
- 12 enforcement, from your office and others to
- 13 say, you know what, and then giving those
- 14 tools to the police officer who says I have
- 15 more options. The more tools we give these
- 16 officers in the field to make different
- 17 decisions, the more inclined they are going
- 18 to do it. I think as long we can keep going
- 19 that path, we can continue to have that
- 20 success.
- 21 COUNCILMAN JONES: So on a practical
- 22 level as a Councilperson, whether you're
- 23 talking about the bike race and kids taking
- 24 jello shots one too many, enjoying

- 1 themselves up in one part of my district or
- 2 in another part of the district where it's
- 3 the Greek Picnic and they are doing some
- 4 things that, you know, Greek celebrations
- 5 do, it shouldn't alter their life.
- 6 We all were young once. And if you live
- 7 long enough, you will live through it. It
- 8 should not take permanent marks with you.
- 9 And so, that's what we learned.
- 10 Thank you so much for your testimony.
- 11 Ms. Williams, we are having too much fun.
- 12 Can you bring the next panel up, please.
- 13 THE CLERK: Next panel is David Ayers,
- 14 Rachael Eisenberg, Christopher McFillin,
- 15 Derek Riker and Jac Rivers.
- 16 (Panel approaches Table.)
- 17 COUNCILMAN JONES: Again, thank you for
- 18 your patience. Please have a seat. Pull
- 19 the mics close to you. And when you begin
- 20 your testimony, please state your name for
- 21 the record.
- 22 MR. AYERS: Good afternoon, I'm David
- 23 Ayers with the Department of Behavioral
- 24 Health. I'm the Manager of Criminal Justice

- 1 Program for the Behavioral Health and
- 2 Justice Related Services Division.
- 3 COUNCILMAN JONES: Welcome.
- 4 MR. MCFILLIN: Hi. My name is Chris
- 5 McFillin with Probation and Parole. I'm the
- 6 Director of Specialized Supervision.
- 7 MR. RIKER: Good afternoon, again.
- 8 Derek Riker. Chief of Diversion Unit for
- 9 the District Attorney's Office.
- 10 MS. EISENBERG: And Rachael Eisenberg,
- 11 Project Manager with the Managing Director's
- 12 Office of Criminal Justice.
- 13 COUNCILMAN JONES: I know I been here a
- 14 long time. This is the people I've already
- 15 seen before. That's okay. Can you begin
- 16 your testimony, please.
- 17 MR. RIKER: Sure. Thank you,
- 18 Councilman. Again, Derek Riker for the
- 19 District Attorney's Office. I am here today
- 20 to discuss the Choice Is Yours Program.
- 21 As many of you are very much aware, the
- 22 Choice is Yours Program started back in 2012
- 23 by the District Attorney's Office. It's
- 24 more commonly known as TCY, the MacArthur

- 1 grant opportunity has provided an
- 2 instrumental funding tool to not only ensure
- 3 that the lights are kept on at TCY but has
- 4 also importantly has allowed us to expand
- 5 the eligibility of the program. Originally
- 6 conceived and funded, the TCY Program was
- 7 for first time felony offenders charged with
- 8 sales or distribution of crack or powder
- 9 cocaine.
- 10 As a result of the MacArthur money, we
- 11 were able to modify the terms of the
- 12 eligibility to now open up eligibility to
- individuals charged with selling essentially
- 14 any other narcotic. Which, obviously,
- 15 creates a bigger pool for us to draw from
- 16 and other candidates who previously are no
- 17 eligible are now given the opportunity to
- 18 take part in these important services. TCY
- 19 participants spend a year working with staff
- 20 from JEVS Humans Services, our social
- 21 service provider, to undergo job readiness
- 22 training or pursue educational goals like
- 23 GED, getting an online degree, some people
- 24 even go to college while they're in the

- 1 program.
- 2 To date, we have 100 active participants
- 3 in TCY, 39 individuals who have entered
- 4 since January were entered through the
- 5 MacArthur funds. Twenty-three have already
- 6 enrolled. We anticipate adding another 27
- 7 individuals under the terms of MacArthur
- 8 expansion.
- 9 TCY supports the goals of MacArthur both
- 10 directly and after the fact. TCY
- 11 participants are released on their own
- 12 recognizance at the time of arrest. And
- 13 almost all of them complete the program
- 14 without spending any time in jail. The 140
- 15 graduates of TCY have a recidivism, one-year
- 16 recidivism rate of less than 12 percent.
- 17 That's compared with other similarly
- 18 situated offenders whose recidivism rate
- 19 after one year is typically in the 30 to 40
- 20 percentile. It's a huge number.
- 21 We hope that by this expansion of TCY,
- 22 showing we are dealing with a bigger and
- 23 wider population, that we will continue to
- 24 have excellent results and that they will

- 1 provide the mechanism for us to gather a
- 2 more consistent revenue stream to ensure
- 3 that TCY stays a viable felony diversion
- 4 option in the years to come.
- 5 MR. AYERS: And good afternoon.
- 6 COUNCILMAN JONES: Good afternoon.
- 7 MR. AYERS: Like to introduce our
- 8 program for the Mental Health Working Group.
- 9 We call it the Continuity of Services
- 10 Coordination for the Services of the
- 11 Seriously Mentally Ill. And twofold purpose
- 12 for this program is to create a linkage
- 13 program to provide better communication and
- 14 connection to services and treatment for the
- 15 seriously mentally ill who can be safely
- 16 supervised in the community.
- 17 And secondly, to help reduce the jail
- 18 population by getting individuals diagnosed
- 19 with a serious mental illness out of custody
- 20 within 30 days and back into community
- 21 services and supports. I will just give you
- 22 a few of the basics of this program. It is
- 23 not yet started. It is on the cusp of
- 24 starting. We have two positions which I

- 1 will talk about, both job descriptions have
- 2 been completed and are ready to be posted.
- 3 And we are looking for a targeted startup of
- 4 July next month.
- 5 So, the basis of the program, we are
- 6 starting with individuals who are under the
- 7 supervision of the adult probation and
- 8 parole mental health units who have been
- 9 detained. And down the road, based on the
- 10 success of the project, which we anticipate,
- 11 we can look at scalability for potential of
- 12 pretrial estimation. We are starting with
- 13 this population to get a handle on what's
- 14 involved and how to iron out some of the
- 15 kinks as we encounter them.
- 16 There is two positions that MacArthur is
- 17 funding. One is a Defender Association
- 18 social worker. One is a clinical navigator
- 19 that will belong to the Department of
- 20 Behavioral Health Intellectual Disability
- 21 Services. These the two individuals will
- 22 work behind the walls to determine eligible
- 23 individuals who are interested in
- 24 participating in the program. The

- 1 individuals will be identified by adult
- 2 probation and parole. The two employees
- 3 will screen, engage the defendants behind
- 4 the wall, screen for behavioral health
- 5 history such as diagnosis, treatment history
- 6 and other supportive services such as case
- 7 management. And based on those
- 8 collaborative findings provide a package of
- 9 treatment and supports that APPD can then
- 10 take back to the courts as recommendations
- 11 for the individual's rereleased to the
- 12 community.
- And the idea is that this happen within
- 14 a 30-day period. And one of the reasons 30
- 15 days was chosen, is that's a critical period
- 16 for benefit cutoff. So if we can get
- 17 individuals back out before their benefits
- 18 are compromised, it greatly eases their
- 19 reentry.
- Thank you.
- 21 COUNCILMAN JONES: Do we have permission
- 22 to ask questions now? I just --
- MR. RIKER: I think now is a good time.
- 24 COUNCILMAN JONES: You know, I beat a

- 1 dead horse.
- 2 So in the life of an elected official,
- 3 we get real live examples. It's not
- 4 theoretical. When someone walks in our
- 5 doors and need help, you know, we are
- 6 limited to our life's experiences. So when
- 7 we find resources like yours, it is
- 8 critical. Two cases.
- 9 One, I had a young person and the
- 10 difference between 302 and 201, all of those
- 11 things, you have to learn. But what we
- 12 found to be true was the limited amount of
- 13 post-release services available. Where do
- 14 they get their medicine? Where do they live
- 15 after being kicked out of a house based on a
- 16 protection order or based on other things?
- 17 What do we do to keep that from being a
- 18 revolving door?
- 19 Then I do understand that we used to
- 20 have mental health institutions that carry
- 21 the burden that you now have. So where do
- 22 you view us going with this? And do you
- 23 have to -- Im am asking a lot of questions.
- Do you have to commit a crime, or is it

- 1 the 302 or 201, is that sufficient enough to
- 2 kick in the resources you have?
- 3 MR. AYERS: That was a lot of questions
- 4 wrapped into one. And it's a multifaceted
- 5 answer, as well. We deal with -- our
- 6 division deals with those who are seriously
- 7 mentally ill and have criminal justice
- 8 involvement.
- 9 COUNCILMAN JONES: Serious. Define
- 10 serious.
- 11 MR. AYERS: Serious mental illness would
- 12 be -- a mental illness is serious,
- 13 designated as serious, insofar as its impact
- 14 on that individual's life is substantial.
- 15 So schizophrenia, bipolar disorder, major
- 16 depression, things that can seriously affect
- 17 somebody's functionality. That would be how
- 18 you would categorize that as opposed to
- 19 something more minor.
- 20 So what our department as a whole, the
- 21 Department of Behavioral Health and
- 22 Intellectual Disability Services as a whole
- 23 is charged with serving any Philadelphian
- 24 with behavioral health issues, not just

- 1 those with criminal justice system contact.
- 2 So, you were mentioning parts of the civil
- 3 commit system in 302s and 201s. And
- 4 obviously, the department's goal is to serve
- 5 all Philadelphians who have the need, not
- 6 just those in the criminal justice system
- 7 obviously. But that's our subset
- 8 population. That's who we deal with.
- 9 That's part of our partnership in this
- 10 project is to get those who are the most
- 11 vulnerable and find themselves in situations
- 12 often that their illness is contributing to.
- 13 How can we get them what they need and all
- 14 them to be part of the community again with
- 15 the requisite supports and treatment and all
- 16 the things that they need to be successful.
- 17 COUNCILMAN JONES: So -- and I have my
- 18 prison commissioner here who deals with this
- 19 on a daily basis. But if a individual is
- 20 committed through that process and based on
- 21 maybe some domestic violence, when that
- 22 person is released, how does the treatment
- 23 kick in? What do -- what services including
- 24 if there is a stay-away order from the

- 1 original house, where do they go?
- 2 And how do we determine individuals who
- 3 really don't even know they have a problem?
- 4 How do we -- how do we guide that process so
- 5 that 48 hours, 72 hours they are not back in
- 6 intake? Where is the track to get them real
- 7 help?
- 8 MR. AYERS: Well, part of the answer to
- 9 that depends when you have somebody who is
- 10 encumbered in the criminal justice system as
- 11 well as struggling with their mental illness
- 12 and/or substance abuse issues. It is what
- 13 is there their legal posture. The answer
- 14 will somewhat vary based on what they are
- 15 going through in the criminal justice
- 16 system.
- 17 So, if somebody is in custody and
- 18 they're, say, incompetent to proceed as long
- 19 as they are in custody, the judge will often
- 20 commit them for inpatient treatment while
- 21 they are there. If they post bail and they
- 22 are on the street, their bail condition may
- 23 include mandatory treatment. So linkage
- 24 with some sort of mandatory treatment in the

- 1 community and then coming back to court on a
- 2 periodic basis with prove that they are
- 3 complying with what the court has asked.
- 4 So, a lot of it is a matter of when somebody
- 5 is out of custody and back in the community
- 6 is getting them linked to what it is that
- 7 they need. And that can be a real
- 8 challenge.
- 9 And so, our particular program, although
- 10 we are dealing with a subset of the
- 11 population being those under probation and
- 12 parole supervision who are detained, what
- 13 they need is the same as the other
- 14 individuals need, which is to follow the
- 15 medication regiment if prescribed, to get
- 16 them the stable housing environment, to get
- 17 them the other supports services they need
- 18 to succeed and not recidivate both in the
- 19 mental health or behavioral health version
- 20 of that definition, which is getting back
- 21 into emergency service or inpatient
- 22 treatment. Just try to keep them stable on
- 23 the street and in the criminal justice
- 24 version of that definition, which would be

- 1 violating and finding themselves back in
- 2 custody in that way.
- 3 COUNCILMAN JONES: I'm paying keen
- 4 attention to President's Trump's "skinny
- 5 budget." And one of the things that he is
- 6 targeting is Medicaid. And there is a
- 7 correlation between when you release and
- 8 those benefits you're trying to save. If
- 9 that safety net is cut, and we are going to
- 10 wind up having the police department and
- 11 subsequently the courts and the prisons
- 12 being the only line of assistance. And
- 13 that's just counterproductive.
- 14 Guys?
- 15 MR. PODGUSKI: Two questions. In terms
- of the mental health continuity of services,
- 17 do you see it operating as a sort of a
- 18 mental health court diversionary model?
- 19 At the end of the day where -- when the
- 20 person goes back into the community, they
- 21 are stabilized, do you see that, you know,
- 22 in terms of disposition or charges? How do
- 23 you see that end game work out?
- 24 MR. AYERS: I think the key word in your

- 1 question is continuity of services. And
- 2 there are certain things in place now such
- 3 as mental health courts. One is Judge
- 4 Woods-Skipper Common Pleas Felony Reentry
- 5 Mental Health Court, other is the Municipal
- 6 Court. Not as much a formal program as
- 7 Judge Woods-Skipper's Court, but Judge's
- 8 Neifield Mental Health Room and the other
- 9 judges who preside over mental health cases,
- 10 Room 406 three days a week, those are all
- 11 pieces that are there. Some of those are
- 12 reentry, talking about convicted
- 13 individuals. Some are diversionary,
- 14 pretrial.
- 15 But we are looking -- apart from
- 16 MacArthur, we have a fairly small subset of
- 17 funding from that grant to address the
- 18 population. Beyond MacArthur, there is a
- 19 lot of things that we along with all of our
- 20 partners in the City are looking for other
- 21 opportunities to address before somebody
- 22 gets into the criminal justice system or at
- 23 the very beginning of their encounter with
- 24 the criminal justice system, CIT training

- 1 which exists now. Exploring opportunities
- 2 for identifying and engaging in --
- 3 COUNCILMAN JONES: Excuse me.
- 4 MR. AYERS: I'm sorry. Crisis
- 5 Intervention of Training.
- 6 COUNCILMAN JONES: There you go.
- 7 MR. AYERS: Thank you. I realize I am
- 8 using acronyms too loosely. We are looking
- 9 at a lot of places where we may be able to
- 10 partner with our other City agencies to
- 11 identify, engage and assist.
- MR. PODGUSKI: When you consider --
- 13 because when you consider where at what step
- in the intercept model you can intervene
- 15 with this population, there are plenty of
- 16 opportunities. And the end game goal is to
- 17 get them stabilized, get them back in
- 18 treatment, get them back on medications, so
- 19 outstanding.
- 20 MR. AYERS: Our charge as a division is
- 21 wherever somebody is in the criminal justice
- 22 system, whether it's intercept one or
- 23 intercept five, we want to be able to
- 24 identify opportunity to engage and assist.

- 1 That's what we are trying to do.
- 2 MR. MCFILLIN: Just so I can make
- 3 something clear, too. These are already
- 4 convicted people on supervision that are
- 5 court ordered to the mental health unit for
- 6 supervision that might have fallen off the
- 7 grid and got picked up on just a police pet
- 8 stop, and now are entering the system
- 9 without an open bill but we have a violation
- 10 of them not reporting. We are looking to
- 11 engage them immediately to get them out
- 12 within that 30th day.
- 13 MR. PODGUSKI: I see. One question for
- 14 Derek. When you talk about intensive job
- 15 training, can you elaborate on that a little
- 16 bit?
- 17 MR. RIKER: Sure. Essentially, what
- 18 happens for an individual who has been
- 19 referred to the Choice Is Yours Program is
- 20 the expectation is that they will
- 21 participate for a year. They have monthly
- 22 statuses in front of a judge through
- 23 responsible for doing 220 hours of community
- 24 service during that time. But the key

- 1 component is to get somebody a job, is
- 2 essentially what it is. People who pursue a
- 3 career track, they are expected to go to a
- 4 job readiness training three to four days a
- 5 week. It entails everything from how to
- 6 dress for an interview, how to write a
- 7 resume to skills involving computers, how to
- 8 operate Microsoft Word or Microsoft Excel.
- 9 Any sort of task or kind of nugget of
- 10 information that would help them in their
- 11 efforts to secure employment.
- 12 When they get employed, hopefully the
- 13 goal is they are working 20 hours a week.
- 14 If they are working 20 hours a week, we try
- 15 to get them a job working 40 hours a week.
- 16 We recently had an individual who started at
- 17 McDonald's. He started working the fry
- 18 station. He was working 15 to 20 hours a
- 19 week. Over the course of six months, he was
- 20 promoted to a management position. Those
- 21 are the kind of increases we want to see.
- He is now a manager and he's hiring
- 23 other individuals in our program to work for
- 24 him. And so, it's that kind of progress

- 1 that we are hoping that they will partake
- 2 in. And I think TCY is really important in
- 3 terms of something Councilman has brought up
- 4 earlier talking about cost savings and
- 5 benefits for the City and the whole system.
- To us, it's approximately 4500/5000
- 7 dollars to program somebody in TCY for a
- 8 year. Conversely, if that person is
- 9 arrested and spend a year in custody, it's
- 10 going to cost the county over \$30,000. We
- 11 would rather spend that money up front and
- 12 make them a productive member of the
- 13 community who doesn't reoffend, doesn't
- 14 cycle through the system. The project
- 15 works. The program works. It's a matter of
- 16 getting the funding to keep the lights on
- 17 and keep people going through it.
- 18 COUNCILMAN JOHNSON: Thank you, guys.
- 19 Appreciate the input. And again, there is
- 20 layers to this. Over seven pages, 200
- 21 different outcomes and you are some of those
- 22 outcomes. Thank you.
- 23 So Ms. Williams.
- 24 THE CLERK: Next panel is Dr. Jaime

- 1 Henderson.
- 2 (Witness approaches Table.)
- 3 COUNCILMAN JONES: Thank you, again.
- 4 DR. HENDERSON: Good afternoon.
- 5 COUNCILMAN JONES: State your name for
- 6 the record.
- 7 DR. HENDERSON: Jaime Henderson,
- 8 Director of Research and Development, First
- 9 Judicial District.
- 10 COUNCILMAN JONES: Please, begin your
- 11 testimony.
- DR. HENDERSON: I'll keep it brief. I
- 13 know you've been here for a while. There's
- 14 been a lot of information thrown at you.
- 15 One of the main tenants of MacArthur
- 16 Safety and Justice Challenge is the decision
- 17 to be daily driven, meaning evidence should
- 18 be used to inform decision policies, so that
- 19 outcomes to more equitable and processes are
- 20 more efficient. The aim is to strive
- 21 towards evidence-based practices that are
- 22 supported by data.
- We have a data team as part of the
- 24 MacArthur efforts that was formed during the

- 1 planning phase. It's the largest of the
- 2 MacArthur subcommittee comprised of 41
- 3 individuals across the Justice and
- 4 Behavioral Health Partners who are
- 5 researchers, administrators, attorneys and
- 6 IT experts. Over the past couple of years,
- 7 we have been busy with various activities,
- 8 including learning about each others data
- 9 system and business practices.
- 10 Generally speaking, our goals are to
- 11 improve and expand data sharing practices,
- 12 improve data integrity and generate
- 13 statistical supports and evaluations of our
- 14 initiatives. We want to provide better
- 15 data. Simply put, better data yield better
- 16 decisions. One of the challenges we faced
- in the beginning was to figure out a way to
- 18 get everyone on the same page about who was
- 19 in our prison and why.
- 20 For example, the term pretrial is rather
- 21 broad and vague and meant different things
- 22 to different agencies. Thus, we recognized
- 23 the need to develop very specific granular
- 24 confinement categories to better understand

- 1 our multifaceted complex prison population.
- 2 We collectively, and by we I mean all of the
- 3 justice partners, refined how we categorize
- 4 and talk about the prison population.
- 5 I previously referenced the prison
- 6 snapshot of 2015, which we use as a baseline
- 7 for our statistics. The snapshot was the
- 8 source of all of our decision making during
- 9 the planning phase. We all sat around the
- 10 table looking at the same data agreeing we
- 11 had some serious issues and developed
- 12 reforms tailored to address Philadelphia's
- 13 prison population.
- 14 Additionally during the planning phase,
- 15 the data team developed data deliverable
- 16 that were required in order to be considered
- 17 for advancement to the implementation phase.
- 18 In October of 2016, two full-time research
- 19 assistants were hired specifically to work
- 20 on MacArthur efforts. They are housed in
- 21 the First Judicial District and are
- 22 currently generating monthly reports where
- 23 data are readily available.
- 24 The data team is responsible for

- 1 providing data to the City university of New
- 2 York, which is a MacArthur partner in the
- 3 this process so that our initiatives can be
- 4 evaluated externally. Additionally, we have
- 5 internal performance measures to track how
- 6 things are progressing. We are also
- 7 spending a considerable amount of time to
- 8 better understand race and ethnicity data in
- 9 our justice system. Where data are entered,
- 10 the categories available for classifying
- 11 race and ethnicity across the different
- 12 systems and the concurrent rates of race and
- 13 ethnicity race across the different
- 14 databases.
- 15 Another important endeavor that we are
- 16 working on is the race, ethnicity data
- 17 diagnostic. This is actually an initiative
- 18 that falls under the purview of race and
- 19 ethnicity disparity committee's strategies.
- 20 We are working to cull the race and
- 21 ethnicity information and different data
- 22 points from all of the agencies so that we
- 23 can generate a relative rate index at all
- 24 of the key decision points in the system.

- 1 The relative rate index can give you an idea
- 2 of which decision points need to be more
- 3 closely evaluated to uncover whether or not
- 4 disparities exist.
- 5 Lastly, while we are producing monthly
- 6 reports using data that are available, we
- 7 are working to create dashboards for all of
- 8 our initiatives to track progress. To
- 9 conclude, I would like to revisit or prison
- 10 population data. To accurately understand
- 11 who is in the prison, several databases are
- 12 required. It's a very complex population.
- 13 Most individuals have more than one matter
- or hold, and the data or very nuanced.
- 15 Again, we are generating monthly reports
- 16 to monitor our prison population. And I
- 17 will conclude by revisiting some of the
- 18 important highlights about our, excuse me,
- 19 prison population. Here are some of the
- 20 important takeaways, again, with the caveat
- 21 that we still have a good bit of work to do,
- 22 and not all of our initiatives have
- 23 launched.
- 24 Since we began MacArthur efforts in the

- 1 summer of 2015, there has been an 18.3
- 2 percent reduction in the overall prison
- 3 population. A small percentage of people
- 4 are held on low cash bail amounts and 25.5
- 5 percent of the population are pretrial
- 6 holds. And that figure excludes people with
- 7 detainers and excludes those charged with
- 8 murder. Half of the prison population has a
- 9 detainer. This figure includes detainers
- 10 from other jurisdictions. It shall also be
- 11 stated that a notable percentage of these
- 12 people have open cases from other
- 13 jurisdictions as well.
- 14 17.3 percent of the population is
- 15 seriously mentally ill and 18.3 percent of
- 16 the population is sentenced. And as you
- 17 have heard from my colleagues, we have
- 18 targeted these groups in an effort to safely
- 19 reduce the jail population and to reduce
- 20 racial and ethnic disparities.
- 21 At this time, that concludes my
- 22 presentation. And I will happily entertain
- 23 any questions that may arise or defer to
- Julie who may want to make some concluding

- 1 comments.
- 2 MS. WERTHEIMER: Just before we jump
- 3 into -- I decided to not move back up there.
- 4 It's too much movement.
- We just wanted to take the opportunity
- 6 to thank the committee for allowing us to
- 7 present this update. I hope it was
- 8 comprehensive and informative as to the
- 9 extent of the work we have been doing, the
- 10 extent of the collaboration. And we look
- 11 forward to making more progress and
- 12 continuing this dialogue.
- 13 MR. MCSORLEY: Can I just dovetail on
- 14 that to turn things around. I have the
- 15 honor and pleasure of working side by side
- 16 with all the presenters here. Not only is
- 17 the MacArthur Initiative, the panel should
- 18 know that a lot of work from everybody here
- 19 who all have their own jobs. This
- 20 presentation itself, we have many, many
- 21 meetings. There is lot of hours and work
- 22 especially with Dr. Henderson going into
- 23 this presentation. And I just want the
- 24 panel to realize, and I think they do

- 1 realize, how much work went into it and our
- 2 appreciation as a panel to all presenters.
- 3 That everybody pulled together in a very
- 4 small amount of time and was able to bring
- 5 this to the panel. Thank you.
- 6 COUNCILMAN JONES: We wanted you to know
- 7 we didn't think originally that because of
- 8 the ongoing nature of the work, that we
- 9 would get this much information. It is far
- 10 beyond our expectations. And it just proves
- 11 that our intuition that we were going in the
- 12 right direction, excuse me, is founded by
- 13 the data that shows the needle moving in
- 14 that direction.
- 15 Again, long beyond the MacArthur grant,
- 16 we will be moving that needle because of
- 17 what the grant did and what it established.
- 18 And it gave us at least in Council, it
- 19 showed us what you already knew or
- 20 intuitively felt that this was the way to
- 21 go. But all of my colleagues are engaged
- 22 with this in one form or fashion now because
- 23 of your work.
- So, we are grateful that you lent your

- 1 years, vast decades of experience to this
- 2 process and we appreciate. Want you to know
- 3 that the City of Philadelphia appreciates
- 4 it, as well.
- 5 MR. PODGUSKI: Just a few quick
- 6 follow-up questions. I think it's wonderful
- 7 that you are engaged in evidence-based
- 8 decision making and data-driven decision
- 9 making.
- 10 How many contributors do you have? How
- 11 many date sources do you have.
- DR. HENDERSON: How many different
- 13 databases do we have?
- MR. PODGUSKI: Yeah. About how many?
- DR. HENDERSON: We have at least, I
- 16 would say, seven or eight.
- 17 MR. PODGUSKI: Really. Would you say
- 18 they are mostly comprised of nominal and
- 19 interval data?
- 20 DR. HENDERSON: Are you talking about
- 21 the level of measurement of these variables?
- MR. PODGUSKI: Uh-huh.
- 23 DR. HENDERSON: It varies. You have got
- 24 every level of -- you have go ordinal,

- 1 integral ratio, nominal. They are all
- 2 present.
- 3 MR. PODGUSKI: And the end goal is
- 4 create a dashboard that can provide
- 5 descriptive statistics to community partners
- 6 and --
- 7 DR. HENDERSON: Correct. Correct. We
- 8 are working to assemble different data
- 9 points from the various agencies to create
- 10 these dashboards. So, we kind of have a
- 11 full picture from beginning to end of what's
- 12 going on that includes, you know, data from
- 13 all of the initiatives that we are doing.
- MR. PODGUSKI: Interesting. Nice.
- 15 Good. That's all I had. Thank you.
- 16 COUNCILMAN JONES: Thank you so very
- 17 much. Ms. Williams -- thank you for your
- 18 testimony.
- 19 Ms. Williams, do we have others from the
- 20 public to testify today?
- 21 THE CLERK: Yes. First two members of
- 22 the public to testify will be Hannah
- 23 Sassaman and Joshua Glenn.
- 24 COUNCILMAN JONES: 215? Say where they

- 1 are from now.
- 2 (Witnesses approach Table.)
- 3 COUNCILMAN JONES: Welcome again to City
- 4 Council. Thank you for your patience as
- 5 well through all of this testimony. But I
- 6 hope it was as informative to you as it was
- 7 to us. Please, state your name for the
- 8 record and begin your testimony.
- 9 MR. GLENN: My name is Joshua Glenn.
- 10 I'm the cofounder of an organization called
- 11 The Youth Art and Self Empowerment Project.
- 12 I'm also a member of the No 215 Jail
- 13 Coalition, also a member of Incarcerate PA.
- 14 Also member of the community.
- 15 Thank you.
- MS. SASSAMAN: And I'm Hannah Sassaman.
- 17 I'm the Policy Director at Media Mobilizing
- 18 Project. And we are also members of the No
- 19 215 Jail Coalition.
- 20 MR. GLENN: So, how y'all doing. My
- 21 name is Joshua Glenn. At the age of 16, I
- 22 was locked up and charged as an adult and
- 23 held in adult prison pretrial for 18 months
- 24 until my case was eventually dismissed.

- 1 Upon that time when I got out, you know, I
- 2 had lost all ties with my family. And
- 3 before that, we were poor in the first
- 4 place. And that's the reason why I couldn't
- 5 get out on the \$2,000 bail I was held on for
- 6 18 months.
- 7 So I have -- I just have a question for
- 8 the committee, and I just want to see if you
- 9 can answer it. Also, I just want to state
- 10 that most of the things that y'all proposed
- 11 and like most of the people that came and
- 12 testified, it wouldn't have stopped me from
- 13 being held for the 18 months because I was
- 14 locked up for a violent charge. It was
- 15 aggravated assault with a weapon, so none of
- 16 those things would have helped even though
- 17 all things proposed are good and we are
- 18 moving forward.
- 19 So my question is -- well, I also want
- 20 to give y'all a little bit of information on
- 21 some research that the No 215 Jail Coalition
- 22 did about ending cash bail in Philadelphia,
- 23 just other things that other states did
- 24 already. So, cities and states across

- 1 the -- cities across the United States are
- 2 using opportunities like the MacArthur grant
- 3 to reduce jail populations, but there are
- 4 also major opportunities to move forward
- 5 towards ending cash bail.
- 6 According to the No 215 Jail Coalition,
- 7 Washington, DC has ended the use of cash
- 8 bail. Defendants are never held because of
- 9 inability to pay. 90 percent of all
- 10 individuals arrested in 2015 were released
- 11 pretrial with nine out of every ten people
- 12 arrested released within 24 hours. Of
- 13 pretrial releases, 90 percent didn't commit
- 14 additional crimes before their trial dates.
- 15 And of the remaining 10 percent, the vast
- 16 majority of new crimes were non-violent.
- 17 New York City recently implemented major
- 18 bail reforms to reduce the number of people
- 19 held on minor offenses considering options
- 20 for further reducing cash bail. New Jersey
- 21 has implemented bail reform startings
- 22 January 2017. The new bail reform
- 23 prioritizes non-monetary release options
- 24 require an individualized risk assessment

- 1 before initial bail hearing establishes
- 2 comprehensive pretrial services agencies and
- 3 guarantees timelines for a speedy trial.
- 4 So my question for the committee is, how
- 5 can the Special Committee actively use the
- 6 MacArthur process along with other City and
- 7 community partners to set a concrete goal
- 8 for any ending cash bail in Philadelphia?
- 9 Thank you.
- 10 COUNCILMAN JONES: Does that contain
- 11 your testimony, as well?
- 12 MS. SASSAMAN: Sure. I think they are
- 13 related. I think we can talk. And just to
- 14 answer your question directly, Councilman
- 15 Jones, I found this extraordinarily
- 16 informative. And I shared the, like, great
- 17 respect that you shared back at the
- 18 MacArthur table about the granular
- 19 information. The public needs to know about
- 20 it. It's a lot of big change.
- 21 So, I also have a small -- two small
- 22 questions. So, we're focusing at Media
- 23 Mobilizing Project as many of you on the
- 24 intersection between the new technologies

- 1 that are coming in with the MacArthur
- 2 proposal and the civil and human rights of
- 3 people both in the community and who are
- 4 being detained in jail. So since that time,
- 5 you know, reporters have completed a number
- 6 of urgent analyses. And I have heard a lot
- 7 reflected on the committee today about the
- 8 potential racial base on predicted risk
- 9 algorithms. And just, I think the nuance is
- 10 important. Sometimes that bias comes up
- 11 when designers are using a factor that is
- 12 directly correlated with race.
- 13 I think that Councilman Kenyatta Johnson
- 14 brought a few of them up as did many of you
- 15 to guess whether or not someone will be
- 16 arrested again. And sometimes it's about
- 17 the complexity of the algorithm itself.
- 18 It's about the math problem is so complex
- 19 that it hides what factors it uses for any
- 20 particular individual and how it weights
- 21 those factor in those decision making.
- 22 And in the study that we are beginning
- 23 at Media Mobilizing Project, we are
- 24 reviewing 50 different predictive risk

- 1 algorithms as they are being implemented in
- 2 jurisdictions across the municipal state
- 3 level across the United States. We are
- 4 finding that validation is actually really a
- 5 big problem. There isn't a lot of regular
- 6 testing as to whether or not those
- 7 algorithms produce results that
- 8 jurisdictions are looking for, like a
- 9 reduction in failure to appear, continued
- 10 increase in public safety, but also in
- 11 testing around racial bias.
- 12 I know you guys don't have the answers
- 13 to this yet. This might be for Dr.
- 14 Henderson or just for the record for the
- 15 future. The question that we have is, is
- 16 will the algorithm that we are designing
- 17 here in the City to make these predictions
- 18 about pretrial arrest and failure to appear,
- 19 how will the City plan to test for and
- 20 account for racial bias and how the
- 21 algorithm make its predictions? Exactly
- 22 how? Who will oversee this algorithm as
- 23 it's being implemented? Will people from
- 24 the community get the opportunity to be part

- 1 of the oversight as well as maybe folks from
- 2 the Public Defender's side and prosectorial
- 3 side? How does the community help with that
- 4 validation.
- 5 I notice that City University of New
- 6 York was mentioned in the last panel as
- 7 testing the data driven initiatives. Are
- 8 they part of the validation process. So,
- 9 those are questions that we have that we
- 10 would love to continue to discuss.
- 11 COUNCILMAN JONES: Those are a lot of
- 12 questions.
- 13 MS. SASSAMAN: I know. I'm not succinct
- 14 individual.
- 15 MS. BRADFORD-GREY: Can I ask you a
- 16 quick question?
- 17 MS. SASSAMAN: Please.
- 18 MS. BRADFORD-GREY: I am going to forget
- 19 Joshua's questions real quick. I don't know
- 20 if we can go back to his question.
- MS. SASSAMAN: Let's do that, yeah.
- 22 MS. BRADFORD-GREY: I think your
- 23 question was how can the Criminal Justice
- 24 Reform Committee help to move towards a more

- 1 compressive bill reform effort, one like we
- 2 are seeing across the country in different
- 3 states, not just DC.
- 4 MR. GLENN: Right.
- 5 MS. BRADFORD-GREY: I was just at the
- 6 National Legal Aid and Defender Conference.
- 7 And we were talking about all of the states
- 8 that have no cash bail and have moved to no
- 9 cash bail systems. And Maryland being one
- 10 of the most -- more recent ones also to look
- 11 at their cash bail systems, get -- write a
- 12 letter to the AG to ask if the cash bail
- 13 system to be deemed unconstitutional like
- 14 the Harris County, Texas, and then start to
- 15 find ways that really bring about what cash
- 16 bail does in their jurisdictions.
- 17 One of the things that they did, is it
- 18 was a wonderful report and how much of the
- 19 communities money goes to paying bill versus
- 20 going to them in their own thriving in their
- 21 neighborhoods and in their own households
- 22 and, of course, their own -- building their
- 23 communities. And they had millions and
- 24 millions of dollars going to private

- 1 industries like bail bondsmen versus going
- 2 back into the communities. They did an
- 3 extreme analysis of that -- of that funding
- 4 disparity. And seeing -- in figuring out
- 5 who is getting rich off of this and this is
- 6 benefitting our cities.
- 7 I think what we can do, and we are
- 8 learning every day from other jurisdictions
- 9 that are doing this, we are learning from
- 10 their challenges. We are learning from
- 11 their successes and we are taking all of
- 12 that in. I would say this. MacArthur is a
- 13 step towards that goal. And I am so happy
- 14 to hear by Mr. Bouchard from the pretrial
- 15 services office that said that is our
- 16 ultimate goal.
- 17 We learn a lot about our populations.
- 18 And if it is our goal, we will really sit
- 19 down and figure this out. One of the things
- 20 I hate to hear is that, well, we don't have
- 21 money to do so. I know I talked to many
- 22 people and many jurisdiction. And they
- 23 didn't start out with a big part of millions
- 24 of dollars. They started to make the point,

- 1 do pilot programs, figure out whether or not
- 2 there was something that was more effective
- 3 for public safety as well for just equity.
- 4 And they started to really work towards
- 5 implementing that so that they can bring it
- 6 to bigger -- larger scales. I don't think
- 7 this is the end of that conversation.
- 8 And I definitely you know -- I'm a huge
- 9 proponent of looking at the equity in what
- 10 we are doing in our system. Is it helping
- 11 people? Is it making our communities more
- 12 safe? I don't necessarily see that in terms
- of the way we have been doing things for
- 14 decades. We still see violent crime that
- 15 are high and running rampant through our
- 16 cities.
- 17 I think that we have great leadership
- 18 amongst all of our stakeholders right now
- 19 that are really committed to doing better
- 20 for our citizens. And all the while,
- 21 holding public safety as a key factor that
- 22 we need to strive to. And so, Joshua, to
- 23 answer your question more directly, I think,
- 24 you know, we are not done. We really have a

- 1 committed justice reform committee looking
- 2 at that. Our Council President Darrell
- 3 Clarke does look at those things. He has
- 4 asked us about the opportunities that are
- 5 presented to us by learning these -- about
- 6 these other states.
- 7 And I will say looking at everything
- 8 that's going on around cash bail, the train
- 9 has left the station on this. It has. It
- 10 is no longer in talk mode. When we see that
- 11 case in Harris County and now it's going to
- 12 the Supreme Court, we know that this is
- 13 something that's going to be coming. The
- 14 question is going to be, are we ready for it
- or are we going to be forced to be ready.
- 16 COUNCILMAN JONES: So, that was a lot.
- 17 So here is where I am. First of all, I want
- 18 to thank the 215 Coalition because the first
- 19 time I heard as an elected official about
- 20 bail reform, I heard it from you. It
- 21 prompted a trip to DC. I see two of my
- 22 colleagues over that took the trip with us.
- 23 It was very enlightening.
- I want to also say that I talked to the

- 1 bail association, as well to hear their
- 2 points of view. And in an effort -- if you
- 3 look without our permission, folks are
- 4 already beginning to change that mindset
- 5 now. You heard the testimony about what
- 6 they are evolving to in risk assessment,
- 7 what we are evolving to on conditional
- 8 releases similar to what they do in
- 9 Washington, DC. And it is a evolving thing.
- 10 The one thing that we took from your
- 11 story initially when you testified was that
- 12 two years of your life you can never get
- 13 back. Two years of economic disaster to
- 14 your life you can never get back. And we
- 15 want to make those mistakes less and less.
- 16 And so, this is a body -- and I'm end
- 17 with the fact that I'm honored to be among
- 18 folks who have done this for decades -- and
- 19 I'm not just looking at you Judge Lerner,
- 20 because all of you have taken the time to do
- 21 this. And we are going to put this into a
- 22 collective and figure out what is just, what
- 23 is fair and what makes us safer. And what
- 24 we are learning, thanks to you, is some of

- 1 the myths of what makes us safe doesn't.
- 2 And we are going to find what does make us
- 3 safe and do it.
- 4 The only other thing that I will say is,
- 5 and I agree with Ms. Grey, is that we went
- 6 and saw Washington, DC's version. And
- 7 that's the Mercedes Benz of it. I think it
- 8 was \$83 million that is appropriated towards
- 9 the social service aspect of it, making sure
- 10 people got treatment where they need it.
- 11 Those resources being there. And then
- 12 there's New Jersey who has the Hugo version
- of it where they are trying to patch
- 14 together different services that exist and
- 15 not put new requirements on their budget.
- So, we are looking at what Philadelphia
- 17 can do and do it in the right direction. So
- 18 you know, your testimony when you -- you set
- 19 into motion a whole different level of
- 20 discovery for us. And we thank you in the
- 21 215 Coalition for bringing that issue
- 22 forward sincerely.
- Now, you had a whole economist level of
- 24 question I think that Julie will respond to

- 1 that.
- MS. WERTHEIMER: I will respond to that.
- 3 First as a member of both the committee and
- 4 also on the implementation team, I wanted to
- 5 just touch on the fact that as we presented,
- 6 we clearly have a whole range of initiatives
- 7 that are moving towards reducing our
- 8 reliance on cash bail. It steps in the
- 9 right direction. And we have been fortunate
- 10 to work hand in hand with the committee.
- 11 And this is, I think, a big step in trying
- 12 to get that message out to the public and
- 13 share feedback. I want to thank you for
- 14 your ongoing testimony with us. It's good
- 15 to see you again.
- 16 To Hannah's question, I think that these
- 17 are good questions. They are important
- 18 questions. And because this is not one of
- 19 the initiatives that's underway yet, they
- 20 are questions that I don't think we can
- 21 answer quite yet, but your point is taken.
- 22 COUNCILMAN JONES: What I want to do, we
- 23 have the stenographer for another ten
- 24 minutes. She sat here full all these hours

- 1 and did not take a break. If I could, I
- 2 want to bring up our last panel to testify
- 3 because she's going to leave us and we are
- 4 going to be in a room talking to ourselves.
- 5 MS. BRADFORD-GREY: Can I say something
- 6 really quickly to that. I won't take up
- 7 more than a minute.
- 8 We are learning more about the science
- 9 behind the algorithms in the Defenders
- 10 Association. We are hoping to sit at the
- 11 table with the people when they start
- 12 implementing the tool. We also wrote a memo
- 13 about it, what should be in it.
- 14 COUNCILMAN JONES: One other thing you
- 15 asked, how do we keep the people. And I'm
- 16 assuming you mean 215 as a part of the
- 17 people involved in this. I would not have
- 18 it any other way.
- 19 MS. SASSAMAN: Thanks, Councilman.
- 20 MR. GLENN: Thanks.
- 21 COUNCILMAN JONES: Ms. Williams, our
- 22 next group to testify.
- 23 THE CLERK: Next speaker is Jonathan
- 24 Yellin, Nick Wachinski and Jack Furlong.

- 1 (Witnesses approach Table.)
- 2 COUNCILMAN JONES: Please state your
- 3 name for the record, and thank you for your
- 4 patience and begin your testimony.
- 5 MR. WACHINSKI: Councilman Jones, good
- 6 afternoon, Members of the Subcommittee,
- 7 thank you again for the opportunity to be
- 8 here this afternoon. We have done a little
- 9 bit of a coordinated panel this -- for
- 10 today. After hearing the entire briefing,
- 11 which was very valuable on the MacArthur
- 12 Foundation grants project and its current
- 13 progress and where it is now, we want to be
- 14 very clear on the remarks we are going to be
- 15 offering this afternoon.
- We are here just like the panel before
- 17 you to talk about the nuances related to the
- 18 use of bail in the state of Pennsylvania and
- 19 in the City of Philadelphia.
- Nicholas Wachinski. With that said, Ms.
- 21 Grey -- Bradford-Grey, let me be very clear
- 22 that under Pennsylvania law, if we are all
- 23 going to adopt a reform vocabulary, we have
- 24 bail both secured financial and

- 1 non-financial. Cash bail, cash only bail,
- 2 the bane of freedom does not exist in
- 3 Pennsylvania. That's my first lead in.
- 4 On that note, I would also like to say
- 5 that cash-only bail, cash-only bail doesn't
- 6 exist under Pennsylvania law. When I close
- 7 on my testimony, I will explain that a
- 8 little bit more further.
- 9 We want to applaud all of the efforts
- 10 that have gone on to make the system more
- 11 fair, less -- with less emphasis on only
- 12 incarceration or freedom with looking at
- 13 alternatives in the various phases and
- 14 process. Improving efficiencies throughout
- 15 the process, shortening case processing
- 16 times and also looking at the system of bail
- 17 wholistically. We are here this afternoon
- 18 to offer a couple of perspectives on the New
- 19 Jersey system as well as to provide a
- 20 summary of the efforts of the bail bond
- 21 industry in that change that has been going
- 22 on. And that is one of the data points that
- 23 is missing.
- 24 Seated to my right is Jonathan Yellin

- 1 who is a bail bondsman in the City of
- 2 Philadelphia. Seated to my left is Attorney
- 3 Jack Furlong from the State of New Jersey
- 4 who has been a criminal defense bar for a
- 5 number of years. And has, in fact, a real
- 6 time on the ground perspective of bail
- 7 reform. I will then conclude wrapping up
- 8 some local Pennsylvania flavor on what they
- 9 have to say.
- 10 I defer to Mr. Yellin for his comments.
- 11 MR. YELLIN: Councilman Jones,
- 12 Ms. Bradford-Grey.
- 13 MR. FURLONG: When did he first notice
- 14 he was invisible?
- 15 MR. YELLIN: And esteemed members of the
- 16 Special Committee on Criminal Justice. My
- 17 name is Jonathan Yellin. And simply put,
- 18 I'm a bail bondsman. As a lifelong
- 19 Philadelphia area resident, myself and my
- 20 father, we own ABC Bail Bonds.
- I've been a bailbond agent since 1995.
- 22 And I've been operating in the City of
- 23 Philadelphia since 2007. As you have
- 24 deliberated for the past several months, I

- 1 followed great interest about the
- 2 discussions about the use of alternative of
- 3 bail and risk assessment tools. However,
- 4 you have not heard about who we are, what we
- 5 do or how we work. Bail is about helping
- 6 people. More specifically, bail bonds are a
- 7 way for us to work with people and their
- 8 families to help them secure their freedom
- 9 once a court has determined their is
- 10 sufficient concern to impose a monetary
- 11 condition.
- 12 This monetary condition is required to
- 13 assure that the defendant is accountable and
- 14 returns to court. The amount of bail that
- 15 the court has set may be related to severity
- 16 of the criminal charge or the concern could
- 17 be related to the risk of flight. Please
- 18 let me be clear, that based on my
- 19 experience, I have watched judges and
- 20 commissioners way the information before
- 21 them regarding the defendant in a genuine
- 22 effort to assess the risk posed by the
- 23 defendant if released. This process
- 24 involves the examination of much information

- 1 available to the judge, the person as a
- 2 whole to be released. In Pennsylvania and
- 3 this city, based upon my experience, release
- 4 is always preferred. Once the bail is
- 5 determined, my staff and I work diligently
- 6 with the defendants, friends and families to
- 7 help their loved one to return to liberty.
- 8 Our goal is not to keep people in jail or
- 9 punish people, but rather our goal is to
- 10 find the easiest, fastest and least invasive
- 11 way to get them home to their families,
- 12 friends and lives. And in all of our cases,
- 13 the very people the defendant will be
- 14 returning home to are the ones we form the
- 15 closest personal professional relationships
- 16 with. The mothers, fathers, sisters,
- 17 brothers, grandmothers friends and so on are
- 18 the people who want to see this defendant
- 19 home and who have an interest in the
- 20 defendant's success in the criminal justice
- 21 process.
- These individuals will be the people who
- 23 sign on the dotted line, and will be the
- 24 people who have an interest in quaranteeing

- 1 the defendant shows up for court. We have
- 2 referred to this as the circle of love or
- 3 the circle of responsibility because these
- 4 are the people who want to see the defendant
- 5 succeed in navigating the criminal justice
- 6 system successfully.
- 7 We do charge a fee for our service. I
- 8 can't avoid the truth. However, our fee
- 9 covers court reminders, defendant
- 10 interaction, if necessary recovery of the
- 11 defendant if he or she should fail to appear
- 12 for court. We are in essence the equivalent
- of a pretrial services agency without the
- 14 need for taxpayer funding. However, just
- 15 because the defendant has some support and
- 16 we may be able to meet our fees for the
- 17 services we provide, does not mean that we
- 18 automatically provide bail services for
- 19 everyone defendant.
- We conduct very thorough investigation
- 21 into the defendant's criminal history as
- 22 well as the defendant's community ties, also
- 23 several other factors allow us to gain a
- 24 picture of who the defendant truly is. If

- 1 we learn through our investigation that the
- 2 defendant is not who the court felt the
- 3 defendant actually was when the bail was
- 4 set, we can and do decline to post the bail.
- 5 Bail is about people. But more importantly,
- 6 bail is about holding people accountable.
- 7 This is our -- this is our assessment of
- 8 risk. While it does not come with a score
- 9 and it's not based on a computer algorithm,
- 10 it is accurate. And our results speak for
- 11 itself. Since our approval as a bail bond
- 12 company in Philadelphia, we have worked with
- 13 879 defendants to secure their liberty while
- 14 they await trial. 879 people would have
- 15 been in jail without our services. Of those
- 16 879 people, we have never had a case of
- 17 failure to appear that we have not resolved
- 18 in a matter of days. I like to think that
- 19 the lives of those 879 families are made
- 20 better because of us.
- 21 The vast majority of the bails that we
- 22 have written have been in the past couple of
- 23 years. Currently, we have 350 people out on
- 24 bail. That is 350 current success stories.

- 1 If these people were in jail right now, the
- 2 cost of \$100 a day, that would be costing
- 3 the City \$35,000 each and every day. Right
- 4 now that cost the City zero. Just like an
- 5 arraignment court, we are open 24/7, 365
- 6 because liberty is that important.
- 7 After listening to the testimony from
- 8 earlier, the reference -- the reduction in
- 9 pretrial jail population without detainers,
- 10 I can say with certainty that we have
- 11 contributed significantly to the reduction
- 12 of pretrial jail population in the past two
- 13 years. As far as day beds, we have saved
- 14 83,000 day beds last year in 2016 alone.
- 15 And this year, year to date, over 47,000 in
- 16 the first five years -- five months, I'm
- 17 sorry.
- 18 Our goal is not to harm or punish
- 19 people, but to help. We help attain
- 20 liberty, we help keep freedom and we help
- 21 clients navigate the criminal justice
- 22 process for the defendant as well as his or
- 23 her family. In doing this job, we also
- 24 provide public safety service to the men and

- 1 women of Philadelphia and Pennsylvania. We
- 2 are not insensitive to the concerns of the
- 3 community.
- 4 In fact on Mother's Day, my colleague
- 5 Nick Wachinski of Lexington National
- 6 Insurance Corp and I attempted to work with
- 7 the campaign organizers to double the amount
- 8 of mothers that were to receive bail for
- 9 that promotion. Despite making several
- 10 offers to work collaboratively, those offers
- 11 went unanswered. It felt like the
- 12 organizers of the program who seek to
- 13 abolish bail or reform our system were more
- 14 interested in making a point than helping as
- 15 many people as possible.
- 16 Too often we are treated as an outsider
- 17 when we have important input to offer. I
- 18 hope that speaking today will enlighten the
- 19 decision making and open the lines of
- 20 communication so we can -- so we can come to
- 21 the table as an equal stakeholder who lives
- 22 in the pretrial bail world on a daily basis.
- 23 Thank you for the time and opportunity
- 24 to address you.

- 1 MS. BRADFORD-GREY: I know the steno has
- 2 to go, but I will take issue that -- need
- 3 bathroom break? All right. We will pause
- 4 the hearing for a moment.
- 5 (Brief break taken.)
- 6 MS. BRADFORD-GREY: Look, I really like
- 7 you guys personally and everything. I do
- 8 have an issue with one of the things you
- 9 just said. I really think to put what the
- 10 effort was to create the Mother's Bail Out
- 11 Day in that light, that people were more
- 12 interested in grandstanding than helping
- 13 really does hurt our -- the cause of what we
- 14 were trying to do and really ind of creates
- 15 more separatism than bringing us together.
- 16 I will take responsibility myself for
- 17 not connecting you with the organizers of
- 18 that event because I know I was called to
- 19 ask to connect the bail bondsman to
- 20 organizers. And I did drop the ball in some
- 21 areas of that. But --
- MR. YELLIN: We did connect with the
- 23 organizers.
- MS. BRADFORD-GREY: You did. That's

- 1 fine. To kind of minimize that effort into
- 2 just grandstanding, I don't really think
- 3 that's a real great characterization of what
- 4 they tried to do and what they, in fact, did
- 5 do.
- 6 MR. YELLIN: I don't want to minimize
- 7 what they did. That's why I made the offer
- 8 to get involved and actually double the
- 9 amount of people that were able to get out.
- 10 And I thought that was the essence of what
- 11 was trying to be done, but --
- 12 MS. BRADFORD-GREY: The essence of it
- 13 was to start the conversation and raise the
- 14 awareness of who is in the prison and what
- 15 effects that has. So it wasn't just --
- MR. YELLIN: To get people out of jail.
- 17 MS. BRADFORD-GREY: That starts the
- 18 ball. You know, you get people out of jail.
- 19 They are connected with families. Mothers
- 20 are connected with kids, kids are left
- 21 unattended to because mothers are in jail.
- 22 The whole thing centered around a movement.
- 23 And I just think to minimize it to a
- 24 grandstanding effort is kind of

- 1 counterproductive.
- 2 MS. WERTHEIMER: I just also want to
- 3 correct for the record that we did meet with
- 4 you, Nick, about this. At least once.
- 5 MR. YELLIN: No. With me?
- 6 MR. WACHINSKI: We're not saying that we
- 7 have been excluded from the conversation
- 8 period.
- 9 MS. WERTHEIMER: Okay.
- 10 MR. WACHINSKI: We're saying we have
- 11 been excluded from -- we have not been a
- 12 part of the process and we have some unique
- 13 insights. I think that is what his point he
- 14 was. He's not with me in that meeting. And
- 15 I would not take away from you that I sat
- 16 with you in the meeting to understand what
- 17 the grant was designed to do.
- We haven't come to any of these meetings
- 19 and haven't presented any testimony saying
- 20 stop, do nothing, you don't need to do
- 21 anything. I fully appreciate that the
- 22 system in the City needs improvement as does
- 23 Jonathan. In fact, this isn't the first
- 24 time I have gone through a reform effort in

- 1 this City. I was here in 2010 when we had
- 2 the public safety problem. And I think the
- 3 pendulum likely swung a little too far back
- 4 towards being more Draconian than it should
- 5 have.
- 6 What we are ideally looking to do
- 7 springing forward as you enter the second
- 8 year is to come to the table and work with
- 9 this entire group as the conversations on
- 10 what role cash bail, excuse me, bail has in
- 11 this system. And I will admonish myself,
- 12 the speaker will admonish himself for using
- 13 the term. But it's a misnomer in this that
- 14 I just don't care for. I appreciate your
- 15 point absolutely. You and I did meet. And
- 16 we did not come to the table this first
- 17 year. Now that we understand the direction,
- 18 we would like to be a part of the process.
- 19 MR. BETHEL: I got a few questions, but
- 20 I will defer to the Judge and then come
- 21 back.
- 22 JUDGE LERNER: Thank you. I have a
- 23 question of substance, I guess, rather than
- 24 procedure. Not that the procedure that Keir

- 1 and Julie were talking about isn't
- 2 important, because I think it's essential
- 3 to -- it's essential to challenge witnesses
- 4 who are not as careful as they might be with
- 5 the way they present their positions, who
- 6 impose or who suggest, it seems to me,
- 7 counter the evidence that somehow or another
- 8 there is a -- their point of view is not
- 9 being taken seriously.
- 10 I take your point of view seriously
- 11 because for, among other things, I began
- 12 practice as an assistant public defender in
- 13 this City when cash bail not only was the --
- 14 almost the exclusive way of getting released
- 15 for a person charged with a crime but also
- 16 when except for a very few percentage of
- 17 defendants, everybody who posted cash bail
- 18 did it through a bail bondsman.
- 19 However, for a long time now in the
- 20 City, and I want to put aside for a second
- 21 whether or not there ought to be in the
- 22 future a place for cash bail at all in our
- 23 system. But putting that aside for a
- 24 minute, we have a system in Philadelphia now

- 1 obviously where anybody for whom cash bail
- 2 has been set can post bail through the
- 3 court. I don't really understand what you
- 4 have to offer in the area of cash bail that
- 5 isn't already provided for by the fact that
- 6 anybody for whom bail is set and whose
- 7 family can raise the money or can raise the
- 8 money themselves can post the bail unless
- 9 you're telling me that the bail bonding
- 10 system now is a lot different than I
- 11 remember it. And that people don't have to
- 12 pay a certain percentage of the bail to you
- in order for you to put up the rest like
- 14 they have to pay a certain percentage into
- 15 the court.
- So, maybe you can enlighten me on that.
- 17 MR. WACHINSKI: I would love the
- 18 opportunity to do that, Judge. As you know,
- 19 I have great respect for you having
- 20 practiced before you before I entered into
- 21 the world of bail bonds. I would say to you
- 22 unequivocably that the world of bail bonding
- in the Commonwealth of Pennsylvania and the
- 24 City of Philadelphia is worlds if not

- 1 universes different than what you remember.
- 2 Most specifically, we have had a landmark
- 3 piece of legislation that cleared the House
- 4 of Representatives, Senate and the
- 5 Governor's desk in 2015. I can say
- 6 unequivocably that Pennsylvania is the only
- 7 state that has a statutory obligation for
- 8 public safety by any compensated surety.
- 9 These gentlemen and women that work in the
- 10 bail bonding industry must maintain contact
- 11 with their clients, unlike which you were
- 12 used to which is collect the money and see
- 13 you later.
- Right now they have to maintain an
- 15 absolute connection with their clients and
- 16 understand whether their clients are, what
- 17 their clients are doing and must report any
- 18 suspicion of criminal activity to law
- 19 enforcement and the district attorney. And
- 20 they have to do that because they don't have
- 21 the power of arrest under Pennsylvania law.
- 22 But they do. The only -- of all 50 states
- 23 is Pennsylvania to have that statutory
- 24 requirement. Public safety service, number

- 1 one, is that they actually maintain and must
- 2 maintain or in report or suffer a financial
- 3 fine a civil penalty through the court
- 4 system for failure to do so. They actually
- 5 perform a little better in pretrial.
- 6 Let me go ahead on that note.
- 7 JUDGE LERNER: Can I ask you whether
- 8 anybody, any bail bondsman been fined under
- 9 that statute?
- 10 MR. WACHINSKI: I don't know. I cannot
- 11 speak to whether it has or has not happened
- 12 across the state. The statutes only in
- 13 place for two years. We are gathering
- 14 statistics for how many reports have been
- 15 made. It is high.
- 16 JUDGE LERNER: Okay.
- 17 MR. WACHINSKI: That said, the other
- 18 function I would say to you is that you talk
- 19 about the City's ability to take bail
- 20 postings directly, which is a 10 percent
- 21 number of which the City keeps 3 percent to
- 22 be able to facilitate the program. These
- 23 gentlemen and women who are in the bail
- 24 bondsman industry are insurance producers.

- 1 They are statutorily required to collect the
- 2 fee. The fee on average for all the
- 3 insurance companies that underwrite bail
- 4 bonds, my company being one of them, is 5 to
- 5 15 percent based on the risk. As a general
- 6 rule, this gentleman collects 7 percent as
- 7 the full fee. Up front he will take a
- 8 varying fee to work with cash flow struggles
- 9 that individual families have. That never
- 10 existed in the prior system. It was
- 11 10 percent up front. If you didn't have it,
- 12 you didn't get out.
- His job is to work with families who
- 14 have had that bail imposed whose judges are
- 15 not removing it and making it an OR release.
- 16 He is working with folks to make sure they
- 17 can get out. And he tailors it to their
- 18 cash flow scenario. Bigger yet is one thing
- 19 that everybody across this country wants to
- 20 discount or discard or ignore, which is he
- 21 does that at no additional fee to the family
- 22 or the defendant. It's not like a credit
- 23 card where you pay percentage points per
- 24 month. It's not like a home loan. It's

- 1 interest free.
- 2 MR. BETHEL: Break this down for me
- 3 because I just -- I never really understood
- 4 the bail bondsman piece myself.
- 5 Kevin Bethel just got a \$20,000 bail I
- 6 can't pay it. Clearly, I don't have the
- 7 cash because if I did, I would just lay the
- 8 \$10,000 and keep on moving. I don't have
- 9 the \$2,000. I call ABC Company and I say I
- 10 have a situation. My mother is calling you
- 11 now. How does she go about getting that
- 12 money for me?
- MR. YELLIN: You would -- we would say
- 14 if you have a -- can place a small down
- 15 payment of \$800, \$700, \$900 whatever
- 16 percentage that you have to put as a down
- 17 payment, we will take that as a down payment
- 18 up to the 7 percent total fee and put you on
- 19 a monthly payment plan.
- 20 MR. BETHEL: What is collateral? Am I
- 21 putting up my home? Is he putting up her
- 22 car? Other assets?
- 23 MR. YELLIN: She would sign a document
- 24 which is a contingency indemnity contract

- 1 that would say that she understands we are
- 2 putting up a bond for \$20,000. If she has a
- 3 property owner, we may ask for a -- for her
- 4 to place a lien on the property. But it's
- 5 not always required.
- 6 MR. BETHEL: But it's something that you
- 7 do?
- 8 MR. YELLIN: Sometimes, yes.
- 9 MR. BETHEL: I think that's what we
- 10 need to kind -- when we have this
- 11 conversation, this is a business.
- 12 MR. YELLIN: Absolutely.
- 13 MR. BETHEL: I understand it's a
- 14 business, and that's what you're running.
- 15 MR. YELLIN: Right. She would come in.
- 16 And if she didn't have the full 10 percent,
- 17 obviously if she had the 10 percent, it
- 18 would be in her best interest to go and
- 19 place that 10 percent because she would get
- 20 a portion of it back.
- 21 MR. BETHEL: That's -- I mean, that's
- 22 where -- you have heard the conversation
- 23 today and you see where things are going. I
- 24 mean, clearly you're trying to defend your

- 1 -- see, I was a kid grow up the
- 2 neighborhood. Man, the whole process was
- 3 about predatory and working on the
- 4 vulnerable. You know, if my mother wanted
- 5 to get appliances, she couldn't get it from
- 6 the appliance person because they wouldn't
- 7 give her credit. So, you go to to Rent A
- 8 Center and you have to pay an enormative
- 9 amount of money to get that refrigerator.
- 10 You know, now it's Pay Day Loans. If you
- 11 can't get -- you want to get Pay Down Loans.
- 12 Oftentimes I say this process where you
- 13 talk about liberties, is this really -- I
- 14 mean, you really have that conversation? If
- 15 that is the case, and I'm not being
- 16 defensive here. Because if that's the case,
- then you wouldn't be here arguing keep bail.
- 18 You would be arguing that the liberties, the
- 19 rights of people are not having to pay a
- 20 cash bail.
- 21 Yes, you're filling a gap. But at the
- 22 end of the day, there is a policy decision
- 23 here. The City is going to make a policy
- 24 decision that is going to impact your work.

- 1 And if they make that policy decision that
- 2 are going to go to this, then you are no
- 3 longer going to be in business. That is a
- 4 reality. I think oftentimes people say they
- 5 hate change -- they hate the way things are
- 6 and they hate change. Things are changing.
- 7 This is not just me just getting on my
- 8 -- I was a cop for 30 years. And so, I
- 9 think I have enough credibility to say where
- 10 I have been in all of these spaces. For a
- 11 long time I seen the most vulnerable folk
- 12 are the ones that often time get challenged
- 13 by this process. I mean, I know my mom
- 14 would probably come if Kevin Bethel was in
- 15 trouble and give up her home and possibly
- 16 lose her home.
- 17 You're not breaking yourself down by
- 18 racial disparities. You're not breaking it
- 19 down by poverty level. You're filling a
- 20 need, which is fine. But the reality is
- 21 this whole movement is moving away from
- 22 that. And you come in here and you have
- 23 this conversation about bail and about --
- 24 this runs counter to all the things that

- 1 were just discussed for the City saying,
- 2 hey, guess what guys, we are going a
- 3 different way. I mean, for now until things
- 4 change, it's your space. But things are
- 5 changing. And a conversation, I won't sit
- 6 here and be a part of a process that sits
- 7 here and absorbs it and says, hey, it's
- 8 okay. I don't. I disagree with a process
- 9 that goes in and after people who are so
- 10 marginalized and most vulnerable and can't
- 11 afford things because I can't come up with
- 12 cash. I want to step in.
- I'm not a cop anymore. I can have a
- 14 larger conversation. And the conversation
- 15 to me is this stuff has to stop. I respect
- 16 the work you're doing. I respect your
- 17 business. But I'm not going to sit up here
- 18 and absorb any of this to say, hey, you know
- 19 what, what we are doing is right or wrong.
- 20 I'm not saying what you're doing is wrong.
- 21 I respect the work you're doing.
- 22 But this whole thing -- all my life
- 23 growing up in the neighborhoods, I was a
- 24 part of that process. I remember all that

- 1 stuff. And folks come into my community and
- 2 just take from us and take all the things we
- 3 do and think it's okay. I don't believe
- 4 it's okay. I don't believe that Ms. Johnson
- 5 need to give up her house and lose all these
- 6 percentages because that's the only option
- 7 we have. If we as adults in this process
- 8 have ability to make that change where we
- 9 don't have to put those people through it,
- 10 then we won't.
- 11 Our objective up here today is to put
- 12 you out business. That should be our
- 13 objective. And I don't have any qualms
- 14 about that because that's the reality of
- 15 this process.
- 16 MS. BRADFORD-GREY: Can I -- thank you
- 17 so much my cochair and brother. I do
- 18 appreciate the sentiments and the place at
- 19 which it comes from because I can tell it
- 20 comes from real care and concern about those
- 21 who have been preyed upon by our system.
- I will ask this. And you know when we
- 23 are talking about putting people out of
- 24 business, right, businesses change. And

- 1 they go in the way in which they have
- 2 learned through their work how to re-purpose
- 3 themselves. And you gave a speech saying
- 4 that you care about families and you help
- 5 families and you do all these things.
- 6 So is there a way to re-purpose your
- 7 work when we go to a no cash bail system, so
- 8 that you can now be a part of that
- 9 progression versus wanting to keep it the
- 10 same? I mean, there is people that wanted
- 11 to keep things the same all the time that
- weren't necessarily beneficial to the people
- 13 that were involved in it, you know. There
- 14 was a whole war on keeping things the same
- 15 that shouldn't have been kept the same. And
- 16 you know, I guess the north won. And it was
- 17 no longer the same. And you couldn't get
- 18 free labor from people.
- 19 But you know, when I sat here and I read
- 20 the stats from our Early Bail Review that we
- 21 had engaged in where we normally would keep
- 22 people in jail to the end of their case,
- 23 where 63 percent of the population that
- 24 would have been in on bail were found not

- 1 guilty or cases were dismissed. Joshua
- 2 Glenn whose case was dismissed, he was in
- 3 jail for 18 months. Had his mother put up
- 4 her house or did what needed to be done and
- 5 got on payment plans, I mean, it would have
- 6 been giving money because -- just for him to
- 7 ultimately get the same disposition he got.
- 8 You don't see the logic or behind what we
- 9 are saying in terms of how it affects people
- 10 who cannot afford it and people believe in
- 11 their innocence, believe in the fact that
- 12 they shouldn't be in these -- behind these
- 13 walls and will do anything to make sure that
- 14 they're not stuck in prison?
- MR. WACHINSKI: Well, I'm going to
- 16 respond to kind of both of you. And Mr.
- 17 Bethel, you know I have had several
- 18 conversations with you. We have a mutual
- 19 personal respect. We just have a difference
- 20 of opinion on this. And I didn't grow up
- 21 where you grew up, but I didn't grow up
- 22 rich. I grew up poor, too. My family
- 23 depended on credit.
- 24 And I remember the days when my father

- 1 mother -- I was up listening to my mother
- 2 crying or my father crying after he lost his
- 3 job of 27 years, and there wasn't enough
- 4 money. I came home with the one single
- 5 benefit of saying I got accepted to law
- 6 school, and my father cried himself to sleep
- 7 that night trying to figure out how we're
- 8 going to send this young man and not bury
- 9 ourselves in debt. So what your point was,
- 10 I don't disagree with. And I understand.
- 11 And this City, however, and in this
- 12 State our low level offenders are mostly
- 13 OR'd. When you get a bail in Philadelphia,
- 14 a bail amount in Philadelphia in my
- 15 experience comes associated with something
- 16 whether it's a long criminal history, it's a
- 17 serious charge. There are things that are
- 18 out there -- and Keir is going to disagree
- 19 with me. But I promise you that the bail
- 20 commissioners would also say that there is
- 21 something where they are not just dismissing
- 22 it. They do use a lot of alternatives.
- 23 That said, we need to get to Jack at
- 24 some point because he is going to raise a

- 1 number of different issues. Jonathan talks
- 2 about liberty. He talks about the truest
- 3 forms of liberty. Again, a point Jack is
- 4 going to raise. The things you're talking
- 5 about are also liberty invasive. Jack will
- 6 talk about that.
- 7 But the point that I understand what
- 8 you're trying to say is what else can you
- 9 guys do other than bail? The reason I
- 10 became interested in the system that works
- 11 with bail bondsman, again, I started in the
- 12 city. Practiced in front of you. Practiced
- 13 near colleagues that you and I have known
- 14 for years. I didn't know what bail was.
- 15 Didn't care. Didn't like bail bondsmen.
- 16 The reason I became a believer in bail
- 17 bondsman is I represented 19-year-old opioid
- 18 addicted, young African-American man in
- 19 Media, Pennsylvania. We got him into drug
- 20 court. We got him into diversionary
- 21 program. He failed to appear for admission
- 22 day. The judge looked me in the face and
- 23 said you got 30 minutes, get him in here.
- I called a bondsman who was on the bond

- 1 for him who was interested in seeing this
- 2 young man succeed. He called his
- 3 girlfriend, his mother and sister. Within
- 4 25 minutes, they actually got the guy back
- 5 in. This is the type of service that he is
- 6 re-purposing his business to do. It's not
- 7 what Judge Ben Lerner remembers the days
- 8 gone by where it's collect the money and see
- 9 the defendant never. These folks are
- 10 providing a service.
- 11 But I'm going to defer to Jack to talk
- 12 about some of the liberty interest and some
- of the concerns he has based on the policy,
- 14 wholesale policy shift in New Jersey.
- 15 MR. FURLONG: I'm not talking because
- 16 I'm waiting for the court reporter to let me
- 17 know she's okay. She's dying. Okay.
- 18 My name is Jack Furlong, spelled
- 19 F-u-r-l-o-n-g. I just want to say in
- 20 addition to all the thanks that have gone
- 21 around the room, thanks for still being here
- 22 at 2:20 in the afternoon which is
- 23 phenomenal. Send my regards to Councilman
- 24 Jones. I understand he had other

- 1 priorities.
- 2 But this woman is testimony to the
- 3 importance of live court reporting, not tape
- 4 recorders. They are actually the bull work
- 5 of our criminal justice system in our view.
- 6 I had a fairly short presentation that
- 7 got progressively shorter as I heard
- 8 everybody else. I tried many, many hundreds
- 9 of cases, ma'am. And I can read body
- 10 language of jurors pretty well. When I
- 11 watched you in front of these two guys, I
- 12 wanted today say, I'm not with them. You
- 13 know, that's my --
- MS. BRADFORD-GREY: They're actually
- 15 friends. We just have different points of
- 16 view on this.
- 17 MR. FURLONG: Say no more. I was
- 18 interested when I saw that Josh Glenn walked
- 19 in because I read your website and I read
- 20 some of the case histories that you have
- 21 heard about before. And Mr. Glenn came back
- 22 up again. And I had the same reaction when
- 23 I heard that he had a \$20,000 10 percent
- 24 bond as a 16-year-old with an ag assault.

- 1 And 18 months later, he's still in jail. My
- 2 question wasn't why is the bail bondsman at
- 3 fault. My question is, why was his bail
- 4 \$20,000 18 months later when there was no
- 5 probable cause, the charges were dismissed?
- 6 Did a judge not have the authority to reduce
- 7 his bail in that 18-month time frame? If
- 8 one ADA or one deputy public defender didn't
- 9 bring a motion to reduce the bail, and the
- 10 answer is public defenders are hugely
- 11 overworked. And they only have so many
- 12 files that they can present. ADAs have
- 13 many, many files to deal with. I have no
- 14 criticism for either party. But for
- 15 whatever reason, a juvenile sat for 18
- 16 months. And you had a risk assessment
- instrument available called a judge.
- I don't understand how we got to this
- 19 point. Now, the reason I was asked to come
- 20 here -- sorry, I didn't mean to take a shot.
- 21 I really didn't.
- MS. BRADFORD-GREY: Yes, you did.
- 23 MR. FURLONG: Little bit. Little bit.
- I'm a criminal defense attorney. I've

- 1 been doing this for 40 years. Thank God
- 2 Judge Lerner is here because I needed
- 3 someone older than me in the building. I am
- 4 here to give you the five month overview of
- 5 New Jersey's bail reform so that you have
- 6 some real time opportunity to see how it is
- 7 going in New Jersey. Are you okay with
- 8 that?
- 9 MS. BRADFORD-GREY: We did here this
- 10 from Jersey. They themselves came.
- 11 MR. FURLONG: I mean, from someone who
- 12 is actually living there, not from Glen
- 13 Grant.
- MS. BRADFORD-GREY: No. We had a whole
- 15 panel of people including the Public
- 16 Defender and the AG as well as the judge
- 17 that's overseeing it. We have the notes
- 18 from that hearing.
- 19 MR. FURLONG: Yeah. I think Angelo
- 20 Onefri testified, did he not? My friend and
- 21 prosecutor of Mercer County?
- MS. BRADFORD-GREY: He was?
- JUDGE LERNER: Yes.
- 24 MR. FURLONG: I'm here to give you a

- 1 contrarian view. They are absolutely
- 2 extolling the virtue of our program five
- 3 months out. They are telling you it's
- 4 working like a charm. I am here to tell you
- 5 there is a range of opinion in New Jersey
- 6 from working like a charm to abject train
- 7 wreck. And I tend towards the latter end.
- 8 I'm a criminal defense attorney. I have
- 9 been an assistant prosecutor. I've been a
- 10 municipal prosecutor. I have been a deputy
- 11 attorney general. I've been a county
- 12 counsel. And I've been a defense attorney
- 13 for like 35 years. And I can tell you that
- 14 my interest align with the defendants. My
- 15 interest align with every guy in the street
- 16 who is arrested because my job is to get
- 17 them out as soon as possible and keep them
- 18 out as long as possible, hopefully forever.
- 19 Your interest and your clients, my interest
- 20 and my clients align. That is who we
- 21 represent.
- 22 And that's why I'm comfortable saying
- 23 that I speak for them when I tell you that
- 24 this system has a host of problems. Very

- 1 briefly, New Jersey has -- let me know if
- 2 I'm going too fast, Madam Court Reporter.
- 3 I've been told to slow down in my lifetime.
- 4 New Jersey has five bail options: Cash,
- 5 walk in the door, hand the judge -- not the
- 6 judge, hand the clerk ten thousand bucks,
- 7 walk out the door. Two, bail bond. Hand
- 8 the bail bondsmen a 10 percent premium or
- 9 perhaps a lower premium. He will take
- 10 premiums, no interest. No interest is a
- 11 matter of law in New Jersey. Three,
- 12 property. If I own a home, I can post the
- 13 property with the court. Four, 10 percent
- 14 option. Five, release on recognizance.
- In fact, New Jersey statute 2A-162-12
- 16 says notwithstanding A through D above,
- 17 nothing in ur statutory framework precludes
- 18 any judge releasing anyone on his own
- 19 recognizance. Whenever I see the low
- 20 hanging fruit, I think it was the Dean who
- 21 raised that before, the low hanging fruit of
- that \$2,500 bail or that \$3,500 hundred bail
- 23 or that guy sitting 30, 60, 90, 100 days
- 24 out, I always wonder why we don't have a

- 1 default system that says someone go talk to
- 2 that guy. Because if he can't come up with
- 3 250 bucks, I think maybe we don't need to
- 4 worry about him running away because he's
- 5 got no place to go.
- 6 Why those people are in jail? The bail
- 7 bonds community isn't concerned about them.
- 8 They don't make money off of them. Those
- 9 people should be cut loose not six months
- 10 from now, not three years after you
- implement a program. They should have been
- 12 cut loose yesterday. And someone in the
- 13 Municipal Court or the, I don't know what
- 14 you call your court systems here, someone in
- 15 the criminal division should be doing a
- 16 regular 30, 60, 90-day review saying, let's
- 17 get these people out. There is no reason
- 18 for them to be here.
- 19 They are coming to court. You know,
- 20 I'm -- Josh mentioned and I'm glad that he
- 21 read the stat that 90 percent of the people
- 22 in the DC system show up for court in a
- 23 non-cash bail scenario. That is a stat that
- 24 should exist in every state in the union

- 1 and, in fact, does. The FTA rate, failure
- 2 to appear rate hovers between 9 to 12
- 3 percent jurisdiction by jurisdiction. Most
- 4 people who up. They got no place to go.
- 5 Don't you remember that line Richard Gere?
- 6 "I got no place go." Okay.
- 7 In any event, as long as we understand
- 8 that we all want to reduce jail population
- 9 and understand you keep using the word
- 10 "prison." Prison is where you go after
- 11 you've been convicted. You have given up
- 12 constitutional rights. You've been
- 13 convicted. Jail is where you go where
- 14 you're invested with a number of
- 15 constitutional rights, more than any other
- 16 category of human being, the presumption of
- innocence, the right to bail, the right to
- 18 due process, the right to a grand jury
- 19 presentation, the right to a speedy trial
- 20 and the right to effective assistance of
- 21 counsel.
- 22 So that trumps -- I shouldn't use that
- 23 verb anymore. That supercedes any other
- 24 history of rights in the Bill of Rights.

- 1 And yet, what do we see time and again.
- 2 This is what I want to emphasize New
- 3 Jersey's result. In all of our speedy trial
- 4 machine, all our permutations, we have not
- 5 fully staffed our court system. We need
- 6 more judges. We need more prosecutors. We
- 7 need more public defenders. We need more
- 8 courtrooms. We need more support staff. We
- 9 don't have a significant increase. I hear
- 10 it all the time.
- 11 Money should never play a part in the
- 12 administration of justice. New Jersey
- 13 speedy trial plan that Josh was talking
- 14 about two-years plus from arrest to trial.
- MS. BRADFORD-GREY: Can I just say
- 16 something? You heard all the testimony that
- 17 went on here. You're talking about
- 18 expanding the net. We are talking about
- 19 narrowing the net. The things going on with
- 20 the police giving citations, we are no
- 21 longer arresting people for that are no
- 22 longer clogging our system is reform. you
- are saying we need more, more of everything
- 24 just means keep doing business as usual so

- 1 we can keep generating the business of doing
- 2 the business as usual. I mean, narrowing
- 3 the net is where we are going. We talked
- 4 about that. I think Darlene from Probation
- 5 talked about the initiatives from the police
- 6 department to reduce the amount of people
- 7 that come through our system, so we don't
- 8 need more of everything you just named.
- 9 MR. FURLONG: I agree with you in
- 10 principal. I'm just telling you as a
- 11 general proposition. There is a reason I am
- 12 talking to you and not to everybody else in
- 13 the room. I was very concerned when Joe
- 14 Cracor, the public defender in New Jersey
- 15 signed on, in fact, was one of the chief
- 16 proponents along with the ACLU for bail
- 17 reform in New Jersey.
- I said, you're opening the door. We are
- 19 never going to be able to shut. It's the
- 20 detention door. New Jersey has dramatically
- 21 upgraded the number of cases of detention
- 22 just over these five months. And virtually
- 23 now with the latest AG memo, all gun cases
- 24 are presumed detention cases. That means

- 1 every first and second degree case almost
- 2 without exception plus every school zone
- 3 third degree case, plus every sex case, plus
- 4 every domestic violence case including
- 5 disorderly, your misdemeanor, are all
- 6 presumed detention cases. Our population is
- 7 exploding with people who have no shot at
- 8 ever getting out.
- 9 I respect the desire not to punish
- 10 people for lacking cash resources. Why do
- 11 you want to punish those who do have
- 12 resources who are saying let me use that one
- 13 other option to get out? This is not Miami
- 14 Vice where I got guys walking in with
- 15 million dollars in suitcases. I'm talking
- 16 about a guy who can actually make two grand.
- 17 Am I going on too fast?
- 18 MS. WERTHEIMER: Can I just make a
- 19 point? We have heard a lot from New Jersey
- 20 as we stated. We heard an update from them.
- 21 We talked to them before this went into
- 22 effect. And I think there is an important
- 23 difference to point out, though, in what
- 24 you're saying in our process versus their

- 1 process. They did a statewide legislative
- 2 change to role this out. We are not doing
- 3 that. We are doing this from the ground up
- 4 with all the stakeholders at the table
- 5 making decisions together. And it's a
- 6 proactive.
- 7 And I think some of the things that are
- 8 happening in Jersey or reactive as a result
- 9 of it being a legislative process. This is
- 10 really, as you heard, pilot programs to test
- 11 things out, to see how they go. And I don't
- 12 think we are going to have the same kind of
- issues that New Jersey has seen, the growing
- 14 pains that they have seen. I just want to
- 15 point that out in terms of relevance.
- 16 MR. FURLONG: Fair statement. I'm just
- 17 saying if you're relying on the New Jersey
- 18 model at all, let me just highlight four or
- 19 five pressure points for you.
- JUDGE LERNER: Please don't.
- MS. WERTHEIMER: We are not. We are
- 22 doing this the Philadelphia way.
- MR. FURLONG: Okay. Don't scare me.
- 24 Don't threaten me. Seriously. Here are

- 1 where the pressure points are in New Jersey.
- 2 If I had to ask you to avoid a bunch of
- 3 problems, these would be the ones to avoid.
- 4 JUDGE LERNER: Can I say something?
- 5 MR. FURLONG: 48 hour detention on
- 6 arrest so that they can do risk assessment.
- 7 That 48 hours is costing marginal guys with
- 8 jobs their jobs. These are guys who are
- 9 at-will employees working for Burger King or
- 10 McDonalds who don't show up to work one day
- and lose their jobs all so that someone can
- 12 do a risk assessment tool. It's not an
- 13 instrument. It's a tool. It's a racially
- 14 bias tool. I don't think there's any
- 15 question about that. Because if you're
- 16 young and African-American, you are more
- 17 likely to have an arrest on your docket then
- 18 if you're a white kid from the suburbs who
- 19 has the resources to avoid that kind of
- 20 problem.
- 21 And if you have an FTA, maybe it's
- 22 because you don't live in the same house
- 23 three months in a row. And the last notice
- 24 that comes from Trenton Municipal Court goes

- 1 to the wrong address. Now you got an FTA on
- 2 the docket. And your failure to appear
- 3 score goes up. Be careful what you wish
- 4 for. Be careful what you wish for.
- 5 After that, the detention motions.
- 6 Nature abhors a vacuum and so does the
- 7 prosecutor. We have seen a global expansion
- 8 of the number of detention applications
- 9 which expands that two days to five and six
- 10 days and up to a week. And the public
- 11 defender who is completely swamped, I get
- 12 the fact apparently the Defenders
- 13 Association in Philadelphia is fully funded.
- 14 In my neck of the woods, not so much. We
- 15 have on deputy public defender doing all
- 16 detention motions in my own county. She is
- 17 constantly asking for an additional five
- 18 days to prepare because of the number of
- 19 motions they didn't think they would be
- 20 facing on the legislative model.
- 21 After the detention motions, we have a
- 22 plea bargaining issue. And this is the last
- 23 thing I want to mention. I will cut out all
- 24 the speedy trial stuff. I can only tell

- 1 you, Judge, we talked about it briefly
- 2 beforehand. We are talking about a two-year
- 3 speedy trial model. Guy can be detained for
- 4 two years. And that number can be extended
- 5 i anyone files a pretrial motion either
- 6 side. And that tolls the clock. It's like
- 7 when you get to the end of an NCAA
- 8 basketball game and it's like a minute left,
- 9 it takes like 30 minutes to go because
- 10 everyone is calling timeout. That's the
- 11 deal.
- 12 But very briefly. There is a plea
- 13 bargain process that is taking place now
- 14 very, very quickly. The judges are pressing
- 15 us to resolve these cases within two, three,
- 16 four weeks of arrest. All that's doing is
- 17 economizing on the court's time but making
- 18 it very difficult for defense counsel to do
- 19 their jobs. We don't get to evaluate the
- 20 proofs. We don't get to say to our clients,
- 21 you know, I think you got a shot at trial
- 22 because they are not going to see a trial
- 23 anytime soon. There is a reason why in
- 24 Missouri v. Fry the Supreme Court

- 1 acknowledged that 97 percent of all criminal
- 2 cases resolve without trial.
- 3 Everything about bail reform runs the
- 4 risk of throwing the constitutional baby out
- 5 with the bath water. I ask you to slow down
- 6 and be cautious. You have done yeoman-like
- 7 work. You have been here forever. But I
- 8 get the fact -- this is my first rodeo with
- 9 you. But you guys are about to embark on a
- 10 system. And I didn't hear any panelist here
- 11 who was a representative of the criminal
- 12 defense bar other than the person who is
- 13 actually running the show right now say this
- 14 is what we are experiencing in my neck of
- 15 the woods on the street. We are getting
- 16 severe dislocations all as a result of bail
- 17 reform with clients who don't understand why
- 18 they can't get out. They are not Rico
- 19 murderers with lengthy jackets. These are
- 20 guys with domestic violence who might be
- 21 simple assaults, might be aggravated assault
- 22 and receiving stolen property and they are
- 23 being detained all in the name of bail
- 24 reform.

- 1 So with all due respect to everybody's
- 2 effort in the data driven results that you
- 3 think you're getting, algorithms are no
- 4 replacement for humanity in the criminal
- 5 justice system. I apologize. I can see
- 6 that I offended you.
- JUDGE LERNER: Well, that's a great
- 8 defense lawyer speech. And I admire it.
- 9 But ad hominem cases, slogans are excellent
- 10 for political campaigns. But they don't
- 11 really help at all when it comes to making
- 12 difficult systemic decisions about reform.
- 13 If the presumption of innocence means
- 14 anything at all in our constitutional
- 15 system, it means that we should not be
- 16 locking up anyone pretrial unless a neutral
- 17 magistrate armed with information from both
- 18 sides can make an evidenced-based
- 19 determination that that individual is either
- 20 an unacceptable risk of not showing up or,
- 21 more seriously is a danger to himself or his
- 22 community or herself or her community.
- 23 That's hard to figure out. But what we
- 24 have heard today in the MacArthur report and

- 1 what we know we are trying to do is to
- 2 develop a series of weapons that will help
- 3 us answer that question for every individual
- 4 defendant. The Bail Advocates Program is
- 5 incredibly important in that regard. A risk
- 6 assessment tool, which will not be perfect,
- 7 but which will be tuned as best as humans
- 8 can tune it to weed out discriminatory
- 9 features. A bail review system such as the
- 10 one we already have in place here are all
- instruments that will help us make the
- 12 determination in any individual case as to
- 13 whether an individual should be in or out.
- 14 It's an ongoing process, and it's a
- 15 difficult process. But one thing that I
- 16 think we do know already from experience and
- 17 that is simply that the amount of money that
- 18 an individual may be able to provide either
- 19 to a court bail system or a bail bondsman,
- 20 the amount of cash that's required for
- 21 freedom has nothing to do with either an
- 22 individual's likelihood to flea or
- 23 particularly an individual's dangerousness
- 24 to society.

1 If you post -- put \$500,000 bail on

2

3 officer during the course of a robbery, what

someone who is accused of shooting a police

- 4 you're doing in that case is hoping that
- 5 that means I'm holding you without bail.
- 6 And normally in an urban system, that's
- 7 sufficient. But there is no guarantee that
- 8 the amount of money that's -- that is
- 9 required for cash bail is going to have
- 10 anything to do with whether a particular
- 11 individual can get out or not.
- 12 So as Commissioner Bethel said, you're
- 13 arguing against the tide. The tide is that
- 14 we know as we move forward and as we perfect
- 15 these instruments that we are working on
- 16 now, that cash will become less -- cash bail
- 17 will become less and less of a feature of
- 18 our system until probably it disappears once
- 19 and for all as it should. I agree with what
- 20 the Commissioners said. Until that
- 21 happens -- until that happens and until we
- 22 are still using cash bail for certain
- 23 defendants and certain offenses as a last
- 24 resort, there is obviously a place for bail

- 1 bondsman in that system. But I don't think
- 2 that any of us are in any way convinced that
- 3 that place ought to remain indefinitely so
- 4 that a cash bail system remains
- 5 indefinitely. Because we don't -- we just
- 6 don't buy that.
- 7 MS. BRADFORD-GREY: Are we finished with
- 8 the testimony? I think you're wrapping up.
- 9 MR. FURLONG: Yeah. I'm taking this
- 10 opportunity to say to the Judge can I talk
- 11 to you afterwards? Because you said two
- 12 things that disturbed me. And I want to
- 13 make sure I talk to you before we leave if
- 14 you got a second.
- MS. BRADFORD-GREY: I want to thank you
- 16 so much for your testimony today. I mean, I
- 17 know it didn't seem like we appreciated it.
- 18 But look, you have to listen to opposite
- 19 sides of the panel. So, I do want to thank
- 20 you very much for coming today and providing
- 21 testimony.
- With that said, I think I'm going to
- 23 close the committee. And my script here in
- 24 absence of Councilman Jones, the hearing on

Special Committee on Criminal Justice Reform June 9, 2017

```
Page 255
     the resolution will now recess to the call
 1
 2
     of the Chair. With that, this Council
 3
     concludes the business of the Special
     Committee on Criminal Justice Reform for
 4
     today. Thank you all very much for your
 5
     attendance.
 6
         (Committee Adjourns at 2:37 p.m.)
 8
 9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
```

CERTIFICATION

I, hereby certify that the proceedings and evidence noted are contained fully and accurately in the stenographic notes taken by me in the foregoing matter, and that this is a correct transcript of the same.

ANGELA M. KING, RPR Court Reporter - Notary Public

(The foregoing certification of this transcript does not apply to any reproduction of the same by any means, unless under the direct control and/or supervision of the certifying reporter.)

							Page 1
	Ι	l	l	l	l	l	
A	absorbs	acronym 20:3	53:17 91:4	111:8	age 192:21	alcoholic	130:17
a.m 1:6	229:7	32:9	103:13	129:13	agencies 12:8	143:21	132:3 146:3
149:11	abuse 108:13	acronyms	108:10	advancement	14:24 16:19	alert 82:15	210:2
ABC 209:20	108:16	178:8	109:2,3	184:17	32:4,7	alerts 116:11	alternatives
225:9	109:7 146:2	Act 147:5	129:2	advanceme	40:17 41:5	116:13	59:23 60:1
abdominal	174:12	action 37:1	134:15	76:12	64:12 122:3	algorithm	67:17
158:20	accept 127:20	47:6 63:20	145:9 152:5	advantage	130:3	196:17	208:13
abhors 248:6	acceptable	64:15	153:24	148:6	146:12	197:16,21	233:22
ability 67:8	98:24 120:6	actions 33:24	177:17,21	advantageo	151:2,19	197:22	amazing
223:19	120:8	active 130:4	184:12	144:2	153:1	213:9	157:14
230:8	acceptance	147:9 167:2	215:24	ADVISOR-	157:20	algorithms	amount 83:23
abject 239:6	102:17	actively	248:1	1:10	178:10	196:9 197:1	90:3 117:4
able 3:8	accepted	153:18	addressing	Advisory	183:22	197:7 206:9	143:23
25:21,23	99:17 233:5	195:5	113:7	3:16 6:7	185:22	251:3	145:17
48:15 63:16	accepting	activities	adds 106:10	16:20 32:13	191:9 195:2	align 239:14	171:12
64:3 70:22	97:2	65:17 183:7	Adjourns	Advocacy	agency 96:9	239:15,20	185:7 189:4
73:19 74:21	accepts 111:8	activity 66:7	255:7	71:8	143:7 151:4	allegations	210:14
76:3 78:23	accessible	146:13	Adjudication	advocate	151:21	69:22	215:7 217:9
91:18,24	147:22	222:18	145:8	82:14 84:23	152:4,10,11	alleged 70:5,6	227:9
106:2	accessing	actual 42:3	adjustments	128:20	152:17,20	Allen 56:1	233:14
108:24	71:20	71:16 76:2	145:9 158:2	advocated	152:22	58:5,6 71:2	244:6
110:15	accommoda	118:14	administrat	104:24	153:23	75:21 82:6	252:17,20
119:16	5:6 41:20	144:16	43:20 58:9	Advocates	212:13	92:15 93:8	253:8
120:11	accommoda	actuarials	84:15 93:5	61:5 252:4	agency's	93:8 104:22	amounts
122:4 123:4	72:4	87:2	243:12	advocating	96:12	105:5,12	22:10 72:18
127:10	accomplish	ad 251:9	administrat	49:18	agent 209:21	106:20	72:23 187:4
131:8,11	63:5 142:22	ADA 237:8	40:11	affect 172:16	aggravated	107:5,6	analog 83:14
140:6	account	Adan 1:12	administrat	afford 22:23	147:3	110:5	analyses
143:13	154:5	34:4	43:21	62:13 63:13	193:15	119:15	196:6
159:20	197:20	ADAs 237:12	Administra	63:24	250:21	127:7 138:6	analysis
161:3	accountable	add 70:23	145:8	229:11	aggregate	alleviate	153:23
166:11	210:13	109:20	Administra	232:10	91:16	74:16	154:3 200:3
178:9,23	213:6	158:8	116:10	afforded	aggressive	allow 5:9	and/or
189:4	accounting	added 77:20	administrat	63:12	15:18 81:15	97:13	146:17
212:16	121:10	92:20	95:21 183:5	afraid 58:11	ago 10:13	123:16	174:12
217:9	accurate 89:2	addicted	admire 251:8	126:11 African-A	agree 5:5	132:6 150:8	256:18
223:22	103:20	234:18	admission 234:21		6:13 37:14	150:9	anecdotal
244:19	213:10	adding 167:6 addition	admonish	160:20	84:2 136:14	161:22 212:23	91:13 anecdotally
252:18	accurately 144:22	27:20 47:12	219:11,12	234:18 247:16	136:14 204:5 244:9	allowed 12:4	45:13
abolish	144.22	47:13 95:12	adopt 11:5	afternoon	253:19	114:2	121:10
215:13	186:10	97:4 235:20	88:15	107:5,8		125:12	ANGELA
absence	256:5	additional	207:23	142:20	agreed 95:1 97:6,12	157:20	256:11
254:24		38:19 61:2	adult 64:14	164:22	agreeing	166:4	Angelo
absolute 48:7	accused 35:11 57:9	99:22	107:10	164:22	184:10	allowing 72:8	238:19
222:15	73:9 253:2	99:22 194:14	107:10	168:6 182:4	ahead 20:13	188:6	238:19 anger 70:20
absolutely	achieve 43:2	224:21	116:23,24	207:6,8,15	223:6	allows 5:5	anger 70:20 ankle 83:5
26:1 34:2	acknowledge	248:17	110.25,24	207.0,8,13	Aid 199:6	98:5 140:5	85:5 114:11
36:14 37:4	157:22	Additionally	170:1	235:22	aim 182:20	alter 164:5	123:14
73:5 219:15	acknowledg	98:2 184:14	192:22,23	ag 199:12	aimed 93:22	alternative	announced
226:12	250:1	185:4	adults 54:15	236:24	alcohol	108:2,4	14:7
239:1	ACLU	address 14:10	54:16 230:7	238:16	127:16	112:9	announcem
absorb	244:16	17:15,17	advance	244:23	146:6	112.9	149:24
229:18	20	1,,15,17		211.23	110.0	117.10	112.21
	<u> </u>	l	l	l	<u> </u>	<u> </u>	

193:9 application 14:17 15:16 approved 3:25:922 34:39:19 237:17 Avenue 237:10 applications 237:13 applications 237:13 applications 237:14 approximat 10:17:25 327:24 327:24 Attorney's 237:16 apply 4:2,16 apply appl								Page 2
2371-0	ı			1	1	1	1	1
23-15 10.27 227:5 174:8 227:5 174:8 227:5 174:8 227:5 174:8 227:5 174:1 227:5 174:1 227:5 174:1 227:5 174:1 227:5 174:1 227:5 174:1 227:5 174:1 227:5 174:1 227:5 174:1 227:5 174:2 227:5 174:1 227:5 174:2 174:2 174:	answer 25:24		70:23		206:15	239:9	41:11	
172-51748 application 145:14 array 58:17 171:23 143:4 141:11 185:10 185:12 185:23 248:17 171:23 143:4 141:11 185:10 185:12 248:17 171:23 143:4 141:11 185:10 185:12 248:17 141:13 185:12 248:17 271:11 233:15 237:24 277:17 237:10	27:16 32:15	208:9	appropriat	214:5	237:19	assistants	attorney 4:3	150:2
172-5174-88 application 227:5 149:24 60:5 248:17 145:23 290:22 193:9 193:9 164:4422:3 290:21 145:20 297:11.15 322:59:22 37:10 237:1	34:15 102:7	appliance	70:16	arrangement	asking 74:18	184:19	68:10 114:2	171:13
174:13 172:15 179:14 179:16 179:14 179:16 179:14 179:16 179:14 179:16 179:14 179:16 179:14 179:16 179:14 179:16 179:14 179:16 179:14 179:16 179:14 179:14 179:16 179:14 179:14 179:16 179:14 179:16 179:14 179:16 179:14 179:16 179:14 179:16 179:14 179:16 179:14 179:16 1	122:9 136:7	227:6	approval	98:8	118:23	Assisted	120:6	184:23
1939	172:5 174:8	appliances	145:14	array 58:17	171:23	143:4	141:11	185:10
1939.9 application 213:11 arrest 3:21 aspect 4:4 associated 222:19 237:17 Avenue 237:19 237:10 2	174:13		149:24		248:17	145:23	209:2	186:6 211:1
295:14 201:23 66:4 42:23 66:2 97:11.15 54:44:55:12 association 237:24 Avenue 237:24 Avenue 237:24 239:8.11.12 247:23 239:8.11.12 247:23 239:8.11.12 247:23 239:8.11.12 247:23 239:8.11.12 247:23 239:8.11.12 247:23 239:8.11.12 247:23 239:8.11.12 247:23 239:8.11.12 247:23 239:8.11.12 247:23 239:8.11.12 247:23 239:8.11.12 247:23 239:8.11.12 247:23 239:8.11.12 247:23 239:8.11.12 247:23 248:8 181:6 146:3 249:16 71:37:25 96:24 97:12 69:91 11:14 236:24 126:13 239:10 239:10 239:14 259:14 239:16 239:10 239:14 259:14 239:16 239:10 239:14 239:16	193:9	application	213:11	arrest 3:21	aspect 4:4	associated	222:19	237:17
20123	195:14		approved	3:22 59:22			237:24	Avenue
205:21 415:20 approximat 110:17:21 75:20 79:22 57:24 88:9 Attorney's applied 32:13:1 average applied 13:11 44:17:1 154:3 204:9 58:19 61:9 10:22 58:20 20:15.18 35:9 58: 20:15.18 35:9 58: 35:2 59:2 1 35:2 59:2 1 35:2 59:2 1						association		
237:10 applications 13:3 61:17 144:1.7 154:3 204.9 58:19 61:9 10:22 58:20 20:15:82 20:15:83 answering answering 25:14 59:9 applied 13:11 April 15:20 162:12,13 aspects 17:2 68:6,13 93:14 96:5 35:9 58: 96:24 97:12 69:24 97:12 69:9 111 answers answers answers answers answers 197:12 applointed 2:6 62:19 63:2 167:12 aspail 147:3 apsire 155:2 82:3 93:10 99:14 111:14 224:2 69:11 113:14 224:2 249:3 248:3 10:3:4 224:2 247:6.17 apsire 155:2 82:3 93:10 99:14 211:11 111:14 224:2 10:3:4 247:6.17 apsire 155:2 82:3 93:10 99:14 111:14 224:2 247:2.3 avoid 10:0 10:3:4 247:2.3 avoid 10:0 40:0:14:2 247:2.3 avoid 10:0 40:0:14:2 11:11:14 236:2 12:12:1 13:2:1 13:2:1 13:2:1 13:2:1 13:2:1 13:2:1 13:2:1 13:2:1 13:2:1 13:2:1 25:0:1 13:2:1 25:0:			approximat					average
assering amswering amswering 25:14 59:9 amswers 197:12 amswers 25:16 applying 45:3 ARC 120:10 pointed pointed applying 45:3 ARC 120:10 pointed								
asswering answers applied 13:11 April 15:20 162:12,13 74:16 71:3 72:5 96:24 97:12 69:9 111 197:12 applying 45:3 actiopate 256:16 62:19 63:2 167:12 assault 147:3 93:22 96:6 103:14 224:2 167:6 applointed 126:13 222:21 193:15 120:12 166:21 167:12 assault 147:3 98:23 107:7 107:4 129:5 avoid 100:16:0 156:82 188:19 arcest-0-arc				/				35:9 58:22
25:14 59:9 apply 14:2,16 61:10 62:3 163:5 aspire 155:2 assault 147:3 93:22 96:6 103:14 224:2 107:12 applying 45:3 ARC 120:10 197:18 147:7 98:23 107:7 107:4 129:5 avoid 100:166:6 13:18 134:5 127:7 243:14 236:24 126:13 assault 147:3 107:4 129:5 avoid 100:100:100:100:100:100:100:100:100:100		applied 13:11			_	· · · · · · · · · · · · · · · · · · ·		69:9 111:5
answers 1.56:16 62:19 63:2 167:12 assault 147:3 93:22 96:6 103:14 224:2 avoid 100 anticipate 167:6 3:18 134:5 120:13 222:21 193:15 120:12 146:22 247:2.3 n69:10 appointing 138:11 227:6.17 243:14 236:24 126:13 127:7 atdricing 247:2.3 awid 100 await 213:2 await 213:2 await 213:3 await 213:3 await 16:3 await 213:3 await 213:3 await 213:3 await 213:3 await 16:3 await 16:3 await 213:3 await 16:3 await 16:3 <td< td=""><td></td><td></td><td>-</td><td></td><td></td><td></td><td></td><td></td></td<>			-					
197:12					_			
anticipate 167:6 appointed 167:6 126:13 appointing ap								avoid 100:9
167:6 13:18 134:5 127:7 243:14 236:24 126:13 165:9,19,23 247:2,3, appreciate appreciate anytime appreciate anytime 249:23 190:2 138:18 190:2 136:15 136:11 130:11 138:18 219:14 70:3 147:21 100:14 138:18 219:14 70:3 147:21 100:14 138:18 219:14 70:3 147:21 100:14 130:11 138:18 219:14 70:3 147:21 100:14 130:11 249:16 138:18 219:14 70:3 147:21 100:14 130:11 13								156:8 212:8
169:10	-							247:2,3,19
anybody 2:22 10:4 appreciate appreciate 49:5 141:10 lod; 1.9 ARD 103:21 appreciate 103:22 arrest-to-ar 250:21 assemble 140:22 assemble 140:24 assemble 140:22 assemble 140:24 assemble 140:24 assemble 140:22 assemble 140:24 assemble 140:22 assemble 140:22 assemble 140:22 assemble 140:22 assemble 140:22 assemble 140:24 assemble 140:22 assemble 140:24 assemble 140:24 assemble 140:22 assemble 140:24 ass								await 213:14
3:1 42:19 49:53 221:1 49:5 141:10				· /			_	awaiting 60:4
49:23 221:1								
221:6 223:8 anymore 8:5 anymore 8:5 190:2 181:19 area 22:19 area 22:19 56:11,14 assembly 169:17 203:1 157:5 38:2 38:2 39:8 13:16 15:3 39:8 awared 13:16 15:3 assembly 169:17 203:1 157:5 38:2 39:8 203:1 38:2 39:8 audience 39:8 aware 76: 203:1 audience 39:8 aware 76: 204:23 appreciated 158:21 160:19 assement 206:10 151:3 assume 91:12 153:14 audience 204:13:14 assume 91:12 assuming 206:10 assuming 206:10 136:20 136:20 awareness 209:19 194:10,12 67:24 74:4 206:16 assure 210:13 assuming 206:20 135:4 aresting 86:17,19 29:23 authority 217:14 approach 249:22 251:5 apprised 59:2 87:5 96:8 243:21 87:13 146:7 arests 192:2 207:1 149:15 110:14 203:6 210:3 atserisk 247:5 Ayers 164 22:2 48:12 approache 160:21 144:5,9 237:16 attain 214:19 attain 214:19 approach 227:17,18 144:5,9 237:16 attain 214:19 attain 214:19 argued 7:19 146:4 247:6,12 assement 233:19 appraer 199:9,18 16:6102:14 47:12 96:15 79:8 assessments 233:19 appraer 233:21 16:6102:14 47:12 96:15 79:8 assessments 233:22 apprear 233:21 16:6102:14 47:12 96:15 79:8 assistance 220:23 apprear 24:24:2 248:2 120:24 appropriated 229:24 appear appeared 219:62:22 204:8 arraignment 220:23 appropriati 90:11 61:20:29 29:46.16,17 105:3175:3 applaud appropriat 99:19 95:4 20:24 220:12 attitudes 140:12,18 111:15:15 13:16:17 38:2 audintity 38:2 awarenes 20:13 auditity 38:2 awarenes 20:13 auditity 36:24 authority 217:14 asserisk 47:5 Ayers 164 asserisk 47:5 Ayers 164 asserisk 47:5 Ayers 164 asserisk 47:5 Ayers 164 area 21:13								
anymore 8:5 190:2 area 22:19 56:11,14 assembly 169:17 38:2 138:16 15 130:11 218:21 36:7 52:12 68:21 75:10 126:17 203:1 audience 39:8 138:18 219:14 70:3 147:21 110:14 127:4 206:10 151:3 aware 76: 229:13 230:18 155:13 133:15 assess 210:22 248:13 audit 136:21 138:19 249:23 appreciated 158:21 160:19 assess 210:22 248:13 audit 136:21 138:19 anyway 65:16 190:3 221:4 196:16 74:59,11 assume 91:12 assuming authenticity 217:14 approciate 209:19 194:10,12 76:1,8 78:5 assure 210:13 authenticity 217:14 appologize 45:3 67:3 arresting 86:17,19 29:23 authority 164:22 App 140:19 approach 147:15 arrests 194:24 atiack 126:1 autick 126:1 autinority 164:25:2			,				· · · · · · · · · · · · · · · · · · ·	
130:11								13:16 15:22
138:18 219:14 70:3 147:21 110:14 127:4 206:10 248:13 audit 136:21 138:19 242:23 appreciated 158:21 160:19 assess 210:22 assume 91:12 153:14 165:21 assume 91:12 ass								
229:13 230:18 appreciated anytime 155:13 133:15 looled assess 210:22 assessment assume 91:12 looled 248:13 assume 91:12 looled audit 136:21 looled 138:19 looled 249:23 appreciates 209:19 looled 194:10,12 looled 67:24 74:4 looled 206:16 looled 136:20 looled 135:14 looled awareness assume 91:12 auditing assume 91:12 looled 136:20 looled 136:20 looled 136:20 looled 135:14 looled 47:59,11 looled assure 210:13 assure								
242:23 anytime appreciated 254:17 appreciates 158:21 appreciates 160:19 assessment 30:8 67:20 assuming assuming assuming auditing awareness 249:23 appreciation approach approach approach approach approach approach appreach approach are as 41:4 approach approa								
anytime 254:17 161:16 181:9 30:8 67:20 assuming auditing awareness 249:23 190:3 221:4 196:16 74:5,9,11 assure 210:13 authenticity 217:14 appreciation areas 41:4 239:16 76:1,878:5 asterisk 47:5 Ayers 164 applogize 189:2 45:3 67:3 arresting 86:17,19 29:23 authority 168:22,2 App 140:19 approach 147:15 arrests 194:24 at -will 247:9 143:16 168:5,7 APPD 108:16 11:11 56:4 216:21 143:23 213:7 attain 214:19 auto 100:16 174:8 13:11,20 92:16 argued 7:19 146:4 247:6,12 38:18 automatic 197:9,18 164:16 227:17,18 147:8 assessments 71:21 automatic baby 118: 213:17 appropriate argument ascertain assets 225:22 attendance 133:19 27:18 31 29:18 assign 119:19								
249:23 anyway 65:16 anyway 65:16 apart 177:15 apart 177:15 appreciation apologize 49:22 251:5 apprised 59:2 apprised 59:2 approach 147:15 arrests 194:24 apart 179:15 approach 11:11 56:4 216:21 143:23 approach 11:11 56:4 216:21 144:5,9 apart 190:3 attainment 249:9 106:22 approach 11:11 8 arguing aroson 132:15 assessments 197:9,18 164:16 227:17,18 arguing arg								
anyway 65:16 apart 177:15 aport 177:15 apologize 190:3 appreciation 221:4 areas 41:4 approjulate 49:22 251:5 apprised 59:2 apprised 59:2 approach apparently apparently 192:2 207:1 approach apparently 248:12 approaches 160:21 approaches 160:21 approaches 160:21 approaches 160:21 approach 170:9 approach areas 41:4 approach 170:9 approach 170:9 approach areas 41:4 approach areas 41:4 approach 170:9 approach 170:9 approach 170:9 approach 170:9 approach 170:14 areas 42:2 approach 1	•					_		
apart 177:15 apologize appreciation 189:2 areas 41:4 45:3 67:3 arresting 49:22 251:5 apprised 59:2 approach 59:2 approach 147:15 arrests 243:21 approach 147:15 arrests 194:24 at								
apologize 189:2 45:3 67:3 apprised 59:2 apprised 59:2 approach arresting 86:17,19 29:23 at-will 247:9 at								
49:22 251:5 apprised 59:2 approach 87:5 96:8 approach 243:21 arrests 87:13 146:7 at will 247:9 at at 3:16 at 3:5 a					· ·			
App 140:19 apparently approach 192:2 207:1 149:15 147:15 149:15 arrests 110:14 203:6 210:3 213:7 attack 126:1 attain 214:19 automated attainment 174:8 automated attainment automated attainment 176:24 automated attainment 176:24 automated automated automated attainment 176:24 automated automated automated attainment 176:24 automated automated automated automated automated attainment 88:18 automatic	1 0							,
apparently 192:2 207:1 149:15 110:14 203:6 210:3 attack 126:1 auto 100:16 174:8 248:12 approaches 160:21 143:23 213:7 attain 214:19 automated 176:24 APPD 108:16 11:11 56:4 216:21 144:5,9 237:16 attainment 60:6 178:4,7, 113:11,20 92:16 argued 7:19 146:4 247:6,12 38:18 automatic 170:9 106:22 160:16 arrow 20:19 252:6 attempt 132:18 B appear 59:21 141:18 arguing arson 132:15 assessments 71:21 automatical baby 118: 197:9,18 164:16 227:17,18 147:8 66:20 attempted 104:14 250:4 212:11 182:2 253:13 Art 192:11 154:23 215:6 123:18 back 5:22 234:21 16:6 102:14 47:12 96:15 79:8 assign 119:19 82:21 255:6 212:18 33:9 40: 242:2 248:2 <t< td=""><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></t<>								
248:12 approaches 160:21 143:23 213:7 attain 214:19 automated 176:24 APPD 108:16 11:11 56:4 216:21 144:5,9 237:16 attain ment 60:6 automated 178:4,7, 113:11,20 92:16 argued 7:19 146:4 247:6,12 38:18 automatic automatic 170:9 106:22 160:16 arrow 20:19 252:6 attempt 132:18 B appear 59:21 141:18 arguing arson 132:15 assessments 71:21 automatical baby 118: 212:11 182:2 253:13 Art 192:11 154:23 215:6 123:18 back 5:22 213:17 appropriate argument ascertain assets 225:22 attendance 133:19 27:18 31 242:2 248:2 120:24 47:12 96:15 79:8 assign 119:19 82:21 255:6 212:18 33:9 40: appearince appropriated appropriated assist 71:6 attention 146:21 66:13 75 <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td>								
APPD 108:16 11:11 56:4 216:21 144:5,9 237:16 attainment 60:6 178:4,7, 113:11,20 92:16 argued 7:19 146:4 247:6,12 38:18 automatic 170:9 106:22 160:16 arrow 20:19 252:6 attempt 132:18 B appear 59:21 141:18 arguing arson 132:15 assessments 71:21 automatical baby 118: 197:9,18 164:16 227:17,18 147:8 66:20 attempted 104:14 250:4 212:11 182:2 253:13 Art 192:11 154:23 215:6 123:18 back 5:22 213:17 appropriate argument ascertain assets 225:22 attendance 133:19 27:18 31 242:2 248:2 120:24 133:22,24 ascertained assist 71:6 attends 63:20 availability 42:20 4 31:8 Arnold 88:14 aside 220:20 assistance 63:6 81:22 162:8 78:4,8 9 31:9 61:20 129:2 <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td>								
113:11,20		* *						
170:9 106:22 160:16 arrow 20:19 252:6 attempt 132:18 B appear 59:21 141:18 arguing arson 132:15 assessments 71:21 automatical baby 118: 197:9,18 164:16 227:17,18 147:8 66:20 attempted 104:14 250:4 212:11 182:2 253:13 Art 192:11 154:23 215:6 123:18 back 5:22 213:17 appropriate argument ascertain assets 225:22 attendance 133:19 27:18 31 242:2 248:2 120:24 133:22,24 ascertained assist 71:6 attends 63:20 availability 42:20 47 appearances 128:1 153:3 armed 251:17 150:3 178:11,24 attention 146:21 66:13 75 91:8 153:18 Arnold 88:14 aside 220:20 assistance 63:6 81:22 162:8 78:4,8 9 21:9 62:22 204:8 arraignment asked 73:14 242:20 149:4 176:4 29:13 36:13 99:8 109<				· ·				176.4,7,20
appear 59:21 141:18 arguing arson 132:15 assessments 71:21 automatical baby 118: 197:9,18 164:16 227:17,18 147:8 66:20 attempted 104:14 250:4 212:11 182:2 253:13 Art 192:11 154:23 215:6 123:18 back 5:22 234:21 16:6 102:14 47:12 96:15 79:8 assign 119:19 82:21 255:6 212:18 33:9 40: 242:2 248:2 120:24 133:22,24 ascertained assist 71:6 attends 63:20 availability 42:20 47 appearances 128:1 153:3 Arnold 88:14 150:3 178:11,24 attention 146:21 66:13 75 91:8 153:18 Arnold 88:14 aside 220:20 assistance 63:6 81:22 162:8 78:4,8 9 appeared appropriate 61:8,15 81:13,20 assistant attentive 29:13 36:13 99:8 105 applaud appropriat 61:20 129:2 94:6,16,17 105:3 175:3 148:7 156:1 63:								R
197:9,18 164:16 227:17,18 147:8 66:20 attempted 104:14 250:4 212:11 182:2 253:13 Art 192:11 154:23 215:6 123:18 back 5:22 213:17 appropriate argument ascertain assets 225:22 attendance 133:19 27:18 31 234:21 16:6 102:14 47:12 96:15 79:8 assign 119:19 82:21 255:6 212:18 33:9 40: 242:2 248:2 120:24 133:22,24 ascertained assist 71:6 attends 63:20 availability 42:20 47 appearances 128:1 153:3 armed 251:17 150:3 178:11,24 attention 146:21 66:13 75 91:8 153:18 Arnold 88:14 aside 220:20 assistance 63:6 81:22 162:8 78:4,8 9 appeared 204:8 arraignment asked 73:14 242:20 149:4 176:4 29:13 36:13 99:8 109 appearing appropriat 61:8,15 81:13,20 assistant attentive 62:3 79:4								
212:11 182:2 253:13 Art 192:11 154:23 215:6 123:18 back 5:22 213:17 appropriate argument ascertain assets 225:22 attendance 133:19 27:18 31 234:21 16:6 102:14 47:12 96:15 79:8 assign 119:19 82:21 255:6 212:18 33:9 40: 242:2 248:2 120:24 133:22,24 ascertained assist 71:6 attends 63:20 availability 42:20 47 appearances 128:1 153:3 armed 251:17 150:3 178:11,24 attention 146:21 66:13 75 91:8 153:18 Arnold 88:14 aside 220:20 assistance 63:6 81:22 162:8 78:4,8 9 appeared appropriated 88:23 220:23 176:12 132:22 available 94:3 96: appearing appropriat 61:8,15 81:13,20 assistant attentive 62:3 79:4 109:4,16 90:11 61:20 129:2 94:6,16,17 105:3 175:3 148:7 156:1 63:22 83:21 140:1 </td <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td>								
213:17 appropriate argument ascertain assets 225:22 assign 119:19 attendance 133:19 27:18 31 234:21 16:6 102:14 47:12 96:15 79:8 assign 119:19 82:21 255:6 212:18 33:9 40: 242:2 248:2 120:24 133:22,24 ascertained assist 71:6 attends 63:20 availability 42:20 47 appearances 128:1 153:3 Arnold 88:14 aside 220:20 assistance 63:6 81:22 162:8 78:4,8 9 appeared appropriated 88:23 220:23 176:12 132:22 available 94:3 96: 21:9 62:22 204:8 arraignment asked 73:14 242:20 149:4 176:4 29:13 36:13 99:8 109 appearing appropriat 61:8,15 81:13,20 assistant attentive 62:3 79:4 109:4,16 applaud appropriati 94:19 95:4 202:4 220:12 attitudes 140:12,18 118:15								
234:21 16:6 102:14 47:12 96:15 79:8 assign 119:19 82:21 255:6 212:18 33:9 40: 242:2 248:2 120:24 133:22,24 ascertained assist 71:6 attends 63:20 availability 42:20 47 appearances 128:1 153:3 armed 251:17 150:3 178:11,24 attention 146:21 66:13 75 91:8 appropriated 88:23 220:23 176:12 132:22 available 94:3 96: 21:9 62:22 204:8 arraignment asked 73:14 242:20 149:4 176:4 29:13 36:13 99:8 105 appearing 61:20 129:2 94:6,16,17 105:3 175:3 148:7 156:1 63:22 83:21 140:1 111:3,9 applaud appropriati 94:19 95:4 202:4 220:12 attitudes 140:12,18 118:15								
242:2 248:2 120:24 133:22,24 ascertained assist 71:6 attends 63:20 availability 42:20 47 appearances 128:1 153:3 armed 251:17 150:3 178:11,24 attends 63:20 availability 42:20 47 91:8 153:18 Arnold 88:14 aside 220:20 assistance 63:6 81:22 162:8 78:4,8 9 appeared 204:8 arraignment asked 73:14 242:20 149:4 176:4 29:13 36:13 99:8 109 appearing appropriat 61:8,15 81:13,20 assistant attentive 62:3 79:4 109:4,16 applaud appropriati 94:19 95:4 202:4 220:12 attitudes 140:12,18 118:15								
appearances 128:1 153:3 armed 251:17 150:3 178:11,24 attention 146:21 66:13 75 91:8 153:18 Arnold 88:14 aside 220:20 assistance 63:6 81:22 162:8 78:4,8 9 appeared 204:8 arraignment asked 73:14 242:20 149:4 176:4 29:13 36:13 99:8 109 appearing 61:20 129:2 94:6,16,17 105:3 175:3 148:7 156:1 63:22 83:21 140:1 111:3,9 applaud appropriati 94:19 95:4 202:4 220:12 atitudes 140:12,18 118:15								
91:8 153:18 Arnold 88:14 aside 220:20 assistance 63:6 81:22 162:8 78:4,8 9 appeared appropriated 88:23 220:23 176:12 132:22 available 94:3 96: appearing appropriat 61:8,15 81:13,20 assistant attentive 62:3 79:4 109:4,16 applaud appropriati 94:19 95:4 202:4 202:12 attitudes 140:12,18 118:15			· ·					
appeared appropriated 88:23 220:23 176:12 132:22 available 94:3 96:29:8 109:20 21:9 62:22 204:8 arraignment asked 73:14 242:20 149:4 176:4 29:13 36:13 99:8 109:41 appearing appropriat 61:8,15 81:13,20 assistant attentive 62:3 79:4 109:4,16 applaud appropriati 94:19 95:4 202:4 220:12 attitudes 140:12,18 118:15					· ·			
21:9 62:22 204:8 arraignment appearing asked 73:14 242:20 149:4 176:4 29:13 36:13 99:8 109 appearing 90:11 appropriat 61:20 129:2 94:6,16,17 105:3 175:3 148:7 156:1 63:22 83:21 140:1 111:3,9 applaud appropriati 94:19 95:4 202:4 220:12 atitudes 140:12,18 118:15								
appearing appropriat 61:8,15 81:13,20 assistant attentive 62:3 79:4 109:4,16 90:11 61:20 129:2 94:6,16,17 105:3 175:3 148:7 156:1 63:22 83:21 140:1 111:3,9 applaud appropriati 94:19 95:4 202:4 220:12 attitudes 140:12,18 118:15								
90:11 61:20 129:2 94:6,16,17 105:3 175:3 148:7 156:1 63:22 83:21 140:1 111:3,9 applaud appropriati 94:19 95:4 202:4 220:12 attitudes 140:12,18 118:15			0					
applaud appropriati 94:19 95:4 202:4 220:12 attitudes 140:12,18 118:15			· ·	· ·				
101 11	appiaud	appropriati	94:19 95:4	202:4	220:12	attitudes	140:12,18	
								121:14

							Page 3
	1	1	Ī	Ī	Ī	Ī	I
123:2	202:20	Baltimore	bath 250:5	believer	253:12	bike 163:23	bonding
127:12	203:1 205:8	155:23	bathroom	234:16	better 4:9	bill 136:17	221:9,22
128:4 132:4	207:18,24	156:9	216:3	believes	5:17 6:5,20	139:5 179:9	222:10
135:19	208:1,1,5,5	bane 208:2	bear 43:10	150:4	7:2 45:18	199:1,19	bonds 209:20
159:21	208:16,20	bar 20:14	beat 122:15	belong	45:21 61:24	242:24	210:6
165:22	209:1,6,18	66:10,13,15	126:1	169:19	76:23 118:1	billion 44:12	221:21
168:20	209:20	209:4	170:24	beloved 11:10	118:2 121:8	binary 26:23	224:4 241:7
170:10,17	210:3,5,6	250:12	beautiful	11:12	128:18	bipolar	bondsman
174:5 175:1	210:14	Barack 3:19	107:12	Ben 42:13	139:15	172:15	209:1,18
175:5,20	211:4	bargain	bed 63:3	235:7	155:2,16	bit 15:10	216:19
176:1,20	212:18	249:13	87:22	bench 43:7	156:11,17	19:10 22:9	220:18
178:17,18	213:3,4,5,6	bargaining	beds 214:13	82:20,23	157:16	26:5 53:13	223:8,24
188:3	213:11,24	248:22	214:14	139:9,14	168:13	53:17 89:2	225:4
195:17	215:8,13,22	Barry 92:15	began 12:24	141:4	183:14,15	99:5 105:15	234:11,17
198:20	216:10,19	93:11,12	13:10 97:2	benchmark	183:15,24	120:14	234:24
200:2	219:10,10	99:19 102:1	97:18	20:6	185:8	124:14	237:2
203:13,14	220:13,17	102:9 103:3	109:16	beneficial	201:19	156:15	252:19
219:3,21	220:18,22	103:11,21	186:24	107:23	213:20	179:16	254:1
226:20	221:1,2,4,6	141:17,24	220:11	231:12	223:5	186:21	bondsmen
235:4	221:8,9,12	142:16,16	beginning	benefit 31:13	beverages	193:20	200:1
236:21	221:21,22	158:8 162:4	18:5 19:19	127:10	143:21	207:9 208:8	234:15
background	222:10	base 196:8	21:1 44:18	170:16	beyond 8:7	237:23,23	240:8
24:19 129:7	223:8,19,23	based 15:11	48:13 55:8	233:5	46:15	bites 6:2	Bouchard
151:20	224:3,14	33:19 60:2	67:2 159:20	benefits	102:20	black 46:8	56:2 57:16
backlog	225:4,5	71:18	177:23	63:17 64:5	177:18	155:18	57:18 58:13
113:16	227:17,20	100:17	183:17	170:17	189:10,15	blame 157:23	60:21,24
bad 63:23	228:23	110:6	191:11	176:8 181:5	bias 36:4	Blanche 72:3	65:6 66:21
126:11	231:7,20,24	140:21	196:22	benefitting	76:11,20	blanket 35:20	67:16 72:14
bail 21:24	233:13,14	147:17	203:4	200:6	143:6	104:13	73:5 78:4
22:8,10,13	233:19	159:3,8	begun 19:7	BENJAMIN	150:13,19	bleeding	78:13,18
22:17,20,23	234:9,11,14	169:9 170:7	29:18	1:13	152:6 155:7	157:11	80:11,17
28:24 34:13	234:15,16	171:15,16	behalf 7:24	Benz 204:7	156:20,21	blessed	83:10 84:2
36:10,17	237:2,3,7,9	173:20	behavior 3:3	Berne 148:7	157:6,7	160:17	84:8 87:15
59:23 60:1	238:5 240:4	174:14	3:11 70:21	best 10:10	158:12,24	blue 13:19	87:19 91:5
61:5 62:4,6	240:7,8,22	210:18	behavioral	66:11 77:8	196:10	20:17	92:3 114:14
62:13,20	240:22	211:3 213:9	3:15 15:3	78:21 80:22	197:11,20	board 1:12	200:14
64:1 65:3,5	241:6,23	224:5	25:18 77:4	119:13	247:14	3:17 6:7	bought
65:7 66:2,3	242:17	235:13	164:23	125:18	biased 74:9	16:20 32:13	111:23
67:17 68:4	244:16	baseline	165:1	226:18	159:18	39:18 82:1	box 46:8
68:7,8,15	250:3,16,23	19:18 20:20	169:20	252:7	biases 151:14	124:1	boxes 46:5
68:16 71:8	252:4,9,19	184:6	170:4	Bethel 1:10	157:13	boat 111:22	bracelet
72:6 82:9	252:19	basically	172:21,24	7:5 57:10	big 47:12	body 4:16	125:10
105:14	253:1,5,9	131:5	175:19	122:9,16	162:24	92:1 121:6	bracelets
174:21,22	253:16,22	139:21	183:4	124:21	195:20	203:16	85:5 86:9
187:4 193:5	253:24	basics 168:22	behaviors	131:9,19	197:5	236:9	Bradford
193:22	254:4	basis 15:16	50:20	159:18	200:23	bold 153:13	118:10
194:5,8,18	bailbond	50:2,3	belief 3:2	162:21	205:11	157:1	Bradford
194:20,21	209:21	169:5	believe 33:7	219:19	bigger 134:21	bond 208:20	1:10 5:13
194:22	bails 62:9	173:19	37:9 66:2	225:2,5,20	159:10	213:11	31:3 32:14
195:1,8	213:21	175:2	75:21 116:4	226:6,9,13	166:15	226:2	33:8 36:1
199:8,9,11	balance 122:7	215:22	138:18	226:21	167:22	234:24	39:22 44:21
199:12,16	ball 216:20	basketball	230:3,4	228:14	201:6	236:24	56:5,16,20
200:1 202:8	217:18	249:8	232:10,11	232:17	224:18	240:7	57:4 68:1
	•	•					·

							Page 4
	Ī	1	1	I	1	Ī	Ī
72:1,20	brothers	230:24	car 225:22	245:1,3,3,4	195:8 199:8	centralized	challenging
73:6 105:10	211:17	busy 183:7	card 224:23	252:12	199:9,11,12	127:8	160:23
106:1 126:4	brought 5:20	Butler 115:6	care 38:11	253:4	199:15	certain 65:16	161:17
128:7	76:9 132:21	buy 254:6	63:18 64:5	case-by-case	202:8 205:8	79:10 100:3	chamber 46:6
139:17	147:19	buy-in	64:8 141:24	136:10	208:1,1	100:14	championing
156:18	156:5 181:3	145:19	150:10	cases 22:1	219:10	128:20	50:1
198:15,18	196:14	148:14	219:14	23:5 26:6	220:13,17	177:2	change 3:15
198:22	brung 57:14	Byron 105:13	230:20	26:12,16	220:22	221:12,14	3:18 20:14
199:5 206:5	bucks 240:6		231:4	28:1 29:2	221:1,4	253:22,23	41:9,15
207:21	241:3	C	234:15	29:10 62:7	224:8,18	certainly	42:24 46:14
209:12	budget 31:19	C 256:1,1	career 180:3	69:3 94:9	225:7	36:20 43:4	50:18,19
216:1,6,24	31:23 51:18	calculating	careful 74:12	94:13,15,18	227:20	76:21 95:5	93:24
217:12,17	85:15 176:5	153:11	220:4 248:3	95:17 97:1	229:12	certainty	110:21
230:16	204:15	calculations	248:4	97:2,7,20	231:7 240:4	214:10	124:16
236:14	budgetary	153:22	caring 63:23	98:3,6,13	245:10	certification	157:4,5
237:22	151:6	Calendar	Carney 54:21	99:11 100:3	252:20	256:15	163:9
238:9,14,22	budgeting	110:10	72:3	100:17,20	253:9,16,16	certify 256:3	195:20
243:15	121:24	call 54:6	carry 42:7	101:4,15,16	253:22	certifying	203:4
254:7,15	budgets	56:11	171:20	101:17,20	254:4	256:19	208:21
brand 117:16	70:16	155:10	Cartwright	101:21,22	cash-only	cetera 163:7	228:5,6
brave 157:1	budgets/de	168:9 225:9	64:15	102:2,5,11	208:5,5	CFN 138:15	229:4 230:8
break 206:1	41:20	241:14	case 17:14	102:13,18	catalyst	chair 1:9 9:22	230:24
216:3,5	build 6:4 49:4	255:1	21:11 44:1	103:14,15	41:15 50:17	51:12 57:20	246:2
225:2	building	called 2:4	68:23 69:2	103:16,22	categories	80:5 93:6	changed 19:6
breakdown	44:11 49:4	63:19 112:9	69:11,23	103:22,24	24:11	106:4 255:2	changes
29:10	199:22	119:5	71:11 73:1	104:10	183:24	chaired	34:22 110:7
breaking	238:3	192:10	73:1 75:11	108:13	185:10	143:10	changing 4:7
154:16	built 40:18	216:18	75:12 90:24	110:20	categorize	150:16	44:13 45:9
228:17,18	bulb 86:10	234:24	93:6,20,23	111:13,15	39:15	Chairman	118:19,24
brief 7:6	bull 236:4	235:2	94:10 95:9	113:18	172:18	85:13	228:6 229:5
51:12	bunch 23:7	237:17	97:8 99:2,6	115:22	184:3	Chairperson	characteriz
182:12	247:2	calling	99:18	125:4 126:2	category 24:1	142:9	217:3
216:5	burden	225:10	104:12	126:3 136:3	27:23	chairs 121:18	characterized
briefing	171:21	249:10	108:14,16	171:8 177:9	242:16	challenge	112:11
207:10	Bureau 145:7	calls 71:17	109:7,19	187:12	caught	10:15 12:14	charge 28:12
briefly 240:1	Burger 247:9	calmer 61:23	111:4,7	211:12	113:17	12:23 58:24	28:24 44:13
249:1,12	burglaries	campaign	115:13,15	232:1 236:9	cause 216:13	64:14,19	54:16
bring 48:10	101:9	215:7	127:11,12	244:21,23	237:5	142:24	112:14,15
51:8 80:18	burglary	campaigns	127:19	244:24	cautious	149:7,17	133:17
164:12	147:3	251:10	128:3 129:2	245:6	250:6	152:22	178:20
189:4	bury 233:8	candidate 4:3	134:23	249:15	caveat 19:7	175:8	193:14
199:15	business	candidates	135:17	250:2 251:9	186:20	182:16	210:16
201:5 206:2	72:16 86:23	113:12	136:6,8	cash 16:11	celebrations	220:3	212:7
237:9	183:9	166:16	137:24	21:24 22:8	164:4	challenged	233:17
bringing 6:1	226:11,14	cap 109:19	170:6	22:10,13,17	census 19:21	228:12	charged
140:2,4	228:3	capable 83:20	192:24	22:23 28:24	Center 1:11	challenges	21:12,17
204:21	229:17	capacity 6:5	202:11	34:13 36:17	64:15	50:10,20	137:23
216:15	230:12,24	17:19 25:9	208:15	59:23 60:1	110:12	126:19	166:7,13
broad 9:18	235:6	98:11	213:16	65:4,7 66:2	227:8	144:15	172:23
183:21	243:24	Captain	227:15,16	66:3 67:17	centered	148:3 154:6	187:7
broke 3:7	244:1,2	143:11	231:22	68:3 187:4	217:22	160:22	192:22
brother	255:3	162:6	232:2	193:22	Centers	183:16	220:15
230:17	businesses	capture 79:6	236:20	194:5,7,20	41:18	200:10	charges 21:19
		145:15					

							Page 5
	l	1	l	1	1	1	1
22:2 95:13	193:24	32:12 40:15	243:22	81:8 89:15	230:19,20	96:12	199:19,23
132:14	194:1 200:6	claim 144:12	close 34:6	152:21	233:15	committed	200:2
146:15	201:16	clarifying	60:15 94:17	187:17	247:24	70:6 173:20	201:11
176:22	citizen 143:23	18:16	94:20	189:21	251:11	201:19	community
237:5	citizens	Clarke 3:18	164:19	202:22	comfortable	202:1	6:3 16:24
charging 95:5	155:16	46:12 202:3	208:6	234:13	121:2 139:4	committee	48:3 60:4
146:22	201:20	class 161:5	254:23	collect 222:12	239:22	1:2 2:5,14	63:19 64:11
Charles	city 1:1,5	classifying	closed 60:15	224:1 235:8	coming 7:6	2:21 4:2 5:5	68:12 78:20
106:20	5:16 6:8	185:10	69:2	collected	7:15 8:2	8:1,17 9:17	79:2,15,16
107:8	10:14 11:4	clear 49:23	closely 59:23	145:12	31:8,12	10:5 11:23	80:23 128:4
Charlie 42:20	11:20 12:9	91:21 96:11	81:22 186:3	150:7	49:9 51:13	12:12 21:8	130:20
123:7	16:8 37:11	104:5 179:3	closer 58:12	collecting	62:16 80:21	51:20 56:7	140:12,21
129:18	38:2 40:5	207:14,21	93:3	90:2	117:21	59:7 67:1	148:8,9,12
charm 239:4	43:20,22	210:18	closest 211:15	collection	123:2 124:1	79:24	148:15,22
239:6	46:12 51:22	cleared 134:7	co-chair	144:18	175:1 196:1	107:14	149:2
chart 17:23	52:4 63:8	222:3	142:18	collective	202:13	157:19	158:17,24
30:21 46:2	79:20 84:24	clearly 74:20	co-chairs	3:12 4:6	241:19	158:7	160:23
check 118:13	85:20	205:6 225:6	4:15 5:10	5:15 44:17	254:20	161:15	168:16,20
checking	117:21	226:24	Coalition	86:7 203:22	commence	188:6 193:8	170:12
131:19	121:23	clerk 8:19	5:22 33:3,9	collectively	113:16	195:4,5	173:14
Chicago 63:7	122:2	10:1,3 11:8	192:13,19	184:2	commend 7:9	196:7	175:1,5
chief 1:10	142:14	11:17 56:1	193:21	collects 224:6	8:1 51:14	198:24	176:20
11:19 43:5	147:13	92:14	194:6	college	51:24	202:1 205:3	179:23
58:6 73:17	149:22	106:17,20	202:18	166:24	commended	205:10	181:13
73:20 93:9	160:18	112:23	204:21	come 9:7	8:12	209:16	191:5
107:3,6,9	177:20	136:5	coalitions	38:24 41:19	comment	254:23	192:14
116:11	178:10	141:16	5:19	48:15 67:17	9:24 121:20	255:4,7	195:7 196:3
139:20	181:5 185:1	164:13	cocaine 166:9	68:14 79:19	comments 7:5	committee's	197:24
142:7,13	190:3 192:3	181:24	cochair 1:10	81:18 82:11	9:24 50:4	185:19	198:3
165:8	194:17	191:21	1:10 80:5	82:24 86:2	88:2 188:1	committing	212:22
244:15	195:6	206:23	230:17	87:17	209:10	108:11	215:3 230:1
children	197:17,19	240:6	codes 74:13	108:21	commission	common 5:7	241:7
63:17,18	198:5	client 110:24	74:24 155:9	121:6,22	7:7 55:10	7:22 9:19	251:22,22
64:4,5	207:19	111:7	cofounder	140:16	commissioner	15:2 45:6	companies
158:19	209:1,22	126:20	192:10	159:22	4:10 54:21	58:18 94:5	224:3
160:20	211:3 214:3	127:14,15	collaborating	161:4 168:4	54:21 72:3	94:12 95:20	company
Choice	214:4	client's 111:3	41:5	213:8	123:24	96:13	213:12
165:20,22	218:22	clients 71:6	collaboration	215:20	137:16,18	112:21	224:4 225:9
179:19	219:1	71:14,19	7:16 12:5	218:18	162:24	177:4	comparable
chosen	220:13,20	78:2 82:19	41:2 146:11	219:8,16,20	163:1	commonly	88:20,21
170:15	221:24	98:24 120:1	188:10	226:15	173:18	21:22 108:3	comparative
Chris 165:4	223:21	127:24	collaborative	228:14,22	253:12	165:24	153:20
Christopher	227:23	139:3	15:6 170:8	229:11	commission	Commonwe	compare
164:14	229:1	214:21	collaborativ	230:1	3:22 210:20	221:23	102:24
circle 27:18	233:11	222:11,15	96:10	237:19	233:20	communica	156:3
212:2,3	234:12	222:16,17	215:10	241:2 244:7	253:20	40:21	compared
circumstan	City's 223:19	239:19,20	collateral	comes 3:3	commit 33:17	168:13	167:17
103:17,17	civil 143:3,14	249:20	50:23 160:6	85:6 96:18	171:24	215:20	compelled
104:2,11	143:17	250:17	225:20	123:18	173:3	communica	141:23
CIT 177:24	173:2 196:2	clinical	colleague	133:1	174:20	17:1	compensated
citations	223:3	169:18	44:7 215:4	154:16	194:13	communities	222:8
243:20	CJAB 3:17	clock 249:6	colleagues	163:10	commitment	31:11 140:3	competing
cities 63:8	14:13 32:3	clogging	57:23 58:13	196:10	16:12 31:7	147:24	89:17
	I	I	I	l	l	l	

							Page 6
	I	I	1	1	I	1	ĺ
complete	22:4 74:4,5	25:10	consist	continuing	137:21	214:2,4	85:7,24
145:1	101:14	confinement	112:22	105:19	177:12	costing 5:2	92:7,17
167:13	134:10	54:6,12	consistent	138:22	179:4	214:2 247:7	93:2 104:18
completed	241:7	183:24	168:2	188:12	242:11,13	costly 124:14	104:23
94:3 154:5	244:13	confront	consolidation	continuity	conviction	costs 31:23	105:23
169:2 196:5	concerning	130:3	111:8	168:9	101:5	80:19 121:5	106:7,18,23
completely	29:8	157:13	constantly	176:16	104:15	Council 1:1	107:11
43:24	concerns	confronted	98:23	177:1	147:1	6:9 43:20	114:1,5,6
248:11	89:17	162:11	119:10	continuous	convictions	46:12 70:15	114:12,17
complex	101:11	confusing	123:2 155:3	95:19,22	101:3 147:6	79:21 86:3	114:24
24:13 89:14	130:13,14	53:14	248:17	96:8	convinced	117:21	115:9,13,21
184:1	215:2	conjunction	constituent	continuously	254:2	121:6	116:6,8,20
186:12	235:13	145:2	52:16	154:11	cooperation	156:23	117:6,12,23
196:18	concerted	153:17	constitutional	contract	40:19	163:11	118:8 119:2
complexity	152:18	connect 83:2	242:12,15	225:24	107:12	189:18	120:5 121:4
88:2 89:16	conclude	216:19,22	250:4	contrarian	122:4	192:4 202:2	122:7
196:17	186:9,17	connected	251:14	239:1	124:19	255:2	131:16,21
compliance	209:7	39:2 55:15	constraints	contribute	139:14	Councilman	136:23
145:20	concluded	82:17	151:7	57:7	cooperative	1:9,9 2:2	137:7,11
complicated	16:4	217:19,20	consumption	contributed	43:19	5:14 8:16	141:3,7,13
39:5	concludes	connecting	44:23	16:9 160:13	coordinated	9:23 10:12	141:19
complies	99:1 187:21	128:1	contact 129:8	214:11	207:9	11:12,23	142:3,11
90:12	255:3	216:17	149:5 173:1	contributing	Coordination	12:11,21	150:14
comply 108:6	concluding	connection	222:10	36:21 40:2	168:10	18:12 26:2	154:16
complying	187:24	168:14	contacts	173:12	cop 228:8	28:14 29:15	156:7 160:4
175:3	conclusion	222:15	149:13	contributors	229:13	29:20 30:5	161:20
component	64:16 154:4	consciousness	contain 145:5	190:10	copper 83:14	30:11,15,22	163:21
180:1	concrete	3:13 4:7	195:10	control	core 152:5	31:1 32:8	164:17
comprehen	195:7	44:17 46:11	contained	256:18	corner 48:10	33:13,15	165:3,13,18
30:1 188:8	concurrent	86:7	256:5	convened	Corp 215:6	34:3,14	168:6
195:2	185:12	consequences	containers	14:15	Corporation	36:23 37:14	170:21,24
comprehen	condition	50:24 160:6	143:21	convening	108:18	41:7,16,23	170.21,24
25:24	77:9 174:22	conservative	contents 3:9	2:4	correct 21:7	42:4,9 44:6	172.9
compressive	210:11,12	5:1	contents 5.9	convention	35:6 93:18	46:1,4,17	176:3 178:3
199:1	conditional	consider	contingency	161:24	108:23	46:19,20	178:6 181:3
	65:4 66:16	153:24	225:24	162:2	119:2 156:6	49:20 51:6	181:18
comprised 183:2	203:7	178:12,13	continuance	conversation	191:7,7	51:7,10,11	182:3,5,10
	conditions			32:3 126:6		52:16 53:19	
190:18 compromised	36:11 67:10	considerable 185:7	96:18	126:8 201:7	218:3 256:8	54:18 55:1	189:6
170:18	70:13,18	consideration	continuances 138:17	217:13	correction 118:16		191:16,24 192:3
	conduct 10:6	9:5 136:10	continue	217:13	correctional	55:2,20,22 56:15,18	192:3 195:10,14
computer 213:9		146:10	13:22 38:21	226:11,22	119:22	· ·	195:10,14 196:13
	143:19 162:12	considered	40:6 41:2,2	220:11,22		57:2,9,11	
computers			· · · · · · · · · · · · · · · · · · ·		corrective	58:11 60:19	198:11
180:7	163:7	25:2 66:24	43:10,11	228:23	153:24	60:22 64:22	202:16
conceived	212:20	74:23	85:15 120:3	229:5,14,14	correlated	65:9 67:6	205:22
166:6	conducted	129:18	131:8	conversations	196:12	70:11 72:12	206:14,19
concept 131:6	148:9	131:4	148:22	53:20 157:2	correlation	73:10,11,14	206:21
concern	151:15,17	132:19	163:19	219:9	176:7	77:17 78:8	207:2,5
122:24	Conference	184:16	167:23	232:18	cost 43:17	79:7,7,19	209:11
144:23	199:6	considering	198:10	Conversely	79:12,23	79:20 80:16	235:23
210:10,16	confident	130:12	continued	181:8	80:4 83:11	81:10,11,12	254:24
230:20	44:2 121:2	149:12,20	138:15	convicted	122:5 181:4	83:4,22	councilmanic
concerned	confined 25:2	194:19	197:9	104:15	181:10	84:6,16,18	155:13

							Page 7
		1	1	 I	 I	I	1
Councilme	57:23 58:10	courts 58:19	10:5,7	46:8 56:12	110:16,24	141:17	111:10
2:21 54:23	60:6 61:14	62:5 106:14	11:20 12:8	criminogenic	111:2,16	142:6	136:7,8,9
Councilper	62:15,23	170:10	12:15 13:8	87:5	120:17	161:14	136:17
163:22	82:22 84:14	176:11	16:20 32:7	Crisis 178:4	139:23	244:4	144:14,20
Councils	90:12,12	177:3	32:12 40:16	criteria 95:2	168:19	Darrell 3:18	154:5 167:2
43:22	91:8 93:4,5	cover 154:2	42:14,18	97:1	174:17,19	46:12 202:2	190:11
counsel 61:6	93:9 94:6	covered 41:4	43:1,13,15	critical 67:15	175:5 176:2	dashboard	214:15
68:11 98:13	94:12,15	91:5	44:14 52:3	170:15	181:9	191:4	dates 194:14
132:22	95:20,21,24	covers 131:4	52:10 56:7	171:8	customized	dashboards	David 164:13
134:5 135:5	96:4 97:1,5	212:9	56:14,15	criticism	152:4	186:7	164:22
135:5	97:9,21	crack 166:8	57:5 58:9	237:14	cut 176:9	191:10	day 6:3 8:12
239:12	98:6 101:2	Cracor	67:3 68:21	criticizing	241:9,12	data 15:8,10	19:22 34:23
242:21	103:7 107:3	244:14	76:11 100:4	48:24 49:2	248:23	17:19 18:9	41:17 64:13
249:18	107:6	create 17:14	110:11	cross-system	cutoff 170:16	26:4 38:23	79:1 84:19
counseling	108:21	71:1 77:7	129:8 140:4	17:19	CVN 143:4	45:23 59:20	98:3 100:9
119:14	112:21,21	138:8	140:17	crucial	145:3,4,14	62:2 76:11	103:6 120:9
counter 220:7	116:10	156:17	142:14	148:19	162:14	77:12 80:8	125:11,13
228:24	134:1,8	168:12	143:17,24	crying 233:2	CVNs 143:9	81:19 88:17	176:19
counterpro	135:8	186:7 191:4	144:18	233:2	144:4,7,11	90:3 102:24	179:12
176:13	143:24	191:9	146:11,13	cull 185:20	144:20	144:19,22	200:8 214:2
218:1	146:3 175:1	216:10	146:20,23	current 10:8	145:21	145:8,12	214:3,13,14
counties	175:3	created 10:18	148:2 149:2	20:22	161:22	146:21	215:4
27:11	176:18	17:23 40:15	151:2,11,19	109:19,23	162:8,10	150:6	216:11
country 6:1	177:5,6,7	139:21	151:22	207:12	cycle 181:14	153:17,21	227:10,22
13:4,11,19	179:5	creates	152:9	213:24		154:3	234:22
14:2,11	202:12	166:15	153:10,15	currently	D	182:22,23	247:10
38:3 56:21	210:9,14,15	216:14	154:9	19:5 22:12	D 240:16	183:8,11,12	day-forward
199:2	212:1,9,12	creating	158:13	23:16 28:9	DA 15:3	183:15,15	113:18
224:19	213:2 214:5	15:16 38:4	164:24	59:11 60:5	93:21	184:10,15	days 52:22
counts 4:17	221:3,15	88:13	165:12	60:10 76:23	106:13	184:15,23	61:12 62:7
county 18:21	223:3	credibility	172:7 173:1	80:13 83:14	DA's 94:24	184:24	63:3 72:17
25:4,5	234:20	228:9	173:6	89:24 95:19	95:4,13	185:1,8,9	87:22 97:16
98:16	235:16	credit 120:11	174:10,15	119:19	97:17 98:5	185:16,21	97:22,24,24
118:10	236:3 240:2	160:1 161:9	175:23	144:24	142:17	186:6,10,14	109:23
142:7 181:10	240:13	224:22 227:7	177:22,24 178:21	147:10 148:13	daily 20:15 20:18 113:8	189:13 190:19	111:5,7,14
199:14	241:13,14 241:19,22	232:23	178:21	152:11	113:19	190:19	111:16 135:16,21
202:11	241.19,22	cried 233:6	209:4,16		173:19	191.8,12	135:10,21
238:21	243.3 247:24	crime 33:24	210:16	153:16 184:22	182:17	208:22	140:10
239:11	247.24	70:5 162:18	210.10	213:23	215:22	251:2	168:20
248:16	252:19	171:24	212:5,21	curriculum	danger 67:13	data-driven	170:15
couple 23:10	256:12	201:14	214:21	152:24	251:21	190:8	177:10
35:2 37:19	court's	220:15	222:18	152:24	dangerousn	database	180:4
112:7	249:17	crimes 99:22	233:16	curriculums	252:23	149:21	213:18
129:17	court-appoi	99:24	236:5	151:1 152:3	DAP 108:2,3	databases	232:24
183:6	135:5	100:14	237:24	152:5	108:8	185:14	235:7
208:18	courtroom	194:14,16	239:8	Curtis 1:9	113:21	186:11	240:23
213:22	95:10 98:4	criminal 1:2	241:15	56:8 84:18	120:13	190:13	248:9,10,18
course 6:6	98:4 110:9	1:11 2:5	250:1,11	cusp 168:23	131:3	date 15:21	DC 2:22 65:3
50:7 180:19	110:11	3:14,16 4:8	251:4 255:4	custody 62:12	132:11	29:24 31:18	78:9 194:7
199:22	160:10	6:7 8:6,23	criminalized	63:16 64:4	133:19	32:1 60:18	199:3
253:3	courtrooms	8:24 9:2,6	50:21	69:16 86:14	134:18,20	62:23 94:9	202:21
court 15:2,2	243:8	9:16,19,20	criminals	108:6	138:11	109:17	203:9
					Darlene		
				I	I	l l	

							Page 8
	1	1	1	l	1		1
241:22	246:5	220:17	defer 30:12	41:10 122:2	197:16	214:9	dialogue
DC's 204:6	251:12	239:14	78:19	department	desire 131:12	detainers/w	188:12
dead 171:1	declare 89:9	253:23	187:23	42:7	245:9	27:7	difference
deal 25:16	89:12	defender 1:10	209:10	depend 104:1	desk 222:5	detention	86:13
75:20 86:14	decline 19:3	15:4 43:6	219:20	depended	desperate	244:20,21	171:10
114:23	29:22 31:24	57:24 58:7	235:11	232:23	126:23	244:24	232:19
116:18	144:10	58:19 61:8	Define 172:9	dependent	despite 31:24	245:6 247:5	245:23
131:24	213:4	61:11 68:6	defining 89:7	113:2	215:9	248:5,8,16	different 3:24
172:5 173:8	decrease	68:13 71:3	definitely 4:8	depending	detail 36:13	248:21	12:8 14:24
237:13	17:24 21:15	72:4 73:17	6:6 11:14	26:7 104:10	detailed	determinati	16:19 17:2
249:11	51:16 52:14	73:20,20,23	41:14 51:23	depends	19:12	43:14 72:10	17:7 24:14
dealing 47:14	53:4 144:9	76:3,6	156:22	174:9	details 67:21	150:8	37:22 42:24
107:17	decreased	77:23 78:3	201:8	depicts 20:19	detained 69:6	251:19	54:8 55:9
119:7	22:14 23:15	98:10 110:7	definition	depression	69:8 108:8	252:12	55:12 69:13
120:20	23:19 35:1	126:13	175:20,24	172:16	113:9	determine	82:8 88:11
167:22	53:6	127:9	definitively	depths 155:6	133:15	122:5	88:13,19
175:10	decriminali	133:21	39:1 45:17	deputy 7:7	136:13	127:13,15	90:6,16
deals 33:9	50:20	135:7	degree 9:14	42:14 93:12	169:9	169:22	125:14
137:9 172:6	dedicated	139:20	147:2	116:9 142:7	175:12	174:2	129:15
173:18	71:3,5,16	157:5	166:23	142:16	196:4 249:3	determined	154:19
Dean 1:11	98:3 108:15	169:17	245:1,3	237:8	250:23	148:14	157:20
240:20	deemed 23:23	199:6	degrees 34:12	239:10	detainer 23:2	153:18	163:16
debt 233:9	56:13 73:8	220:12	deliberated	248:15	23:13 28:8	210:9 211:5	181:21
decades 6:15	199:13	237:8	209:24	Derek 106:21	28:10,12,23	determining	183:21,22
44:20 190:1	deep 15:8	238:16	deliver 147:4	107:2 132:2	52:18 53:8	144:21	185:11,13
201:14	deeper 30:6	244:14	deliverable	164:15	75:13 108:1	149:17	185:21
203:18	46:14 90:20	248:11,15	184:15	165:8,18	110:18	develop 139:6	190:12
December	default 241:1	Defender's	demographic	179:14	113:11	183:23	191:8
94:14 144:3	defend	10:22 82:3	34:17	describe 19:4	119:17	252:2	196:24
decent 133:22	226:24	198:2	demograph	35:9,17,20	130:17	developed	199:2
decide 14:16	defendant	defenders	35:17 36:5	described	132:3	13:2 59:18	204:14,19
125:18	60:12	61:21 79:23	denied 98:21	43:23 128:8	133:23	143:2 156:4	221:10
137:4	210:13,21	93:10,21	department	describing	134:2,16	184:11,15	222:1 229:3
decided 188:3	210:23	96:6 98:22	7:7 15:3	21:6	135:13,15	developing	234:1
decides	211:13,18	106:13	25:18 58:21	description	135:17,19	86:18 88:16	236:15
115:16	212:1,4,9	107:7	71:17 115:8	118:18,20	135:22	148:23	differential
deciding 4:10	212:11,15	120:12	115:22	118:24	136:8 137:3	152:3	16:13 152:7
decision	212:19,24	129:4	119:9	descriptions	137:5 138:3	development	differently
153:9,18	213:2,3	140:22	120:22	169:1	138:9 139:4	12:19 58:3	7:1
	i e			1			difficult
163:2	214:22	157:8 206:9	132:23	descriptive	187:9	84:13	
163:2 182:16,18	224:22	237:10	133:2 142:8	191:5	187:9 detainers	145:14	17:21 37:23
163:2 182:16,18 184:8	224:22 235:9 252:4	237:10 243:7	133:2 142:8 143:11,16		detainers 20:2 21:14	145:14 148:5	
163:2 182:16,18 184:8 185:24	224:22	237:10 243:7 248:12	133:2 142:8 143:11,16 145:19	191:5	detainers 20:2 21:14 21:20 22:1	145:14 148:5 149:21	17:21 37:23 106:10 249:18
163:2 182:16,18 184:8 185:24 186:2 190:8	224:22 235:9 252:4 defendant's 211:20	237:10 243:7 248:12 defense 68:11	133:2 142:8 143:11,16 145:19 149:5	191:5 descriptors 35:8 deserve 103:6	detainers 20:2 21:14 21:20 22:1 22:24 23:3	145:14 148:5 149:21 150:24	17:21 37:23 106:10 249:18 251:12
163:2 182:16,18 184:8 185:24	224:22 235:9 252:4 defendant's	237:10 243:7 248:12	133:2 142:8 143:11,16 145:19	191:5 descriptors 35:8	detainers 20:2 21:14 21:20 22:1	145:14 148:5 149:21	17:21 37:23 106:10 249:18
163:2 182:16,18 184:8 185:24 186:2 190:8	224:22 235:9 252:4 defendant's 211:20	237:10 243:7 248:12 defense 68:11 95:8 132:22 209:4	133:2 142:8 143:11,16 145:19 149:5	191:5 descriptors 35:8 deserve 103:6	detainers 20:2 21:14 21:20 22:1 22:24 23:3	145:14 148:5 149:21 150:24	17:21 37:23 106:10 249:18 251:12
163:2 182:16,18 184:8 185:24 186:2 190:8 190:8	224:22 235:9 252:4 defendant's 211:20 212:21,22	237:10 243:7 248:12 defense 68:11 95:8 132:22	133:2 142:8 143:11,16 145:19 149:5 150:17	191:5 descriptors 35:8 deserve 103:6 designated 146:8 147:14	detainers 20:2 21:14 21:20 22:1 22:24 23:3 23:9 24:9 26:6,9,12 26:17,21	145:14 148:5 149:21 150:24 182:8 DHS 44:13 diagnosed	17:21 37:23 106:10 249:18 251:12 252:15
163:2 182:16,18 184:8 185:24 186:2 190:8 190:8 196:21	224:22 235:9 252:4 defendant's 211:20 212:21,22 defendants	237:10 243:7 248:12 defense 68:11 95:8 132:22 209:4	133:2 142:8 143:11,16 145:19 149:5 150:17 164:23	191:5 descriptors 35:8 deserve 103:6 designated 146:8 147:14 172:13	detainers 20:2 21:14 21:20 22:1 22:24 23:3 23:9 24:9 26:6,9,12	145:14 148:5 149:21 150:24 182:8 DHS 44:13	17:21 37:23 106:10 249:18 251:12 252:15 dig 30:5
163:2 182:16,18 184:8 185:24 186:2 190:8 190:8 196:21 215:19	224:22 235:9 252:4 defendant's 211:20 212:21,22 defendants 17:13 53:23	237:10 243:7 248:12 defense 68:11 95:8 132:22 209:4 237:24	133:2 142:8 143:11,16 145:19 149:5 150:17 164:23 169:19	191:5 descriptors 35:8 deserve 103:6 designated 146:8 147:14	detainers 20:2 21:14 21:20 22:1 22:24 23:3 23:9 24:9 26:6,9,12 26:17,21	145:14 148:5 149:21 150:24 182:8 DHS 44:13 diagnosed	17:21 37:23 106:10 249:18 251:12 252:15 dig 30:5 digestible 6:2
163:2 182:16,18 184:8 185:24 186:2 190:8 190:8 196:21 215:19 227:22,24	224:22 235:9 252:4 defendant's 211:20 212:21,22 defendants 17:13 53:23 61:7 62:19	237:10 243:7 248:12 defense 68:11 95:8 132:22 209:4 237:24 239:8,12	133:2 142:8 143:11,16 145:19 149:5 150:17 164:23 169:19 172:20,21	191:5 descriptors 35:8 deserve 103:6 designated 146:8 147:14 172:13	detainers 20:2 21:14 21:20 22:1 22:24 23:3 23:9 24:9 26:6,9,12 26:17,21 27:7 28:2	145:14 148:5 149:21 150:24 182:8 DHS 44:13 diagnosed 168:18	17:21 37:23 106:10 249:18 251:12 252:15 dig 30:5 digestible 6:2 digging 55:19
163:2 182:16,18 184:8 185:24 186:2 190:8 190:8 196:21 215:19 227:22,24 228:1	224:22 235:9 252:4 defendant's 211:20 212:21,22 defendants 17:13 53:23 61:7 62:19 62:22,23	237:10 243:7 248:12 defense 68:11 95:8 132:22 209:4 237:24 239:8,12 249:18 250:12 251:8	133:2 142:8 143:11,16 145:19 149:5 150:17 164:23 169:19 172:20,21 176:10	191:5 descriptors 35:8 deserve 103:6 designated 146:8 147:14 172:13 designed 61:6	detainers 20:2 21:14 21:20 22:1 22:24 23:3 23:9 24:9 26:6,9,12 26:17,21 27:7 28:2 52:15,24	145:14 148:5 149:21 150:24 182:8 DHS 44:13 diagnosed 168:18 diagnosis	17:21 37:23 106:10 249:18 251:12 252:15 dig 30:5 digestible 6:2 digging 55:19 digital 112:24
163:2 182:16,18 184:8 185:24 186:2 190:8 190:8 196:21 215:19 227:22,24 228:1 decisions 7:20	224:22 235:9 252:4 defendant's 211:20 212:21,22 defendants 17:13 53:23 61:7 62:19 62:22,23 78:19 83:18	237:10 243:7 248:12 defense 68:11 95:8 132:22 209:4 237:24 239:8,12 249:18 250:12	133:2 142:8 143:11,16 145:19 149:5 150:17 164:23 169:19 172:20,21 176:10 244:6	191:5 descriptors 35:8 deserve 103:6 designated 146:8 147:14 172:13 designed 61:6 218:17	detainers 20:2 21:14 21:20 22:1 22:24 23:3 23:9 24:9 26:6,9,12 26:17,21 27:7 28:2 52:15,24 53:5,15	145:14 148:5 149:21 150:24 182:8 DHS 44:13 diagnosed 168:18 diagnosis 170:5	17:21 37:23 106:10 249:18 251:12 252:15 dig 30:5 digestible 6:2 digging 55:19 digital 112:24 113:4
163:2 182:16,18 184:8 185:24 186:2 190:8 190:8 196:21 215:19 227:22,24 228:1 decisions 7:20 19:14 70:9	224:22 235:9 252:4 defendant's 211:20 212:21,22 defendants 17:13 53:23 61:7 62:19 62:22,23 78:19 83:18 136:3 170:3	237:10 243:7 248:12 defense 68:11 95:8 132:22 209:4 237:24 239:8,12 249:18 250:12 251:8	133:2 142:8 143:11,16 145:19 149:5 150:17 164:23 169:19 172:20,21 176:10 244:6 department's	191:5 descriptors 35:8 deserve 103:6 designated 146:8 147:14 172:13 designed 61:6 218:17 designers	detainers 20:2 21:14 21:20 22:1 22:24 23:3 23:9 24:9 26:6,9,12 26:17,21 27:7 28:2 52:15,24 53:5,15 136:20	145:14 148:5 149:21 150:24 182:8 DHS 44:13 diagnosed 168:18 diagnosis 170:5 diagnostic	17:21 37:23 106:10 249:18 251:12 252:15 dig 30:5 digestible 6:2 digging 55:19 digital 112:24 113:4 114:15
163:2 182:16,18 184:8 185:24 186:2 190:8 190:8 196:21 215:19 227:22,24 228:1 decisions 7:20 19:14 70:9 163:17	224:22 235:9 252:4 defendant's 211:20 212:21,22 defendants 17:13 53:23 61:7 62:19 62:22,23 78:19 83:18 136:3 170:3 194:8 211:6	237:10 243:7 248:12 defense 68:11 95:8 132:22 209:4 237:24 239:8,12 249:18 250:12 251:8 defensive	133:2 142:8 143:11,16 145:19 149:5 150:17 164:23 169:19 172:20,21 176:10 244:6 department's 173:4	191:5 descriptors 35:8 deserve 103:6 designated 146:8 147:14 172:13 designed 61:6 218:17 designers 196:11	detainers 20:2 21:14 21:20 22:1 22:24 23:3 23:9 24:9 26:6,9,12 26:17,21 27:7 28:2 52:15,24 53:5,15 136:20 139:11,19	145:14 148:5 149:21 150:24 182:8 DHS 44:13 diagnosed 168:18 diagnosis 170:5 diagnostic 143:6 153:8	17:21 37:23 106:10 249:18 251:12 252:15 dig 30:5 digestible 6:2 digging 55:19 digital 112:24 113:4 114:15 diligently

							Page 9
l	l	l	l	1	l	1.00.10	l
diminished	121:4	36:9 47:14	184:21	37:8 38:5	129:8	138:13	105:8,14
31:24	discount	47:15 81:17	222:19	44:22 45:3	140:14	dress 180:6	116:21
direct 73:24	224:20	142:10,19	districts	46:16 52:9	161:6	drill 22:8	129:3 131:6
112:12	discovery	143:1	147:13,22	52:18,22	171:18	55:6	231:20
149:14	98:4 129:12	144:17,21	147:24	75:8,13	240:5,7	driven 182:17	earned 11:13
256:18	204:20	153:9,20	disturbed	77:22 80:16	244:18,20	198:7 251:2	eases 170:18
directed 21:4	discriminat	154:11	254:12	88:3 102:16	doors 171:5	drivers 31:22	easiest 211:10
direction 2:17	252:8	157:22	dive 15:8	126:10,13	dotted 211:23	driving 36:18	easy 38:12
11:4 41:10	discuss 15:10	159:19	46:14	127:21	double 95:18	drop 216:20	echo 5:14
42:5 43:16	15:24 58:23	185:19	diversion	128:10,17	215:7 217:8	drug 101:1	88:1 139:18
51:1 52:11	80:19 92:5	200:4	101:1	134:13	Dougherty	108:23	economic
85:10 86:20	107:16,20	dispatcher	102:14	138:14	86:1	109:9	13:8 47:14
87:8 92:11	108:1	155:10	103:23	139:15	dovetail	127:16	203:13
131:13	165:20	disperse	107:3 129:9	154:20	116:10	146:6,16	economically
155:4	198:10	143:20	129:9 143:4	161:11,12	188:13	234:19	74:8 79:6
189:12,14	discussed	disposed	145:24	161:14	dozen 12:6	drunkenness	79:18 85:10
204:17	24:9 110:9	102:20	147:11	164:3	dozenth 2:9	162:13	85:19
205:9	125:3 229:1	disposition	148:20	179:23	Dr 11:9 12:17	due 146:20	economics
219:17	discussing	68:23 69:1	156:1	188:9	15:9 18:10	150:23	89:16
directly	26:15 61:2	69:18	160:16	191:13	18:11 19:2	242:18	economist
167:10	78:9	176:22	161:10	192:20	26:13,19	251:1	204:23
195:14	discussion	232:7	165:8 168:3	200:9	27:1,5,8	DUI 97:1,2,5	economizing
196:12	31:9 75:22	disproporti	diversionary	201:10,13	28:4,19	97:9,17,19	249:17
201:23	77:5 85:2	74:23 148:1	103:19	201:19	29:1,5,12	97:20 98:3	edict 8:14
223:20	121:22	disregarding	176:18	214:23	32:23 33:10	98:6,6	educational
director 1:12	discussions	136:16	177:13	222:17	33:14 34:2	125:9	166:22
1:14 12:18	2:11 67:5	dissect 19:13	234:20	229:16,19	34:11,20	duplication	effect 2:24
42:14 57:18	76:24 81:5	distinct 27:23	divert 101:2	229:20,21	36:12,20	145:11	44:10 55:3
58:3,9 84:9	210:2	151:1	146:14	238:1	37:4 45:24	dying 235:17	79:13
84:12,14	disengaged	distinguished	diverted 36:7	241:15	53:2 56:2	dynamic 23:7	245:22
93:1,4	133:6,8	51:21	70:2 95:17	243:24	58:2 76:7	dynamics	effective 8:10
137:10	dislocations	distribution	diverting	244:1 246:2	77:13,16	81:18	47:8 119:7
165:6 182:8	250:16	166:8	47:23	246:3,22	84:12 88:12		122:18
192:17	dismissed	district 4:3	division 1:11	248:15	89:22	E	124:15
Director's	192:24	10:21 12:20	93:13	249:16	181:24	E 256:1	128:19
12:15	232:1,2	16:9 17:24	142:17	253:4	182:4,7,12	eager 113:22	201:2
165:11	237:5	57:20 58:4	165:2 172:6	dollar 13:3	188:22	earlier 88:1	242:20
Directors	dismissing	58:18,20	178:20	44:12 83:23	190:12,15	95:7 98:14	effectively
10:20 58:21	233:21	65:21 68:10	241:15	121:14	190:20,23	102:21	6:12 8:11
149:23	disorder	84:7,11	docket	dollars 14:9	191:7	110:9 181:4	effectiveness
Disability	172:15	93:13 96:5	247:17	42:2 181:7	197:13	214:8	150:9
169:20	disorderly	96:23 97:12	248:2	199:24	Draconian	early 22:20	effects 44:15
172:22	143:19	99:14	doctors	200:24	219:4	62:4,6,11	217:15
disagree	162:12	103:13	158:22	245:15	drafted	62:20 65:3	efficiencies
229:8	163:7 245:5	107:4 114:1	159:5	domestic	112:19	68:7,15	17:14
233:10,18	disparate	120:6 129:5	document	123:1 125:4	dramatic	71:9 72:6	208:14
disappears	76:15	141:11	90:3 225:23	125:20	120:9	82:9 83:3	efficiency
253:18	disparities	146:22	documenting	173:21	dramatically	95:2 98:9	91:1
disaster	13:8 17:17	147:17	121:9	245:4	116:14	98:10,11,17	efficient
203:13	36:4 186:4	155:12,13	doing 6:22,24	250:20	244:20	99:9,12,18	43:12
discard	187:20	164:1,2	7:2 8:13	Donafy	draw 119:23	100:1,22	182:20
224:20	228:18	165:9,19,23	11:4 12:1	140:19	166:15	101:3 102:4	efficiently
discipline	disparity	182:9	14:4 35:24	door 71:23	dreaded	102:14	6:12 96:14
						103:5 105:6	
				1			

							Page 10
	l	l	l	l	l	l	1 .
effort 43:19	81:7 103:9	243:2	enhance 7:1	201:9	185:4 186:3	EVRs 71:7	exercise
56:21 95:7	103:12	employed	enjoying	equivalent	evaluating	ex-offenders	157:15
145:11	104:4	180:12	163:24	212:12	6:24 39:20	46:8	exist 43:4,5,6
151:20	105:21	employees	enlighten	ER 95:3,10	89:18	exactly 49:15	138:19
152:18	106:4	170:2 247:9	215:18	95:18	evaluation	132:23	157:23
187:18	El-Shabazz'	employing	221:16	ERs 158:20	38:23 39:2	197:21	159:1 186:4
199:1 203:2	162:5	86:21	enlightened	escalate	evaluations	examination	204:14
210:22	elaborate	employment	45:18 141:4	75:16	183:13	210:24	208:2,6
216:10	99:5 114:24	180:11	159:15	escort 109:8	event 216:18	examining	241:24
217:1,24	126:16	empowering	enlightening	especially	242:7	10:7	existed 104:8
218:24	127:2	140:20	202:23	91:6 96:18	eventually	example 30:8	224:10
251:2	179:15	Empowerm	enormative	150:22	122:2	38:4 75:10	exists 104:6
efforts 19:6	elected 4:16	192:11	227:8	188:22	192:24	90:22 109:5	
21:1 33:2,4	171:2	EMs 117:1	enrolled	ESQ 1:13	everybody	129:3	expand 61:21
33:12 43:10	202:19	enact 15:22	167:6	essence	28:15	183:20	82:4 95:1
52:1 180:11	electron	41:6	ensure 60:2	212:12	124:24	examples	101:13
182:24	113:23	encounter	145:11	217:10,12	125:8	171:3	116:3 166:4
184:20	electronic	169:15	166:2 168:2	essential	155:20	Excel 180:8	183:11
186:24	60:13 83:18	177:23	ensures 98:14	33:13	162:23	excellent 48:6	expanded
208:9,20	111:19,23	encountered	ensuring	155:20	188:18	120:22	96:24 99:21
eight 40:14	112:8	148:4	152:23	220:2,3	189:3	135:2	100:24
69:10	129:19	encouraged	entails 180:5	essentially	220:17	167:24	101:7 102:4
108:22	eligibility	87:7 130:16	enter 219:7	166:13	224:19	251:9	130:22
135:16,21	95:1 96:24	encouraging	entered 70:1	179:17	236:8	exception	expanding
140:8	97:4,5	51:5 62:17	167:3,4	180:2	244:12	132:13	95:12 97:3
190:16	100:12	88:4	185:9	establish	everybody's	245:2	97:4 243:18
eight-hour	113:19	encumbered	221:20	149:1	251:1	excited 11:2	expands
61:12	146:24	174:10	entering	established	everyone's	57:13 124:1	248:9
Eisenberg	166:5,12,12	endeavor	179:8	189:17	45:19	155:22	expansion
11:9 12:11	eligible 76:6	12:3 13:14	entertain	establishes	evicted 64:6	158:6	61:18 95:15
12:12,22	97:20 113:12	150:22	187:22	195:1	evidence	excitement 124:2	95:18 99:9
17:5 26:14		153:13	enthusiasm	esteemed	100:2		99:20
27:20 34:8	132:6,12,16	185:15	141:21	209:15	144:20	exciting	102:23
164:14	146:5	ended 194:7	entire 27:12	estimation	182:17	159:22	103:1 120:4
165:10,10 either 28:8	166:17	enforcement	161:15	169:12	220:7 256:4	excluded	139:12
	169:22	163:12 222:19	207:10	et 163:7	evidence-ba	218:7,11	167:8,21
68:2 69:10	eliminate		219:9	ethnic 13:7	150:8	excludes	248:7
132:4 133:6	65:7 68:3	engage 71:14 71:22	environment	17:16 142:9 142:18	182:21 190:7	187:6,7	expect 155:3
133:16 137:21	74:8 145:10 EM 83:11	71:22 129:14	175:16	142:18 143:1		excluding 21:19	expectation 109:13
237:14	87:1 124:24	170:3	equal 37:2 82:1 155:11	143:1	evidenced 251:18	exclusive	179:20
249:5	87:1 124:24 125:9	170:3	215:21	153:8	evolution	220:14	expectations
249:3 251:19	email 60:8	178:11,24	equally 70:23	153:8	46:11	excuse 28:14	189:10
251:19 252:18,21	eman 60:8 embark	engaged 6:15	86:18	154:11	118:11,12	60:19 106:4	expected
EL-SHAB	250:9	128:6	147:21	187:20	118:11,12	136:23	180:3
1:13 8:21	embrace	155:16	equipment	ethnicity 36:6	154:18,22	136:23	expedited
24:22 25:19	153:4	189:21	83:15 113:4	152:6 185:8	evolve 55:9	186:18	111:4
26:1 46:22	emergency	189:21	131:10,14	185:11,13	155:4	189:12	expenditure
49:16,21	175:21	231:21	equitable	185:11,13	evolving	219:10	44:12
73:13 75:23	emphasis	engagement	70:9 182:19	185:16,19	203:6,7,9	excused	experience
77:10,15,19	113:22	16:24 148:8	equitably	evaluate	EVR 64:1	106:6	190:1
78:11,15	208:11	engaging	122:8	249:19	71:21 72:15	Executive	210:19
79:5 80:14	emphasize	178:2	equity 201:3	evaluated	82:10	143:15	210.19
77.5 00.14	Chiphasize	170.2	equity 201.3	cvaiuateu	02.10	175.15	211.3
		l			l		l

							Page II
	İ	l	l	İ	İ	İ	1
233:15	F1 132:14	fail 212:11	154:14	95:5,13,14	149:17	16:5,9	flight 210:17
252:16	face 50:10	failed 234:21	189:9	99:21,22	152:18	17:12,24	flow 40:22
experienced	234:22	failure 59:21	214:13	100:20	153:6	28:15 31:16	224:8,18
129:21	face-to-face	108:6	219:3	101:1	finalized	32:10,15,15	focus 19:24
experiences	61:6	143:20	farther 156:5	133:12	113:3	37:20 39:14	118:13
171:6	faced 183:16	197:9,18	fashion	147:2 166:7	153:22	49:5 50:16	127:21
experiencing	faces 134:22	213:17	189:22	168:3 177:4	finalizing	50:16 57:19	148:11,20
250:14	facilitate	223:4 242:1	fast 240:2	felt 100:20	60:16	58:4,18	148:24
experts 183:6	223:22	248:2	245:17	189:20	Finally	74:24 81:13	focused 39:19
explain 35:3	facilitated	fair 6:13	faster 23:16	213:2	113:20	84:7,10	91:6
53:2 208:7	82:4	37:10 82:1	53:7	215:11	153:22	85:9 87:17	focusing
explicit 143:5	facilities	155:19	fastest 211:10	fewer 22:7	finances 80:7	93:24 94:5	27:14
150:13,19	18:23 54:4	157:16	father 63:13	23:13 160:8	116:1	94:11 96:19	195:22
151:13	facility 109:9	203:23	209:20	160:18	financial	100:9 103:9	folk 70:18
exploding	147:19	208:11	232:24	fidelity 153:5	63:17 64:5	110:22	155:8
245:7	149:9	246:16	233:2,6	field 64:20	81:3 114:20	117:14,16	228:11
explore 14:15	facing 97:19	fairer 43:12	fathers 9:10	129:21	115:24	117:18	folks 7:13,18
76:15	107:18	fairly 157:12	9:10 63:19	163:16	116:5	125:5	34:17
Exploring	144:15	177:16	63:21 64:15	fifth 17:17	207:24	131:17	130:10
178:1	248:20	236:6	211:16	fight 66:10,13	223:2	134:8 143:9	198:1 203:3
expressed	fact 9:13,21	fairness 37:7	fault 237:3	fights 66:15	financially	144:16	203:18
101:10	40:19 47:11	62:1 76:14	Faye 119:4	Figueroa	79:9	147:2 152:1	224:16
extend	50:6 52:15	faith 120:14	feasibility	54:22	financials	156:12	230:1 235:9
103:19	74:15 75:10	fall 58:24	150:9	figure 3:6	109:11	166:7 182:8	follow 42:15
extended	79:15	59:4 111:21	feature	21:12,22	find 70:19	184:21	72:15 84:17
249:4	103:16	113:23	253:17	23:3 26:14	96:11	191:21	85:14
extensively	104:9	fallen 179:6	features	83:23	115:19	193:3	119:15
116:22	123:11	falls 185:18	252:9	139:24	120:5,7,21	202:17,18	123:7
extent 162:19	127:2	familiar	February	140:17	171:7	205:3 208:3	125:22
188:9,10	155:24	133:13	96:23	183:17	173:11	209:13	175:14
extenuating	157:22	134:10	federal 3:20	187:6,9	199:15	214:16	follow-up
103:17	160:7	139:1	4:11	200:19	204:2	218:23	190:6
104:11	167:10	families 210:8	fee 212:7,8	201:1	211:10	219:16	followed
externally	203:17	211:6,11	224:2,2,7,8	203:22	finding 70:14	245:1 250:8	210:1
185:4	205:5 209:5	213:19	224:21	233:7	152:10	fiscal 130:13	following
extolling	215:4 217:4	217:19	225:18	251:23	176:1 197:4	fit 45:9	142:21
239:2	218:23	224:9,13	feedback	figures 27:10	findings	118:20	146:12
extra 71:20	221:5	231:4,5	205:13	figuring 6:10	170:8	five 62:7	147:17
extracted	232:11	family 9:9,14	feel 37:12	200:4	fine 9:23	72:16 110:2	151:14,16
153:21	240:15	193:2	102:13	file 19:22	107:22	147:1	152:1
extraordina	242:1	214:23	139:3	98:11	160:9,12	178:23	forced 202:15
37:23	244:15	221:7	141:23	filed 98:19	161:3 217:1	214:16,16	forecast
195:15	248:12	224:21	155:16	files 237:12	223:3	238:4 239:2	59:21
extreme	250:8	232:22	feeling 4:13	237:13	228:20	240:4,14	forefront
200:3	factor 196:11	fan 162:24	38:20	249:5	fined 223:8	244:22	85:9 86:3
extremely	196:21	far 12:1	fees 84:20	filings 98:13	fines 84:20	246:19	foregoing
62:17 106:1	201:21	37:21 38:9	212:16	fill 105:3	fingerprint	248:9,17	256:7,15
eyes 129:23	factoring	66:21 96:12	felonies 29:11	filling 105:5	163:5	five-day 73:6	foresight 81:9
162:18	162:3	109:22	35:15	227:21	finished	FJD 60:4,10	forethought
	factors 74:22	116:20	100:14	228:19	254:7	60:15 93:21	163:8
F	76:20	129:12	101:2	filming 48:2	Fire 147:5	98:2	forever 40:4
F 256:1	196:19	138:8	132:15	final 62:4	first 3:15,17	flavor 209:8	160:11
F-u-r-l-o-n-g	212:23	142:23	felony 94:10	68:22 69:1	11:8 12:19	flea 252:22	239:18
235:19							
L	ı	1	1	1			1

							Page 12
	I	1 .	1	I	I	I	I
250:7	207:12	fry 180:17	further 9:24	72:17 90:8	16:15 32:20	go 11:5 12:10	178:16
forget 25:20	foundational	249:24	32:2 42:16	105:17	52:23 72:2	30:13 44:19	180:13
198:18	48:7	FTA 242:1	66:7 92:8	110:23	82:2 93:15	57:8 70:18	191:3 195:7
form 9:8	founded	247:21	94:18	183:10	103:21,24	72:7 77:1	200:13,16
145:14	189:12	248:1	138:16,23	generate	119:13	79:7,11	200:18
189:22	four 19:24	full 45:15	194:20	19:23	120:1	81:24 83:8	211:8,9
211:14	26:20 47:19	191:11	208:8	183:12	127:10	85:10 90:20	214:18
formal 94:6	59:3 61:12	205:24	future 53:20	185:23	136:8,9	99:24 100:6	goals 5:6
94:16,19	143:2 180:4	224:7	54:3 78:17	generated	139:2	102:19	90:15
135:19	240:13	226:16	79:3 83:20	31:10	159:24	106:5	166:22
177:6	246:18	full-time	98:22	127:13	161:3,8	109:15	167:9
format 9:6	249:16	184:18	197:15	generating	163:15	112:1,6	183:10
formed	fourth 17:16	fully 148:21	220:22	184:22	168:21	115:11,14	God 238:1
182:24	frame 32:20	154:7		186:15	186:1	117:10	goes 8:7 45:7
forms 234:3	50:13 237:7	218:21	G	244:1	193:20	121:8,18	109:6 115:6
forth 55:10	framework	243:5	Gagnon	generational	227:7	123:19	115:15,18
57:14	240:17	248:13	135:22,23	50:19	228:15	124:16	115:19
Forthcoming	Francis	256:5	136:2,16	gentleman	230:5 238:4	126:21	127:19
36:14	143:12	fun 164:11	137:2,3,8	2:3 224:6	238:24	129:23	158:5
fortunate	free 225:1	function	137:14	gentlemen	given 6:16	131:12	176:20
205:9	231:18	83:16	138:3,22	222:9	36:10,10	133:7,8	199:19
forward 44:4	freedom	223:18	gain 212:23	223:23	38:8 69:24	138:20	229:9
48:15 53:22	208:2,12	functionality	gains 153:2	gentler 119:6	89:18 94:8	150:12	247:24
54:24 59:9	210:8	129:24	game 135:6	genuine	104:9	154:19	248:3
70:17 80:6	214:20	172:17	157:23	210:21	109:20	156:2	going 4:19
85:13 96:20	252:21	fund 80:7	176:23	Gere 242:5	143:16	162:14	5:24 7:10
145:22	frequently	fundament	178:16	get-go 101:14	155:11	166:24	8:4,6 18:9
150:11	99:23 159:5	6:13	249:8	getting 34:7	159:4	174:1 178:6	19:2 21:5
154:13	Friday 1:6	funded 166:6	gap 227:21	34:18 39:19	166:17	180:3	30:13,18,19
160:5	66:10	248:13	garnered	67:15 72:16	242:11	189:21	32:20,21
188:11	friend 56:8	funders 43:24	63:7 82:13	72:18 75:18	gives 129:1	190:24	33:21 38:16
193:18	238:20	funding	gather 76:3	82:18 83:18	giving 11:24	198:20	38:19,21
194:4	friends 52:7	67:22 79:3	168:1	129:12	58:15	216:2 223:6	40:3 43:17
204:22	66:11 93:17	121:13	gathered	130:24	113:14	225:11	44:4,19
219:7	211:6,12,17	166:2	71:18	133:10	136:16	226:18	46:15 48:24
253:14	236:15	169:17	gathering	134:11	163:4,13	227:7 228:2	49:2,13
foster 64:8	front 8:8	177:17	148:17	137:12	232:6	231:1,7	50:11,14
found 15:20	109:3 111:3	181:16	223:13	161:21	243:20	241:1,5	51:2,6,8,12
69:4,10,21	127:19	200:3	GED 166:23	166:23	glad 76:9	242:4,6,10	52:11 53:19
70:4 72:24	128:17	212:14	gender 36:6	168:18	81:21	242:13	53:23 54:13
73:4,8	132:5	funds 16:10	74:13,24	175:6,20	122:22	246:11	54:24 56:12
122:18	179:22	78:6 167:5	145:6	181:16	126:4	249:9	58:14 66:12
171:12	181:11	Furlong	general 5:21	200:5	241:20	goal 10:23	67:8,9,10
195:15	224:7,11	206:24	24:11 35:18	220:14	Glen 238:12	15:18 16:3	67:12 70:17
231:24	234:12	209:3,13	58:15 59:7	225:11	Glenn 191:23	18:18 38:17	70:17 73:10
foundation	236:11	235:15,18	64:10 88:5	228:7 245:8	192:9,9,20	50:13 65:6	75:21 77:5
7:10 10:15	front-end	236:17	89:5 90:17	250:15	192:3,5,20	68:2 71:8	78:16 80:14
13:1,24	128:22	237:23	100:4 135:2	251:3	199:4	96:13	83:17 84:17
14:7 15:12	fruit 38:12	238:11,19	152:14	gigantic	206:20	143:22	85:12 87:13
18:2 39:3	39:16 43:10	238:24	224:5	111:16	232:2	144:1	87:15,16,19
40:18 41:1	120:20	244:9	239:11	girlfriend	236:18,21	145:24	88:24 92:19
49:3,5,6	240:20,21	246:16,23	244:11	235:3	global 248:7	148:24	92:20 100:8
52:3 64:19	fruits 159:23	247:5 254:9	generally	give 5:21	GMU 119:4	173:4	104:21
22.501.17		2 . 7 . 5 25 1. 7	33:4 56:13	a	3	1,5	101.21
	<u>l</u>	<u> </u>	<u> </u>	<u>l</u>	<u>l</u>	<u>l</u>	<u>l</u>

							Page 13
	I	I		I			
107:15,16	244:3,19	116:23	106:10	151:7	104:14	240:20,21	127:14
107:19	245:17	117:4,7,19	great 21:3	153:16,17	132:14	Hannah	164:24
108:1 112:4	246:12	118:1	31:4 48:7	154:6,7	244:23	191:22	165:1 168:8
112:15	249:22	122:17	52:9,11	168:8	guns 101:15	192:16	169:8,20
115:2,3,4,8	253:9	124:17,23	63:5 87:24	206:22	101:20,21	Hannah's	170:4
116:12,13	254:22	125:1,9	117:15,19	219:9	guy 79:17	205:16	171:20
116:16,17	good 2:2 4:13	126:3	117:20	groups 7:17	235:4	happen 43:3	172:21,24
116:18	8:3 10:11	129:22	120:11	19:24 24:8	239:15	65:13,21	175:19,19
117:10,10	11:3 12:17	130:4	124:7,18	27:14	240:23	70:10 76:16	176:16,18
117:14	19:10 38:20	131:10,12	126:3	148:11,20	241:2	106:14,15	177:3,5,8,9
118:20	40:6 44:22	131:18	154:10	151:6	245:16	117:11	179:5 183:4
121:6,17	50:6 56:7	graduated	195:16	187:18	249:3	122:20	Healy 143:12
122:23	58:5,8	109:22	201:17	grow 116:13	guys 18:12	170:13	162:6
124:13	63:22,23	graduates	210:1 217:3	116:18	37:20 38:3	happened	hear 12:9
125:2,9,14	80:17,18	167:15	221:19	227:1	46:1 88:2	65:16,20	17:3 35:6
125:23,24	85:11 89:22	grand 242:18	251:7	232:20,21	91:10 124:7	122:13	35:24 51:6
128:3	90:2 92:10	245:16	greater	growing	124:9,19	223:11	57:14 68:2
133:18,24	92:18,24	grandiose	161:12	229:23	176:14	happening	106:2
134:24	93:8,11	79:11	greatest 43:8	246:13	181:18	25:1 74:18	122:22
136:19	103:9	grandmoth	43:13	grown 14:9	197:12	246:8	200:14,20
138:24	104:22	211:17	113:15	gt 134:7	216:7 229:2	happens 66:5	203:1 243:9
139:15,24	107:2,5,8	grandstand	greatly	guarantee	234:9	78:18	250:10
155:23	124:10	216:12	170:18	253:7	236:11	115:16	heard 28:7
158:1	125:22	217:2,24	Greek 164:3	guaranteeing	245:14	136:5	45:23
160:14	130:1,11	grant 10:14	164:4	211:24	247:7,8	179:18	138:13
163:6,17,18	131:7 137:7	13:12 14:21	grew 232:21	guarantees	250:9,20	253:21,21	187:17
171:22	141:12	15:15,22,24	232:22	195:3	230.7,20	happily	196:6
174:15	142:20	39:8,10	grey 5:12	guess 38:9	Н	187:22	202:19,20
174:13	158:22	40:4,23	14:3 31:2	45:14	half 2:10 23:1	happy 24:18	203:5 210:4
181:10,17	164:22	41:4,8	72:15 204:5	115:23	38:13 44:11	64:20 68:1	226:22
188:22	165:7 168:5	42:23 54:19	207:21	121:8	187:8	200:13	236:7,21,23
189:11	168:6	67:23 78:6	grid 179:7	122:16,20	halfway	hard 39:1	243:16
191:12	170:23	119:4,21	ground 40:12	123:14	20:10	105:19	245:19,20
191.12	182:4	166:1	154:16	196:15	Hall 1:5	251:23	245:19,20
198.18	186:21	177:17	209:6 246:3	219:23	hand 46:24	harder 38:14	240.10 251:24
200:1 202:8	191:15	189:15,17	group 8:1	219.23	109:14	hardware	hearing 2:3
200:1202.8	193:17	194:2	10:18 11:1	231:16	205:10,10	60:18	62:10,20
202:11,13	205:14,17	218:17		guide 174:4	240:5,6,7	harm 214:18	63:15 69:15
202.14,13	203.14,17	238:13	14:15,23		handicap		
203:21 204:2 206:3	gotten 123:9		16:22,24 21:5,6 22:4	guilty 69:4,11 69:21 70:1	38:17	Harris 52:9 199:14	72:16 82:24
204:2 206:3	0	granted 68:17 98:20	21:5,6 22:4 22:6,14	70:2,4	handle 71:4	202:11	89:14 134:3
	governance			· ·			134:8,12
207:14,23	16:16	105:18	23:5,18,22	72:24 73:4	116:16	Harrisburg	135:13,19
208:21	government	106:8	24:7 34:24	99:14,15	149:13	52:8	135:22
226:23	155:3	grants 13:17	53:12 93:6	100:21,22	169:13	hate 200:20	137:4,4,9
227:23,24	Governor's	14:2 207:12	93:7,18,21	101:5 139:8	handling	228:5,5,6	137:14,15
228:2,3	222:5	granular	106:19	232:1	83:20	head 47:21	138:3,4
229:2,17	GPS 83:5,11	183:23	115:14	gun 55:11	hands 104:16	124:22	156:14
232:15	83:20 84:2	195:18	142:19,23	101:24	hands-on	headed 101:5	195:1
233:8,18,24	85:3 86:9	graph 29:22	143:2	102:2,4,11	108:19	headquarters	207:10
234:4	87:1 114:11	grateful	146:12	103:14,16	handwritten	61:11	216:4
235:11	114:16,18	189:24	148:4,24	103:21,22	145:1	health 15:3	238:18
238:7 240:2	115:4 116:7	gratifying 5:8	149:12,20	103:24	hanging	25:18 77:4	254:24
243:19	116:12,20	gravity	150:3,22	104:10,11	38:12 39:16	108:17	hearings 10:6
					120:20		
	-	-	-	-	-	-	-

							Page 14
	İ	İ	İ	Ī	İ		
62:14 68:16	32:23 33:10	146:20,24	158:24	Hoyt 42:20	41:3	172:13	245:22
82:21	33:14 34:2	170:5,5	167:21	106:20	identified	227:24	252:5
134:17	34:11,20	212:21	188:7 192:6	107:8,9	108:20	impacts 44:9	importantly
135:15	36:12,20	233:16	215:18	111:18	128:21	45:15 94:1	100:10
138:14	37:4 53:2	242:24	hopeful 48:12	114:13,20	134:18	impeccable	163:1 166:4
hearted	56:2 58:2,2	hit 50:15	48:14 73:19	115:2,10,18	170:1	44:7	213:5
158:22	76:7 77:13	124:22	120:3	115:23	identifiers	implement	impose
hearts 157:11	77:16 84:12	hold 25:14	139:12	117:24	145:5	148:15	210:10
heavily 42:18	88:12 89:22	28:14 29:16	hopefully	118:22	identifies	154:8	220:6
66:24	154:1 182:1	62:10 75:8	11:5 17:22	119:3,16	95:5	241:11	imposed
held 21:18	182:4,7,7	109:14	50:22	122:12	identify 96:7	implementa	224:14
22:7,22	182:12	186:14	113:23	124:5	96:9 110:15	12:2,7	impressed
33:19 94:15	188:22	holding 75:16	122:3 131:7	125:19	178:11,24	13:16,18,23	67:7 154:21
187:4	190:12,15	201:21	138:20	131:15,17	identifying	16:5,17,22	improve
192:23	190:20,23	213:6 253:5	180:12	131:20,22	55:3 87:4	18:5 39:8	17:18 71:11
193:5,13	191:7	holds 27:10	239:18	132:11	127:24	41:24 42:2	82:21 96:17
194:8,19	197:14	75:7 187:6	hoping	133:1	153:2 178:2	57:22 59:1	183:11,12
help 6:4	Henderson's	hole 54:11	111:21	135:12,15	ignore 224:20	73:7 92:4	improvement
19:14 40:8	45:24	Hollway 1:11	117:15	135:21	II 135:23	148:19	119:17
67:12 71:20	hesitant	18:16,22	140:24	136:14	136:2,16	184:17	218:22
93:17 109:6	35:20	19:1 26:3	181:1	137:3,8,16	137:2,8	205:4	Improving
131:1	hey 123:13	26:16,20	206:10	huge 42:24	138:3,22	implementa	208:14
155:15	229:2,7,18	27:4,6,17	253:4	167:20	ill 20:3 23:22	19:8	in-depth
168:17	Hi 12:17 53:2	28:1 35:4,5	horse 171:1	201:8	23:24 25:8	implemented	30:13 154:2
171:5 174:7	111:18	35:13,15	host 239:24	hugely	29:9 168:11	67:18 94:1	in-house
180:10	165:4	37:17 38:8	hour 247:5	237:10	168:15	156:3	78:24
198:3,24	hides 196:19	87:24 89:5	hours 149:8	Hugo 204:12	172:7	194:17,21	inability
210:8 211:7	high 83:12	91:10 105:1	149:10,15	human 71:10	187:15	197:1,23	194:9
214:19,19	98:19	home 52:17	174:5,5	159:16	illegal 101:24	implementi	incarcerate
214:20,20	120:21	64:13 123:3	179:23	196:2	illness 168:19	201:5	20:21
231:4	201:15	211:11,14	180:13,14	242:16	172:11,12	206:12	192:13
251:11	223:15	211:19	180:15,18	humanity	173:12	implicit 143:5	incarcerated
252:2,11	highlight	224:24	188:21	251:4	174:11	150:13	20:24 34:19
helped 2:16	246:18	225:21	194:12	humanizing	illuminate	151:13	53:13
193:16	highlighted	228:15,16	205:24	126:21	102:7	implicity	incarceration
helpful 99:5	51:17	233:4	247:7	humans	illustrate	150:19	14:10 17:12
helping	highlights	240:12	house 49:4	166:20	19:3	158:12	53:22 97:10
130:23	186:18	home-grown	97:11,15	252:7	Im 171:23	importance	97:14 108:5
201:10	highway	88:14	115:11,17	hundred 13:3	imagine	63:21 236:3	112:10
210:5	143:20	homeless 64:7	126:1	14:9 240:22	161:13	important	133:9
215:14	hire 112:5	homicide	171:15	hundreds	imitated 3:10	47:15 70:17	208:12
216:12	114:22	147:6,7	174:1 222:3	2:11 236:8	immediate	81:6 91:17	incident
helps 35:3	hired 112:2	hominem	230:5 232:4	hurdle 134:8	97:2	128:23	145:17
85:20	119:18,20	251:9	247:22	hurdles 134:7	immediately	137:13	incidents
Henderson	184:19	honor 102:1	housed 85:17	hurt 216:13	95:3 149:3	166:18	122:19
11:9 12:17	hiring 180:22	136:6	184:20		179:11	181:2	inclined
12:18 15:9	historical	188:15	households	I	impact 10:8	185:15	163:17
18:10,11	59:20	HONORA	199:21	idea 52:23	36:8,9 87:6	186:18,20	include 21:13
19:2 26:13	153:14	1:13	houses	82:2 100:1	91:15,22	196:10	29:2,5
26:19 27:1	histories	honored	116:15	104:12	122:5	205:17	30:16,18
27:5,8 28:4	236:20	203:17	housing 64:7	170:13	144:16	214:6	64:12 76:19
28:19 29:1	history	hope 96:7	175:16	186:1	153:5	215:17	95:12 96:3
29:5,12	127:15	114:8	hovers 242:2	ideally 219:6	161:12	220:2	101:7
,				ideas 40:22			
	l	l	l	<u> </u>	l		

							Page 15
152.10	15000540	l	102.10	112.10	175.01	142.24	l., .
153:19	153:2 254:3	individuals	182:18	112:19	175:21	143:24	interviews
174:23	254:5	9:9 20:1,21	information	113:2 118:5	input 181:19	212:10	71:19
included	indemnity	20:23 21:16	5:20 6:1	145:13,23	215:17	intercept	151:18
25:11 28:5	225:24	22:7 23:23	8:13 15:11	146:1	insensitive	178:14,22	intricate
includes 17:6	independent	24:8 25:8	21:7 25:22	147:15	215:2	178:23	106:11
21:12 23:3	122:3	28:22 47:19	49:8 61:14	148:5 150:2	inside 45:20	interdepart	introduce
24:7 60:11	index 143:8	60:3 61:13	61:19 71:18	150:12,16	insightful	107:12	58:1 168:7
152:23	153:12	61:17 62:8	76:2 82:12	150:20	141:9	interest 10:10	introducing
187:9	185:23	63:11 64:11	83:6 91:14	152:23	insights	21:3 90:7	76:20
191:12	186:1	65:19,22	92:19 99:16	153:6,6	218:13	90:13 210:1	introduction
including	indicate	69:20 73:22	105:11,13	185:17	insofar	211:19,24	24:20 144:7
10:19,21	47:10 48:17	74:7 75:6	128:24	188:17	172:13	225:1	152:15
25:17 26:7	indicating	76:5 78:1,2	129:6,11	initiatives	institute	226:18	intuition
26:17 58:17	50:5	82:5 83:7	141:23	17:9 18:7	148:8 149:8	235:12	189:11
60:6 98:12	indirect	86:14 91:15	145:16	19:15,24	151:8,12,15	239:14,15	intuitively
173:23	149:14	94:7 97:19	151:21	20:12 21:4	151:17	239:19,19	189:20
183:8	individual	97:22	155:6	22:19 24:15	152:2	240:10,10	invasive
238:15	6:19 9:12	107:18	180:10	25:16 27:15	158:11	interested	211:10
245:4	42:6 46:5	108:5,9,18	182:14	36:3 37:22	instituted	169:23	234:5
inclusive	47:21,24	109:7,17	185:21	39:7 41:17	160:2	215:14	invested
35:23	66:9 97:13	120:15	189:9	44:5 58:14	institutions	216:12	242:14
147:24	98:1 118:3	129:22	193:20	58:23 59:3	171:20	234:10	investigation
incompetent	121:1	131:4	195:19	59:8,10,12	instrument	235:1	146:24
174:18	128:15,24	132:13	210:20,24	71:5 83:10	237:17	236:18	212:20
incorporate	132:9	146:1,5	251:17	89:8 90:6	247:13	interesting	213:1
63:9	145:16	148:1	informative	90:16 91:2	instrumental	44:6 191:14	investment
increase 24:5	146:15	149:13,18	188:8 192:6	93:16,20	160:5 166:2	internal	6:16 13:4
31:11 33:23	151:18	150:5 152:9	195:16	107:16	instruments	122:1 185:5	14:8
52:24	154:1	153:3	infrastruct	142:22	252:11	internally	invisible
100:12	173:19	166:13	83:24	143:2,9	253:15	45:21	209:14
145:19	179:18	167:3,7	ingrained	154:8	insurance	interpret	involve 101:3
197:10	180:16	168:18	159:9	183:14	109:12	41:8	involved
243:9	196:20	169:6,21,23	inherent	185:3 186:8	215:6	interrupt	16:16 39:6
increased	198:14	170:1,17	76:11 157:8	186:22	223:24	101:18	40:14 42:18
23:10,14	224:9	174:2	initial 13:12	191:13	224:3	intersection	77:4 122:17
24:4 31:13	251:19	175:14	60:24 83:1	198:7 205:6	intake 23:24	195:24	145:16
40:21 53:8	252:3,12,13	177:13	95:13 195:1	205:19	109:9 174:6	interval	159:20
98:11	252:18	180:23	initially	244:5	integral	190:19	169:14
increases	253:11	183:3	203:11	injunction	191:1	intervene	206:17
37:10	individual's	186:13	initiated	4:11	integrity	178:14	217:8
180:21	91:14	194:10	71:13	injured 9:13	183:12	intervention	231:13
increasing	122:24	211:22	146:18	inmate 63:3	Intellectual	71:9 130:24	involvement
37:7,7	146:20	industries	initiative 13:2	89:11 98:16	169:20	178:5	146:3 172:8
incredible	170:11	158:12	37:18 39:14	innocence	172:22	interventions	involves
78:9,11	172:14	200:1	60:14 61:3	69:8 232:11	intended	87:3,10	149:17
incredibly	252:22,23	industry	61:5,9,16	242:17	162:1	interview	152:13,18
252:5	individualiz	208:21	62:4 63:4,6	251:13	intensive	61:13 82:12	210:24
incremental	15:14 61:14	222:10	64:1 82:7	innocent	14:22 77:6	82:13 83:2	involving
31:20	127:11	223:24	82:19 83:13	138:1	108:14	180:6	107:17
incremental	152:16	infant 77:11	90:7,14	innovation	179:14	interviewed	180:7
38:14	194:24	infinity	98:9 99:2	13:24 14:4	intent 147:4	112:2,3	IP 97:17,18
ind 216:14	individualiz	102:19	109:16	inpatient	intents 22:3	interviewing	97:23 98:6
indefinitely	126:20	inform	110:5	174:20	interaction	72:6 119:8	iron 169:14
			I	ı			

							Page 16
	 [[I	 I	 I	 [
issue 8:5,5	193:21	180:1,4,15	60:22 64:22	254:24	240:5,6,18	200:22	172:7 173:1
14:10 52:16	194:3,6	214:23	65:9 67:6	Jordan 52:9	246:20	242:3,3	173:6
53:24 54:5	196:4 211:8	224:13	70:11 72:12	Josh 236:18	247:4 249:1	jurisdictions	174:10,15
54:23 55:13	213:15	233:3	73:10,14	241:20	251:7	13:5,10,13	175:23
114:21	214:1,9,12	239:16	77:17 78:8	243:13	254:10	13:15 14:1	177:22,24
115:24	217:16,18	jobs 188:19	79:7,19	Joshua	Judge's 177:7	14:3,13	178:21
116:5,15	217:21	247:8,8,11	80:16 81:10	191:23	judges 96:4	23:4 63:10	182:16
123:22	231:22	249:19	84:18 85:24	192:9,21	127:18	88:15,22	183:3 184:3
134:22	232:3 237:1	Joe 244:13	92:7,17	201:22	138:12,18	187:10,13	185:9
156:20	241:6 242:8	John 1:11	93:2 104:18	232:1	138:24	197:2,8	198:23
204:21	242:13	35:5	104:23	Joshua's	140:24	199:16	202:1
216:2,8	jails 4:21	Johnson 1:9	105:23	198:19	177:9	200:8	209:16
248:22	31:19,22	44:7 46:19	106:7,18,23	journey	210:19	jurors 236:10	211:20
issued 144:12	98:15	51:7,10,11	107:11	87:11 131:2	224:14	jury 242:18	212:5
issues 53:16	Jaime 11:9	53:19 55:1	114:1,6,17	JR 1:9	243:6	justice 1:2 2:5	214:21
55:6 96:10	12:18 56:2	55:20 73:12	114:24	judge 10:21	249:14	3:14,16 4:8	236:5
108:10,13	58:2 154:1	79:8,20	115:9,13,21	14:14 42:10	judicial 12:19	4:23 6:7 8:6	243:12
109:2,12	181:24	81:11,12	116:8 117:6	42:12 44:19	16:9 17:24	8:23,24 9:2	251:5 255:4
127:16	182:7	83:4,22	117:12,23	51:15 54:2	57:19 58:4	9:6,16,19	juvenile
134:15	January 14:6	84:6,16	118:8 119:2	62:15,16	58:18 84:7	9:20 10:5,7	44:14 47:23
137:18	18:1 20:16	114:12	120:5 121:4	68:9 75:19	84:10 95:23	10:18 11:20	54:14
146:2	109:16	116:21	122:7	84:16,19	96:1 112:20	12:8,14,16	116:21
172:24	167:4	181:18	131:16,21	86:1 99:4	182:9	12:23 13:8	122:18
174:12	194:22	196:13	136:23	101:18	184:21	16:20 32:7	124:8,19,20
184:11	jello 163:24	230:4	137:7,11	102:6,16	judiciary	32:12 40:16	237:15
234:1	jeopardy	joining 11:14	141:3,7,13	103:2 109:4	10:24	42:14,18	juveniles
246:13	108:11	Jonathan	141:19	111:3,9	Julie 1:14	43:1,13,15	47:22 53:24
issuing 162:9	Jersey 52:19	206:23	142:3,11	122:10	11:10,19	52:4,10	54:6,15
items 41:19	194:20	208:24	150:14	132:2,18	17:5 39:22	54:14 56:7	84:21
99:6	204:12	209:17	154:16	133:10,12	42:15 51:15	57:20 58:17	
iterations	208:19	218:23	156:7	133:12,23	141:17	58:24 64:19	<u>K</u>
76:16	209:3	234:1	161:20	134:19	142:13	67:3 76:11	keen 176:3
J	235:14	Jones 1:9 2:2	163:21	135:8,11,12	159:21	77:3 79:4	keep 7:5 48:4
	238:7,10	5:14 8:16	164:17	135:14,18	187:24	81:24 86:1	92:9 120:18
Jac 164:15	239:5 240:1	9:23 10:12	165:3,13	135:20	204:24	100:4	163:18
Jack 206:24	240:4,11,15	11:12,23	168:6	136:1	220:1	110:11	171:17
209:3	243:12	12:21 18:12	170:21,24	137:12,12	July 20:20	118:21	175:22
233:23	244:14,17	26:2 28:14	172:9	137:13,15	21:14 22:6	125:17	181:16,17
234:3,5	244:20	29:15,20	173:17	137:17	22:15 23:11	126:17	182:12
235:11,18	245:19	30:5,15,22	176:3 178:3	138:4 139:8	24:4 62:5	127:4 140:5	206:15
jackets	246:8,13,17	31:1 32:8	178:6 182:3	141:3,6	62:18 94:21	140:17	211:8
250:19	247:1	33:13,15	182:5,10	174:19	144:3 169:4	142:14,24	214:20
jail 13:6 18:1	Jersey's	34:3,14	189:6	177:3,7	jump 93:19	144:18	225:8
18:18,21	238:5 243:3	36:23 37:14	191:16,24	179:22	116:7	146:11	227:17
23:13 24:15	JEVS 166:20	41:7,16,23	192:3	203:19	161:19	148:2 149:2	231:9,11,21
34:7,18	job 118:18,19	42:4,9 44:6	195:10,15	211:1	188:2	151:2,11,19	239:17
55:17 62:8	118:24	46:1,4,20	198:11	219:20,22	June 1:6 94:4	151:23	242:9
63:2,14	120:23	49:20 51:6	202:16 205:22	221:18	94:14	152:9	243:24
73:3 100:11 136:19	139:15	52:17 55:2 55:22 56:8		223:7,16	143:15	153:10,15	244:1
167:14	149:24	55:22 56:8 56:15 18	206:14,21 207:2,5	234:22	jurisdiction	154:9 155:8	keeping 48:18
167:14	166:21	56:15,18 57:2 0 11	· ·	235:7 237:6	15:15 23:7	158:13	48:18 231:14
187:19	169:1 179:14	57:2,9,11 58:11 60:19	209:11 235:24	237:17 238:2,16,23	28:11,13 84:22	164:24 165:2,12	keeps 223:21
192:12,19	1/7.14	30.11 00.19	233.2 4	230.2,10,23	04.22	105.2,12	Keir 1:10
194.14,17						l	1.10

18:20 11:5	-							Page 17
19523 24612 1604.23 1058 16316 1297 23318 16416 1644 16418 16414 16418 16414 16513 16513 16513 16513 16513 13411 1415 16513 13411 1415 1612 16613 13411 1415 1612 16613 13411 1415 1612 16613 13411 1415 1612 16613 13411 1415 1612 16613 13411 1415 1612 16013 13411 1415 1612 16013 1612 16	40.20.71.5	222.16	150 6 160 1	TT 11 105 6	106.00	1, 102.21	L	
219-24 247-19 162-6 163-13 L 207-22 183-7 209-2 193-1 209-2 193-1 209-2 193-1 209-2 193-1 209-2 193-1 209-2 193-1 209-2 193-1 209-2 209-								0
233.18 kinde 119-6 163.13 L labor 159.23 209.2 120.18 125.22 131.16 161.11 161.11 161.11 161.11 161.11 141.5 161.13 141.5				105:8				
Reiney 70:24 165:13 231:18 233:15 170:24 181:15 170:24 181:15 180:16 180:15 18								
Kennyatta 1:9								
Initide King 247-9								
249.8 249.8								
44:7196:13 kinek 169:15 176:21 laborious lawyer legal 82:12 letting 70:18 linchpin lekel 15:13, 22 letting 70:18 linchpin state la								
Table Tabl					T	_		
231:15	-							
125:19								
132:1 225:5 know 3:15,17 196:5 ladies 2:2 lead 7:10 222:3 139:13 137:4 152:19 163:22 176:12 171:19 197:12 laid 40:13 208:3 246:1,9 163:22 176:12 176:24 21:2 32:11 200:21 114:15 14:15 159:621 248:20 190:21,24 211:23 223:17 202:11 102:10 14:15 159:621 14:15 120 147:23 204:19,23 242:5 185:24 35:3,10 202:12 117:1,9 95:23 96:2 length 73:1 228:19 83:15 223:13 221:18 landmark 151:10 length 109:5 length 109:5 length 109:5 length 109:5 length 109:5 length 109:5 length 109:5 length 109:5 length 109:5 length 109:5 length 109:5 length 109:5 length 109:5 length 109:5 length 109:5 linked 59:24 landmark 147:7 151:454:2 227:4,10 68:20 201:17 languished ladies 8:20 229:18 languished ladies 8:20 229:18 languished ladies 8:20 languished ladies 8:20 languished ladies 8:20 languished ladies 8:20 languished ladies 8:20 languished ladies 8:20 languished ladies 8:20 languished ladies 9:20;23 236:13 235:17 languished languished ladies 9:20;23 236:13 239:14 languished languished ladies 9:20;23 236:13 229:14 languished langu								
228:14 know 3:15.17 196:5 11:14 laid 40:13 208:3 246:1,9 163:22 176:12 17					•			
Rey 55:4								
Times Time						0		
176:24						· · · · · · · · · · · · · · · · · · ·		
179:24 32:18 33:2 201:8,24 202:12 117:1,9 95:23 96:2 length 73:1 228:19 83:15 228:19 83:15 201:21 36:2,8 204:18 130:11 112:20 113:15 233:12 215:19 8ick 172:2 38:11,22 216:1,18 222:2 161:20 lengths 109:5 levels 36:18 linkage 16:22,23 72:23 77:6 levels 36:18 linkage 16:22,23 72:23 77:6 levels 36:18 linkage 16:22,23 72:23 77:6 levels 36:18 linkage 16:22,23 72:23 77:6 levels 36:18 linkage 16:22,23 72:23 77:6 levels 36:18 linkage 16:22,23 72:23 77:6 levels 36:18 linkage 174:23 levels 36:18 linkage 16:22,23 revels 36:18 linkage 16:22,23 revels 36:18 linkage 16:22,23 revels 36:18 linkage 174:23 levels 36:18 linkage 174:23 levels 36:18 linkage 174:23 levels 36:18 linkage 174:23 levels 36:18 linkage 174:23 levels 36:18 linkage 174:23 levels 36:18 linkage 174:23 levels 36:18 level			· ·		_			
185:24 35:3,10 202:12 117:1.9 95:23 96:2 length 73:1 228:19 233:12 215:19 18ck 172:2 38:11,22 216:1,18 landmark 151:10 lengths 109:5 levels 36:18 linkage 162:22 161:20 lengthy 72:18 60:11 174:23 18ck 172:3 40:1,23 227:4,10 56:9 57:6 163:2,11 250:19 215:5 linked 59:24 18ck 172:1 51:4 54:2 227:4,10 68:20 201:17 lend 189:24 liable 73:9 152:6 175:6 18d 27:1 73:1 74:22 230:22 231:19 languished 128:17 leading 99:17 leadis 58:14 102:14 liberties 113:13 18d 38:3 120:24 233:19 38:2 lear 19:15 lear 19:2 57:13 lear 19:2 13:13 lear 19:2 lear 19:2 13:13 lear 19:2 lear 19:2 13:13 lear 19:2 l						0		
201:21 36:2,8 204:18 130:11 112:20 13:15 233:12 215:19								
kick 172:2 38:11.22 216:1,18 landmark 151:10 lengths 109:5 levels 36:18 linkage 173:23 40:1,23 217:18 222:2 161:20 lengths 709:5 levels 36:18 168:12 86:7 171:15 50:15,18 222:118 language 162:22,23 27:2:377:6 Lexington 174:23 247:18 54:20 56:7 227:4,10 68:20 201:17 lent 189:24 liable 73:9 152:6 175:6 247:18 54:20 56:7 228:13 236:10 leading 99:17 lent 189:24 liable 73:9 152:6 175:6 kids 40:8 76:21 77:11 230:22 128:17 leads 58:14 10:21 42:10 liberties 79:16 90:5 147:7 73:1 74:22 229:18 languished leads 58:14 10:21 42:10 liberties 79:16 90:5 160:18 78:16,22 231:19 38:2 leap 10:14 leap 10:14 leap 10:14 leap 10:14 leap 10:14 liberties 79:16 90:5 217:20,20 84:17 85:4 234:14 large								
173:23								
kicked 14:21 45:11 46:13 221:18 language 162:22,23 72:23 77:6 Lexington 174:23 86:7 171:15 50:15,18 223:10 56:957:6 163:2,11 250:19 125:5 linked 59:24 247:18 54:20 56:7 228:13 236:10 leading 99:17 lent 189:24 liable 73:9 152:6 175:6 247:18 54:20 56:7 228:13 236:10 leading 99:17 lern 189:24 liable 73:9 152:6 175:6 kidnapping 70:5,14,22 229:18 languished leads 58:14 10:21 42:10 liberties 151:8 liberties 79:16 90:5 147:7 73:1 74:22 230:22 128:17 largel 4:23 leap 10:18 42:11,31 227:13,18 list 15:4 30:1 160:18 78:16,22 231:19 38:2 largel 4:23 learn 57:2 54:2 99:4 213:13 78:20 163:3,23 81:20,24 235:17 201:6 200:17 103:2 235:12 133:13 killed 47:20 85:17 86:10 235:17 201:6								linkage
86:7 171:15 50:15,18 223:10 56:9 57:6 163:2,11 250:19 215:5 linked 59:24 kid 227:1 51:4 54:2 227:4,10 68:20 201:17 lent leading 99:17 Letner 1:13 liable 73:9 152:6 175:6 kidnapping 70:5,14,22 229:18 languished leads 58:14 leads 58:14 Letner 1:13 227:13,18 list 15:4 30:1 kids 64:8 76:21 77:11 231:13,16 large 14:23 leap 120:14 42:12,13 227:13,18 113:13 lister 97:16 90:5 160:18 78:16,22 231:19 38:2 large 14:23 leap 120:14 44:19 51:15 liberty 21:17 79:16 90:5 79:16 90:5 163:3,23 81:20,24 232:17 largely 34:12 156:7,10 101:18 214:6,20 listen 49:12 217:20,20 84:17 85:4 234:14 larger 161:1 171:11 102:6,16 234:2,35 103:12 kind 2:16 89:20,23 236:13 229:14 213:1 122:11 lice 20:13 lice 40:2 234:2,35 103:12 <td>173:23</td> <td>40:1,23</td> <td></td> <td></td> <td></td> <td>lengthy 72:18</td> <td></td> <td></td>	173:23	40:1,23				lengthy 72:18		
kid 227:1 51:4 54:2 227:4,10 68:20 201:17 lent 189:24 liable 73:9 152:6 175:6 247:18 54:20 56:7 228:13 236:10 leading 99:17 Lerner 1:13 115:8 list 15:4 30:1 kidnapping 70:5,14,22 229:18 languished leads 58:14 Lerner 1:13 115:8 list 15:4 30:1 kids 64:8 76:21 77:11 231:13,16 large 14:23 leap 120:14 44:19 51:15 liberty 211:7 78:16 90:5 160:18 78:16,22 231:19 38:2 largel 14:23 leap 120:14 44:19 51:15 liberty 211:7 78:20 163:3,23 81:20,24 232:17 largely 34:12 156:7,10 101:18 214:6,20 listen 49:12 217:20,20 84:17 86:10 235:17 201:6 200:17 103:2 234:23,5 103:12 kind 2:16 89:20,23 236:13 229:14 213:1 122:11 lien 26:4 254:18 49:16,24 91:2,17 241:13,19 150:21 45:23 133:10	kicked 14:21							
247:18 54:20 56:7 228:13 236:10 languished la		50:15,18				250:19	215:5	linked 59:24
kidnapping 70:5,14,22 229:18 languished leads 58:14 10:21 42:10 liberties 79:16 90:5 kids 64:8 76:21 77:11 231:13,16 large 14:23 leap 120:14 44:19 51:15 liberty 21:7 listed 67:2 160:18 78:16,22 23:19 38:2 leap 120:14 44:19 51:15 liberty 21:7 listed 67:2 163:3,23 81:20,24 232:17 largely 34:12 156:7,10 101:18 214:6,20 listen 49:12 217:20,20 84:17 85:4 234:14 larger 161:1 171:11 102:6,16 234:6,20 listen 49:12 216 47:20 85:17 86:10 235:17 201:6 200:17 103:2 235:12 123:13 kind 2:16 89:20,23 236:13 229:14 213:1 122:11 lien 226:4 254:18 16:10 36:7 90:10,18,23 240:1 largest learned 45:1 132:2,18 lies 20:13 listened 46:10 49:16,24 91:2,17 241:13,19 150:21 45:23 133:10						lent 189:24	liable 73:9	152:6 175:6
147:7	247:18	54:20 56:7			leading 99:17			list 15:4 30:1
kids 64:8 76:21 77:11 231:13,16 large 14:23 leap 120:14 44:19 51:15 liberty 211:7 listed 67:2 160:18 78:16,22 231:19 38:2 learn 57:2 54:2 99:4 213:13 78:20 163:3,23 81:20,24 232:17 largely 34:12 156:7,10 101:18 214:6,20 listen 49:12 217:20,20 84:17 85:4 234:14 larger 161:1 171:11 102:6,16 234:2,3,5 103:12 killed 47:20 85:17 86:10 235:17 201:6 200:17 103:2 235:12 123:13 kind 2:16 89:20,23 236:13 229:14 213:1 122:11 lien 226:4 254:18 16:10 36:7 90:10,18,23 240:1 largest learned 45:1 132:2,18 lies 20:13 listened 46:10 49:16,24 91:2,17 241:13,19 150:21 45:23 133:10 liel 146:4 listening 86:5 65:14 73:21 94:5 99:10 249:21 183:1 128:12 134:19 life 164:5 214:7 233					leads 58:14			
160:18	147:7		230:22	128:17	league 10:18		227:13,18	113:13
163:3,23							liberty 211:7	
217:20,20	160:18	78:16,22	231:19	38:2	learn 57:2	54:2 99:4	213:13	78:20
killed 47:20 85:17 86:10 235:17 201:6 200:17 103:2 235:12 123:13 kind 2:16 89:20,23 236:13 229:14 learned 45:1 122:11 lien 226:4 254:18 16:10 36:7 90:10,18,23 240:1 largest learned 45:1 132:2,18 lies 20:13 listened 46:10 49:16,24 91:2,17 241:13,19 150:21 45:23 133:10 lieu 146:4 listening 86:5 65:14 73:21 94:5 99:10 249:21 183:1 128:12 134:19 life 164:5 214:7 233:1 80:5 99:10 102:10 253:14 late 60:8 learning 45:2 135:18 172:14 94:11 100:3 103:3,15 254:17 latest 244:23 125:15 136:1 203:12,14 110:23 116:11 120:13,16 knowledge launch 183:8 200:8 137:13,17 229:22 148:18 126:18 124:2,4 known 103:3 113:2,22 200:9,10 139:8 141:6 lifelong literally	163:3,23	81:20,24	232:17	largely 34:12	156:7,10	101:18	214:6,20	listen 49:12
kind 2:16 89;20,23 236:13 229:14 213:1 122:11 lien 226:4 254:18 16:10 36:7 90:10,18,23 240:1 largest 150:21 45:23 133:10 lien 146:4 listened 46:10 65:14 73:21 94:5 99:10 249:21 183:1 128:12 134:19 life 164:5 214:7 233:1 73:24 80:4 99:22 252:1,16 Lastly 186:5 164:9 231:2 135:8,11,14 171:2 listing 94:5,7 80:5 99:10 102:10 253:14 late 60:8 latering 45:2 135:18 172:14 94:11 100:3 103:3,15 254:17 latest 244:23 125:15 136:1 203:12,14 110:23 116:11 120:13,16 knowledge launch 183:8 200:8 137:13,17 229:22 148:18 126:18 124:2,4 known 103:3 113:2,22 202:5 203:19 lifelong literally 139:17 126:18 156:22 17:8 19:9 leave 106:7 235:7 238:2 lifted 133:24 7	217:20,20		234:14	larger 161:1	171:11	102:6,16	234:2,3,5	103:12
16:10 36:7	killed 47:20	85:17 86:10	235:17		200:17	103:2	235:12	123:13
49:16,24 91:2,17 241:13,19 150:21 45:23 133:10 lieu 146:4 listening 86:5 65:14 73:21 94:5 99:10 249:21 183:1 128:12 134:19 life 164:5 214:7 233:1 73:24 80:4 99:22 252:1,16 Lastly 186:5 late 60:8 learning 45:2 135:8,11,14 171:2 listing 94:5,7 80:5 99:10 102:10 253:14 late 60:8 learning 45:2 135:18 172:14 94:11 100:3 103:3,15 254:17 latest 244:23 launch 183:8 200:8 137:13,17 229:22 148:18 118:6 126:2 122:12 100:4 111:21 200:9,10 139:8 141:6 life's 171:6 listings 94:20 126:18 124:2,4 known 103:3 113:2,22 202:5 203:19 lifelong literally 139:17 126:18 156:22 17:8 19:9 leave 106:7 235:7 238:2 lifted 133:24 little 15:10 180:21,24 140:13,14 234:13 30:4 59:5 206:3	kind 2:16	89:20,23	236:13	229:14	213:1	122:11	lien 226:4	254:18
65:14 73:21 94:5 99:10 249:21 183:1 128:12 134:19 life 164:5 214:7 233:1 73:24 80:4 99:22 252:1,16 Lastly 186:5 164:9 231:2 135:8,11,14 171:2 listing 94:5,7 80:5 99:10 102:10 253:14 late 60:8 learning 45:2 135:18 172:14 94:11 100:3 103:3,15 254:17 latest 244:23 125:15 136:1 203:12,14 110:23 116:11 120:13,16 knowledge launch 183:8 200:8 137:13,17 229:22 148:18 118:6 126:2 122:12 100:4 111:21 200:9,10 139:8 141:6 life's 171:6 listings 94:20 126:18 124:2,4 known 103:3 113:2,22 202:5 203:19 lifelong literally 138:17 125:23,24 108:3 143:5 13:1,24 206:8 223:7,16 lifetime 240:3 litterature 155:4 180:9 130:6 137:1 165:24 20:12 29:24 115:17 238:23 lifted 133:24 lit	16:10 36:7	90:10,18,23	240:1	largest	learned 45:1	132:2,18	lies 20:13	listened 46:10
73:24 80:4 99:22 252:1,16 Lastly 186:5 164:9 231:2 135:8,11,14 171:2 listing 94:5,7 80:5 99:10 102:10 253:14 late 60:8 late 60:8 learning 45:2 135:18 172:14 94:11 100:3 103:3,15 254:17 latest 244:23 125:15 136:1 203:12,14 110:23 118:6 126:2 122:12 knowledge launch 183:8 200:8 137:13,17 229:22 148:18 126:18 124:2,4 known 103:3 113:2,22 202:5 203:19 lifelong literally 138:17 125:23,24 108:3 143:5 13:1,24 206:8 223:7,16 lifetime 240:3 literature 155:4 180:9 130:6 137:1 165:24 20:12 29:24 115:17 238:23 lifting 139:4 little 15:10 180:21,24 140:13,14 234:13 30:4 59:5 206:3 246:20 light 47:16 17:21 26:5 191:10 142:2 knows 102:1 61:4,10 254:13 247:4 251:7 86:10 <td>49:16,24</td> <td>91:2,17</td> <td>241:13,19</td> <td>150:21</td> <td>45:23</td> <td>133:10</td> <td>lieu 146:4</td> <td>listening 86:5</td>	49:16,24	91:2,17	241:13,19	150:21	45:23	133:10	lieu 146:4	listening 86:5
80:5 99:10 102:10 253:14 late 60:8 learning 45:2 135:18 172:14 94:11 100:3 103:3,15 254:17 latest 244:23 125:15 136:1 203:12,14 110:23 116:11 120:13,16 knowledge launch 183:8 200:8 137:13,17 229:22 148:18 118:6 126:2 122:12 l00:4 111:21 200:9,10 139:8 141:6 life's 171:6 listings 94:20 126:18 125:6,10,23 105:22 launched 203:24 219:22 209:18 literally 138:17 125:23,24 108:3 143:5 13:1,24 206:8 223:7,16 lifetime 240:3 literature 139:17 126:18 156:22 17:8 19:9 leave 106:7 235:7 238:2 lifted 133:24 76:13 155:4 180:9 130:6 137:1 165:24 20:12 29:24 115:17 238:23 lifting 139:4 little 15:10 180:21,24 140:13,14 234:13 30:4 59:5 206:3 246:20 light 47:16 17:21 26:5 <td></td> <td>94:5 99:10</td> <td>249:21</td> <td>183:1</td> <td></td> <td>134:19</td> <td>life 164:5</td> <td>214:7 233:1</td>		94:5 99:10	249:21	183:1		134:19	life 164:5	214:7 233:1
100:3 103:3,15 254:17 latest 244:23 125:15 136:1 203:12,14 110:23 116:11 120:13,16 knowledge launch 183:8 200:8 137:13,17 229:22 148:18 118:6 126:2 122:12 100:4 111:21 200:9,10 139:8 141:6 life's 171:6 listings 94:20 128:16 125:6,10,23 105:22 launched 203:24 219:22 209:18 109:14 138:17 125:23,24 108:3 143:5 13:1,24 206:8 223:7,16 lifetime 240:3 literature 139:17 126:18 156:22 17:8 19:9 leave 106:7 235:7 238:2 lifted 133:24 76:13 155:4 180:9 130:6 137:1 165:24 20:12 29:24 115:17 238:23 lifting 139:4 little 15:10 180:21,24 140:13,14 234:13 30:4 59:5 206:3 246:20 light 47:16 17:21 26:5 191:10 142:2 knows 102:1 61:4,10 254:13 247:4 251:7 86:10 49:7 53:3	73:24 80:4	99:22		Lastly 186:5	164:9 231:2	135:8,11,14	171:2	listing 94:5,7
116:11 120:13,16 knowledge launch 183:8 200:8 137:13,17 229:22 148:18 118:6 126:2 122:12 100:4 111:21 200:9,10 139:8 141:6 life's 171:6 listings 94:20 126:18 124:2,4 known 103:3 113:2,22 202:5 203:19 lifelong literally 128:16 125:6,10,23 105:22 launched 203:24 219:22 209:18 109:14 138:17 126:18 156:22 17:8 19:9 leave 106:7 235:7 238:2 lifted 133:24 76:13 155:4 180:9 130:6 137:1 165:24 20:12 29:24 115:17 238:23 lifting 139:4 little 15:10 180:21,24 140:13,14 234:13 30:4 59:5 206:3 246:20 light 47:16 17:21 26:5 191:10 142:2 knows 102:1 61:4,10 254:13 247:4 251:7 86:10 49:7 53:3 217:1,24 156:20 119:23,24 62:3,6 leaves 26:22 lesser 112:14 216:11 53:13,17	80:5 99:10	102:10	253:14	late 60:8	learning 45:2	135:18	172:14	94:11
118:6 126:2 122:12 100:4 111:21 200:9,10 139:8 141:6 life's 171:6 listings 94:20 126:18 124:2,4 known 103:3 113:2,22 202:5 203:19 lifelong literally 128:16 125:6,10,23 105:22 launched 203:24 219:22 209:18 109:14 138:17 125:23,24 108:3 143:5 13:1,24 206:8 223:7,16 lifetime 240:3 literature 139:17 126:18 156:22 17:8 19:9 leave 106:7 235:7 238:2 lifted 133:24 76:13 155:4 180:9 130:6 137:1 165:24 20:12 29:24 115:17 238:23 lifting 139:4 little 15:10 180:21,24 140:13,14 234:13 30:4 59:5 206:3 246:20 light 47:16 17:21 26:5 191:10 142:2 knows 102:1 61:4,10 254:13 247:4 251:7 86:10 49:7 53:3 217:1,24 156:20 119:23,24 62:3,6 leaves 26:22 lesser 112:14 16:11 53:13,17	100:3	103:3,15	254:17	latest 244:23	_	136:1	203:12,14	110:23
118:6 126:2 122:12 100:4 111:21 200:9,10 139:8 141:6 life's 171:6 listings 94:20 126:18 124:2,4 known 103:3 113:2,22 202:5 203:19 lifelong literally 128:16 125:6,10,23 105:22 launched 203:24 219:22 209:18 109:14 138:17 125:23,24 108:3 143:5 13:1,24 206:8 223:7,16 lifetime 240:3 literature 139:17 126:18 156:22 17:8 19:9 leave 106:7 235:7 238:2 lifted 133:24 76:13 155:4 180:9 130:6 137:1 165:24 20:12 29:24 115:17 238:23 lifting 139:4 little 15:10 180:21,24 140:13,14 234:13 30:4 59:5 206:3 246:20 light 47:16 17:21 26:5 191:10 142:2 knows 102:1 61:4,10 254:13 247:4 251:7 86:10 49:7 53:3 217:1,24 156:20 119:23,24 62:3,6 leaves 26:22 lesser 112:14 16:11 53:13,17	116:11	120:13,16	knowledge	launch	183:8 200:8	137:13,17	229:22	148:18
126:18 124:2,4 known 103:3 113:2,22 202:5 203:19 lifelong literally 128:16 125:6,10,23 105:22 launched 203:24 219:22 209:18 109:14 138:17 125:23,24 108:3 143:5 13:1,24 206:8 223:7,16 lifetime 240:3 literature 139:17 126:18 156:22 17:8 19:9 leave 106:7 235:7 238:2 lifted 133:24 76:13 155:4 180:9 130:6 137:1 165:24 20:12 29:24 115:17 238:23 lifting 139:4 little 15:10 180:21,24 140:13,14 234:13 30:4 59:5 206:3 246:20 light 47:16 17:21 26:5 191:10 142:2 knows 102:1 61:4,10 254:13 247:4 251:7 86:10 49:7 53:3 217:1,24 156:20 119:23,24 62:3,6 leaves 26:22 lesser 112:14 216:11 53:13,17 226:10 157:9 158:9 162:23 75:13 leaving 64:7 112:15 lighter 20:17 58:12 89:2 <td>118:6 126:2</td> <td>122:12</td> <td>100:4</td> <td>111:21</td> <td>200:9,10</td> <td>139:8 141:6</td> <td>life's 171:6</td> <td>listings 94:20</td>	118:6 126:2	122:12	100:4	111:21	200:9,10	139:8 141:6	life's 171:6	listings 94:20
128:16 125:6,10,23 105:22 launched 203:24 219:22 209:18 109:14 138:17 125:23,24 108:3 143:5 13:1,24 206:8 223:7,16 lifetime 240:3 literature 139:17 126:18 156:22 17:8 19:9 leave 106:7 235:7 238:2 lifted 133:24 76:13 155:4 180:9 140:13,14 234:13 30:4 59:5 206:3 246:20 light 47:16 17:21 26:5 191:10 142:2 knows 102:1 61:4,10 254:13 247:4 251:7 86:10 49:7 53:3 217:1,24 156:20 119:23,24 62:3,6 leaves 26:22 lesser 112:14 216:11 53:13,17 226:10 157:9 158:9 162:23 75:13 leaving 64:7 112:15 lighter 20:17 58:12 89:2	126:18	124:2,4	known 103:3	113:2,22	202:5	203:19	lifelong	_
138:17 125:23,24 108:3 143:5 13:1,24 206:8 223:7,16 lifetime 240:3 literature 139:17 126:18 156:22 17:8 19:9 leave 106:7 235:7 238:2 lifted 133:24 76:13 155:4 180:9 130:6 137:1 165:24 20:12 29:24 115:17 238:23 lifting 139:4 little 15:10 180:21,24 140:13,14 234:13 30:4 59:5 206:3 246:20 light 47:16 17:21 26:5 191:10 142:2 knows 102:1 61:4,10 254:13 247:4 251:7 86:10 49:7 53:3 217:1,24 156:20 119:23,24 62:3,6 leaves 26:22 lesser 112:14 216:11 53:13,17 226:10 157:9 158:9 162:23 75:13 leaving 64:7 112:15 lighter 20:17 58:12 89:2	128:16			launched		219:22	209:18	•
139:17 126:18 156:22 17:8 19:9 leave 106:7 235:7 238:2 lifted 133:24 76:13 155:4 180:9 130:6 137:1 165:24 20:12 29:24 115:17 238:23 lifting 139:4 little 15:10 180:21,24 140:13,14 234:13 30:4 59:5 206:3 246:20 light 47:16 17:21 26:5 191:10 142:2 knows 102:1 61:4,10 254:13 247:4 251:7 86:10 49:7 53:3 217:1,24 156:20 119:23,24 62:3,6 leaves 26:22 lesser 112:14 216:11 53:13,17 226:10 157:9 158:9 162:23 75:13 leaving 64:7 112:15 lighter 20:17 58:12 89:2							lifetime 240:3	
155:4 180:9 130:6 137:1 165:24 20:12 29:24 115:17 238:23 lifting 139:4 little 15:10 180:21,24 140:13,14 234:13 30:4 59:5 206:3 246:20 light 47:16 17:21 26:5 191:10 142:2 knows 102:1 61:4,10 254:13 247:4 251:7 86:10 49:7 53:3 217:1,24 156:20 119:23,24 62:3,6 leaves 26:22 lesser 112:14 216:11 53:13,17 226:10 157:9 158:9 162:23 75:13 leaving 64:7 112:15 lighter 20:17 58:12 89:2								
180:21,24 140:13,14 234:13 30:4 59:5 206:3 246:20 light 47:16 17:21 26:5 191:10 142:2 knows 102:1 61:4,10 254:13 247:4 251:7 86:10 49:7 53:3 217:1,24 156:20 119:23,24 62:3,6 leaves 26:22 lesser 112:14 216:11 53:13,17 226:10 157:9 158:9 162:23 75:13 leaving 64:7 112:15 lighter 20:17 58:12 89:2				20:12 29:24				
191:10 142:2 knows 102:1 61:4,10 254:13 247:4 251:7 86:10 49:7 53:3 217:1,24 156:20 119:23,24 62:3,6 leaves 26:22 lesser 112:14 216:11 53:13,17 226:10 157:9 158:9 162:23 75:13 leaving 64:7 112:15 lighter 20:17 58:12 89:2								
217:1,24								
226:10 157:9 158:9 162:23 75:13 leaving 64:7 112:15 lighter 20:17 58:12 89:2								
			· ·					
		l	<u> </u>	l	l	<u> </u>		

							Page 18
	Ì	Ì	I	Ì	Ì	I	
93:2 99:5	174:18	81:17 90:8	172:3 175:4	183:2	249:17	199:9	228:13
99:10	189:15	90:17 91:1	177:19	184:20	251:11	mass 14:10	229:3
105:15	220:19	127:22	178:9	185:2	man 52:17	matching	231:10
110:2	228:11	128:8	182:14	186:24	103:10	16:10	232:5
120:14	233:16	139:18,19	188:18,21	188:17	227:2 233:8	material	237:20
121:7	239:18	154:13	195:20	189:15	234:18	27:11	238:11
124:14	242:7	155:7 169:3	196:6 197:5	194:2 195:6	235:2	math 196:18	244:2
140:9	longer 42:19	177:15,20	198:11	195:18	manage 17:1	matter 52:15	254:16
153:13	53:12	178:8	200:17	196:1	86:24	95:7,15	meaning
156:15	202:10	179:10	202:16	200:12	management	129:15	68:23 69:1
179:15	228:3	184:10	221:10	207:11	70:20	155:24	182:17
193:20	231:17	197:8 201:9	233:22	251:24	108:15,17	175:4	meaningful
207:8 208:8	243:21,22	202:1,7	245:19	MacArthur's	149:22	181:15	138:2,3,21
219:3 223:5	longest	203:19	Lots 78:13	13:12	170:7	186:13	means 69:22
237:23,23	111:12	204:16	love 7:3 78:23	machine	180:20	213:18	243:24
live 44:16	look 3:14	208:12,16	87:14 91:19	243:4	manager	240:11	244:24
46:15 164:6	6:18 9:5	219:6	92:1 117:23	Madam	12:13	256:7	251:13,15
164:7 171:3	22:10 32:21	looks 19:5	118:18,18	240:2	108:16	matters 94:21	253:5
171:14	36:3 41:6	38:18 129:3	198:10	magistrate	109:8 150:1	Mayor 16:11	256:17
236:3	44:10 47:17	loose 241:9	212:2	251:17	164:24	Mayor's 1:14	meant 183:21
247:22	47:18,21	241:12	221:17	main 182:15	165:11	6:8 80:6	measurable
lives 91:14	48:5,17	loosely 178:8	loved 211:7	maintain	180:22	McDonald's	77:12
211:12	52:3 53:23	lose 9:10	low 35:13,22	63:16,17	manager's	180:17	measure
213:19	55:2,15	228:16	38:11 39:16	64:3,4	152:13	McDonalds	32:19 34:1
215:21	59:8 65:15	230:5	66:12 75:11	222:10,14	Managing	247:10	36:24 37:3
living 238:12	96:20	247:11	100:18	223:1,2	1:14 10:20	McFillin	72:12 74:21
load 109:19	100:18	losing 73:3	120:19	maintaining	12:15 42:14	164:14	121:15
loan 224:24	117:9,21	lost 65:24	187:4	120:23	58:21	165:4,5	153:4,20
Loans 227:10	123:4	69:18	233:12	Mairena 1:12	149:23	179:2	measurement
227:11	127:12	131:22	240:19,21	34:4,4,9,16	165:11	McSorley	190:21
local 13:6	128:18,22	193:2 233:2	lower 20:17	major 59:3	mandatory	1:11 116:6	measureme
209:8	157:6 160:1	lot 5:20 7:12	31:21 240:9	96:9 172:15	174:23,24	116:9,9	64:23 65:11
locales	160:15	7:15 8:3	lucky 133:20	194:4,17	manner	117:8,13	measures
154:19	169:11	20:13 38:23		majority 4:5	110:4	124:21	90:5 91:12
located	188:10	42:1 45:23	M	23:5 31:22	March 14:18	188:13	91:19 185:5
147:21	199:10	62:2 65:2	M 256:11	70:3 132:16	94:21	mean 2:18,24	measuring
locked 115:12	202:3 203:3	69:18 73:4	ma'am 236:9	194:16	marginal	3:1 5:18	89:8
192:22	216:6	85:21 86:6	MacArthur	213:21	247:7	40:3 46:9	mechanism
193:14	254:18	89:15,24	7:9 10:15	makeup	marginalized	54:15 76:21	75:19 168:1
locking 163:3	looked 9:2	90:1 92:18	12:13 13:1	34:17	229:10	86:6 89:9	media 21:9
251:16	25:7 33:11	103:4,5	14:7 18:18	making 37:9	marijuana	90:17	192:17
logic 162:16	48:22 52:13	116:16	19:6 33:2	43:9 44:4	163:4	100:24	195:22
232:8	99:21	122:14	36:3 40:3,7	66:19 81:14	mark 18:4	101:23	196:23
long 37:24	234:22	124:6	44:3,16	88:4 91:20	50:15,16	104:1	234:19
44:1,16	looking 5:16	133:11,13	64:18 71:4	91:21 184:8	102:23	111:10	Medicaid
46:2 51:2,3	6:21 27:2	136:22	78:6 89:10	188:11	market	123:8	176:6
84:1 90:4	38:10 41:17	140:10	134:14	190:8,9	122:22	125:24	medical
110:2 122:6	45:20 53:21	156:8	142:23	196:21	marks 164:8	133:7 160:7	158:16
156:23	54:5,14	158:15	165:24	201:11	marriage	184:2	159:7
161:10	55:12 63:8	159:24	166:10	204:9 215:9	119:22	206:16	medication
163:18	66:1 70:7	161:9,22	167:5,7,9	215:14,19	Marsha	212:17	175:15
164:7	74:15 80:20	162:9	169:16	224:15	62:16	226:21,24	medications
165:14	80:23 81:2	171:23	177:16,18	246:5	Maryland	227:14	178:18
			182:15,24				

							Page 19
	l	l	l	l	l	l .	l
medicine	177:3,5,8,9	13:3 14:8,9	208:23	241:8	209:24	movements	207:3
171:14	179:5	15:22,23	Missouri	243:11	214:16	5:24	209:17
medium	mentally 20:2	16:10,13,14	249:24	252:17	232:3 237:1	moving 22:24	235:18
120:20	23:22,24	204:8	mistakes	253:8	237:4,16	41:11 44:4	250:23
meet 58:22	25:8 47:23	245:15	203:15	monitor	239:3 241:9	53:22 86:20	named 244:8
154:12	168:11,15	millions	mitigating	65:19 66:4	244:22	92:10 96:22	names 148:17
212:16	172:7	199:23,24	50:23	83:7 111:23	247:23	110:3	narcotic
218:3	187:15	200:23	mix 24:7	113:23	morning 2:2	121:13,23	166:14
219:15	mention	mind 152:15	39:18 40:7	118:2 121:5	12:17 58:5	154:23	narcotics
meeting 2:9	248:23	154:17	Mobilizing	123:14	58:8 92:24	160:5	100:17
40:20 84:18	mentioned	159:13,16	192:17	186:16	93:8,11	189:13,16	narrowing
96:4,7,19	13:17 17:5	mindful	195:23	monitoring	107:2	193:18	243:19
96:21	19:13 20:5	76:19	196:23	60:13 66:8	151:14,16	205:7 225:8	244:2
218:14,16	24:2 27:24	mindset	mode 202:10	67:10 81:15	Mosely 65:20	228:21	national 13:1
meetings	52:2 90:9	56:24 203:4	model 52:5	83:5,19	mother 63:24	multifaceted	199:6 215:5
148:8,10	96:15	minimal	63:22 73:19	111:19	225:10	172:4 184:1	nationwide
188:21	116:20	66:14	73:21 76:17	112:8	227:4 232:3	municipal	38:5
218:18	138:6	minimize	77:23 86:21	129:19	233:1,1	15:1 58:10	natural
meets 16:17	149:16	217:1,6,23	120:3 131:6	monitors	235:3	58:19 62:15	114:17
16:21	198:6	MINISTRY	156:17	113:1	Mother's	93:5,9	nature 57:6
member	241:20	1:12	176:18	114:11,13	215:4	95:20,24	150:23
57:21	mentioning	minor 172:19	178:14	114:15,15	216:10	96:4 107:6	189:8 248:6
181:12	173:2	194:19	246:18	114:19	mothers	112:21	navigate
192:12,13	Mercedes	minorities	248:20	monkey 2:23	211:16	177:5 197:2	214:21
192:14	204:7	159:4	249:3	3:7,10,12	215:8	239:10	navigating
205:3	Mercer	minute 29:15	models 33:20	monkeys 3:4	217:19,21	241:13	212:5
members	238:21	31:1 206:7	modern	month 19:21	motion	247:24	navigator
2:21 4:15	meshed 67:22	220:24	154:24	19:22 20:7	204:19	municipalit	169:18
8:17 9:9	meshing 5:18	249:8	modify	20:16,18	237:9 249:5	156:11	NCAA 249:7
10:4,20,23	message	minutes 19:3	166:11	22:16 47:18	motions	murder 21:13	near 54:3
11:6 12:6	205:12	21:6 205:24	mom 228:13	69:16 96:20	248:5,16,19	21:17,19	234:13
12:11 16:18	met 14:23	234:23	moment 2:13	154:12	248:21	22:1 26:8	necessarily
90:10 91:3	Miami	235:4 249:9	216:4	169:4	motivational	26:17 35:11	162:17
93:7 107:14	245:13	misdemeanor	monetary	224:24	119:8	187:8	201:12
152:19	mic 93:2	95:6 99:23	210:10,12	238:4	mouth 4:20	murderers	231:12
191:21	142:3	110:10,17	money 5:3,4	monthly	move 2:16 6:5	250:19	necessary
192:18	Michael 56:1	245:5	16:1 33:22	16:17 40:20	24:20 43:15	Murphy	81:4 120:24
207:6	57:18 92:15	misdemean	40:3 43:17	58:22	51:8 58:12	84:16,19	127:6 145:3
209:15	93:12	29:11 35:15	43:18 44:3	179:21	85:12 87:20	mutual	145:15
memo 206:12	141:16	misleading	78:11,13	184:22	122:3	232:18	146:23
244:23	142:16	53:3	117:22	186:5,15	145:22	myths 204:1	212:10
memorialize	Microsoft	misnomer	118:1,3,6	225:19	150:11		neck 248:14
11:17	180:8,8	219:13	121:7,11	months 47:17	157:15	N	250:14
men 214:24	mics 58:12	misquote	161:4,6	47:18 67:19	188:3 194:4	N 256:1	need 3:23
mental 29:8,9	164:19	93:19	166:10	69:10,17	198:24	nail 124:22	4:21 5:2
127:14	mike 103:10	misquoted	181:11	73:2 97:10	253:14	name 11:16	37:2 38:19
168:8,19	Miller 141:17	21:22	199:19	97:11,13,15	moved 18:9	12:12 28:16	45:15 46:13
169:8	142:6,6,12	misreprese	200:21	100:9 110:2	199:8	57:17 92:22	50:21 65:14
171:20	142:20	21:23	221:7,8	110:23	movement	92:24 93:11	66:17,18
172:11,12	150:15	missed 82:22	222:12	136:21	154:18	106:24	67:11 70:23
174:11	155:21	98:7	225:12	180:19	188:4	142:4	71:20 73:23
175:19	157:18	missing 26:24	227:9 232:6	192:23	217:22	164:20	76:10 79:1
176:16,18	million 10:14	75:23	233:4 235:8	193:6,13	228:21	165:4 182:5	80:8,19
						192:7,9,21	
	1	1	I	I	I	I	I

							Page 20
	1	1	l	1	I		
86:23 87:5	195:19	208:18	29:23	249:4	101:22,22	135:7	238:7 242:6
87:10 120:1	218:22	209:3	122:20	numbers	101:24	142:18	246:23
121:7 124:6	negative 57:7	235:14	155:22	24:11 25:5	132:4	146:23	old 116:24
124:18	Neifield 62:16	238:5,7	162:4 208:4	33:4,6 34:9	133:16,17	149:23	older 238:3
125:9,10	68:9 86:2	239:5 240:1	223:6	81:1 89:13	137:21,23	163:12	oldest 103:23
128:5,15	177:8	240:4,11,15	noted 13:19	102:18	137:24	165:9,12,19	once 42:4,4
131:1 138:4	neighborho	243:2,12	14:3 61:22	105:14	offenses 62:9	165:23	55:5 61:19
139:6 145:6	227:2	244:14,17	61:23	numerous	85:18 95:6	200:15	78:21 86:24
148:14 149:13	neighborho 199:21	244:20 245:19	149:15,15 256:4	21:3 79:14	100:15 132:13,15	officer 65:20 65:24 107:9	86:24 96:9 99:24
157:4	229:23	245:19	notes 238:17	0	132:15,13	108:15	115:13
162:17	net 176:9	240.13,17	256:6	O 256:1	147:2	112:3	146:18
171:5 173:5	243:18,19	nice 105:1	notice 138:16	oar 134:11	194:19	112.3	162:18
173:13,16	244:3	191:14	138:23	Obama 3:19	253:23	119:19,22	164:6 210:9
175:7,13,14	network	Nicholas	143:3,14	objective	offer 10:9	133:2 145:1	211:4 218:4
175:17	78:10	207:20	198:5	230:11,13	92:13 95:8	146:4,14,19	253:18
183:23	neutral	Nick 206:24	209:13	obligation	95:17 97:23	163:14	one-year 97:7
186:2	251:16	215:5 218:4	247:23	222:7	100:8 103:5	253:3	97:8 102:23
201:22	never 116:23	nickel 121:15	noticed	observing	110:19	officers 112:2	167:15
204:10	155:1	night 233:7	118:10	146:14	111:1,1,9	112:4,23	Onefri
212:14	160:12	nine 97:14	162:8	obstruction	127:20	118:9,23	238:20
216:2	161:7 194:8	194:11	notices	143:19	208:18	154:22	ones 27:23
218:20	203:12,14	nominal	143:18	obtain 151:20	215:17	161:2 162:9	29:17,24
226:10	213:16	190:18	notified 14:19	obtained	217:7 221:4	163:16	199:10
228:20	224:9 225:3	191:1	notion 159:6	61:20 62:21	offered 118:5	official 171:2	211:14
230:5	235:9	non-cash	notions	obviously	118:6	202:19	228:12
233:23	243:11	241:23	155:15	54:7,8	offering	officials 4:16	247:3
241:3 243:5	244:19	non-custody	notwithstan	57:12 81:23	97:18	oftentimes	ongoing
243:6,7,7,8	new 3:3 16:11	94:21	240:16	84:22 89:6	207:15	9:1 129:22	189:8
243:23	32:8 41:2	non-financial	nuance 196:9	100:1	offers 95:6,14	161:1	205:14
244:8	44:11 52:19	208:1	nuanced	121:21	99:13,15,17	227:12	252:14
needed 24:14	59:22 60:20	non-homicide	186:14	122:17	101:15,16	228:4	online 87:13
39:13 83:24	60:22 62:10	94:20	nuances	134:1 135:6	101:20	oh 8:20 28:17	166:23
93:19 232:4	63:7 83:19	non-monet	207:17	159:21	102:17	87:22	open 3:6,8
238:2	85:5 86:8	194:23	nugget 180:9	166:14	103:7	okay 18:22	4:20 21:11
needing	88:17	non-violent	number 24:3	173:4,7	110:19,22	26:20 27:1	22:1 23:5
50:17	110:13,17	35:16,22	41:16 44:15	221:1	111:13	28:19 29:14	26:6,8,12
needle 2:17	111:20	62:8 75:15	53:5,9 80:2	226:17	215:10,10	29:15 30:15	26:16 28:1
189:13,16	112:24	112:11,12	80:3 81:2	253:24	office 1:14 6:8	34:9 36:22	28:11,24
needs 37:12	113:4	194:16	87:23 99:16	occasionally	10:20,22,22	42:9,10	29:2 101:12
47:24 66:15	117:17	normally	110:1	103:22	12:15 54:20	46:20 49:22	104:2 129:8
67:20,23	118:9,18	231:21	143:23	October	58:20,22	55:1 75:23	136:3,6,8
70:19,20,20	128:9	253:6	150:4 160:3	184:18	80:6 82:8	87:18 89:22	136:17
78:5 80:24	131:13	Norristown	161:1	offended	82:11 83:1	92:7 107:13	137:24
86:19,21	133:15,17	25:1,1,3	167:20	251:6	93:14 95:1	121:20	139:5
87:12,20	139:13,21	north 231:16	194:18	offenders	95:13 96:6	141:19	143:21
119:11,12	145:14	notable	196:5 209:5	35:23 44:14	96:24 97:12	156:10	159:14,17
127:14,24	185:1	187:11	222:24	112:10,11	97:18 98:5	165:15	162:18,19
128:20	194:16,17	notably 52:8	223:21	130:8	99:14 102:3	218:9	166:12
10 - 10		Notory	234:1	147:19	103:14,18	223:16	179:9
136:12	194:20,22	Notary		1667	104 < 107 1	220 0 220 2	107.10
140:21	195:24	256:12	242:14	166:7	104:6 107:4	229:8 230:3	187:12
140:21 152:17	195:24 198:5	256:12 note 15:17	242:14 244:21	167:18	110:12	230:4	214:5
140:21	195:24	256:12	242:14	167:18 233:12			
140:21 152:17	195:24 198:5	256:12 note 15:17	242:14 244:21	167:18	110:12	230:4	214:5

							Page 21
	İ			Ī	İ	l	
opening 5:10	149:21	5:17 46:5	oyster 3:6,8	98:12,17	147:11	164:18	53:11 55:17
96:15,16	163:15	76:15 90:7	oysters 3:5	99:1 105:6	148:13	192:4 207:4	56:10,22
114:4	194:19,23	90:9,13,23		105:8 108:8	153:1	patient 49:7	57:7 62:12
244:18	240:4	91:1 128:11	P	142:8 147:9	169:24	81:8	68:7,14,24
operate 180:8	OR'd 233:13	152:8	p.m 149:11	165:5 169:8	participation	patients	70:4,10,16
operating	orange 18:6	157:17	255:7	170:2	132:17	159:7	72:6,22,24
31:23	order 2:4	181:21,22	PA 192:13	175:12	particular	pause 216:3	79:22 81:2
176:17	11:15 66:18	182:19	package	paroled 128:2	4:15 5:10	pay 72:13	82:15,22
209:22	79:19 113:4	outlets 21:9	170:8	parolees	47:6 64:23	160:9,12	85:9,17,18
operation	123:10	outside 25:6	PAD 143:5	113:9 130:8	83:7 154:3	161:5 194:9	87:4,10
149:16	143:15	45:21	150:10	part 2:15 7:3	158:18	221:12,14	90:11,21
operational	171:16	149:14	PADs 143:10	8:1 11:1	175:9	224:23	98:14 103:4
130:2,13	173:24	outsider	page 183:18	13:11 35:21	196:20	225:6 227:8	103:5
opinion	184:16	215:16	pages 46:2	36:2 43:14	253:10	227:10,11	109:20,21
232:20	221:13	outspoken	90:4 181:20	56:17 61:2	particularly	227:19	109:22
239:5	ordered	50:1	paid 81:22	64:18 67:4	120:8,10	paying 176:3	110:15
opioid 234:17	62:24 179:5	outstanding	140:3	67:16 68:6	135:4	199:19	112:14
opportunities	orders 90:12	37:21	pain 158:19	116:15	252:23	payment	114:23
31:14	125:21	178:19	158:20	124:1	parties	225:15,17	116:14
123:20	ordinal	over-incarc	159:3	124.1	129:14	225:17,19	119:7 124:3
123.20	190:24	55:5	pains 246:14	131:17	partner 13:20	232:5	124:6 125:6
177:21	organization	overall 13:9	panis 240.14 panel 5:9	131.17	140:24	penalty 223:3	125:12,20
177.21	63:19	23:11 35:1	11:7,8,11	134.22	146:9 151:9	pending	125.12,20
194:2,4	192:10	40:2 44:22	24:21 25:15	145:18	178:10	144:23	130:19,24
202:4	organizations	65:6 68:2	30:12 51:8	164:1,2	185:2	pendulum	130.19,24
	6:19 79:15	70:3 90:19	51:21 53:16	164:1,2	partners	219:3	133:14,20
opportunity 7:11 11:22	79:16 151:5	187:2	55:23 56:4	173:9,14	10:18 43:1	penitentiary	134:4,17
11:24 39:11	157:4	overarching	61:1 75:22	173:9,14	43:15 48:9	3:20	130:24
		17:7,10	75:24 84:7	174:8		3:20 Penn 35:5	137:1,14
61:22 62:11 63:12 64:17	organized 17:10	overload	90:10 91:3	182:23 197:24	58:17 77:2 77:3,4		
94:8 108:9		155:6		197:24 198:8	77:3,4 125:17	Pennsylvania 1:5 52:7,20	140:6,12,20
110:13	organizers		92:8,13,14 92:16	200:23	125:17	52:21	155:15 157:9
	215:7,12 216:17,20	overnight	92:16 106:22				
129:1 146:6		43:3 50:11		206:16	177:20	207:18,22	158:15,23
154:19	216:23	50:12	138:6,7	218:12	183:4 184:3	208:3,6	158:23
166:1,17	orientation	oversee	141:8,9,14	219:18	191:5 195:7	209:8 211:2	160:8,16
178:24	63:1	197:22	141:16,18	229:6,24	partnership	215:1	161:3 163:6
188:5	oriented	overseeing	164:12,13	231:8	72:8 124:9	221:23	165:14
197:24	148:23	238:17	164:16	243:11	173:9	222:6,21,23	166:23
207:7	original	oversight	181:24	partake	parts 48:14	234:19	179:4 180:2
215:23	133:17	120:23	188:17,24	181:1	173:2	people 20:8	181:17
221:18	174:1	198:1	189:2,5	participant	party 237:14	22:10,21	187:3,6,12
238:6	originally	oversimplifi	198:6 206:2	97:16	pass 8:15	23:9,13	193:11
254:10	14:8 18:2	24:12	207:9,16	participants	18:10	24:2,4,6	194:11,18
opposed	166:5 189:7	overview	238:15	108:20	passed	27:19 29:1	196:3
116:14	ought 38:4	58:15 59:8	254:19	109:9	105:13	31:7,12	197:23
172:18	220:21	59:15 93:16	panelist	166:19	passive 130:4	32:16 33:1	200:22
opposite 37:2	254:3	142:21	250:10	167:2,11	patch 204:13	33:21 34:6	201:11
254:18	outcome	143:13	panels 30:19	participate	path 52:2	34:23,24	204:10
option 168:4	71:11 100:5	151:23	paperwork	13:14	163:19	35:10 47:4	206:11,15
230:6	100:7,11	154:4 238:4	145:18	179:21	patience	47:4,6,10	206:17
240:14	144:14	overworked	par 152:24	participated	57:12 92:18	48:1,3,18	210:6,7
245:13	149:20	237:11	parent 63:23	158:9	106:24	48:18,21	211:8,9,13
options 140:1	outcomes	owner 226:3	parole 1:12	participating	141:20	49:7 53:7	211:18,22
			28:18 98:10				
	1			İ	1	i l	

Г							Page 22
211.24	00.16		110.6		1.40.7	l ,	22422
211:24	99:16	54:10 56:14	113:6	pick 52:19	140:7	pleasure	224:23
212:4 213:5	103:24	68:11 69:15	208:13	picked 179:7	197:19	188:15	236:15
213:6,14,16	187:3,11	85:4 115:11	phenomenal	picks 115:20	225:19	pled 99:23	246:19
213:23	220:16	123:9 129:7	235:23	Picnic 164:3	243:13	plenty 178:15	247:1
214:1,19	221:12,14	129:10	phenomenon	picture	planned	plus 243:14	police 6:9 7:6
215:15	224:23	133:4,9	159:12	191:11	116:23	245:2,3,3	15:2 58:21
216:11	225:16	136:18	Philadelphia	212:24	162:1	Podguski	61:10 124:8
217:9,16,18	percentages	138:2 145:9	1:1,5 7:6	piece 60:13	planning	28:7,17,18	124:20
221:11	102:18	147:8 149:4	10:7 11:21	131:13	13:12,14,16	28:21 29:4	125:17
227:19	230:6	159:14	12:23 17:6	222:3 225:4	13:22 14:17	29:7,14	129:12
228:4 229:9	percentile	171:9	19:5,7,17	pieces 177:11	14:21,22	36:15,22	143:4,11,15
230:9,23	167:20	173:22	23:6 25:4,5	pilot 82:3	15:7,15	86:15 87:18	145:1,18,19
231:10,12	perception	176:20	33:6 47:19	116:22	18:5 19:11	87:21	145:23
231:18,22	61:24 151:8	181:8 211:1	51:22 58:20	117:3,19	41:23	129:16	146:4,14,19
232:9,10	151:12,15	220:15	59:14,15,17	122:23	121:19	176:15	147:13,16 147:23
238:15	151:17 152:2	227:6	59:20 64:14	124:22	183:1 184:9	178:12	
241:6,9,17		250:12	65:8 67:4	125:2 131:5	184:14	179:13	149:5
241:21 242:4	158:10 perfect 74:19	personal	88:17 93:13 98:15 107:9	147:15 149:10	plans 61:16	190:5,14,17	150:17
	•	63:10 90:23			61:19	190:22	155:12,24
243:21	74:20 76:22	145:15	117:15	150:2 201:1	139:20	191:3,14	160:24
244:6 245:7	129:3 155:1	211:15	125:15	246:10	232:5	PODJUSKI	161:1 162:9
245:10	252:6	232:19	142:7,15,17	pipeline	play 156:4	1:12	163:14
percent 10:17	253:14	personalized 108:19	143:11	38:24	243:11	point 3:3 12:5	176:10
15:13 16:3	perform		147:14	Pittsburgh	plea 70:2	13:15,17	179:7 243:20
20:6,9,24	146:23 223:5	personally 7:24 91:18	150:17 154:9 190:3	154:21	99:14,15 101:5 111:2	14:11 15:5	243:20 244:5 253:2
21:10,15,20		109:8 216:7	193:22	place 52:6	248:22	18:4 19:19 27:18 37:6	policies 10:8
21:23 22:5 22:12,15,16	performance 90:5 153:7		195:22	59:16 60:7 60:9 73:18	248:22	37:13 45:12	41:11 45:9
23:16,19	185:5	perspective 40:10,11	204:16	75:20 77:24	plead 139:8	48:16 80:18	112:18
24:5 26:8,9	period 68:8	42:17 54:8	204.10	78:22 88:10	pleau 139.8 pleas 15:2	81:1 89:9	151:24
26:10,10,11	75:14 94:13	89:13 123:5	207.19	127:3 128:5	58:18 94:6	110:3	182:18
26:18,22,22	108:22	128:9 209:6	213:12	144:4	94:12 95:21	121:21	policing 8:5,7
27:3,4,5,20	144:2,6,11	perspectives	215:12	161:18	100:21,23	135:3	policy 1:10
27:21 36:16	170:14,15	208:18	220:24	162:5 177:2	112:21	136:11	41:13,21
36:19 50:16	218:8	pet 179:7	220:24	193:4	177:4	150.11	44:13 55:19
62:19,21,23	periodic	pet 179.7 petition 98:10	233:13,14	220:22	please 8:19	162:7	104:6,8,13
68:16 160:8	175:2	105:6,8	246:22	220.22	10:1 28:20	200:24	120:13
160:19	periods	petitions	248:13	225:14	92:12,23	205:21	120.13
167:16	125:13	98:12,18,21	Philadelphi	226:4,19	107:13	215:14	192:17
187:2,5,14	permanent	phase 14:17	20:5 149:22	230:18	115:1 142:3	213.14	227:22,23
187:15	164:8	14:22 15:7	184:12	241:5 242:4	150:14	219:15	228:1
194:9,13,15	permission	19:11 30:9	Philadelphi	241:5 242:4	164:12,18	220:8,10	235:13,14
223:20,21	114:6	60:24 61:9	172:23	249:13	164:20	233:9,24	political
224:5,6,11	141:11	61:18,20	Philadelphi	252:10	165:16	234:3,7	251:10
225:18	146:21	86:12 106:5	173:5	253:24	182:10	237:19	pool 166:15
226:16,17	170:21	113:10,16	philosophy	253.24 254:3	192:7	245:19,23	poor 155:18
226:19	203:3	113:10,10	102:12	places 178:9	192.7	245.19,23	193:3
231:23	permitted	145:13	phone 2:11	places 178.9 placing	207:2	points 76:12	232:22
236:23	64:2 150:11	152:13,18	71:16 83:14	108:11	210:17	153:9,19	population
240:8,13	permutations	153:21	photograph	plan 15:23,23	246:20	185:22,24	10:17 18:1
241:21	243:4	183:1 184:9	163:5	16:13 17:6	pleased	186:2 191:9	18:18,21
242:3 250:1	person 28:9	184:14,17	phrasing	65:7 99:1	113:21	203:2	19:4,14,16
percentage	28:11 48:10	phases 18:6	35:20	117:3 128:4	142:21	208:22	20:4,8,10
percentage	20.11 70.10	Pillibes 10.0	33.20	117.3 120.4	1 12,21	200.22	20.1,0,10

							Page 23
20 15 10 10	0421127	221.0	l ,.	10 6 51 14	62.15.64.2	l	1.40.0
20:15,18,19	94:2 113:7	221:8	predatory	49:6 51:14	63:15 64:2	principals	149:9
20:22 21:2	194:3	240:12	227:3	88:1 91:11	64:10 67:21	121:11	proactive
21:11,16,19	200:17	253:1	predict 65:16	107:1	69:6 70:8	principle	139:10
21:21,24	portion	post-release	predicted	151:12,14	78:7 80:22	37:12	140:23
22:9,13,17	226:20	171:13	196:8	151:16	82:5 83:8	prior 3:21	246:6
22:20 23:1	posed 210:22	posted 60:14	predicting	187:22	84:9,10	40:15	proactively
23:2,15,17	position	169:2	89:3	188:20,23	91:9 93:9	102:24	149:12
23:22 24:13	42:13	220:17	predictions	236:6	93:12,23	162:2	probability
24:15,24	119:20	postings	197:17,21	242:19	94:1 99:7	224:10	66:12
25:17 26:9	141:4	223:20	predictive	presentations	107:6 110:8	priorities	probable
26:21 27:9	180:20	posture	76:14	86:6	125:3	236:1	237:5
27:12,21,22	positioning	174:13	196:24	presented	127:22	prioritization	probably
28:3,5,8,21	154:8	potential 46:5	prefer 114:10	21:8 27:13	128:9	123:6	45:13 53:3
28:23 29:3	positions	111:2	117:7	112:19	142:17	prioritizes	53:17 85:8
29:6,9 31:5	168:24	112:12	preferred	202:5 205:5	169:12	194:23	112:6
31:21 32:1	169:16	113:13	211:4	218:19	177:14	priority	124:12
34:5,13,13	220:5	150:4 152:7	prefix 65:1	presenters	183:20	113:14	228:14
34:22 35:1	positive 38:2	169:11	preliminarily	188:16	187:5	prison 4:10	253:18
35:9,18	87:7 90:24	196:8	70:15	189:2	192:23	10:17,24	probation
36:2 51:16	110:3 133:3	potentially	preliminary	presents	194:11,13	15:2 18:18	1:12 15:1
51:22 53:1	133:5	107:18	33:3 59:6	154:4	195:2	19:4,12,16	17:15 75:12
53:6 66:5	144:13	poverty	59:14 61:8	preside 177:9	197:18	19:21 20:1	107:9,10,19
69:6 70:8	153:2	228:19	61:15 66:22	presided	200:14	20:7 21:24	108:4,7,15
72:15 73:3	154:13	powder 166:8	69:14 94:16	62:14	212:13	22:8,24	109:1 112:4
75:17 80:21	possessed	power 222:21	95:4 98:7	president	214:9,12	23:1,9,17	112:22
81:4 82:9	104:14	practical	147:20	14:14 46:12	215:22	24:1,7,12	113:9 118:9
86:10 90:19	possession	163:21	premium	62:15 86:1	223:5 249:5	31:5 33:6	118:12,23
96:22 99:7	101:24	practice	240:8,9	202:2	251:16	34:5 44:11	119:19
107:17	102:2,4,11	18:12	premiums	President's	pretty 44:2	51:16,21	120:16,22
113:8,11	103:14,16	220:12	240:10	176:4	46:7 51:13	52:14,24	123:13
120:21	104:10,12	practiced	preparation	pressing	130:11	53:8 72:2,5	127:17,23
124:23	104:16	221:20	61:7	249:14	138:7	75:16,17	132:14,23
125:16	143:20	234:12,12	prepare	pressure	236:10	90:19 97:6	133:2,2,14
130:7	146:16	practices 6:5	117:11	246:19	previous 21:7	113:7,10	137:15,22
167:23	147:4	6:14 45:8	248:18	247:1	24:8	173:18	138:14
168:18	possibility	182:21	prepared	presumed	previously	183:19	139:19
169:13	74:17	183:9,11	95:21	138:1	19:13 20:5	184:1,4,5	141:1 142:8
173:8	possible	practicing	Prerelease	244:24	20:11 24:2	184:13	147:9
175:11	72:19 79:5	128:13	65:3	245:6	82:22 97:7	186:9,11,16	154:22
177:18	80:9 95:10	Pre 110:21	prescribed	presumption	97:21	186:19	165:5 169:7
178:15	215:15	pre-MacAr	175:15	69:7 242:16	166:16	187:2,8	170:2
184:1,4,13	239:17,18	110:6	presence 2:6	251:13	184:5	192:23	175:11
186:10,12	possibly	111:12	present 1:8	pretrial 15:1	preyed	217:14	244:4
186:16,19	69:16,17	pre-Novem	7:11 11:24	17:13 20:1	230:21	232:14	probationers
187:3,5,8	77:8 78:24	111:5	127:18	21:2,6,18	primarily	242:10,10	139:11
187:14,16	86:12	precedent	142:21	22:9 24:9	10:16	prisons 6:9	problem 67:9
187:19	228:15	153:14	150:18	33:12 34:12	primary	176:11	96:7 118:4
214:9,12	post 64:1	precludes	188:7 191:2	53:6,12,23	51:19	private 98:12	135:3 138:9
231:23	105:18	240:17	220:5	57:17,19,21	101:11	134:5 135:4	174:3
242:8 245:6	125:3 141:4	preconceived	237:12	58:6,16	151:22	199:24	196:18
populations	154:24	155:15	presentation	59:4 60:5	prime 41:9	ProAct 146:9	197:5 219:2
13:6 17:18	174:21	precursor	25:23 30:18	60:10 61:5	principal	147:18	247:20
52:15 93:24	213:4 221:2	2:19	45:24 48:15	62:24 63:1	244:10	148:23	problems
		•			•		•

						Page 24
			ĺ	l		
	112:9	139:13	proper	146:5 168:1	157:8	purview 59:1
	113:18	148:18	145:12	168:13	162:13	185:18
	116:22	149:19	properly 81:4	170:8	191:20,22	push 80:4,5
_	117:3,20	201:1	property	183:14	195:19	pushing 85:9
	119:5,18	246:10	226:3,4	191:4	197:10	85:15
	120:10	progress	240:12,13	208:19	198:2 201:3	put 7:13 8:22
112:18 214:22	121:3	22:18 38:1	250:22	212:17,18	201:21	14:12,16
219:24,24 218:12	126:14,14	38:8 43:11	proponent	214:24	205:12	15:8 46:1
procedures 219:18	127:7	44:5 60:14	201:9	252:18	214:24	46:24 49:17
136:4 150:7 227:2,12	130:17,21	64:18 88:3	proponents	provided	219:2	54:10 55:10
151:24 228:13	131:3 132:3	95:19 131:8	244:16	43:18 91:13	220:12	57:9 60:7,9
proceed 229:6,8,24	132:7,10,17	180:24	proportion	166:1 221:5	222:8,24	63:18 77:24
	132:20	186:8	23:8,14	provider	237:8,10	79:23 156:4
	133:19	188:11	24:3,6 53:7	146:8	238:15	183:15
	140:1	207:13	53:10	166:21	243:7	203:21
	144:15	progressing	105:17	providers	244:14	204:15
	145:24	185:6	proportional	140:2 148:7	248:10,15	209:17
	146:15	progression	21:15 22:5	148:11	256:12	216:9
	147:12	231:9	proportions	provides	publicity	220:20
1 1 1	148:16,20	progressively	27:9	62:11 108:3	126:11	221:13
	149:8 150:5	236:7	proposal	108:9	161:23	225:16,18
	150:6 156:1	project 12:13	196:2	128:23	publicly 11:3	230:9,11
	160:17	16:2 64:13	proposals	152:14	pull 43:2 93:2	232:3 253:1
	165:1,20,22	95:20 120:4	14:12 151:5	providing	142:3	puts 56:24
		120:12		87:9 139:19	142.3 164:18	putting 42:23
	166:5,6	131:5	proposed 193:10,17	141:22		64:11 81:1
	167:1,13	149:24			pulled 189:3	
	168:8,12,13		proposition	159:6,7	pulling	127:3 220:23
I I -	168:22	165:11	122:21	185:1	102:24	
	169:5,24	169:10	244:11	235:10	pump 41:9	225:21,21
I I -	175:9 177:6	173:10	prosectorial	254:20	punched 48:1	226:2
	179:19	181:14	198:2	provision	punish 211:9	230:23
, <u>, , , , , , , , , , , , , , , , , , </u>	180:23	192:11,18	prosecutor	158:19	214:18	
	181:7,15	195:23	238:21	159:3	245:9,11	Q
	215:12	196:23	239:9,10	psychological	punishment	qualified 78:3
	223:22	207:12	248:7	159:12	97:3 162:20	qualify 73:22
	234:21	projects 14:4	prosecutors	psychology	purchase	79:22
I I -	239:2	promise	243:6	56:24	113:3,4	qualifying
	241:11	114:8	prostitution	public 5:21	131:14	145:5
1 1 2	252:4	233:19	146:16	8:3,23,24	purchased	qualms
	ogram-b	promising	protection	9:21 10:6	113:1	230:13
	121:24	144:14	123:10,17	10:10,11	purchasing	quantify
	rograms	promoted	171:16	31:7 37:10	131:11	37:15
	17:8 32:6	180:20	protege 52:8	39:24 44:23	purpose 5:7	quarter
	42:3 63:9	promotion	proud 156:19	47:11,13	7:22 48:19	121:14
	64:12 78:20	215:9	prove 175:2	49:18 55:14	51:19 162:2	QUATTRO
	89:19 91:22	prompt 134:2	proves	55:18 68:18	168:11	1:11
145:10 101:11	101:1,13	134:16	189:10	73:20 74:21	purpose-dri	question
150:7 103:19,23	104:3	prompted	provide 16:7	87:6 91:7	7:23	18:17 25:14
	111:11	202:21	25:22 59:7	98:10	purposes	27:1,16
	121:17	proof 131:6	61:6 108:18	108:17	19:20 22:3	28:19,20
	127:3 129:9	proofs 249:20	129:5	123:23	pursue	29:7 31:16
	138:10,11	propensity	134:15	126:7	166:22	32:16 34:15
	138:19	74:17	138:5 146:1	136:12	180:2	35:5,6,7
					· -	36:2,15
						,

							Page 25
	1	1	1	l	l	l	
42:16 53:17	quick 190:5	247:13	236:22	124:10	recess 255:1	17:12,16	refiled 98:22
55:17,18	198:16,19	rad 10:1	reactive	125:21	recidivate	19:16 24:15	refined 184:3
65:1 73:14	quickly 71:15	radius 123:15	246:8	126:4,6	175:18	51:21 65:7	reflected
74:2,3 75:1	72:19	raise 135:2	read 11:6	128:9,14,19	recidivism	86:9 87:2	91:12 196:7
75:2 76:8	129:17	217:13	17:21,22	129:19	32:18,22,24	94:18 97:6	reflection
77:17,19	206:6	221:7,7	55:23 92:12	130:5,16,16	33:5 36:24	143:22	2:20
81:13,19	249:14	233:24	106:18	131:21	90:10 91:7	145:17	reflects 20:14
88:5,5,6	quiet 42:11	234:4	231:19	136:11	160:13	168:17	reform 1:2
89:6,23,23	quite 87:15	raised 159:11	236:9,19,19	140:9,13,24	167:15,16	187:19,19	2:6 5:24
102:7	87:23	240:21	241:21	154:12	167:18	194:3,18	8:23 9:1,2,3
114:18	109:24	rampant	readily 29:13	156:19	recognizance	237:6,9	9:17,19,20
117:6	120:9	201:15	184:23	157:5,7	167:12	242:8 244:6	10:6,9 17:6
122:10,16	205:21	Ramsey	readiness	158:6	240:14,19	reduced	52:4,10
131:10,24	quorum 2:7	123:24	166:21	159:12,16	recognize 2:6	94:10,14	55:7,12
177:1	quote 68:5	162:24	180:4	161:16	50:9 70:11	144:8	56:6,8,13
179:13	quoted 72:23	ran 4:3	ready 65:14	174:3 181:2	73:11 96:17	reducing 21:4	56:21 57:5
193:7,19	quotes 4:14	random	112:1 169:2	190:17	158:1	31:4 53:22	99:7 126:7
195:4,14	quoting 57:4	88:18	202:14,15	197:4	recognized	90:18 93:22	127:6
197:15	R	range 60:1	real 6:20	199:15	183:22	154:10	194:21,22
198:16,20		134:16	56:20 171:3	200:18	recognizing	194:20	198:24
198:23	R 256:1	205:6 239:5	174:6 175:7	201:4,19,24	163:8	205:7	199:1 202:1
201:23	race 36:6	rape 147:7	198:19	206:6 216:6	recommend	reduction	202:20
202:14	74:14,24	rapidly	209:5 217:3	216:9,13,14	148:6	15:13,18	207:23
204:24	145:6 152:6	110:15	230:20	217:2 221:3	recommend	18:19 20:6	209:7
205:16	159:4,8	rate 13:7	238:6	225:3	9:15 170:10	20:9 21:1	215:13
219:23	163:23	23:16 32:18	realistic 9:20	227:13,14	recommend	22:5 36:17	218:24
237:2,3	185:8,11,12	32:22 33:24	reality 159:1	237:21	10:9 96:2	144:1 187:2	238:5
247:15	185:13,16	38:15 53:7	160:24	246:10	109:18	197:9 214:8	243:22
252:3	185:18,20	96:19 98:18	228:4,20	251:11	111:13	214:11	244:17
questioning	196:12	143:7 144:7	230:14	reason 10:12	record 2:23	reentrance	250:3,17,24
47:5,7	Rachael 11:9 12:12	153:12	realize 32:5 178:7	80:3 145:3	8:22 11:17	130:9	251:12 255:4
questions	12:12 164:14	167:16,18		160:3 193:4	37:6 47:3	reentry 33:3	
24:19 26:2	164:14	185:23	188:24	234:9,16	48:23 49:17	33:8 170:19	reforms
46:21 48:20		186:1 242:1 242:2	189:1	237:15,19	49:22 51:24 56:19 81:20	177:4,12	29:17 30:6
50:2,4 59:9	Rachel 159:21	rates 32:24	realizing	241:17		reevaluate	41:6 86:4
64:20 77:20	racial 13:7		111:15	244:11 249:23	85:22,24	45:8	184:12 194:18
80:15 92:8	17:16 36:4	91:7 185:12	really 4:18 5:23 6:2,4		92:23 104:5 107:1 142:5	refer 20:3	
99:3 104:19 107:21,24	36:9 47:14	ratio 191:1	· ·	reasonable 80:2	107:1 142:5	29:21 78:8 133:4	refrigerator 227:9
107:21,24 114:2,4,9	81:17 142:9	rational 43:12	6:16,19,21 7:14 12:2	reasons 39:15	144:22	reference	regard 53:15
130:2 141:8	142:18	raw 89:12	12:24 14:5	55:4 103:4	164:21	82:15 214:8	103:18
141:22	142:18	re-purpose	15:5 38:3	147:18	182:6 192:8	referenced	132:2 150:1
170:22	143:1	231:2,6	40:18,21	170:14	197:14	184:5	252:5
170:22	153:8	re-purposing	45:3,5,8,14	recall 121:23	207:3 218:3	referral	regarding
171:23	153:8	235:6	45:3,5,8,14	receive 82:11	recorded	139:22,23	52:10,17
172:3	154:10	reach 16:2	49:1 67:11	94:9 215:8	145:7	139:22,23	53:21 76:13
187:23	156:20,20	79:14	68:1 69:5,5	received	recorders	referred	81:14,15
190:6	150.20,20	reached	72:10 78:13	10:14 14:20	236:4	19:18 133:6	82:2 83:6
190:6	157.0,7	102:22	85:18 87:6	62:20 119:3		179:19	84:20,21
195:22	187:20	150:5	92:20 99:20	151:11	recovery 212:10	212:2	151:22
205:17,18	196:8	reaching	101:15	receiving	red 142:24	referring	151:22
205:17,18	190.8	77:24	101:13	149:18	red 142:24 reduce 10:16	133:19	210:21
219:19	228:18	reaction 37:2	113:21	250:22	13:5,7	153.19	regards 31:17
217.17	racially 74:9	reaction 37.2	113.41	250.22	13.3,7	1.00.11	regarus 31.1/
	Luciumy (4.)	l	l	I	l		

							Page 20
00 6 005 00	02 22 00 11	l	151 10	4		DEWIDED	150.16
88:6 235:23	82:23 89:11	reminders	151:18	resident	response	RETIRED	150:16
regiment	98:24	60:7,9	222:4	209:19	42:16	1:13	rich 28:17
175:15	137:20	212:9	represented	residents	responsibility	return 6:16	116:9 200:5
regular 109:1 197:5	138:2 140:7	remove 21:16	27:10 68:13	148:12	42:6 135:9	211:7	232:22
	167:11 173:22	removing	133:21	resolution	212:3 216:16	returned 109:1	Richard 1:11
241:16		224:15	134:4 148:2 234:17	10:2,3,4			1:12 242:5
rehab 70:19	194:10,12	rendering		95:2,11	responsible	returning	Rico 250:18
reinvest 32:5	210:23	149:3	representing	99:9,12	179:23	211:14	right 2:17
121:16	211:2	Rent 227:7	12:7 14:24	100:2,22	184:24	returns	26:19,24
reinvestment	220:14	reoffend	16:18 30:20	102:4,15	responsivity	210:14	28:4 29:19
79:4	releases	181:13	represents	111:4 255:1	86:21	revenue	29:22 33:9
related 17:3	194:13	repeat 34:14	25:15 84:6	resolutions	rest 30:17	168:2	33:10,14
144:19	203:8	repeated	144:9	1:17 101:4	38:17 48:21	REVEREND	34:11 35:12
165:2	releasing	100:15	150:20	162:20	79:8,20	1:12	35:14 39:18
195:13	240:18	repeatedly	153:12	resolve 94:8	95:3 158:5	review 9:17	42:9 46:20
207:17	relevance	159:2	reproduction	95:7 249:15	221:13	22:20 62:5	49:11 50:7
210:15,17	246:15	replacement	256:17	250:2	restate 28:20	62:6,7,20	50:8 52:1
relates 96:8	relevant	251:4	request 14:12	resolved	restitutions	68:7,15	52:18 56:17
143:7	144:19	replacements 112:5	146:19	213:17	84:21	72:7 82:9	67:15 78:16
relation	152:24		requests 96:8	resolving	restore 4:22	92:5 95:20	82:6 83:16
144:1	reliance 68:3	report 144:22	require 147:1	162:14	restrain	95:22	86:20 87:4
145:21	205:8	199:18	194:24	resort 253:24	141:21	105:14	87:8,11
relationship	relief 158:19	222:17 223:2	required	resources	restructured	110:13	90:3,18
106:12	159:3,7		83:15	38:19 79:2	110:12	111:8 113:9	92:10 102:6
relationships	relying	251:24	150:24	81:3 85:20	restructuring	134:24	116:4
139:7	246:17	reported	184:16	150:2 171:7	110:8	143:6	122:15
211:15	remain 62:12	105:15,20	186:12	172:2	result 49:10	144:13	125:19
relative 143:7	136:9 154:7	reporter	210:12	204:11	49:11	146:19	126:11
153:11	254:3	235:16 240:2	224:1 226:5	245:10,12	110:17	152:12	130:6 131:3
185:23	remainder 29:20		252:20 253:9	247:19	117:16	153:8,23	131:23
186:1		256:12,19		respect 25:7	119:20 152:7	154:2 231:20	132:3,10
relaxed 33:17	remaining	reporters	requirement	73:15,17			136:19,22
relay 61:13	97:10,14	196:5	97:6 222:24	74:3,13,13	166:10	241:16 252:9	149:5 155:4
relayed 111:2	194:15	reporting	requirements	74:14 75:8	243:3 246:8		158:20
release 33:11	remains 44:1	41:18	204:15	76:4 77:22	250:16	reviewed 96:1	161:18 162:22
36:11 62:11	102:12	158:20 179:10	requires 90:2 144:24	79:21	resulted	98:16,21	
62:21 64:2	137:5			195:17	160:10	105:16	189:12
65:4,4	144:23 254:4	236:3	requisite 173:15	221:19	resulting 97:15	reviewing	199:4
66:16 67:8		reports 16:19		229:15,16 229:21		113:18 151:4	201:18 204:17
67:9,11,12	remarks 207:14	19:23 95:22	rereleased 170:11	232:19	results 43:2 49:9 120:8	196:24	204:17
82:5 98:14		96:1 127:12		245:9 251:1		reviews 48:23	
113:14	remember	127:18	research		131:7	reviews 48:23 revisions 94:2	208:24
125:9 176:7	11:16 92:22	184:22	12:18 17:23	respective	153:23		214:1,3
194:23	123:23	186:6,15	58:3 84:13	2:15 95:23	167:24	94:23	216:3
211:3	221:11	223:14	182:8	respectively	197:7 213:10	revisit 186:9	222:14
224:15	222:1	represent	184:18	18:6		revisiting	226:15
240:14	229:24	13:21 239:21	193:21	respond	251:2	186:17	229:19 230:24
released	232:24		researched	115:4,7	resume 180:7	revolving	
32:17 33:1	242:5	representat	156:16	204:24	retail 100:15	71:1,23	242:17,17
33:7 52:21	remembers	148:21	researchers	205:2	146:17	171:18 DED 19:2	242:18,19
62:22 63:14	235:7	250:11	183:5	232:16	retained 33:18 65:23	RFP 18:2	242:20
66:6 68:12	remind	representat	residence 123:9	responding 121:20		60:14	250:13
68:17 75:6	136:24	25:17 96:5	143.9	121.20	134:6	Rhonda	rights 196:2
	l	l	l	l	l	l	l

2277:19								Page 27
242:121.5	227.10	100.10	241.4	101.00	221 2 222 0	l .	176.00	١ , ,,
242-24_24-24 Riker 106-21 147:32-532 250:3 250:3 198:13,17 241:16 script 254:23 script 254:2						_		
Riker 106:21 147; 253:33 250:3 198:13,17 241:16 246:17 248:12 248:12 248:18 202:10,21 268:18 246:17 268:18 246:17 268:18 246:17 268:18 246:17 268:18 246:17 268:18 246:17 268:18 246:17 268:18 246:17 268:18 246:18 268		· ·						
107-23,14 robust 60:1 114:41207 rock 3:7 rode 0:50:8 safe 36:16 safe 36:16 safe 3:16 safe 3:16 safe 3:16 safe 3:16 safe 3:16 safe 3:16 safe 3:16 safe 3:16 safe 3:16 safe 3:16 safe 3:16 safe 3:16 safe 3:16 safe 3:16 safe 3:16 safe 3:16 safe 3:16 safe 3:16 safe 3:23 safe 3:16 safe 3:24 s								
1144 1207 rock 3.7 rock 2.8 ro			250:3					
18822								
133:1328								
132:12								
134:19								
135:10								
141:12								
142.1								
164:15								
165:78,17								
165:18 rolled 18:8 safer 203:23 161:5 save 4:18 5:2 169:11 245:1 245:1 249:22 9:19 16:15 179:17 131:5 9:21 10:11 5:3.4 33:21 scales 201:6 254:14 251:5 29:10 45:6 42:20 54:10 31:73:77 87:22 scare 246:23 score 046:23 secondly seed 46:14 45:15 85:11 scales 201:6 44:15 94:3,47,11 37:11 47:11 121:13 scales 201:6 score 246:23 secondly seed 46:14 45:15 85:11 scales 201:6 scare 246:23 scare 246:23 scare 246:23 secondly seed 46:14 45:15 85:11 scales 201:6 scare 246:23 scare 246:24 scare 246:24 scare 246:24 scare 246:24 scare 246:24 scare 246:24 scare 246:24 scare 246:24 scare 246:24 scare								
170:23								
131:5								
ripple 44:9 room 1:5 12:14:23 33:22 84:1 scare 246:23 secondly seed 46:14 45:15 85:11 55:3 42:20 54:10 31:7 37.7 87:22 scarily 42:11 168:17 seeing 8:19 sestifts rippling 943;4,7,11 47:13 49:19 176:8 224:18 23:15 104:20 156:24 risk 30:8 96:16 55:14,18 aved 63:3 24!:23 secure 180:11 111:6 sent34:7,18 59:21,24 122:13 64:19 80:23 120:9 scene 7:14 210:8 126:19 sent34:7,18 60:26 66:12 126:7 136:5 87:6 89:16 140:10 schulu 95:9 secured 136:22 23:17 28:4 66:19,21 158:15 91:7 101:10 214:13 134:2 207:24 235:1 293:6 23:17 28:4 74:5,11 206:4 123:23 111:15 134:12 97:26:10 66:17 97:39:36 86:17,21 rooms 7:19 142:24 31:17,18,21 94:32 97:24 96:39:24 110:19<								
55:3 42:20 54:10 31:7 37:7 87:22 scarily 42:11 168:17 seeing 8:19 sensitive rippling 94:3,4,7,11 37:11 47:11 121:13 scearily 224:18 23:15 104:20 156:24 risk 30:8 96:16 55:14,18 saved 63:3 24:123 secure 180:11 111:6 sent 34:7,18 sent 34:7,18 59:15,16,18 110:10 57:20 58:23 97:16 98:1 scene 7:14 213:3 126:19 sent 34:7,18 sent 34:7,18 sent 34:7,18 secured 111:6 sent 34:7,18 secured 126:19 sent 34:7,18 sent 34:7,18 secured 199:2 200:4 28:10:22 23:17 28:4 60:20 60:12 126:71 36:5 87:6 89:16 140:10 schedule 95:9 secured 199:2 200:4 28:10:22 23:17 28:4 76:18 74:4 177:8,10 101:14 saving 48:18 111:5 134:12 97:26:10 66:17 97:29:36 93:24 96:22 92:3.6 97:26:10 66:17 97:19 97:29:36 99:3.24 32:30:24								
rippling 94:3,4.7,11 37:11 47:11 121:13 secnario sections 9:24 92:7 150:23 150:24 250:26 26:10 66:10 20:21 26:61 26:61:18 150:23 171:18 26:61:19 150:23 171:18 20:02:24 20:17:28 20:17:28 20:17:28 20:17:28 20:17:28 20:17:28 20:17:29 20:20:24 20:20:24 20:20:24 20:20:24 20:20:24 20:20:24:10 20:20:24:11 20:20:24:11 20:20:24:10								
44:15 94:19.24 47:13 49:19 176:8 saved 63:3 224:18 23:15 104:20 156:24 sent 34:7,18								
risk 30:8 96:16 55:14,18 saved 63:3 241:23 secure 180:11 111:6 sent 34:7,18 59:15,16,18 110:10 57:2058:23 97:1698:1 210:8 126:19 23:1728:4 60:2 66:12 126:7 136:5 87:6 89:16 140:10 schedule 95:9 secured 199:2 200:4 23:17 28:4 66:19,21 158:15 91:7 101:10 214:13 134:2 207:24 235:1 29:3,6 67:18 74:4 177:8,10 101:14 saving 48:18 scheduled sec 5:1 7:17 seck 25:10 93:24 96:22 74:5,11 206:4 123:23 111:15 134:12 97:26:10 66:17 97:19 80:20 81:16 244:13 136:12 savings 31:10 scheduling sect 17:17 seck 25:10 97:19 86:17,21 rooms 7:19 142:24 31:17,18,21 94:3,24 74:20 78:18 215:12 27:22 97:8 88:23 56:2 58:8 197:10 111:7,16 172:15 87:14,18 seemingly 154:23								
59:15,16,18 110:10 57:20 58:23 97:16 98:1 scene 7:14 210:8 126:19 sentence 69:21,24 122:13 64:19 80:23 120:9 secenes 8:4,10 213:13 136:22 23:17 28:4 28:10,22 66:19,21 158:15 91:7 101:10 214:13 scene 8:4,10 213:13 136:22 23:17 28:4 28:10,22 67:18 74:4 177:8,10 101:14 saving 48:18 134:2 cocket 25:10 93:24 96:22 29:3,6 76:18,77:2 235:21 126:8 121:9,11 135:24 soc 20 35:4 110:19 sentence 80:20 81:16 244:13 136:12 savings 31:10 scheduling 48:11 64:24 111:1 20:2 24:10 87:1,2,4,16 rooms 7:19 142:24 31:17,18,21 94:3,24 74:20 78:18 2215:12 27:22 29:18 88:6,8,22 Roseanne 182:16 109:23 schizophre 84:24 85:14 139:2 seemingly 87:14,18 seemingly 98:15 187:16 120:17 92								
59:21,24 122:13 64:19 80:23 120:9 scenes 8:4,10 213:13 136:22 23:17 28:4 60:2 66:19,21 158:15 91:7 101:10 214:13 schedule 95:9 secured 199:2 200:4 28:10,22 28:10,22 67:18 74:4 177:8,10 101:14 saving 48:18 scheduled sec 5:17:17 seek 25:10 93:24 96:22 74:5,11 206:4 123:23 111:15 134:12 9:7 26:10 66:17 97:19 86:17,21 rooms 7:19 142:24 31:17,18,21 94:3,24 74:20 78:18 215:12 sentenced 88:6,8,22 Roseane 182:16 109:23 schizophre 84:24 85:14 139:2 seeking 13:5 187:16 88:23 56:2 58:8 197:10 111:7,16 172:15 87:7,14,18 29:2 103:10 see 11:14 28:3 128:15 194:24 Ross 163:1 219:2 22:24 204:6 160:22 90:20 91:19 55:4 sentences 203:6 210:3 23:1 sales 166:8 236:18 236:18<								
660:2 66:12 66:19.21 126:7 136:5 687:6 89:16 619.21 140:10 158:15 91.7 101:10 schedule 95:9 134:2 207:24 235:1 235:1 29:3,6 29:3,6 29:3,6 29:3,6 29:3,6 29:3,6 29:3,2 29:3,6 29:3,2 29:3,6 29:3,2 29:3,6 29:3,2 29:3,6 29:3,2 29:3,6 29:3,2 29:3,6 29:3,2 29:3,6 29:3,2 29:3,6 29:3,2 29:3,6 29:3,2 29:3								
66:19,21 158:15 91:7 101:10 214:13 134:2 207:24 235:1 29:3,6 67:18 74:4 177:8,10 101:14 saving 48:18 scheduled sec 5:1 7:17 seck 25:10 93:24 96:22 74:5,11 206:4 123:23 111:15 134:12 97: 26:10 66:17 97:19 80:20 81:16 244:13 136:12 savings 31:10 scheduling 48:11 64:24 111:1 20:2 24:10 86:17,21 rooms 7:19 142:24 31:17,18,21 94:3,24 74:20 78:18 215:12 27:22 97:8 87:1,2,4,16 root 55:8 176:9 32:5 97:24 96:3 98:2 79:2 84:23 seeking 13:5 187:16 88:68,22 Roseanne 182:16 109:23 schizophre 84:24 85:14 139:2 seetineces 88:23 56:2 58:8 197:10 111:7,16 172:15 87:7,14,18 seemingly 98:15 194:24 Ross 163:1 219:2 222:8 100:19 55:4 see 21:1 245:2 92:0 19:19 <								
67:18 74:4 74:5.11 177:8,10 101:14 saving 48:18 111:15 scheduled 134:12 see 5:1 7:17 9:726:10 66:17 97:19 93:24 96:22 97:19 76:18, 77:2 76:10 235:21 126:8 121:9,11 135:24 30:20 35:4 110:19 sentenced 80:20 81:16 244:13 136:12 savings 31:10 scheduling 48:11 64:24 111:1 20:2 24:10 86:17,21 rooms 7:19 142:24 31:17,18,21 94:3,24 74:20 78:18 215:12 27:22 97:8 87:1,2,4,16 root 55:8 176:9 32:5 97:24 96:3 98:2 79:2 84:23 seeking 13:5 187:16 88:63, 22 Roseanne 182:16 109:23 r. 172:15 84:24 85:14 139:2 seeminces 120:21 92:15 93:1 201:3,21 122:6 181:4 saw 3:10 245:2 92:2 103:10 seen 21:14 28:3 128:15 194:24 Ross 163:1 219:2 22:28 100:19 schools 104:23 245:34:11 128:16 203:6 210:3 23:1 sales 166:8 236:18 <								·
74:5,11 206:4 123:23 111:15 134:12 9:7 26:10 66:17 97:19 76:1,8 77:2 235:21 126:8 121:9,11 135:24 30:20 35:4 110:19 sentenced 80:20 81:16 244:13 136:12 savings 31:10 schedling 48:11 64:24 111:1 20:2 24:10 86:17,21 rooms 7:19 142:24 31:17,18,21 94:3,24 74:20 78:18 215:12 27:22 97:8 87:1,2,4,16 root 55:8 176:9 32:5 97:24 96:3 98:2 79:2 84:23 seeking 13:5 187:16 88:6,8,22 Roseanne 182:16 109:23 schizophre 84:24 85:14 139:2 sentences 88:23 56:2 58:8 197:10 111:7,16 172:15 87:7,14,18 seemingly 98:15 120:21 92:15 93:1 201:3,21 122:6 181:4 schools 104:23 24:5 34:11 128:16 196:8,24 roughty 22:7 222:24 204:6 160:22 90:20 91:19 55:4 sentiments								
76:1,8 77:2 235:21 126:8 121:9,11 135:24 30:20 35:4 110:19 sentenced 80:20 81:16 244:13 136:12 savings 31:10 scheduling 48:11 64:24 111:1 20:2 24:10 86:17,21 root 55:8 176:9 32:5 97:24 96:3 98:2 79:2 84:23 seeking 13:5 187:16 88:6,8,22 Roseanne 182:16 109:23 schizophre 84:24 85:14 139:2 sentences 88:23 56:2 58:8 197:10 111:7,16 172:15 87:7,14,18 seemingly 98:15 120:21 92:15 93:1 201:3,21 122:6 181:4 school 233:6 90:20 91:19 55:4 sentencing 154:23 105:12 214:24 saw 3:10 245:2 92:2 103:10 seen 21:14 28:3 128:15 194:24 Ross 163:1 219:2 222:8 100:19 schools 104:23 24:5 34:11 128:16 196:8,24 roughly 22:7 222:24 204:6 160:22 105:21 36:4 39:6 sentiments								
80:20 81:16 86:17,21 rooms 7:19 142:24 142:24 savings 31:10 31:17,18,211 scheduling 94:3,24 74:20 78:18 215:12 27:22 97:8 87:1,24,16 root 55:8 176:9 32:5 97:24 96:3 98:2 79:28 42:3 seeking 13:5 187:16 88:68,22 86:68,22 56:2 58:8 197:10 111:7,16 172:15 87:7,14,18 seemingly 98:15 120:21 92:15 93:1 201:3,21 122:6 181:4 saw 3:10 120:21 194:24 Ross 163:1 219:2 222:8 100:19 schools 104:23 24:5 34:11 128:16 196:8,24 roughly 22:7 222:24 204:6 160:22 105:21 36:4 39:6 roughly 22:7 222:24 204:6 160:22 105:21 36:4 39:6 roughly 22:7 222:24 204:6 160:22 105:21 36:4 39:6 roughly 22:7 222:24 204:6 160:22 105:21 36:4 39:6 roughly 22:7 222:24 204:6 160:22 105:21 36:4 39:6 roughly 22:7 222:24 204:6 160:22 105:21 36:4 39:6 roughly 22:7 222:24 204:6 160:22 105:21 36:4 39:6 roughly 22:7 222:24 204:6 160:22 105:21 36:4 39:6 roughly 22:7 222:24 204:6 160:22 105:21 36:4 39:6 roughly 22:7 22:24 204:6 160:22 105:21 36:4 39:6 roughly 22:7 22:24 204:6 160:22 105:21 36:4 39:6 roughly 22:7 22:24 same-day saying 2:20 206:8 117:4,18 74:10 95:16 15:15 230:18 20								
86:17,21 rooms 7:19 142:24 31:17,18,21 94:3,24 74:20 78:18 215:12 27:22 97:8 87:1,2,4,16 root 55:8 176:9 32:5 97:24 96:3 98:2 79:2 84:23 seeking 13:5 187:16 88:68,8,22 Roseanne 182:16 109:23 schizophre 84:24 85:14 139:2 seetinces 88:23 56:2 58:8 197:10 111:7,16 170:13 172:15 87:7,14,18 seemingly 98:15 sentences 154:23 105:12 214:24 saw 3:10 245:2 92:2 103:10 seen 21:14 28:3 128:15 194:24 Ross 163:1 219:2 222:28 100:19 schools 104:23 24:5 34:11 128:16 196:8,24 roughly 22:7 222:24 204:6 160:22 105:21 36:4 39:6 sentments 2117,22 row 247:23 same-day saying 2:20 206:8 117:4,18 74:10 95:16 separate 28:6 237:16 rule 32:8 140:5 48:4,4,6 151:13 124:23								
87:1,2,4,16 root 55:8 176:9 32:5 97:24 96:3 98:2 79:2 84:23 seeking 13:5 187:16 88:6,8,22 Roseanne 182:16 109:23 schizophre 84:24 85:14 139:2 sentences 88:23 56:2 58:8 197:10 111:7,16 172:15 87:7,14,18 seemingly 98:15 120:21 92:15 93:1 201:3,21 saw 3:10 school 233:6 90:20 91:19 55:4 sentencing 194:24 Ross 163:1 219:2 22:28 100:19 schools 104:23 24:5 34:11 128:16 196:8,24 roughly 22:7 222:24 204:6 160:22 105:21 36:4 39:6 sentiments 203:6 210:3 23:1 sales 166:8 236:18 science 86:22 107:11 42:22 63:5 5:15 230:18 213:8 224:5 RPR 256:11 139:22 6:24 26:11 124:23 165:15 separate 28:6 237:16 rule 32:8 140:5 48:4,4,6 151:13 124:23 165:15 separately								
88:6,8,22 Roseanne 182:16 109:23 schizophre 84:24 85:14 139:2 sentences 88:23 56:2 58:8 197:10 111:7,16 172:15 87:7,14,18 seemingly 98:15 120:21 92:15 93:1 201:3,21 122:6 181:4 school 233:6 90:20 91:19 55:4 sentencing 154:23 105:12 214:24 saw 3:10 245:2 92:2 103:10 seen 21:14 28:3 128:15 196:8,24 roughly 22:7 222:24 204:6 160:22 105:21 36:4 39:6 sentiments 203:6 210:3 23:1 sales 166:8 236:18 science 86:22 107:11 42:22 63:5 5:15 230:18 210:17,22 row 247:23 same-day saying 2:20 206:8 117:4,18 74:10 95:16 152:16 237:16 rule 32:8 140:5 48:4,4,6 151:13 124:23 165:15 separately 250:4 run 6:11 40:3 sanctions 72:21 159:13 131:5 246:13,14 separatism <td></td> <td></td> <td></td> <td></td> <td>· ·</td> <td></td> <td></td> <td></td>					· ·			
88:23 56:2 58:8 197:10 111:7,16 172:15 87:7,14,18 seemingly 98:15 120:21 92:15 93:1 201:3,21 122:6 181:4 school 233:6 90:20 91:19 55:4 sentencing 154:23 105:12 214:24 saw 3:10 245:2 92:2 103:10 seen 21:14 28:3 128:15 194:24 Ross 163:1 219:2 22:24 204:6 160:22 105:21 36:4 39:6 sentiments 203:6 210:3 23:1 sales 166:8 236:18 science 86:22 107:11 42:22 63:5 5:15 230:18 210:17,22 row 247:23 same-day saying 2:20 206:8 117:4,18 74:10 95:16 separate 28:6 237:16 rule 32:8 140:5 48:4,4,6 151:13 124:23 165:15 separately 250:4 run 6:11 40:3 sanctions 72:21 159:13 131:5 246:13,14 separatism 251:20 40:23 84:1 143:17 117:21,22 scientific 138:17 248:7 216:15 <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td>								
120:21 92:15 93:1 201:3,21 122:6 181:4 school 233:6 90:20 91:19 55:4 sentencing 154:23 105:12 214:24 saw 3:10 245:2 92:2 103:10 seen 21:14 28:3 128:15 194:24 Ross 163:1 219:2 222:8 100:19 schools 104:23 24:5 34:11 128:16 203:6 210:3 23:1 sales 166:8 236:18 science 86:22 107:11 42:22 63:5 5:15 230:18 210:17,22 row 247:23 same-day saying 2:20 206:8 117:4,18 74:10 95:16 separate 28:6 237:16 rule 32:8 140:5 48:4,4,6 151:13 124:23 165:15 separately 250:4 run 6:11 40:3 sanctions 72:21 159:13 131:5 246:13,14 separatism 251:20 40:23 84:1 143:17 117:21,22 scientific 138:17 248:7 216:15 stivers 164:15 160:17 Sarah 56:1 123:7,17 scope 9:18,18 155:24 13:13 88:8 seriou								
154:23 105:12 214:24 saw 3:10 245:2 92:2 103:10 seen 21:14 28:3 128:15 194:24 Ross 163:1 219:2 222:8 100:19 schools 104:23 24:5 34:11 128:16 196:8,24 roughly 22:7 222:24 204:6 160:22 105:21 36:4 39:6 sentiments 203:6 210:3 23:1 sales 166:8 236:18 science 86:22 107:11 42:22 63:5 5:15 230:18 210:17,22 row 247:23 same-day saying 2:20 206:8 117:4,18 74:10 95:16 separate 28:6 237:16 rule 32:8 140:5 48:4,4,6 151:13 124:23 165:15 separately 247:6,12 114:3 224:6 sample 96:1 68:20 72:21 152:15 130:22 228:11 59:20 250:4 run 6:11 40:3 143:17 117:21,22 159:13 131:5 246:13,14 separately 252:5 122:6 sand 119:24 120:16,18 76:13 89:1 154:17,20 selected series 252:2				· ·				
194:24 Ross 163:1 219:2 222:8 100:19 schools 104:23 24:5 34:11 128:16 196:8,24 roughly 22:7 222:24 204:6 160:22 105:21 36:4 39:6 sentiments 203:6 210:3 23:1 sales 166:8 236:18 science 86:22 107:11 42:22 63:5 5:15 230:18 210:17,22 row 247:23 same-day saying 2:20 206:8 117:4,18 74:10 95:16 separate 28:6 237:16 rule 32:8 140:5 48:4,4,6 151:13 124:23 165:15 separately 247:6,12 114:3 224:6 sample 96:1 68:20 72:21 152:15 130:22 228:11 59:20 250:4 run 6:11 40:3 sanctions 72:21 159:13 131:5 246:13,14 separatism 251:20 40:23 84:1 143:17 117:21,22 scientific 138:17 248:7 216:15 252:5 122:6 sand 119:24 120:16,18 76:13 89:1 154:17,20 selected series 252:2 <td></td> <td></td> <td>· · · · · · · · · · · · · · · · · · ·</td> <td></td> <td></td> <td></td> <td></td> <td></td>			· · · · · · · · · · · · · · · · · · ·					
196:8,24 roughly 22:7 222:24 204:6 160:22 105:21 36:4 39:6 sentiments 203:6 210:3 23:1 sales 166:8 236:18 science 86:22 107:11 42:22 63:5 5:15 230:18 210:17,22 row 247:23 same-day saying 2:20 206:8 117:4,18 74:10 95:16 separate 28:6 213:8 224:5 RPR 256:11 139:22 6:24 26:11 sciences 119:16 162:16 152:16 237:16 rule 32:8 140:5 48:4,4,6 151:13 124:23 165:15 separately 247:6,12 114:3 224:6 sample 96:1 68:20 72:21 152:15 130:22 228:11 59:20 250:4 run 6:11 40:3 sanctions 72:21 159:13 131:5 246:13,14 separatism 251:20 40:23 84:1 143:17 117:21,22 scientific 138:17 248:7 216:15 252:5 122:6 sand 119:24 123:7,17 scope 9:18,18 155:24 13:13 88:8 sericus 132:4								
203:6 210:3 23:1 sales 166:8 236:18 science 86:22 107:11 42:22 63:5 5:15 230:18 210:17,22 row 247:23 same-day saying 2:20 206:8 117:4,18 74:10 95:16 separate 28:6 213:8 224:5 RPR 256:11 139:22 6:24 26:11 sciences 119:16 162:16 152:16 237:16 rule 32:8 140:5 48:4,4,6 151:13 124:23 165:15 separately 247:6,12 114:3 224:6 sample 96:1 68:20 72:21 152:15 130:22 228:11 59:20 250:4 run 6:11 40:3 sanctions 72:21 159:13 131:5 246:13,14 separatism 251:20 40:23 84:1 143:17 117:21,22 scientific 138:17 248:7 216:15 252:5 122:6 sand 119:24 120:16,18 76:13 89:1 154:17,20 selected series 252:2 Rivers 164:15 160:17 Sarah 56:1 123:7,17 score 213:8 156:2,5 113:13 137:21,23 <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td>								
210:17,22 row 247:23 same-day saying 2:20 206:8 117:4,18 74:10 95:16 separate 28:6 213:8 224:5 RPR 256:11 139:22 6:24 26:11 sciences 119:16 162:16 152:16 237:16 rule 32:8 140:5 48:4,4,6 151:13 124:23 165:15 separately 247:6,12 114:3 224:6 sample 96:1 68:20 72:21 152:15 130:22 228:11 59:20 250:4 run 6:11 40:3 sanctions 72:21 159:13 131:5 246:13,14 separatism 251:20 40:23 84:1 143:17 117:21,22 scientific 138:17 248:7 216:15 252:5 122:6 sand 119:24 120:16,18 76:13 89:1 154:17,20 selected series 252:2 Rivers 164:15 160:17 Sarah 56:1 123:7,17 scope 9:18,18 155:24 13:13 88:8 serious 132:4 road 18:24 running 58:5 92:14 124:12 score 213:8 159:11,16 117:17 168:19 </td <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td>								
213:8 224:5 RPR 256:11 139:22 6:24 26:11 sciences 119:16 162:16 152:16 237:16 rule 32:8 140:5 48:4,4,6 151:13 124:23 165:15 separately 247:6,12 114:3 224:6 sample 96:1 68:20 72:21 152:15 130:22 228:11 59:20 250:4 run 6:11 40:3 sanctions 72:21 159:13 131:5 246:13,14 separatism 251:20 40:23 84:1 143:17 117:21,22 scientific 138:17 248:7 216:15 252:5 122:6 sand 119:24 120:16,18 76:13 89:1 154:17,20 selected series 252:2 Rivers 164:15 160:17 Sarah 56:1 123:7,17 scope 9:18,18 155:24 13:13 88:8 serious 132:4 road 18:24 running 58:5 92:14 124:12 score 213:8 156:2,5 113:13 137:21,23 54:1,4,7,17 39:10,20 93:8 104:20 136:15 248:3 159:11,16 117:17 168:19 <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td>								
237:16 rule 32:8 140:5 48:4,4,6 151:13 124:23 165:15 separately 247:6,12 114:3 224:6 sample 96:1 68:20 72:21 152:15 130:22 228:11 59:20 250:4 run 6:11 40:3 sanctions 72:21 159:13 131:5 246:13,14 separatism 251:20 40:23 84:1 143:17 117:21,22 scientific 138:17 248:7 216:15 252:5 122:6 sand 119:24 120:16,18 76:13 89:1 154:17,20 selected series 252:2 Rivers 164:15 160:17 Sarah 56:1 123:7,17 scope 9:18,18 155:24 13:13 88:8 serious 132:4 road 18:24 running 58:5 92:14 124:12 score 213:8 156:2,5 113:13 137:21,23 54:1,4,7,17 39:10,20 93:8 104:20 136:15 248:3 159:11,16 117:17 168:19 67:19 169:9 111:11 106:1,20 156:2 218:6 scratch 56:18 159:22,23 149:10 172:9,10,11 </td <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td>								
247:6,12 114:3 224:6 sample 96:1 68:20 72:21 152:15 130:22 228:11 59:20 250:4 run 6:11 40:3 sanctions 72:21 159:13 131:5 246:13,14 separatism 251:20 40:23 84:1 143:17 117:21,22 scientific 138:17 248:7 216:15 252:5 122:6 sand 119:24 120:16,18 76:13 89:1 154:17,20 selected series 252:2 Rivers 164:15 160:17 Sarah 56:1 123:7,17 scope 9:18,18 155:24 13:13 88:8 serious 132:4 road 18:24 running 58:5 92:14 124:12 score 213:8 156:2,5 113:13 137:21,23 54:1,47,17 39:10,20 93:8 104:20 136:15 248:3 159:11,16 117:17 168:19 67:19 169:9 111:11 106:1,20 156:2 218:6 scratch 56:18 159:22,23 149:10 172:9,10,11 robbed 9:13 201:15 107:5 218:10,19 screen 98:5 161:11 151:1 152:19								
250:4 run 6:11 40:3 sanctions 72:21 159:13 131:5 246:13,14 separatism 251:20 40:23 84:1 143:17 117:21,22 scientific 138:17 248:7 216:15 252:5 122:6 sand 119:24 120:16,18 76:13 89:1 154:17,20 selected series 252:2 Rivers 164:15 160:17 Sarah 56:1 123:7,17 scope 9:18,18 155:24 13:13 88:8 serious 132:4 road 18:24 running 58:5 92:14 124:12 score 213:8 156:2,5 113:13 137:21,23 54:1,4,7,17 39:10,20 93:8 104:20 136:15 248:3 159:11,16 117:17 168:19 67:19 169:9 111:11 106:1,20 156:2 218:6 scratch 56:18 159:22,23 149:10 172:9,10,11 robbed 9:13 201:15 107:5 218:10,19 screen 98:5 161:11 151:7 172:12,13 robberies 226:14 139:18 229:1,20 170:3,4 176:17,21 152:19 184:11 <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td>								
251:20 40:23 84:1 143:17 117:21,22 scientific 138:17 248:7 216:15 252:5 122:6 sand 119:24 120:16,18 76:13 89:1 154:17,20 selected series 252:2 Rivers 164:15 160:17 Sarah 56:1 123:7,17 scope 9:18,18 155:24 13:13 88:8 serious 132:4 road 18:24 running 58:5 92:14 124:12 score 213:8 156:2,5 113:13 137:21,23 54:1,4,7,17 39:10,20 93:8 104:20 136:15 248:3 159:11,16 117:17 168:19 67:19 169:9 111:11 106:1,20 156:2 218:6 scratch 56:18 159:22,23 149:10 172:9,10,11 robbed 9:13 201:15 107:5 218:10,19 screen 98:5 161:11 151:7 172:12,13 robberies 226:14 139:18 229:1,20 170:3,4 176:17,21 152:19 184:11								
252:5 122:6 sand 119:24 120:16,18 76:13 89:1 154:17,20 selected series 252:2 Rivers 164:15 160:17 Sarah 56:1 123:7,17 scope 9:18,18 155:24 13:13 88:8 serious 132:4 road 18:24 running 58:5 92:14 124:12 score 213:8 156:2,5 113:13 137:21,23 54:1,4,7,17 39:10,20 93:8 104:20 136:15 248:3 159:11,16 117:17 168:19 67:19 169:9 111:11 106:1,20 156:2 218:6 scratch 56:18 159:22,23 149:10 172:9,10,11 robbed 9:13 201:15 107:5 218:10,19 screen 98:5 161:11 151:7 172:12,13 robberies 226:14 139:18 229:1,20 170:3,4 176:17,21 152:19 184:11								
Rivers 164:15 160:17 Sarah 56:1 123:7,17 scope 9:18,18 155:24 13:13 88:8 serious 132:4 road 18:24 running 58:5 92:14 124:12 score 213:8 156:2,5 113:13 137:21,23 54:1,4,7,17 39:10,20 93:8 104:20 136:15 248:3 159:11,16 117:17 168:19 67:19 169:9 111:11 106:1,20 156:2 218:6 scratch 56:18 159:22,23 149:10 172:9,10,11 robbed 9:13 201:15 107:5 218:10,19 screen 98:5 161:11 151:7 172:12,13 robberies 226:14 139:18 229:1,20 170:3,4 176:17,21 152:19 184:11								
road 18:24 running 58:5 92:14 124:12 score 213:8 156:2,5 113:13 137:21,23 54:1,4,7,17 39:10,20 93:8 104:20 136:15 248:3 159:11,16 117:17 168:19 67:19 169:9 111:11 106:1,20 156:2 218:6 scratch 56:18 159:22,23 149:10 172:9,10,11 robbed 9:13 201:15 107:5 218:10,19 screen 98:5 161:11 151:7 172:12,13 robberies 226:14 139:18 229:1,20 170:3,4 176:17,21 152:19 184:11				,				
54:1,4,7,17 39:10,20 93:8 104:20 136:15 248:3 159:11,16 117:17 168:19 67:19 169:9 111:11 106:1,20 156:2 218:6 scratch 56:18 159:22,23 149:10 172:9,10,11 robbed 9:13 201:15 107:5 218:10,19 screen 98:5 161:11 151:7 172:12,13 robberies 226:14 139:18 229:1,20 170:3,4 176:17,21 152:19 184:11								
67:19 169:9 111:11 106:1,20 156:2 218:6 scratch 56:18 159:22,23 149:10 172:9,10,11 robbed 9:13 201:15 107:5 218:10,19 screen 98:5 161:11 151:7 172:12,13 robberies 226:14 139:18 229:1,20 170:3,4 176:17,21 152:19 184:11						· ·		
robbed 9:13 201:15 107:5 218:10,19 screen 98:5 161:11 151:7 172:12,13 robberies 226:14 139:18 229:1,20 170:3,4 176:17,21 152:19 184:11								
robberies 226:14 139:18 229:1,20 170:3,4 176:17,21 152:19 184:11								
								·
		220.17		227.1,20	170.5,7	170.17,21	152.17	101.11
		<u> </u>		<u> </u>	<u> </u>	<u> </u>	<u> </u>	

233:17 268:21 195:17 1								Page 28
seriousty 202 169:21 195:17 side 78,18 46/23 72:17 marter 20meth speaks 28:15 36:23 89:1 marter somewhat speaks 28:15 36:23 89:24 marter somewhat speaks 28:15 36:23 89:24 speaks 28:15 36:23 89:24 speaks 28:15 36:23 89:24 speaks 28:15 36:23 89:24 speaks 28:15 36:23 89:24 speaks 28:15 36:23 89:24 speaks 28:15 36:23 89:24 speaks 28:15 36:23 89:24 speaks 28:15 36:23 89:24 speaks 28:15 36:23 89:24 speaks 28:15 36:23 89:24 speaks 28:15 36:23 89:24 speaks 28:15 36:23 89:24 speaks 28:15 36:23 89:24 speaks 28:15 36:23 89:24 speaks 28:15 36:23 89:24 speaks 28:15 36:23 89:24 36:23 89:24 speaks 28:15 36:23 89:24 36:23 89:24 36:23 89:24 36:23 89:24 36:23 89:24 36:23 89:24 36:23 89:24 36:23 89:24 36:23 89:24 36:23 89:24 36:23 89:24 36:23 89:24 36:23 89:24 36:23 89:24 36:23 89:24 36:23 89:24 36:23 89:24 36:23 89:24 36:23 89:24 36:23 89:	222.17	1.00.21	02 1 105 16	244.10	l	04.10.24	172 17	215.10
233:21.23					_	· ·		
258.928								
1002_12								
1681.1.1.5								
175:0.6.6 175:17 115:19 115:19 115:19 115:19 115:19 115:19 115:21 220:9.10 177:1 195:2 236:24 2015 115:22 225:23 162:11 113:8.10 249:23 225:33 225:13 221:18 shift 24:16 36:12 128:7 significant 325:14 30:73:18 375:19 31:24 325:14 30:73:18 375:19 31:24 325:14 30:73:18 375:19 31:24 325:14 30:73:18 375:19 31:24 325:14 30:73:18 375:19 31:24 325:14 30:73:18 375:19 31:24 325:14 30:73:18 375:19 375:				· · · · · · · · · · · · · · · · · · ·				
187:15								
2209.91.0 177:1195:2 Sheriff's 200:15 115:22 225:23 50:10 19:12.17 249:23 255:3 246:24 200:15 115:22 225:23 162:11 113:8,10 sorry 28:17 28:12 251:21 204:14 shift 24:16 signed 244:15 situations Soaring 31:2 49:21 166:6 103:13 212:18 service 13:15 service 13:15 service 13:15 service 13:15 service 13:15 shift 34:13 109:24 133:11,13 social 71:59 131:20 24:16 34:24 97:13,22,23 289:22 shining 38:4 41:21 1607.12 173:11 171:7 3:18 151:16 37:84 5:12 24:16 34:24 24:16 34:24 24:16 34:24 24:16 34:24 24:16 34:24 24:16 34:24 24:16 34:24 24:16 34:24 24:17 34:11 17:17 31:11 71:17 31:18 151:16 37:18 45:12 24:16 34:24 24:16 34:24 24:16 34:24 24:16 34:24 24:16 34:24 24:17 34:24 24:17 34:24 24:17 34:24 24:17 34:24 24:17 34:24 24:18 33:11:13 27:17 34:								
246:24 200:15 201:15 201:14 201:14 201:14 201:15 201:13 212:18 201:14 201:15 2								
251:21 204:14 shift 24:16 signed 244:15 225:10 184:67 29*4.16 126:3 15:23 165:6 serve 61:16 213:15 scrive gr. 23:17 41:21 307:31:18 133:11,13 social 71:5,9 31:249:21 165:6 specific 17:6 specific 17:6 59:60:21 specific 17:6 59:60:21 specific 17:6 59:60:21 specific 17:6 59:60:21 31:249:21 165:6 59:60:71 31:249:21 165:6 59:60:71 31:249:21 165:16 59:60:71 31:18 50:31:15 50:31:18 50:33:11 37:11 31:24 31:24 24:39 31:24:11 37:11 78:10:12 37:12 31:24:17 53:15:83:12 37:18 37:18 37:18 50:13:13 37:18 41:21 50:77:14 41:11 18:23:30:19 79:10:12 23:16 80:78:13:13 80:78:13:13 80:12 80:13:13 80:12 80:13:13 80:14:11 80:29:79:99 80:38:21:51 80:14:17 90:10:22 80:15:18 80:14:19:99 80:38:21:51 80:13:33 80:14:19:99						· ·		
seriousness 212:13,17 61:12 128.7 significant 103:13 situations 212:15 Soaring social 71:5,9 31:249:21 165:6 specific 17:6 81:497:9 serving 23:17 shifts 41:13 109:24 133:11,13 social 71:5,9 131:20 24:16 34:24 97:13,22,23 28:9,22 shiming 38:4 s43:9 ski 62:31 1:3 76:478:1,7 178:4 50:13,13 97:11 152:16 session 253:2 similar 63:9 51:9 69:9 803 82:15 50:13,13 88:5,6 97:11 152:16 service 71:13 123:16 short 75:14 114:11 70:2 97:9 83:2 118:15 50:12,2 18:58:10 88:5,6 98:10 140:2 195:7 208:15 shortening similarities 112:22 118:17 76:15,19 100:21 180:2 127:17 180:12 19:23 131:242 127:17 100:12 18:2 118:17 76:15,19 100:21 10:16:108:7 10:16:108:7 10:16:108:7 10:16:108:7 10:16:108:7 10:16:108:7 10:16:108:7 10:16:108:7						· ·		
103:13 212:18 235:14 307:31:18 127:5 119:6 60:21 224:16:34:24 133:11,13 social 71:5.9 131:20 224:16:34:24 133:11,13 social 71:5.9 131:20 224:16:34:24 173:14 177:10 173:18 151:16 37:18:45:12 173:4 172:23 shooting 214:11 18:23:30:19 76:47:81:1,7 78:9.22.23 224:10:34:24 172:23 shooting 214:11 18:23:30:19 79:10.12 237:20 socreved 80:22 serves 88:16 set-42:5:114:3 shorter 36:9 51:9:6:9:9 83:2:118:15 76:15:19 100:21 10:22 100:21						· ·		
serve 61:16 81:4 97:9 serving 23:17 shifts 41:13 109:24 133:11,13 social 71:5.9 131:20 24:16 34:24 37:18 45:12 37:18 45:12 37:18 45:12 37:18 45:12 50:18 45:21 37:18 45:12 50:18 45:21 50:18 45:21 50:18 45:22 50:18 5:16 service 71:13 52:16 service 81:13 52:16 service 71:13 152:16 service 71:13 52:16 service 71:13 52:16 service 71:13 52:16 service 71:13 50:13 5:26 service 71:13 50:18 5:26 service 71:13 50:18 5:26 service 71:13 50:18 5:26 service 71:13 50:18 5:26 service 71:13 50:18 5:26 service 71:13 50:18 5:27 service 71:14 114:11 service 70:29 service 71:10 service 71:13 133:18 5:21 service 71:14 114:11 service 70:29 service 71:14 114:11 service 70:29 service 71:14 114:11 service 70:20 service 71:14 service 71:14 114:11 service 70:29 service 71:14 114:21 service 71:14 114:21 service 71:14 114:21 service 71:14 114:21 service 71:14 114:21 service 71:14 114:21 service 71:14 114:21 service 71:14 114:21 service 71:14 114:21 service 71:14 114:21 service 71:14 114:21 service 71:14 114:21 service 71:14 114:21 service 71:14 114:21 service 71:14 114:21 service 71:14 114:21 service 71:14 114:21 servi								
81:4 97:9 serviag 23:17 41:21 160:7,12 173:11 71:1773:18 151:16 37:18 45:12 97:13,22,23 28:9,22 shining 38:4 significantly 177:10 78:9,22,23 214:17 53:15 83:12 97:11 172:23 session 25:2 similar 63:9 17:7,10 78:9,22,23 214:17 53:15 83:12 97:11 152:16 short 75:14 114:11 70:2 97:9 83:2 118:15 76:15,19 90:14 91:2 97:10 40:2 195:7 236:6 203:8 97:10 100:9 118:17 109:12 101:6 108:7 78:10 40:2 195:7 204:18 shorter 236:7 similarities 136:21 139:21 134:20 136:9 148:10 210:15 shorter 236:7 similarities 166:17 180:19 166:20 162:20 183:23 175:24 221:6 sotting 50:7 47:20 45:5 simplistically sixth 17:18 society society society society society society society society society society soc								
997:13,22,23 28.99,22 shining 38.4 243.9 six 16:23 17:3 76:478:1,7 178:4 50:13,13 158:23 54:16:98:15 ship 42:5 sip fidently 17:7,10 76:92,22 21:11 53:15 83:12 173:4 172:23 shooting 214:11 18:23:30:19 79:10:12 237:20 88:5,6 servee 85:16 set 42:5 114:3 236:6 203:8 97:10 100:9 118:17 109:12 101:6108:7 78:10 140:2 195:7 208:15 shorter 236:7 similarities 112:22 119:23 131:22 127:17 146:2 204:18 shorter 236:7 similarities 112:22 119:23 131:22 130:21 130:22 127:17 146:2 204:18 shorter 236:7 similarities 112:22 119:23 131:22 130:21 134:20 136:9 145:21 213:4 221:2 15:24 shortyl 15:10 similarities 112:22 119:23 131:22 130:22 17:717 20:18 20:19 18:22 </td <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td>								
18823	81:4 97:9							
173:4 172:23 172:23 172:23 172:23 172:23 172:23 172:23 172:24 172:24 172:24 172:24 172:24 172:24 172:24 172:24 172:24 172:24 172:24 172:24 172:24 172:24 172:24 172:24 172:25 17	97:13,22,23		shining 38:4					
served 80:22 session 253:2 similar 63:9 51:9 69:9 80:3 82:15 sort 23:2,18 90:14 91:2 97:11 152:16 set 42:5 114:3 236:6 203:8 97:10 100:9 181:17 109:12 100:21 service 71:13 123:16 short ening 208:15 short ening 208:15 65:2 136:21 139:21 134:20 127:17 148:10 210:15 shortly 15:10 166:21 213:4 221:2 shortly 15:10 167:17 180:19 169:18 174:24 specifically 179:24 setting 50:7 47:20 33:20 simple 250:21 simple 250:21 sixth 17:18 society 180:9 54:5 71:4 33:1 53:24 specifically 214:24 seven 16:21 245:7 183:15 22:26:14 software 110:19,22 83:39:8 33:1 53:24 spect 119,22 33:21 sought 81:17 82:14 sought 81:17 82:14 spect 18:22 22:6,14 spect 23:36 still 19:23 100:13 33:1 53:24 spect 19:32 spect				significantly				53:15 83:12
97:11 152:16 short 75:14 114:11 70:2 97:9 83:2 118:15 76:15,19 100:21 service 71:13 123:16 soft 42:5 114:3 236:6 203:8 97:10 100:9 118:17 109:12 101:6 108:7 78:10 140:2 195:7 208:15 65:2 136:21 139:21 134:20 136:9 146:2 204:18 shorter 236:7 similarities 65:2 136:21 139:21 134:20 136:9 146:2 204:18 shorter 236:7 similarities 166:21 139:21 142:20 183:23 175:21 221:6 shot 5:21 simplistically 140:7 166:20 176:17 33:153:24 214:24 seven 16:21 245:7 183:15 23:18 151:3 60:18 soluty 50:45:71:4 50:13 60:18 50:12 sought 81:17 82:14 82:12 22:6,14 software 100:13 32:17 82:22 22:6,14 software 100:13 32:17 82:22 32:18 15:13 60:18 sought 81:1					18:23 30:19			88:5,6
serves 58:16 set 42:5 114:3 236:6 sbortening similarities 97:10 100:9 118:17 109:12 101:6 108:7 78:10 140:2 195:7 208:15 65:2 136:21 139:21 131:22 127:17 146:2 204:18 shorter 236:7 shorty 15:10 166:11 139:21 134:20 136:9 148:10 210:15 shorty 15:10 167:17 180:19 169:18 174:24 specifically 179:24 setting 50:7 47:20 45:5 simplistically sixth 17:18 society 180:9 54:5 71:4 204:9 212:7 52:2 237:20 simply 8:22 22:6.14 software solety 110:19,22 84:3 9:8 222:24 46:2 181:20 249:21 209:17 skills 180:7 solid 40:18 souls 4:18 5:3 100:13 255:5,10 190:16 shost 163:24 storerly skills 180:7 solid 40:18 souls 48:19 26:24 40:15 47:9 52:14 singe 63:13 side 13:20 solid 40:18 source 184:8	served 80:22	session		similar 63:9	51:9 69:9	80:3 82:15	sort 23:2,18	90:14 91:2
service 71:13 123:16 shortening 208:15 similarities 65:2 112:22 119:23 131:22 127:17 146:2 204:18 shorter 236:7 136:21 139:21 134:20 136:9 148:10 210:15 shorty 15:10 167:17 180:19 169:18 174:24 specifically 175:21 221:6 sott 5:21 simple 250:21 simplistically simplistically simplistically sixth 17:18 society 180:9 54:57:14 204:9 212:7 52:2 237:20 simply 8:22 22:6,14 society sought 81:17 82:14 204:9 212:7 52:2 237:20 183:15 23:18 151:3 50:22 souls 4:18 5:3 100:13 222:24 46:2181:20 249:21 25:17 skills 180:7 skills 180:7 souls 4:18 5:3 100:13 225:657:19 14:22 showt 7:2 size 20:17 skills 180:7 skipper 86:2 54:11 source 184:8 184:19 60:24 64:10 210:15 241:22 233:4 <	97:11				70:2 97:9	83:2 118:15	76:15,19	100:21
78:10 140:2 195:7 208:15 65:2 136:21 139:21 134:20 136:9 146:10 210:15 shorter 236:7 similarly 140:7 166:20 162:20 183:23 148:10 210:15 shorts 136:7 15:10 167:17 180:19 169:18 174:24 specifically 179:24 setting 50:7 47:20 shot 5:21 simplistically sixth 17:18 society 180:9 54:5 71:4 204:9212:7 52:2 237:20 simply 8:22 22:6;14 society sought 81:17 82:14 212:24 46:2 181:20 249:21 shot 163:24 52:17 skills 180:7 solid 40:18 souls 4:18 5:3 100:13 services 15:1 seven-month shout 72:2 show 18:7 204:22 shinpl 76:4 solid 40:18 sounds 86:19 133:29 60:54 :21 severity 62:24 63:21,24 17:22 23:8 slog 13:3 66:13 solid 40:18 sources 201:6 222:2 54:11 sources 229:4	serves 58:16	set 42:5 114:3	236:6	203:8	97:10 100:9	118:17	109:12	101:6 108:7
146:2 204:18 shorter 236:7 shortly 15:10 similarly 16:21 140:7 180:19 166:20 169:18 174:24 specifically 33:153:23 specifically 31:15:24 175:21 213:4 221:2 21:6 shot 5:21 stoppe 221:6 shot 5:21 simplistically sixth 17:18 sixth 17:18 size 13:6 21:5 society 180:9 54:5 71:4 33:1 53:24 sought 81:17 82:14 204:9 212:7 22:24 seven 16:21 seven 16:21 seven-month 25:6 57:19 14:22 show 18:7 collected 4:10 245:7 single 63:13 shots 163:24 show 18:7 show 18:7 show 18:7 single 63:13 show 18:7 single 63:13 show 18:7 single 63:13 show 18:15 sit 16,18,23 245:3 204:22 sleep 233:6 slide 13:20 source 184:8 source 184:	service 71:13	123:16	shortening	similarities	112:22	119:23	131:22	127:17
148:10	78:10 140:2	195:7	208:15	65:2	136:21	139:21	134:20	136:9
166:21	146:2	204:18	shorter 236:7	similarly	140:7	166:20	162:20	183:23
175:21	148:10	210:15	shortly 15:10	167:17	180:19	169:18	174:24	specifically
179:24 204:9 212:7 52:2 237:20 345:5 522:6,14 500tware 50:18 50:19 52:24 50:18	166:21	213:4 221:2	15:24	simple 250:21	241:9 248:9	204:9	176:17	33:1 53:24
204:9 212:7 214:24 seven 16:21 245:7 221:4 52:2 seven 16:21 245:7 245:7 simply 8:22 183:15 29:17 skills 180:7 solly 22:22 33:18 151:3 33:21 33:21 100:13 33:21 slow 4:18 5:3 33:21 sounds 86:19 sounds 86:19 severices 15:1 seven-month 25:65 57:19 14:22 show 18:7 204:22 sincerely 60:5 61:21 severe 250:16 47:9 52:14 62:24 64:10 severity 62:24 62:24 64:10 severity 62:24 63:21,24 70:12,24 210:15 sex 132:15 247:10 sincerely sincerely 63:24 62:24 64:10 severity 62:24 63:21,24 17:22 23:8 slide 13:20 solution sources 184:8 space 23:3 76:4 78:1,7 sex 132:15 250:13 103:11 52:13 sex 14:23 sex 14:23 sex 14:23 sex 14:23 sex 14:24 showed 106:4 slogans 251:9 slowing sister 235:3 slowing sister 235:3 slowing 12:13 25:25:20 125:16 17:16 13:19:21 13:10:19:22 show 19:8 139:21 shade 20:17 shown 19:8 157:21 187:3 189:4 147:20 shade 20:17 shown 19:8 157:21 149:3,14,19 64:17 68:18 189:13 slow 17:3; 4 14:20 15:19 149:3,14,19 64:17 68:18 189:13 slow 17:3; 4 14:20 15:19 14:20 15:19 178:21 speaking 33:5 54:1 167:14 185:7 software 60:18 solutes 60:18 souls 4:18 5:3 33:21 souls 4:18 5:3 33:21 souls 4:18 5:3 33:21 souls 4:18 5:3 33:21 souls 4:18 5:3 33:21 souls 4:18 5:3 33:21 souls 4:18 5:3 33:21 souls 4:18 5:3 33:21 souls 4:18 5:3 33:21 souls 4:18 5:3 33:21 souls 4:18 5:3 33:21 souls 4:18 5:3 30:10:13 10:13 10:13 10:13 10:13 10:13 10:13 10:13 10:13 10:10 source 184:8 solide 13:20 solide 0:18 source 184:8 solide 13:20 solide 0:18 solide 0:18 solide 0:18 source 184:8 solide 13:20 solide 0:18 solide 13:20 solide 0:18 solide 13:20 solide 0:18 solide 13:20 solide 0:18 solide 13:20 solide 0:18 solide 13:20 solide 0:18 solide 13:20 solide 0:18 solide 13:20 solide 0:18 solide 13:20 solide 0:18 solide 13:20 solide 0:18 solide 13:20 solide 0:18 solide 13:20 solide 0:18 solide 13:20 solide 0:18 solide 13:20 solide 0:18 solide 13:20 solide 0:18 solide 13:20 solide 0:18 solide 13:20 solide 0:19:19 space 72:9 25:18 space 28:10 solide 13:20 solide 13:30 solide 0:19 solide 13:30 solide	175:21	221:6	shot 5:21	simplistically	sixth 17:18	society	180:9	54:5 71:4
214:24 seven 16:21 245:7 183:15 23:18 151:3 60:18 souls 4:18 5:3 100:13 222:24 46:2 181:20 249:21 209:17 skills 180:7 solld 40:18 33:21 108:12 services 15:1 seven-month show 16:3:24 sincerely Skipper 86:2 solid 40:18 sounds 86:19 132:9 60:5 67:19 14:22 show 18:7 204:22 sleep 233:6 54:11 source 184:8 184:19 60:5 67:19 62:24 63:21,24 5ingle 63:13 slide 13:20 solution source 184:8 184:19 60:24 64:10 severity 62:24 63:21,24 29:22 129:19 space 72:9 251:8 71:9,14,17 sex 132:15 247:10 sir 86:15 slides 26:20 130:12 229:4 space 72:9 251:8 73:16,18,23 245:3 250:13 103:11 52:13 144:23 spaces 228:10 speed 33:13 82:15,16 Shabazz 8:20 189:19 141:14 slogans 251:9 somebody <t< td=""><td>179:24</td><td>setting 50:7</td><td>47:20</td><td>45:5</td><td>size 13:6 21:5</td><td>252:24</td><td>sought</td><td>81:17 82:14</td></t<>	179:24	setting 50:7	47:20	45:5	size 13:6 21:5	252:24	sought	81:17 82:14
214:24 seven 16:21 245:7 183:15 23:18 151:3 60:18 souls 4:18 5:3 100:13 222:24 46:2 181:20 249:21 209:17 skills 180:7 solely 22:22 33:21 108:12 235:5,10 190:16 shots 163:24 252:17 skinny 176:4 solid 40:18 sounds 86:19 132:9 severices 15:1 seven-month show 18:7 204:22 sleep 233:6 54:11 source 184:8 184:19 60:5 61:21 severe 250:16 47:9 52:14 63:21,24 210:15 241:22 233:4 29:22 19:19 space 72:9 210:6 222:2 71:9,14,17 sex 132:15 247:10 sir 86:15 slides 26:20 130:12 space 72:9 251:8 73:16,18,23 245:3 250:13 103:11 52:13 144:23 spaces 228:10 speed 83:17 82:15,16 Shabazz 8:20 189:19 141:14 slogans 251:9 somebody speak 31:15 speedy 195:3 84:10 70:12 73:11 17:24 sit 6:18	204:9 212:7	52:2	237:20	simply 8:22	22:6,14	software	110:19,22	84:3 99:8
235:5,10 190:16 shots 163:24 252:17 skinny 176:4 solid 40:18 sounds 86:19 132:9 services 15:1 seven-month 14:22 shout 72:2 shout 72:2 skinerely Skipper 86:2 solid 40:18 sounds 86:19 132:9 60:5 61:21 severe 250:16 47:9 52:14 single 63:13 slide 13:20 solution source 184:8 184:19 70:12,24 210:15 241:22 233:4 29:22 129:19 space 72:9 251:8 71:9,14,17 sex 132:15 247:10 sir 86:15 slides 26:20 130:12 229:4 space 72:9 251:8 76:4 78:1,7 Shabazz 8:20 189:19 141:14 slogans 251:9 somebody space 31:15 speedy 195:3 82:15,16 Shabazz 8:20 189:19 141:14 slow 240:3 49:17 66:14 39:3 40:9 242:19 83:3 84:9 52:2 55:13 showing sister 235:3 250:5 115:5,5 61:23 70:6 243:3,13 128:1 139:21 12:13 251:20 <	214:24	seven 16:21	245:7		23:18 151:3	60:18	souls 4:18 5:3	100:13
services 15:1 seven-month shout 72:2 show 18:7 Skipper 86:2 solitary 54:6 130:21 151:21 25:6 57:19 60:5 61:21 severe 250:16 47:9 52:14 single 63:13 slide 13:20 54:11 source 184:8 184:19 60:5 61:21 severity 62:24 47:9 52:14 63:21,24 17:22 23:8 96:11 190:11 speech 231:3 70:12,24 210:15 241:22 233:4 29:22 129:19 space 72:9 251:8 71:9,14,17 sex 132:15 247:10 sir 86:15 slides 26:20 130:12 229:4 speech 231:3 76:4 78:1,7 Scaual 147:7 Showed 106:4 slogans 251:9 somebody speak 31:15 speedy 195:3 82:15,16 Shabazz 8:20 189:19 141:14 slow 240:3 49:17 66:14 39:3 40:9 242:19 83:3 84:9 52:2 55:13 showing sisters 211:16 siters 211:16 sisters 211:16 133:18 213:10 249:3 128:1 139:2 77:18 106:8 167:22	222:24	46:2 181:20	249:21	209:17	skills 180:7	solely 22:22	33:21	108:12
services 15:1 seven-month shout 72:2 sincerely Skipper 86:2 solitary 54:6 130:21 151:21 25:6 57:19 14:22 show 18:7 204:22 sleep 233:6 54:11 source 184:8 184:19 60:5 61:21 severe 250:16 47:9 52:14 63:21,24 17:22 23:8 96:11 190:11 speech 231:3 70:12,24 210:15 241:22 233:4 29:22 129:19 space 72:9 251:8 71:9,14,17 sex 132:15 247:10 sir 86:15 slides 26:20 130:12 229:4 speech 231:3 76:4 78:1,7 Shabazz 8:20 189:19 141:14 slogans 251:9 somebody speak 31:15 speedy 195:3 82:15,16 Shabazz 8:20 189:19 141:14 slow 240:3 49:17 66:14 39:3 40:9 242:19 83:3 84:9 52:2 55:13 showing sister 235:3 250:5 115:5,5 61:23 70:6 243:3,13 84:10 70:12 73:11 17:24 sit 6:18 14:15 117:4 132:6,19 137:12 <td>235:5,10</td> <td>190:16</td> <td>shots 163:24</td> <td>252:17</td> <td>skinny 176:4</td> <td></td> <td>sounds 86:19</td> <td>132:9</td>	235:5,10	190:16	shots 163:24	252:17	skinny 176:4		sounds 86:19	132:9
25:6 57:19 14:22 show 18:7 204:22 sleep 233:6 54:11 source 184:8 184:19 60:5 61:21 severe 250:16 47:9 52:14 63:21,24 17:22 23:8 96:11 190:11 speech 231:3 70:12,24 210:15 241:22 233:4 29:22 129:19 speech 2:9 25!8 71:9,14,17 sex 132:15 247:10 sir 86:15 slides 26:20 130:12 speech 83:17 73:16,18,23 245:3 250:13 103:11 52:13 144:23 spaces 228:10 speedy 195:3 82:15,16 Shabazz 8:20 189:19 141:14 slow 240:3 49:17 66:14 39:3 40:9 242:19 83:3 84:9 52:2 55:13 showing sister 235:3 sit 6:18 14:15 117:4 132:6,19 137:12 248:24 108:19 77:18 106:8 167:22 sit 6:18 14:15 117:4 132:6,19 137:12 249:3 128:1 139:21 shade 20:17 shown 19:8 157:21 187:3 189:4 136:11 223:11 239:23 </td <td>services 15:1</td> <td>seven-month</td> <td>shout 72:2</td> <td>sincerely</td> <td></td> <td>solitary 54:6</td> <td>130:21</td> <td>151:21</td>	services 15:1	seven-month	shout 72:2	sincerely		solitary 54:6	130:21	151:21
60:5 61:21 severe 250:16 47:9 52:14 single 63:13 slide 13:20 solution sources 210:6 222:2 62:24 64:10 210:15 241:22 233:4 29:22 129:19 space 72:9 251:8 71:9,14,17 sex 132:15 247:10 sir 86:15 slides 26:20 130:12 229:4 space 72:9 251:8 76:4 78:1,7 sexual 147:7 showed 106:4 slogans 251:9 somebody spack 31:15 speedy 195:3 82:15,16 Shabazz 8:20 189:19 141:14 slow 240:3 49:17 66:14 39:3 40:9 242:19 83:3 84:9 52:2 55:13 showing sister 235:3 250:5 115:5,5 61:23 70:6 243:3,13 84:10 70:12 73:11 17:24 sit 6:18 14:12,4 129:14 72:7 76:7 248:24 108:19 77:18 106:8 167:22 sit 6:18 177:16 133:18 213:10 spelled 139:21 shade 20:17 shown 19:8 157:21 187:3 189:4 136:11 223:11<	25:6 57:19		show 18:7				source 184:8	184:19
62:24 64:10 severity 62:24 63:21,24 17:22 23:8 96:11 190:11 speech 231:3 70:12,24 210:15 241:22 233:4 29:22 129:19 space 72:9 251:8 71:9,14,17 sex 132:15 247:10 sir 86:15 slides 26:20 130:12 229:4 speed 83:17 73:16,18,23 245:3 250:13 103:11 52:13 144:23 spaces 228:10 speed 83:17 82:15,16 Shabazz 8:20 189:19 141:14 slogans 251:9 somebody speak 31:15 speedy 195:3 84:10 70:12 73:11 17:24 sister 235:3 sister 235:3 small 14:2,4 129:14 72:776:7 248:24 108:19 77:18 106:8 167:22 sit 6:18 14:15 117:4 132:6,19 137:12 249:3 128:1 139:2 112:13 251:20 125:16 177:16 133:18 213:10 spelled 139:21 shade 20:17 shown 19:8 157:21 187:3 189:4 136:11 223:11 232	60:5 61:21	severe 250:16	47:9 52:14	single 63:13		solution		210:6 222:2
70:12,24 210:15 241:22 233:4 29:22 129:19 space 72:9 251:8 71:9,14,17 sex 132:15 247:10 sir 86:15 slides 26:20 130:12 229:4 space 82:17 73:16,18,23 245:3 250:13 103:11 52:13 144:23 spaces 228:10 126:15 76:4 78:1,7 Shabazz 8:20 189:19 141:14 slogans 251:9 somebody speak 31:15 speedy 195:3 82:15,16 Shabazz 8:20 189:19 141:14 slow 240:3 49:17 66:14 39:3 40:9 242:19 83:3 84:9 52:2 55:13 showing sister 235:3 250:5 115:5,5 61:23 70:6 243:3,13 84:10 70:12 73:11 17:24 siters 211:16 small 14:2,4 129:14 72:7 76:7 248:24 108:19 77:18 106:8 167:22 sit 6:18 177:16 133:18 213:10 spelled 139:21 shade 20:17 shown 19:8 157:21 187:3 189:4 136:11 223:11 235:18				U			190:11	
71:9,14,17 sex 132:15 247:10 sir 86:15 slides 26:20 130:12 229:4 speed 83:17 73:16,18,23 245:3 250:13 103:11 52:13 144:23 spaces 228:10 126:15 76:4 78:1,7 Shabazz 8:20 189:19 141:14 slogans 251:9 somebody speak 31:15 speedy 195:3 82:15,16 Shabazz 8:20 189:19 141:14 slow 240:3 49:17 66:14 39:3 40:9 242:19 83:3 84:9 52:2 55:13 showing sister 235:3 250:5 115:5,5 61:23 70:6 243:3,13 84:10 70:12 73:11 17:24 sisters 211:16 small 14:2,4 129:14 72:7 76:7 248:24 108:19 77:18 106:8 167:22 sit 6:18 177:16 133:18 213:10 spelled 139:21 shade 20:17 shown 19:8 157:21 187:3 189:4 136:11 223:11 235:18 140:6,11 shape 9:8 23:8 38:1 200:18 195:21,21 137:5,19 239:23 speaker <td>70:12,24</td> <td>•</td> <td>241:22</td> <td></td> <td></td> <td>129:19</td> <td>space 72:9</td> <td></td>	70:12,24	•	241:22			129:19	space 72:9	
73:16,18,23 245:3 250:13 103:11 52:13 144:23 spaces 228:10 126:15 76:4 78:1,7 sexual 147:7 showed 106:4 slogans 251:9 somebody speak 31:15 speedy 195:3 82:15,16 Shabazz 8:20 189:19 141:14 slow 240:3 49:17 66:14 39:3 40:9 242:19 83:3 84:9 52:2 55:13 showing sister 235:3 250:5 115:5,5 61:23 70:6 243:3,13 84:10 70:12 73:11 17:24 sisters 211:16 small 14:2,4 129:14 72:7 76:7 248:24 108:19 77:18 106:8 167:22 sit 6:18 177:16 132:6,19 137:12 249:3 128:1 139:2 112:13 251:20 125:16 177:16 133:18 213:10 spelled 139:21 shade 20:17 shown 19:8 157:21 187:3 189:4 136:11 223:11 235:18 140:6,11 share 4:14 shows 70:3 206:10 225:14 174:9,17 speaker 21:5 166:19							-	
76:4 78:1,7 sexual 147:7 showed 106:4 slogans 251:9 somebody speak 31:15 speedy 195:3 82:15,16 Shabazz 8:20 189:19 141:14 slow 240:3 49:17 66:14 39:3 40:9 242:19 83:3 84:9 52:2 55:13 showing sister 235:3 250:5 115:5,5 61:23 70:6 243:3,13 84:10 70:12 73:11 17:24 sisters 211:16 small 14:2,4 129:14 72:7 76:7 248:24 108:19 77:18 106:8 167:22 sit 6:18 14:15 117:4 132:6,19 137:12 249:3 128:1 139:2 112:13 251:20 125:16 177:16 133:18 213:10 spelled 139:21 shade 20:17 shown 19:8 157:21 187:3 189:4 136:11 223:11 235:18 140:6,11 shape 9:8 23:8 38:1 200:18 195:21,21 137:5,19 239:23 spend 18:14 148:18 8:2 11:2 159:9 229:5,17 smaller 14:4 175:4 206:23 181:9,11								
82:15,16 Shabazz 8:20 189:19 141:14 slow 240:3 49:17 66:14 39:3 40:9 242:19 83:3 84:9 52:2 55:13 showing sister 235:3 250:5 115:5,5 61:23 70:6 243:3,13 84:10 70:12 73:11 17:24 sisters 211:16 small 14:2,4 129:14 72:7 76:7 248:24 108:19 77:18 106:8 167:22 sit 6:18 14:15 117:4 132:6,19 137:12 249:3 128:1 139:2 112:13 251:20 125:16 177:16 133:18 213:10 spelled 139:21 shade 20:17 shown 19:8 157:21 187:3 189:4 136:11 223:11 235:18 140:6,11 shape 9:8 23:8 38:1 200:18 195:21,21 137:5,19 239:23 spend 18:14 147:20 share 4:14 shows 70:3 206:10 225:14 174:9,17 speaker 21:5 166:19 148:18 8:2 11:2 159:9 229:5,17 smaller 14:4 175:4 206:23 181:9,11								
83:3 84:9 52:2 55:13 showing sister 235:3 250:5 115:5,5 61:23 70:6 243:3,13 84:10 70:12 73:11 17:24 sisters 211:16 small 14:2,4 129:14 72:7 76:7 248:24 108:19 77:18 106:8 167:22 sit 6:18 14:15 117:4 132:6,19 137:12 249:3 128:1 139:2 112:13 251:20 125:16 177:16 133:18 213:10 spelled 139:21 shade 20:17 shown 19:8 157:21 187:3 189:4 136:11 223:11 235:18 140:6,11 shape 9:8 23:8 38:1 200:18 195:21,21 137:5,19 239:23 spend 18:14 147:20 share 4:14 shows 70:3 206:10 225:14 174:9,17 speaker 21:5 166:19 148:18 8:2 11:2 159:9 229:5,17 smaller 14:4 175:4 206:23 181:9,11 149:3,14,19 64:17 68:18 189:13 sites 13:18,20 178:21 178:21 speaking 33:5 54:1 167:14 <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td>								
84:10 70:12 73:11 17:24 sisters 211:16 small 14:2,4 129:14 72:7 76:7 248:24 108:19 77:18 106:8 167:22 sit 6:18 14:15 117:4 132:6,19 137:12 249:3 128:1 139:2 112:13 251:20 125:16 177:16 133:18 213:10 spelled 139:21 shade 20:17 shown 19:8 157:21 187:3 189:4 136:11 223:11 235:18 140:6,11 shape 9:8 23:8 38:1 200:18 195:21,21 137:5,19 239:23 spend 18:14 147:20 share 4:14 shows 70:3 206:10 225:14 174:9,17 speaker 21:5 166:19 148:18 8:2 11:2 159:9 229:5,17 smaller 14:4 175:4 206:23 181:9,11 149:3,14,19 64:17 68:18 189:13 site 152:1 134:20 177:21 219:12 speaking 33:5 54:1 167:14 166:18,20 205:13 shut 75:3,4 14:20 15:19 91:11 94:2 180:1 181:7 69:5 74:6			showing		250:5			
108:19 77:18 106:8 167:22 sit 6:18 14:15 117:4 132:6,19 137:12 249:3 128:1 139:21 shade 20:17 shown 19:8 157:21 187:3 189:4 136:11 223:11 235:18 140:6,11 shape 9:8 23:8 38:1 200:18 195:21,21 137:5,19 239:23 spend 18:14 147:20 share 4:14 shows 70:3 206:10 225:14 174:9,17 speaker 21:5 166:19 148:18 8:2 11:2 159:9 229:5,17 smaller 14:4 175:4 206:23 181:9,11 149:3,14,19 64:17 68:18 189:13 site 152:1 134:20 177:21 219:12 spending 165:2 96:12 135:9 212:1 sites 13:18,20 mart 3:7 178:21 speaking 33:5 54:1 167:14 166:18,20 205:13 shut 75:3,4 14:20 15:19 91:11 94:2 180:1 181:7 69:5 74:6 185:7						· ·		· ·
128:1 139:2 112:13 251:20 125:16 177:16 133:18 213:10 spelled 139:21 shade 20:17 shown 19:8 157:21 187:3 189:4 136:11 223:11 235:18 140:6,11 shape 9:8 23:8 38:1 200:18 195:21,21 137:5,19 239:23 spend 18:14 147:20 share 4:14 shows 70:3 206:10 225:14 174:9,17 speaker 21:5 166:19 148:18 8:2 11:2 159:9 229:5,17 smaller 14:4 175:4 206:23 181:9,11 149:3,14,19 64:17 68:18 189:13 site 152:1 134:20 177:21 219:12 spending 165:2 96:12 135:9 212:1 sites 13:18,20 smart 3:7 178:21 speaking 33:5 54:1 167:14 166:18,20 205:13 shut 75:3,4 14:20 15:19 91:11 94:2 180:1 181:7 69:5 74:6 185:7								
139:21 shade 20:17 shown 19:8 157:21 187:3 189:4 136:11 223:11 235:18 140:6,11 shape 9:8 23:8 38:1 200:18 195:21,21 137:5,19 239:23 spend 18:14 147:20 share 4:14 shows 70:3 206:10 225:14 174:9,17 speaker 21:5 166:19 148:18 8:2 11:2 159:9 229:5,17 smaller 14:4 175:4 206:23 181:9,11 149:3,14,19 64:17 68:18 189:13 site 152:1 134:20 177:21 219:12 spending 165:2 96:12 135:9 212:1 sites 13:18,20 smart 3:7 178:21 speaking 33:5 54:1 167:14 166:18,20 205:13 shut 75:3,4 14:20 15:19 91:11 94:2 180:1 181:7 69:5 74:6 185:7								
140:6,11 shape 9:8 23:8 38:1 200:18 195:21,21 137:5,19 239:23 spend 18:14 147:20 share 4:14 shows 70:3 206:10 225:14 174:9,17 speaker 21:5 166:19 148:18 8:2 11:2 159:9 229:5,17 smaller 14:4 175:4 206:23 181:9,11 149:3,14,19 64:17 68:18 189:13 site 152:1 134:20 177:21 219:12 spending 165:2 96:12 135:9 212:1 sites 13:18,20 smart 3:7 178:21 speaking 33:5 54:1 167:14 166:18,20 205:13 shut 75:3,4 14:20 15:19 91:11 94:2 180:1 181:7 69:5 74:6 185:7								
147:20 share 4:14 shows 70:3 206:10 225:14 174:9,17 speaker 21:5 166:19 148:18 8:2 11:2 159:9 229:5,17 smaller 14:4 175:4 206:23 181:9,11 149:3,14,19 64:17 68:18 189:13 site 152:1 134:20 177:21 219:12 speaking 33:5 54:1 167:14 166:18,20 205:13 shut 75:3,4 14:20 15:19 91:11 94:2 180:1 181:7 69:5 74:6 185:7								
148:18 8:2 11:2 159:9 229:5,17 smaller 14:4 175:4 206:23 181:9,11 149:3,14,19 64:17 68:18 189:13 site 152:1 134:20 177:21 219:12 spending 165:2 96:12 135:9 212:1 sites 13:18,20 smart 3:7 178:21 speaking 33:5 54:1 167:14 166:18,20 205:13 shut 75:3,4 14:20 15:19 91:11 94:2 180:1 181:7 69:5 74:6 185:7								
149:3,14,19 64:17 68:18 189:13 site 152:1 134:20 177:21 219:12 spending 165:2 96:12 135:9 212:1 sites 13:18,20 smart 3:7 178:21 speaking 33:5 54:1 167:14 166:18,20 205:13 shut 75:3,4 14:20 15:19 91:11 94:2 180:1 181:7 69:5 74:6 185:7						· ·		
165:2 96:12 135:9 212:1 sites 13:18,20 smart 3:7 178:21 speaking 33:5 54:1 167:14 166:18,20 205:13 shut 75:3,4 14:20 15:19 91:11 94:2 180:1 181:7 69:5 74:6 185:7				· ·				
166:18,20 205:13 shut 75:3,4 14:20 15:19 91:11 94:2 180:1 181:7 69:5 74:6 185:7								
							_	
	· ·							
	, -, -					<i>J</i>		•
		<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>		

							Page 29
100 11	00.10.117.2	20.11	115 611	152.04	1 124 24	l	102.22
100:11	99:19 117:3	20:11	115:6,11	153:24	124:24	succinct	182:22
spoke 158:11	125:1	187:11	119:10,12	185:19	submissions	198:13	supportive
spring 12:24	199:14	245:20	stay-away	strategy 7:23	151:4	suffer 223:2	85:1 170:6
springing	200:23	statement	125:21	17:3 24:17	submitted	suffered	supports
219:7	206:11	5:11 11:18	173:24	30:13 54:13	14:18 95:8	104:15	167:9
stabilize	217:13	56:6 65:5	stayed 131:23	57:17	subsequent	suffers 9:14	168:21
70:21	started 4:12	103:20	staying	stream 168:2	53:16	sufficient	170:9
stabilized	14:6 29:18	246:16	136:18,18	street 9:12	subsequently	172:1	173:15
176:21	39:7 86:4	statements	160:11	120:18	176:11	210:10	175:17
178:17	95:14,15	96:16	stays 168:3	121:1	subset 123:22	253:7	183:13
stable 175:16	97:17 98:2	states 156:10	steno 216:1	174:22	134:20	suggest 220:6	supposed 3:4
175:22	98:20 110:6	193:23,24	stenographer	175:23	173:7	suggesting	52:19
staff 11:20	111:12	194:1 197:3	205:23	239:15	175:10	49:23	123:15
54:23 71:4	128:14	199:3,7	stenographic	250:15	177:16	suit 152:17	Supreme
72:5 113:5	137:12	202:6	256:6	streets 85:19	substance	suitcases	202:12
118:1,3	165:22	222:22	step 138:21	stressed	108:13,16	245:15	249:24
142:14	168:23	statewide	178:13	37:13	109:7 146:2	sum 63:1	sure 18:17
152:19	180:16,17	52:6 246:1	200:13	strides	174:12	summary	26:4 32:2
166:19	200:24	station	205:11	154:10	219:23	152:10	43:9,17
211:5 243:8	201:4	180:18	229:12	striking	substantial	208:20	65:18,20,24
staffed 243:5	234:11	202:9	stepping	158:14	88:3 172:14	summer	77:7 81:14
staffers 118:9	starting 45:7	stationed	162:23	strive 182:20	subtleties	19:11 47:16	81:23 91:20
staffing 110:6	52:1 57:16	61:11	steps 66:8	201:22	155:14	161:24	91:21
110:21	95:24 122:1	statistic 62:16	67:14 96:3	strives 154:7	suburbs	187:1	103:21
staffs 2:15	138:12	statistical	100:6	strong 7:16	247:18	supercedes	104:23
stage 69:13	168:24	19:19,23	154:14	40:24 41:1	succeed	242:23	109:10
77:10,11,13	169:6,12	59:19	205:8	120:23	175:18	supervise	116:8
77:14 80:10	startings	183:13	stereotypical	structured	212:5 235:2	130:19	117:20
80:12,20	194:21	statistically	154:24	31:20	success 33:16	supervised	118:3
83:3 98:8	starts 95:3	48:16 65:15	stolen 250:22	struggles	40:2 72:11	60:3 168:16	125:16
stages 59:6	158:3,4	statistics	stop 50:14	224:8	82:18 89:8	supervision	126:9,12
59:14	217:17	91:16	71:23	struggling	91:20 98:18	60:6,11,12	132:10
stakeholder	startup 169:3	144:12	146:18	174:11	163:20	63:15 64:3	135:10
215:21	stat 241:21	184:7 191:5	179:8	stuck 161:7	169:10	80:22	157:12
stakeholders	241:23	223:14	218:20	232:14	211:20	112:10	158:3 159:5
67:1 74:7	state 11:16	stats 68:5,18	229:15	studied 159:2	213:24	113:12	159:24
141:2	18:24 28:18	231:20	stopped 66:3	studies 31:5	successes	125:1	161:8
201:18	37:5 45:5	statuses	193:12	158:11,16	90:21	147:10	165:17
246:4	45:16 51:23	179:22	stopping	study 158:18	200:11	165:6 169:7	179:17
stand 8:14	54:1,4,7,16	statute 141:5	162:5 163:6	196:22	successful	175:12	195:12
standard	84:22 85:22	223:9	stores 145:8	stuff 5:2	32:6 71:7	179:4,6	204:9
88:19	92:22	240:15	stories 63:11	106:11	71:22 82:10	256:19	224:16
standpoint	106:24	statutes	213:24	229:15	89:21	supervisor	232:13
85:15	142:4	143:18	story 2:19	230:1	108:24	112:24	254:13
star 30:2	164:20	223:12	69:13	248:24	120:2 128:3	supplied	surety 222:8
stark 159:1	182:5 192:7	statutorily	203:11	stupid 131:9	128:11	152:11	surprised
start 6:10	193:9 197:2	224:1	strat 17:9	subcommitt	173:16	support	73:16
15:6,21	207:2,18	statutory	strategies	57:21 58:16	successfully	93:17 120:1	surrounding
26:16 32:4	209:3 222:7	103:23	10:9 16:23	59:2,4	128:6 212:6	144:12	104:11
39:14 48:7	223:12	222:7,23	17:7,11	183:2 207:6	successive	149:1	surrounds
51:5 55:15	233:12	240:17	30:20 53:21	subcommitt	43:21,21	212:15	130:5
79:10,12	241:24	stay 66:18	54:19 55:9	135:1	successor	243:8	suspicion
81:1,2	stated 16:3	113:15	57:15	subject	139:14	supported	222:18
L							

							Page 30
		1		l	l		
sustaining	212:6	11:21 19:2	79:18 85:4	245:15	technologies	232:9	55:20 57:11
153:1	215:13	19:21 22:10	86:3 111:18	249:2	195:24	246:15	57:12 64:16
swamped	218:22	24:19 41:12	126:14	talks 234:1,2	technology	terrific 86:16	64:22 73:24
248:11	219:11	46:13 47:2	129:22	tape 236:3	60:17 85:6	86:18	74:1 77:15
swear 39:22	220:23,24	47:8 49:13	155:8 160:3	target 15:12	117:2	territory	81:7,8,10
44:22	221:10	50:3 66:9	169:1	16:3 22:20	130:10	59:17	81:12 83:4
switching	223:4	73:2,19	179:14	125:5	Teen 64:14	test 197:19	85:23 86:15
83:13	224:10	79:6,9 92:4	184:4	targeted	television	246:10	87:22 89:5
swung 219:3	230:21	102:2,11	195:13	169:3	137:1	testified	92:8,17
symptoms	231:7 234:10	103:14 107:15	202:10 207:17	187:18	tell 4:12 230:19	193:12 203:11	103:2
55:5,16	234:10		223:18	targeting 87:3 176:6	239:4,13,23	238:20	104:18 105:22
system 5:17	239:24	111:14 134:11	227:13		248:24		
6:11 8:7,8 9:6 10:8	241:1,22	134:11	234:6	targets 15:14 Tariq 1:13		testify 11:7 55:24	106:8,9,12 106:15,23
13:9 37:8	241:1,22 243:5,22	133:9	234:0	8:20	telling 157:7 221:9 239:3	106:19	
37:10 40:5	243.3,22	141:24	241:1	task 80:1,9	244:10	191:20,22	141:3,9,14 141:19
	250:10	141.24	254:10,13	180:9	tells 86:23	206:2,22	150:15
42:19 43:1 43:13 48:9	250:10	148:5 156:15	254:10,15 talked 44:18	tasked 152:2	tens 80:23 ten 13:14		150:15
49:13 56:10	251:5,15	150:15 157:6 164:8	75:5 114:12	Taxman	135:16,21	testimony 11:16 30:23	154:15 161:20
56:23 57:8	252.9,19	166:18	114:14	119:5	194:11	46:10 92:9	
64:9 65:3	253:0,18	170:10	123:24		205:23	92:13,23	164:10,17 165:17
71:16,24	· ·	188:5 206:1	158:16	taxpayer 212:14	240:6	92:13,23 142:5	170:20
83:5,11,19	systemic 251:12	206:6 216:2	200:21	TCY 90:22	tenants	142:3 164:10,20	170:20
85:3 100:5		216:16	200:21	101:1	182:15	165:16	181:18,22
126:22	systems 45:19 185:12	218:15	244:3,5	165:24	tend 239:7	182:11	182:3 188:6
128:10,13	199:9,11	220:10	244.3,3 245:21	165.24	tenu 239.7 tenure 129:21	191:18	189:5
128:18	241:14	223:19	249:1	167:3,9,10	term 161:10	191.18	191:15,16
134:22	241.14	223.19	talking 47:22	167:15,21	183:20	192.3,8	191:17
140:5,17	T	225:17	55:7 67:19	168:3 181:2	219:13	203:5	192:4,15
143:24	T 256:1,1	230:2,2	77:14 80:9	181:7	termination	203:3	195:9
144:18	table 11:11	237:20	80:11,13	team 7:8,10	99:18	204.18	202:18
148:2 149:2	56:4 77:3	240:9	86:11 99:11	12:7 16:17	terms 5:16	207:4 208:7	204:20
151:23	92:16	takeaways	99:12	16:22 17:1	16:1,2	214:7	205:13
153:10,15	106:22	44:24 45:4	101:21	40:24 51:15	29:10,11	218:19	207:3,7
154:9	141:18	45:12	112:13	51:24 57:22	31:6 32:16	236:2	215:23
155:19	157:21	186:20	118:22	59:1 78:23	32:20,21	243:16	219:22
156:19	164:16	taken 9:4	126:5	84:20 92:4	36:6,9	254:8,16,21	230:16
157:4,16	182:2	38:11 108:6	134:21	106:12	42:22 43:9	testing 197:6	238:1
158:13	184:10	110:16,24	135:12,18	161:8,15	56:6 57:5	197:11	254:15,19
160:11	192:2	138:8	137:19	182:23	68:20 69:12	198:7	255:5
161:7 173:1	195:18	154:14	155:9 157:3	184:15,24	70:9 83:23	Texas 199:14	Thankfully
173:3,6	206:11	203:20	163:23	205:4	102:17	text 60:8	71:2
174:10,16	207:1	205:21	177:12	technical	108:7 120:9	71:13 82:11	thanks 87:24
177:22,24	215:21	216:5 220:9	181:4	108:12	120:13	82:14,24	104:17,20
178:22	219:8,16	256:6	190:20	118:14	126:12	thank 2:13,14	203:24
179:8 181:5	246:4	takes 94:10	199:7 206:4	137:10	130:3	5:13 6:7 7:4	206:19,20
181:14	tail 51:13	133:3	220:1	148:7	132:12	11:14,22	235:20,21
183:9 185:9	tailor 82:14	150:10	230:23	technically	139:18	18:11 19:1	theft 75:11,12
185:24	127:17	249:9	234:4	114:9	166:11	24:22 26:1	100:15,16
199:13	tailored	talk 4:3 24:23	235:15	technique	167:7	27:19 29:14	146:17
201:10	152:16	47:10 48:9	243:13,17	88:19 89:1	176:15,22	30:22,24	theoretical
208:10,16	184:12	49:10 55:10	243:18	techniques	181:3	36:22 38:5	171:4
208:19	tailors 224:17	56:9,22,23	244:12	59:19 89:3	201:12	38:7 51:11	therapy
	take 2:13	, ,					
	I			l	l		

							Page 31
110.12	172.16	100 10	252.16	252.12	220.10	00.21.01.16	1504
119:13	173:16	122:13	252:16	253:13	220:19	80:21 81:16	trainer 153:4
thereof	176:5 177:2	123:20,22	254:1,8,22	ties 193:2	228:11,12	88:7,8,11	trainers
144:16	177:19	124:5,11,15	thinking 43:8	212:22	231:11	88:13,14,14	152:21
thing 8:21	183:21	124:15,21	44:8 124:4	tightly 59:13	237:7 238:6	88:18,19,23	training
26:23 37:23	185:6	125:2,8,10	third 17:15	till 107:23	243:1,10	88:23	113:5 118:8
45:2,17	188:14	125:19,20	33:23,23	time 11:13	249:17	119:11	119:14
52:18 66:8	193:10,16	125:21	89:11	16:6 17:9	timeline 16:2	122:19	143:6
75:24 116:7	193:17,23	126:2,6	150:20	18:15 24:16	timelines	123:12	150:13,19
125:15	199:17	128:12	245:3	28:15 32:10	195:3	130:1 161:2	151:1,8
130:15	200:19	129:17,18	third-party	32:20,23	timeout	161:24	152:3,14
157:18	201:13	130:7,11	146:9	33:12 36:12	249:10	166:2	158:10
158:8 162:7	202:3 216:8	132:8	147:18	37:24 45:10	times 16:21	206:12	166:22
203:9,10	220:11	134:21,22	thorough	45:13 48:1	63:23 101:3	247:12,13	177:24
204:4	226:23	135:2	81:15	50:13 54:1	101:10	247:14	178:5
206:14	228:5,6,24	138:10,23	212:20	54:3,16	121:22	252:6	179:15
217:22	229:3,4,11	139:5,10	thoroughly	64:14,21	122:19	tools 74:5,9	180:4
224:18	230:2 231:5	140:10	53:18	68:8 72:18	123:8	74:12 87:16	transcript
229:22	231:11,14	141:6,12	thought	72:23 75:14	208:16	88:22	256:8,16
248:23	233:17	156:13	46:15	77:6 79:1	timing 39:14	163:14,15	transition
252:15	234:4	157:9	118:11	79:14 87:16	44:8	210:3	85:16
things 4:21	243:19	158:21	217:10	93:23 94:10	title 10:1	top 20:14	143:17
6:22 8:3	246:7,11	160:15	thoughtful	94:13,15,18	11:13	38:10 135:6	translates
25:11 30:3	254:12	161:8,17	129:20	94:23 95:8	today 7:11,17	topic 85:2	20:8
30:16 37:19	think 2:8,9	163:10,18	146:10	100:10	8:2,12	150:24	transportat
38:12,20	4:8 5:15	170:23	thousand	101:9 102:3	10:13 12:5	156:24	146:7
39:4,9,12	6:13 27:17	176:24	240:6	102:11	59:6 107:16	total 20:9,19	travel 156:16
39:19 45:14	30:6 33:15	181:2	threaten	104:7,7,9	143:13	21:10,20	traveling
48:16 52:6	35:19 37:20	188:24	246:24	109:20	150:18	22:12,17	155:23
52:9 55:14	38:15,22	189:7 190:6	three 15:13	117:14,16	156:14	144:5	treated
65:13 66:23	39:4,17	195:12,13	16:1 20:6	120:24	165:19	225:18	157:12
66:23 69:18	40:1,19,24	196:9,13	24:8 38:16	122:10,14	191:20	touch 63:18	162:17
72:10 75:5	42:19 43:23	198:22	47:17,18	128:15	196:7	64:11 205:5	215:16
78:24 80:12	44:1 45:13	200:7 201:6	51:4 63:13	132:4,5	207:10	tough 118:18	treatment
85:21 90:17	45:14,17	201:17,23	63:16 77:21	135:19	215:18	131:24	25:10 31:11
99:20	48:12,19	204:7,24	97:13	138:24	226:23	tour 54:3	31:13 66:16
100:13	50:9 51:4	205:11,16	107:15	139:6	230:11	track 149:18	66:17 71:20
112:6 114:7	52:11 54:9	205:20	138:13	141:12	236:12	174:6 180:3	71:22 97:1
119:1	67:13 68:4	213:18	177:10	144:6 149:6		185:5 186:8	97:5,9,21
121:12,16	72:20 74:11	216:9 217:2	180:4	156:23	254:16,20	tracked 32:24	98:6 101:2
125:14	74:12 78:8	217:23	240:11	165:14	255:5	68:22	127:18
126:5,9,10	80:18 81:6	218:13	241:10	166:7	today's 45:10	tracking 36:5	128:4,6
128:10	83:24 85:7	219:2 220:2	247:23	167:12,14	told 54:9	traditionally	133:6,7
129:17	87:8,12	226:9 228:4	249:15	170:23	240:3	135:7	139:24
130:18	90:8 91:5	228:9 230:3	three-year	179:24	tolls 249:6	trafficking	140:1,16
140:22	91:11,16,20	238:19	50:15	185:7	tomorrow	147:8	146:2,8
154:20,23	92:20 99:4	240:20	thriving	187:21	89:12	tragedies	148:13,17
155:21	101:4	241:3 244:4	199:20	189:4 193:1	tone 123:16	156:9	152:8
156:12,13	114:20,23	245:22	throwing	196:4	tongue 46:24	trail-blaze	168:14
158:14	115:24	246:7,12	250:4	202:19	tool 30:8	156:13	170:5,9
159:15	116:1,3,4	247:14	thrown	203:20	59:16,16,18	train 152:19	173:15,22
164:4	117:13	248:19	182:14	209:6	59:24 66:22	152:21	174:20,23
171:11,16	118:2	249:21	ticket 163:4	215:23	67:18 74:4	202:8 239:6	174:24
172:16	121:21	251:3	tide 253:13	218:24	76:1,8 77:2	trained 151:3	175:22
L	-						

_							Page 32
	İ	Ī	İ	İ	İ	İ	1
204:10	119:11,13	113:6,7,16	163:10	understand	127:9	184:6 194:7	90:16
treatments	120:18	113:17	232:7	5:23 33:18	146:22	195:5	174:14
140:18	125:18	134:6	unable 109:2	45:19,22	165:8 179:5	207:18	varying
trend 38:20	127:17	138:10	150:18	50:22	United 194:1	210:2	224:8
Trenton	129:14	143:9	unacceptable	128:14	197:3	233:22	vast 190:1
247:24	141:20	144:15	251:20	155:14	units 60:20	242:22	194:15
trepidation	175:22	147:13	unaccounted	understands	60:23 61:2	245:12	213:21
124:5	180:14	150:21	26:23	6:4 226:1	83:12,14,20	useful 161:23	vehicular
triage 147:18	trying 40:8	168:24	unanswered	understood	84:2 117:4	uses 196:19	147:6
trial 1:11	46:24 70:8	169:16,21	215:11	157:10	154:1 169:8	usual 243:24	VEM 112:9
60:4 94:9	74:16 79:11	170:2 171:8	unattended	225:3	universes	244:2	112:22
105:18	98:23	176:15	217:21	undertake	222:1	utilization	113:1,6,14
110:22	112:16	184:18	unchartered	19:15	university	130:4	113:19
125:4	118:24	191:21	59:17	undertaking	185:1 198:5	utilize 78:14	120:4
137:16,17	119:10	195:21	unclear 88:7	153:12	unpreceden	79:2,17	126:14
194:14	140:23	202:21	uncomforta	undertakings	154:17	utilizing 76:5	vendor 60:16
195:3	156:4,15	203:12,13	42:12	150:21	unspoken	77:23 79:21	84:3,3
213:14	176:8 179:1	214:12	unconstitut	underway	156:22	85:3 86:17	111:24
242:19	204:13	223:13	199:13	18:8 39:5	update 12:10	130:9	117:17
243:3,13,14	205:11	236:11	uncover	59:11 90:1	16:7 188:7		verb 242:23
248:24	216:14	240:7	186:3	205:19	245:20	V	verdict 70:1
249:3,21,22	217:11	245:16	undergo	underwrite	updated	v 142:6	verge 133:9
250:2	226:24	248:9 249:4	166:21	224:3	59:18,19	249:24	version 7:2
trials 21:18	233:7 234:8	249:15	underlying	undo 50:11	89:1	vacuum	175:19,24
trickles 158:4	252:1	254:11	37:12	undoing	updates	248:6	204:6,12
tried 46:22	tune 119:12	two-plus 12:2	108:10	50:19	24:17 59:2	vague 183:21	versus 39:16
217:4 236:8	252:8	two-year	understand	unequal	updating	validating	114:18
trigger	tuned 252:7	15:24 249:2	10:16 18:17	152:8	83:11 88:9	88:16	115:9,10
146:13	turn 50:24	two-years	26:4,24	unequivoca	upgrade	validation	140:7
trip 202:21	152:20	243:14	35:4 45:6	221:22	83:16	197:4 198:4	199:19
202:22	188:14	twofold	48:8 78:12	222:6	upgraded	198:8	200:1 231:9
trouble	turning 41:3	168:11	89:7 91:22	unfortunat	131:12,18	valuable	245:24
228:15	tweak 140:9	type 54:11	102:9	143:12	244:21	105:11	viable 168:3
true 65:5	twelve 18:7	78:24 79:3	109:13	Unger 56:3	upgrading	207:11	Vice 245:14
156:2	108:22	102:13	128:20	58:8,9	60:17	value 92:20	victim 123:17
171:12	Twenty 13:13	127:4	136:1,2	84:14 92:15	upticking	variables	victim's
truest 234:2	Twenty-three	158:21	137:14	92:24 93:1	70:12	153:19	123:3
truly 212:24	167:5	235:5	140:20	93:4,15	Uptrust 82:3	190:21	victim-less
Trump's	twice 53:11	types 4:17	171:19	102:22	ur 240:17	variance 40:7	9:3
176:4	154:12	138:19	183:24	105:3,7	urban 253:6	varies 84:3	victims 9:4,7
trumps	two 6:15	139:1	185:8	110:9	urgent 196:6	159:3	9:11
242:22	10:13 23:19	typically	186:10	Uniform	urines 133:3	190:23	victory 89:10
trust 82:7,19	34:21 38:16	129:11	218:16	147:5	133:3,5	various 21:9	89:12
149:1	39:7 40:13	167:19	219:17	union 241:24	usage 108:23	32:4 36:17	view 9:1 49:8
truth 212:8	41:16 49:13		221:3	unique	use 20:3 35:8	40:16 41:19	57:7 65:12
try 41:5	51:3 59:4,5	<u>U</u>	222:16	152:17	35:17,20	60:11 76:16	136:12
46:23 71:14	59:12 66:10	Uh-huh	226:13	218:12	41:1 56:9	100:6	154:24
75:4 76:22	69:17 79:11	190:22	233:10	unit 17:23	74:10,11	146:11	171:22
78:14,19	82:7 93:7	ultimate	234:7	58:6 93:10	83:14 85:20	149:21	203:2 220:8
80:6 82:21	94:13 95:10	200:16	235:24	95:5 105:19	88:18 113:1	151:2,5,11	220:10
108:23	99:20 101:7	ultimately	237:18	107:4 110:8	115:22	153:9 183:7	236:5,16
109:6	108:18	14:16	242:7,9	112:22	117:14	191:9	239:1
115:19	110:23	127:19	250:17	113:1 117:5	125:5,7,18	208:13	viewing 9:15
		148:24				vary 90:7,14	
	•	•	•	•	•		•

							Page 33
		l	l	l	l .	l	l
9:16	W	125:5 126:9	67:7 194:7	weapon 43:9	Wertheimer	wind 105:23	50:5,6,14
vigorous	Wachinski	126:12,16	203:9 204:6	43:13	1:14 11:10	176:10	52:16 57:13
125:1	206:24	129:16	wasn't 50:5	104:16	11:19,19	wireless	89:24 90:1
violates 123:1	207:5,20	136:24	118:12	193:15	14:5 17:20	60:17 83:13	92:10 93:6
violating	215:5 218:6	148:15	217:15	weapons	18:14,20,23	116:24	93:7,21
123:10	218:10	156:7,8,18	233:3 237:2	101:8,16	24:18 25:13	117:1,7,13	96:10,13
176:1	221:17	157:11,17	watch 8:9	252:2	25:21 29:19	130:9	100:9
violation	223:10,17	158:23	68:19	website	29:21 30:11	wish 248:3,4	105:19
107:19	232:15	178:23	watched	236:19	30:17,24	withdrawn	115:3 117:5
108:12	wait 29:15	180:21	210:19	wedge 140:15	31:15 32:11	69:3,11,12	119:4
111:19	31:1 107:23	183:14	236:11	weed 252:8	35:12,14,19	69:14	120:19
112:8	140:16	187:24	water 250:5	week 61:13	37:5,16	Witness	124:11
113:22	waiting 140:7	188:23	way 3:21,23	61:17 94:12	38:7,22	182:2	125:13
137:8,9	149:23	190:2 193:8	31:19 36:18	94:17	40:9 41:14	witnesses	132:24
138:14	235:16	193:9,19	43:8 56:9	108:22	41:22 42:1	27:11 192:2	133:13
143:18	walk 140:14	202:17,24	56:21,23	109:21	42:8 45:11	207:1 220:3	142:23
147:5 179:9	240:5,7	203:15	57:7 65:10	110:20	46:3 49:15	woman 236:2	143:1
violations	walked	205:13,22	69:2 83:7	155:24	50:8 54:18	women 215:1	146:12
17:15	236:18	206:2	86:5 87:7	177:10	121:19	222:9	148:4,22
112:12	walking	207:13	118:2 119:6	180:5,13,14	141:17	223:23	149:11,20
118:14	245:14	208:9	124:15,16	180:15,19	142:13,13	won 231:16	150:3,21
127:23	walks 9:12	211:18	125:18	248:10	161:19	wonder	151:7 153:7
143:3,14	171:4	212:4 217:6	128:9	weekly 14:23	188:2 205:2	240:24	153:16,17
violence	wall 170:4	218:2	129:20	40:20	218:2,9	wonderful	154:5,6,7
55:11	walls 169:22	220:20	132:1	weeks 69:16	245:18	87:21,21	154:11
125:20	232:13	227:11	139:22	94:13 95:10	246:21	190:6	155:5 158:2
173:21	want 2:12,13	229:12	143:14	108:23	West 147:23	199:18	161:9,10,11
245:4	2:14 4:18	235:19	157:10	112:7 140:8	wheel 71:1	wonderfully	161:14,14
250:20	5:3,3,9,14	242:8 243:2	176:2	249:16	white 18:4	73:7	169:22
violent 85:18	5:21 6:6,17	245:11	183:17	weight	247:18	woods 86:2	176:23
193:14	6:23 7:4,9	246:14	189:20	155:11	whoa 122:14	248:14	180:23
201:14	7:24 8:21	248:23	201:13	weights	wholesale	250:15	184:19
Virginia	9:17 11:21	254:12,15	206:18	196:20	235:14	Woods-Ski	186:21
88:23	26:4 29:21	254:19	210:7,20	welcome	wholistic 4:22	14:14 177:4	188:9,18,21
virtually	40:1 47:2,8	wanted 24:22	211:11	12:21 46:17	wholistically	Woods-Ski	189:1,8,23
244:22	48:4,22	31:3 39:23	220:5,14	77:16 93:17	208:17	177:7	201:4
virtue 239:2	49:7,11	49:16 51:23	228:5 229:3	165:3 192:3	wide 129:23	word 41:1	205:10
visit 152:1	50:3 51:14	73:13,14	231:1,6	went 3:20	wider 73:21	176:24	210:5,7
visits 2:12	56:5 65:18	106:2 188:5	246:22	13:21 46:8	134:16	180:8 242:9	211:5 215:6
vital 91:21	65:24 66:4	189:6 205:4	254:2	65:12 69:12	167:23	words 9:4	215:10
vocabulary	68:4,18	227:4	ways 76:14	69:22,23	Williams 11:7	35:10	219:8 222:9
207:23	70:22 72:1	231:10	82:8 199:15	86:10 115:5	55:23 92:12	162:10	224:8,13
voice 106:3	72:2,12	236:12	we'll 76:24	118:10	106:16	work 4:4,5	227:24
volume 23:11	78:19 81:23	wanting	we're 67:10	124:9	141:15	5:4,8 6:3	229:16,21
24:3 116:13	84:23 85:22	231:9	99:11	129:20	164:11	7:13,15 8:9	231:2,7
116:17	86:16 88:1	wants 224:19	111:14	160:9 189:1	181:23	9:16 10:19	236:4
volumes 69:5	103:5,6	war 231:14	122:1	204:5	191:17,19	10:23 11:1	247:10
70:7	104:4 106:9	warned 65:13	195:22	215:11	206:21	12:1 13:22	250:7
vulnerable	107:21	warrant	218:6,10	243:17	willing	16:22,24	workable
173:11	117:1	82:20,24	233:7	245:21	100:16	19:10 20:13	80:2,3
227:4	121:15	wash 3:9	we've 6:14	weren't 159:7	101:12	22:21 35:24	worked 7:18
228:11	122:7	Washington	42:22 45:18	163:3	134:2 153:3	37:20 40:12	109:11
229:10	124:23	2:22 65:10	wealth 76:2	231:12	win 90:19	42:2 45:19	213:12
	ı			ı	ı	ı	1

							Page 34
worker 78:7	193:12	20:7 23:10		18.3 20:9,24	15:21 62:5	3,550 109:24	437 68:23
78:22	227:6,17	23:20 34:21	0	23:16 27:21	62:18 94:4	3.5 10:14	4500/5000
118:15,17	woven 59:13	35:2 40:12		36:19 187:1	94:14,21	15:22 16:14	181:6
118.13,17	wrapped	40:13,15	1	187:15	95:16 96:23	3:00 149:11	47,000
169:18	172:4	43:5,7	1 15:21 16:5	19 17:7 24:14	143:15	30 16:18 26:8	214:15
workers 71:6		49:12,13	144:3	29:17 90:15	184:18	26:18 27:3	48 145:2
78:23 79:10	wrapping 209:7 254:8	51:3,4	151:10		214:14	109:20	174:5 247:5
	wreck 239:7	· ·	152:10	19-year-old			
79:12 80:3		138:8,10	1,099 111:13	234:17	2017 1:6	111:6 131:4	247:7
workgroups	write 25:19 75:24 180:6	147:2 168:4	1,252 144:5	191 13:10	20:23 62:19	135:23	5
17:4 working 31:6	199:11	183:6 190:1	10 13:18,20	1985 59:16	94:22 113:24	167:19	5 224:4
36:14 40:17	written	203:12,13	194:15	88:10 1990s 60:8	151:10	168:20 170:14	5,000 22:18
		209:5 213:23	223:20				50 26:10,22
48:17 54:22	213:22		224:11	1995 209:21	194:22	228:8	· ·
73:7 93:18	wrong 35:7	214:13,16	226:16,17	19th 155:12	201s 173:3	234:23	27:4,5
98:23	229:19,20	223:13	226:19		215 5:22	240:23	196:24
106:13	248:1	228:8 233:3	236:23		191:24	241:16	222:22
138:9	wrote 206:12	234:14	240:8,13	2 16:10 22:16	192:12,19	249:9	50,000 22:11
142:19	X	238:1	10,000 225:8	2,000 34:6,18	193:21	30-day	22:13 62:9
151:6 158:6	A	239:13	10:21 1:6	34:22,24	194:6	170:14	500 86:8
166:19	Y	241:10	100 2:23	63:13 193:5	202:18	30,000	105:16
168:8		249:4	26:11 167:2	225:9	204:21	181:10	500,000
180:13,14	y'all 192:20	Yellin 206:24	214:2	2,500 240:22	206:16	30.1 21:10	16:12 253:1
180:15,17	193:10,20	208:24	240:23	2:20 235:22	22 36:16	300 23:12	53,000 87:22
180:18	yeah 26:3	209:10,11	100th 3:12	2:37 255:7	22.6 22:15	302 171:10	53,508 63:2
185:16,20	34:16 42:12	209:15,17	108 98:20	20 14:20	220 179:23	172:1	5300 94:17
186:7	56:16 99:8	216:22	12 17:8 22:5	26:22 27:20	22nd 65:21	302s 173:3	57 111:7
188:15	102:10	217:6,16	29:18 61:10	97:24	147:16	30th 179:12	5th 155:12
191:8	117:24	218:5	67:19	180:13,14	24 67:19	31 21:10	6
224:16	119:3	225:13,23	167:16	180:18	194:12	95:16 144:3	
227:3 239:4	129:16	226:8,12,15	242:2	20,000 225:5	24-hour	3200 94:20	6,604 20:8,23
239:6 247:9	135:14	yeoman-like	1200 160:18	226:2	149:9	34 10:17	60 61:17
253:15	190:14	250:6	140 167:14	236:23	24/7 115:3	15:13 16:3	240:23
works 11:3	198:21	yesterday	15 180:18	237:4	214:5	20:6 50:16	241:16
40:6 117:18	238:19	241:12	224:5	200 46:4	240 112:24	35 239:13	60-some 90:4
117:19,20	254:9	yield 183:15	150,000	181:20	124:17	35,000 214:3	63 231:23
159:16	year 2:10	Yo 126:17	14:21	2007 209:23	25 26:8 70:1	350 213:23	670 22:7
181:15,15	12:1 16:5	York 63:7	151 68:24	201 171:10	163:4 235:4	213:24	7
234:10	16:21 18:3	185:2	69:3,20	172:1	25.5 21:20,23	365 214:5	
world 86:13	20:16 38:16	194:17	16 192:21	2010 219:1	187:4	39 167:3	7 60:22 224:6 225:18
215:22	38:16 61:10 86:2 89:19	198:6	16-year-old	2012 165:22	250 160:9	39th 147:16	7:00 149:11
221:21,22		young 52:17	236:24	2014 60:9	161:3,5	4	
worlds	109:17	54:10 164:6	160101 1:17	2015 12:24	241:3		70 26:9,10
221:24	111:22	171:9 233:8	10:3	14:6,18,19	26 109:19	4 15:23 16:13	700 60:24
worry 241:4	144:6 160:6	234:18	17 109:22	18:1 19:12	27 69:20	4.4 21:15	86:11
worth 121:17	166:19	235:2	17.3 187:14	19:17 20:16	167:6 233:3	40 167:19	225:15 72 174:5
worthwhile	167:19 179:21	247:16	1701 147:23	20:20 21:14	28.9 24:5	180:15	72 174:5
5:6 129:13		Youth 192:11	174 98:19	22:6,15	289 144:8	238:1	74 109:17
150:6	181:8,9		18 192:23	23:12 24:5	2A-162-12	400 1:5	75 14:8
wouldn't	214:14,15		193:6,13	111:5 144:3	240:15	404 98:4	750 63:24 750,000
39:15	214:15	zero 214:4	232:3 237:1	144:3 184:6	3	110:11	,
105:21	219:8,17	ZIP 74:13,23	237:4,15	187:1		406 177:10	119:4 76 160:8
115:21	years 10:13	155:8	18-month	194:10	3 223:21	41 183:2	76 160:8
158:24	12:2,3	zone 123:18	237:7	222:5	3's 75:22	416 144:11	76.9 144:10 77 160:8
	15:13 16:1	245:2		2016 15:20	3,500 240:22	434 68:14	77 100.8

						Page .	33
	I	1	I	I	1	1	- 1
8							- 1
8,082 20:21							
8.1 22:12	·						- 1
8.5 23:19							
800 60:20,22							- 1
124:17							
225:15							
80s 88:21							
89:3							
83 204:8							
83,000							
214:14							
84.1 62:19							
87 68:16							
879 213:13							
213:14,16		1					
213:14,10							
88.2 62:23							
89 111:5		1					
8th 115:6							
		1					
9		1					
9 1:6 242:2							
90 52:22							
97:16,22,24							
194:9,13							
240:23							
241:21							
90-day 97:19							
241:16							
90.6 62:21							
900 225:15							
90s 89:4							
93 69:3							- 1
963 144:9							
97 160:19							- 1
250:1							- 1
		1					
		1					
		1					
		1					
							J
	l	ĺ	<u> </u>	<u> </u>			