

Katalin Howard - Step on Toes!

Mindy: [00:00:00] Welcome to Analysts Talk with Jason Elder. It's like coffee with an analyst, or it could be whiskey with an analyst reading a spreadsheet, linking crime events, identifying a series, and getting the latest scoop on association news and training. So please don't beat that analyst and join us as we define the law enforcement analysis profession.

One episode ahead time.

Jason: Thank you for joining me. I help many aspects of your life are progressing. My name is Jason Elder and today our guest has six years of law enforcement analysis experience. She started out with the Halifax Regional Police in Canada, moved on to Cincinnati Police Department and is now with Data Walk.

She's here to talk about osen and human trafficking. Please welcome Katalin Howard Katalin. How we doing? Good. How are you Jason? I am doing very well. So I really interested in hearing your story just cuz you're going from Canada to United States and you got a couple good [00:01:00] conversation topics here with ENT and human trafficking, which are popular in the analyst conversation these days.

Oh, I appreciate that. So I take it that since you are, we're at Cincinnati Police Depart Department and now Datalock that Charlie Giberti stole you from Cincinnati Police

Kat: Department. He absolutely did.

Jason: So, hey, he has given me a lot of business over the past year since I've had him on

He gave me this list of Alas of tomorrow, which gave me five or six interviews.

. . So how did you discover the law enforcement analysis

Kat: profession? Okay. So before Nova Scotia, I was actually in Connecticut.

And before that I was in Nova Scotia again, but I'm originally from Ohio, so there's a whole background Before I actually got into the law enforcement profession I actually had no interest in law enforcement to start with. Like my

entrance into this field was pretty untraditional. , I didn't [00:02:00] finish college.

I actually didn't know. What my niche really was because I have so many varied interest. I thought that I wanted to be a therapist and I really wanted to work with victims of sexual abuse as a therapist. So I tried playing around with different things in college and professionally doing advocacy work and volunteering with crisis counselors, becoming a crisis counselor myself.

It just wasn't my thing cause I didn't like all of the academia and the ivory tower that sat behind it. So I ended up dropping outta school and I moved to Connecticut where my family now lives. And just really tried to take stuff, like some time for myself to figure out what I wanted to do.

So I was about the age , of 21. At that point, I found my interest in human [00:03:00] trafficking just by the prior therapy experience and a general interest in things that are off the beaten path. So, moving to Connecticut, I was trying to find things that were a little bit dark in macab. And places that people don't typically visit.

And I found on the Berlin Turnpike, and I found that the Berlin Turnpike has a lot of instances of human trafficking. It was an old route for truckers to take back in the day. So it's lined with motels that are reminiscent of the 1950s, and it has the diners, it has that whole look that you, you associate with the 1950s, but nobody's staying at those motels anymore.

They charged by an hourly rate and it's become a hotspot for trafficking. Found out that somebody wrote a book about it, and I reached out to that person and I was like, Hey, I'm really interested in what you're doing. Do you need help with anything? And he actually responded to me and he threw me out into the world of human [00:04:00] trafficking and law enforcement and different advocacy groups that were investigating potential locations.

Law enforcement got ahold of me and they were, they asked me if I was willing to participate in some undercover work where I would go into the strip clubs that were suspected of allowing human trafficking to

Jason: occur. Man, it sounds like you were almost trafficked yourself there. , who was the author and what was the book?

Kat: So yeah, I can do a shout out for him. His name is Raymond Bashard. Mm-hmm. And he is the one that has written the book on the Berlin Turnpike.

And he's the one that threw me into this field. He does a lot of advocacy work now still, and provides training in the area of New England. Hmm.

Jason: So you show this interest in human trafficking and you get , the response back from the author and then, but it seems like that's a, a huge step forward to actually then going into undercover. So those seems like a, it seems like a [00:05:00] couple of really big steps in there to get involved with human trafficking.

Yeah, there were

Kat: a lot of large steps. And I'm, I'm skipping over some of the details in between. He had connections with people in the field and got me in touch with them, and they saw an opportunity, they saw that I was, you know, desperate to get experience. And as a, a younger woman who has tattoos and piercings and doesn't look like a cop, isn't a cop, they're like, this is a prime opportunity to send somebody in to get more information that can just.

Go and talk to the girls and figure out who is actually running the place and actually stop it, shut it down. It's a big step. And looking back on it now, almost 10 years later, I do recognize that it is a significant leap. And if it were to happen now, if I were to be approached and somebody were to be like, [00:06:00] do you wanna go into the strip club cat?

I would absolutely not do that. Mm-hmm.

Jason: Yeah. So then, so was there training for this? Like, how, how did they get you from, okay, yeah, I wanna do this to then being able to go undercover?

Kat: So a lot of my training just came from different advocacy groups that I worked for, and the law enforcement department put me through a specific crisis training to crisis management.

Undercover in the way that like, you know, not how you think of a cop going undercover. Mm-hmm. You know, I didn't have a badge, I didn't have a gun. You know, it was, you, you should think of it more of somebody that's doing research for like a PhD mm-hmm. That wants to do research on human trafficking and strip clubs.

Like I didn't have a security clearance. I. You know, have access to the cases that they were working on. They just threw me in and told me, get as much [00:07:00] information as you can, bring it back to us. I didn't get to see who

they tracked down or anything like that. So it was like as if they were using an intern or a college student to get information for them.

Jason: What did you find out? How was the majority of the trafficking working?

Kat: So just to be vague about it too, without giving anybody away, it was domestic trafficking. Most sex trafficking in the US is domestic. You know, you think of trafficking as being either a little rich white girl being taken to a third world country and getting pawned off, but that's really not what it.

Or you think of somebody else being brought in from one of those countries and being sold across you know, the Jeffrey Epsteins of the world. Mm-hmm. This situation in most situations involving trafficking. It's a matter of socioeconomics. Mental health. So a lot of these girls I found they weren't [00:08:00] super underage.

I mean, anything underage is underage, of course. Mm-hmm. But, , there weren't 11 year olds with lipstick on. It was girls that were 16, 17 who had been in abusive households that got manipulated by somebody that promised them a better life. And in that process, 99.9% of the time, they were also hooked on drugs through that person.

So the way that the perpetrator in these instances would make them stay is by keeping them hook on, hooked on opiates typically, and providing that. And then they don't have enough money to get. Or they don't wanna get out because of addiction. So that was the whole reason for it. The person that was, that typically runs it usually doesn't do the op opiates, opiates themselves, and they benefit off of taking these girls and making money off of

Jason: them.

The perpetrators what did you find that is [00:09:00] typical of them? How would you characterize them?

Kat: Usually you can't make a typical profile of them. Mm-hmm. No, I, I might get a lot of flack for that, but in, in my case, I have seen perpetrators from different walks of life.

Mm-hmm. It comes from a power struggle. A lot of the cases that I've worked on have stemmed from men that have always been horrible with women or they. Also come from a similar lifestyle where they grew up impoverished and they

want some sense of control over their life. But you can also find people from very powerful positions that are doing the same thing.

So I think it's a mindset of wanting to be in control and wanting to get the thrill and the money from it.

Jason: , how about those folks that are coordinating, and if there's a term for it, I'm sorry, I don't know what it is. The folks that are, , bringing in [00:10:00] the perpetrators, hooking them up with , , the young women , how would you characterize

Kat: them? Typically, People of power they will usually be in some sort of government position or a, a business position. There's always something that there's a give and take so they can offer something and then the perpetrator can offer them something back, and then you get the control leverage because they don't want these secrets coming out.

So you get trapped in this environment. And once the perpetrator has control, the, the other person can introduce them to other people in their life that will give them the necessities that , they need to continue running this business. ,

Jason: It almost sounds like it's not their only gig in town.

It's something where this trafficking helps their other business or their other part of their work life. Yeah.

Kat: So you [00:11:00] would typically see these girls either advertising or taken to motels, hotels in the area, and I'm speaking generally too. This is what I've seen over the past. Several years, and the, the person that is trafficking them will often have some sort of partnership with the employees at the hotel or the person that's running the hotel.

Hmm. Same with like any sort of transportation that the girls take any sort of business that they would frequent, you know landlord, hotel owners, transportation anybody from a bank that's controlling their finances, they turn a blind eye to income that's unaccounted for that comes in. So they, they have their hands in all of these different groups.

Jason: This doesn't seem like , it's in the shadows. , it seems like a lot of people have their hands in this cookie jar.

Kat: Definitely. Yeah. And I mean, there's, there's no secret online either. They, they post these escort ads and, and some [00:12:00] of the times they are just girls. Performing sex work. So it's really hard to sift through these advertisements online to identify what are victims of trafficking.

Mm-hmm. And I think that the traffickers know that. So they are okay with being so blatant about their actions.

Jason: Yeah. Now, is that legal in Connecticut?

Kat: You know what? I don't know.

Jason: You

Kat: would think that I would know, cuz I've worked in this field.

But it's just because of my, my stance on it and being Canadian, like I personally don't care if they're doing sex

Jason: work well.

. , if there's a legal aspect to it, then it makes it harder to enforce, cuz you have to make sure you know exactly where that line is between legal and illegal.

Kat: Definitely. And you have to think about the repercussions too. Mm-hmm. If you're going to arrest a guy for seeking out a prostitute or a sex worker [00:13:00] you're just making. The environment more unsafe for that sex worker. Mm-hmm. Because they're gonna do that sex work no matter what. Now they're just gonna find even unsafe ways to do it that aren't gonna get people caught.

And then the people that are attracted to doing that kind of stuff are a little bit skeezy and will rob them or hurt them or it something. So, so you do have to define that line and understand those complications that come with it. Making, arresting the girl doesn't make sense because they have, you know, addictions and, and they might just be doing this to get by.

So like it's not, it's fair to punish them. So you have to understand the variables that make up what an actual trafficking situation is and when to get involved and shut that down.

Jason: back to your undercover work then, , you're going in there trying to get intel.

You're trying to paint this picture, [00:14:00] to figure out how all this is working, what's the operation like? , do you actually get hired or is this just something like this? Like for lack of better description, you're going in there for a job interview and you're asking a bunch of questions to see what you can gather.

Kat: I am just getting thrown in there. Mm-hmm. As a patron, as a girl, Typically the same three places. So I became a known face in those areas. And I mean, I might sound really stupid, but I didn't understand what intelligence was. Mm-hmm. I didn't know crime analysis was a thing. Like I said, I never had any interest in law enforcement before I actually got into the field.

So I just thought that they wanted me to talk to the girls because I was still at that point, very interested in becoming a therapist, doing therapy work. So I was like, yeah, of course I'll talk to the girls and see what I can do. It wasn't really much [00:15:00] different than going to be an advocate for a sexual abuse victim that's going through.

A rape kit at the hospital. That's how I viewed it at the time. So I was just in there to get, just to talk to the girls, to give them somebody to like put their problems on mm-hmm. Rather than get information. So whether I was dancing with them or a patron of them, I was just there. Mm-hmm. Yeah.

Jason: Did you go as far as being with clients?

No. No, no. No. All right. So your focus was on the girls and then getting the girls to talk, and then they would tell you how this operation was going on?

Kat: Yeah. Because you, you asked them about their life and. I mean, it was really important for me to just get to know them.

Mm-hmm. Again, I didn't understand the intelligence process or anything like that. I was just genuinely interested in their life and what they liked doing [00:16:00] and what their situation like was like at home. Like, do they have kids? Like where do you live? This, you're a person. And they would tell me, They would tell me that if they were going to school or if they were like couch hopping.

And then eventually just those conversations would lead into, and that's how I met, et cetera, et cetera, of the guy that's running this. And I, I don't love it. And eventually like, I'll get out. So, you know, in, in a qualitative way through talking to these people that just need somebody to talk to, you're able to help them without punishing

Jason: them.

Now, do you feel that most of 'em can get out and do get out, or is this once you're in, you're in

Kat: I think it's possible. Mm-hmm. To get out. I really do. I, I think that you can get out of any horrible situation and mm-hmm. That might be cliché, but with the right mindset and determination, I believe that you really can.

[00:17:00] And I've seen it, I've seen people get out of that. The reality is that a lot of people do go back to it or rely on it. Addiction is a real thing, it's a, mm-hmm. Epidemic in our country, so it's really hard to say. Mm-hmm.

Jason: You had mentioned the different variables that come into play, in this particular.

Area. , if you had full authority, what would your solutions be?

Kat: I get asked that question a lot. And the, the sad thing is that, I don't know, I don't have an answer for that. Because although we're talking about. Domestic work here, there is still trafficking all across the globe and mm-hmm.

, they involve very powerful people, these cases. And not every case is the same. I don't know if there is a perfect solution. For any of this, I just want to do my best to chip away and help the people that are victims. .

Jason: With your experience with the advocacy groups, this is [00:18:00] their way of trying to gather intelligence, trying to gather information on the situation, but you are putting folks in danger potentially.

Like there's a lot that could go wrong. You mentioned that, you don't have a weapon, you don't have, didn't sound like you got much training should the shit hit the fan. Is this something that you think advocacy groups should be doing? Is sending people undercover in these situations?

Oh God,

Kat: absolutely not. Definitely not. I'm just I'm impulsive and I kind of like being in chaotic situations, but I, God, would I never promote that? My God, no. No.

Jason: At what point did you realize that I need to get out of this, I need to go do something else?

Kat: There wasn't really a, a point where I thought, I need to get out of this.

Mm-hmm. I, like I said, I never had interest in law enforcement. I didn't know what intelligence was. It's a combination of things like my friend one day [00:19:00] told me that I was really good at online stalking, and that's how I discovered that that was that was a skill that I had. I thought that everybody that grew up.

Around the time that I did, knew how to use tools the way that I do. And then the catalyst I think of everything was a breakup. My best friend died of a heroin overdose and then my dad got diagnosed with cancer all within two weeks or one week, and I was just like, I need to get. The state. I need some time to myself.

And I really just like, again, with the impulsivity, I looked at jobs in Halifax because that's where I went to university. And I'm Canadian so I can work in Canada or the us. And I was just looking at the government jobs to see if there was anything that sounded interesting or cool. And I found the crime analyst position applied for it and, and got it and took my shitty little Prius and, and drove up there with a, [00:20:00] the car packed full of stuff and my cat.

And we drove up there and we. We did that for a year because their, their laws on maternity leave are more lenient. So I was covering for somebody on maternity leave. So I had a year to figure out, honestly, my life. It wasn't really even about the profession at all to start with. I just wanted to get away from my life and I happened to find stuff that I was really good at.

All right,

Jason: so you go into this interview then with the Halifax Regional Police Department essentially saying like, Hey, I can do this internet research stuff here, here. Somebody tells me I'm good at it. This is what I've been able to do. And. To the point of, okay, you impress the hiring manager and you get this, it sounds like it was short term because of the maternity situation.

Yeah. So,

Kat: yeah. And so it was, it was a year with the opportunity to expand and, and [00:21:00] make it a permanent position.

Jason: Yeah. But you certainly must have impressed them during the interview. It was

Kat: so, I, I didn't, I actually didn't promote my internet research skills at all. Oh, okay. When I read the position, it sounded more technical.

Mm-hmm. And when you, when you think of crime analysis, there are a lot of technical parts to it. Mm-hmm. And I am skilled in different coding languages just because that is, you know, that's my hobby coding. Mm-hmm. And reading the job description, I was like, yeah, I can do that. This involves software and like different analysis tools.

I took research methods, I took stats, but I also have this coding experience. Like, I like math. When I got up there though when I actually started working there, , they did not do any of that. It was mostly intelligence work, which I had no idea it was gonna be like that, but I loved it.

. So

Jason: it's not necessarily the math per se, so it's working on with investigations, [00:22:00] supporting investigations, that type of aspect as opposed to more of the technical. Parts of the

Kat: analyst, so yeah. Yeah, for that position, it was the, the description that they posted, I don't know if they got that from like a generic I a c A posting.

Mm-hmm. Like this is what a crime analyst does. Mm-hmm. But it was, it was certainly more intelligence work. And yeah, they, when they interviewed me, I, I gave them a lot of my undercover examples and my different research methods and background and psych, and I think they liked the combination of those skills and saw me as something that could be moldable.

Jason: , you were only there a year, but what do you think you learned as an analyst that year?

Kat: talk about this , as it's just a, a journey for finding myself. Mm-hmm. Because when I moved to Halifax to take this job, I think I had just turned 24, [00:23:00] so mm-hmm.

Or 25. . So really it was just a matter of figuring out what I wanted to do. And while I was there, I, I learned a lot about what I liked and what I can contribute to with the skills that I have. So there were cases that involved a lot of open source intelligence, which I didn't even know what the term for that was until I started there.

We had a potential mass shooter at a local mall, and the, I was the only person working, and they asked me to get as much information as I could, and I put a whole intelligence packet together just based on things that I found online. Mm-hmm. And we ended up having to give that to the FBI because the person resided in the US and we were able to stop them.

Nice. It wasn't until that that like, I just thought everybody could do that stuff. Mm-hmm. And I still have that feeling a lot of the time where it's like everybody [00:24:00] can get online and find this information. Mm-hmm. But it wasn't until like I, I found all of that information and stopped somebody that I was like, oh, okay, I really like doing this.

This is very rewarding. So I learned a lot about what I like and what I'm good at. I learned how to deal with cops, which is, can be very difficult, but I'm, I'm kind of a, a bitchy cold person a lot of the time, so it wasn't very hard to like figure it out. But what COP talk is very different than normal people talk.

Yeah. So I learned how to talk to cops. I learned, I, they threw me into a bunch of certifications and trainings and, and things that I didn't even know existed. And as a 24, 25 year old, I've just felt like the coolest girl uhhuh ever. Which I, I wasn't, but yeah I really, I do appreciate the time that I had there and I could have stayed there permanently.

But [00:25:00] like I said, the whole reason that I had gone up there was to take like a mental health break. Yeah. And my mental health break was getting a job in another country.

Jason: Yeah, as a criminal intelligence analyst, so that is quite an impressive break. Also during this time that you worked on human trafficking investigations, especially with the prosecution.

So, and then, so this is a different aspect of what you've done so far. So from your point of view, now you're working with police and prosecutions, more of the government aspect of human trafficking. So what was some of the stuff that you. Gleaning from that.

Kat: Yeah, so it is, it's really tough to explain because I went into all of this fresh out of dropping outta college.

So I hadn't really had a big girl job. I did the, some of that work for the advocacy group. So I started with the nonprofit, which is actually very close to the [00:26:00] rules of government positions as well. So that was really all I knew was how to work a government position and, locate human trafficking based on grants, based on regulations and, and red tape.

Mm-hmm. And, and, and working. People that would push back. So going into all of this, that was all I ever knew.

Jason: , let's talk about the transition then to Cincinnati. So how do you go from Halifax to Cincinnati?

Kat: Truthfully? I was dating a boy that lived here,

Jason: and you can, and that's

fine.

Kat: I won't, I won't shout his name out, but yeah, I had been dating him for a while. Mm-hmm. For, well, like a year. Mm-hmm. And I grew up in Lebanon, Ohio. So, Okay. 30 minutes north of Cincinnati. Mm-hmm. We went to high school together, so it wasn't, you know, a 90 day fiance situation bringing me back from Canada into the us.

The whole time while I was in Halifax was that [00:27:00] I would be moving back to Cincinnati regardless of what job I got mm-hmm. And that we would figure it out. It just so happened that during the end of that year that I was working in Halifax, Cincinnati posted a position for a crime analyst.

I applied to it, and then a couple months later a month before I was supposed to move from Halifax, they called and offered me an interview the day after I moved back to Cincinnati. Wow. So it really, it, it worked out like a charm. Mm-hmm. The whole reason though, that I'm in Cincinnati and I'm still in Cincinnati now, was for a boy.

My career has lasted longer than him.

Jason: . It's all how all the dots are connected and that's certainly how you connected , two dots together. So it happens to a lot of us so don't, don't feel badly. No,

Kat: I just, I get that question a lot. It's like, how did you end up from here to there and everywhere.

It's like Fri fur boy. Yeah.

Jason: Yeah. So you're fairly familiar with [00:28:00] Cincinnati then, cuz that was my gonna be my question too, because Cincinnati, is a relatively conservative city and I always describe Cincinnati as a 55 year old man. It just, it's been around, it knows what it is.

And it can be a little curmudgeony at times, but at the same time , it's not to the point where it's that old kind of thing. So I moved from Cincinnati to Nashville and to me that was a big jump because Nashville.

Was like a 20 something year old type thing. Yeah. I had no idea what it was gonna be in 10 years . It was a lot of moving parts, a lot of growth. Where it's at Cincinnati, it just seemed like there wasn't as much growth going on. This is even before the, the banks, when I was there, it was, you know, in the odds.

So it was before the banks were developed even, and they were fighting over that for decades. So so I don't know.

Like, I mean,

Kat: maybe I never [00:29:00] actually went up to Cincinnati all that often when I grew up in Lebanon.

Mm-hmm. I, I, I went to high school in Lebanon. As soon as I graduated high school, I was like, I'm gonna get the fuck outta here. Everybody that I knew was going to, they were going to uc or mm-hmm. Ohio State. I was like, I'm Canadian. I'm gonna go to Dalhousie University in Nova Scotia and Yeah. Never come back.

Jason: Yeah. Until you've met the boy.

Kat: So I never really actually went to Cincinnati. I just, I knew during high school that it was it wasn't safe. Mm-hmm. And that's probably why I never went. It was, yeah, it was during the same time the O T R over the Rhine. Was listed as one of the most dangerous neighborhoods in mm-hmm.

The United States. So this is about 2007 to 2011. Yeah, I moved away. Never thought of coming back. When I came back I was absolutely shocked. This it is surprising to me that you'd explain Cincinnati as a, a [00:30:00] conservative cur muchly old man because my experience with it is, is actually quite the opposite.

There's been a lot of growth, there's been a lot of movement in the different neighborhoods there so many fun bars to go to somebody cool museums and events going on. I think it's over the past, what has it been about 12 years? Mm-hmm. It's really found new life in it. Yeah. And that's why I ended up staying is because I love it here.

Jason: Yeah. So it has been a w it has been a while since I've been there. So I left 2011 and so that, again, that was before really the banks got established. That was before you know, a lot of the, the parks and the revitalization. We talked a little bit on the prep call yesterday, how . The police department, there's an actual district dedicated to that banks area.

Kat: Well, as, as a 30 year old, I try to avoid the banks because that's where all the college kids go,

Jason: you know, that's the [00:31:00] tourist trap, right? Yeah.

Kat: It, it really is. Like, I don't wanna be around frat boys and booze, and it's just too packed for me. I live in the hippie dippy area of North side, so I'm happy where I'm at.

This is Jennifer Loper. Hold the door. It's an easy way to be kind to other humans. Hi, this is Brianne Fenton. I'm a crime analyst at the South Bend Police Department. I am also the treasurer on the Indiana Chapter for the Midwest Gang Investigators Association. And I just wanted to let everyone know that we do have our National Gang Conference coming up.

It's on May 11th, May 8th to May 11th. It will be held in South Bend, Indiana at the DoubleTree Hotel. This can be for sworn in civilian law enforcement personnel, anyone from crime analysts, prosecutors sworn personnel, as well as probation and parole, or anyone who works at jails and prisons. We will have a

[00:32:00] variety of topics, so whether it's open source in social media, gangs 10 1 crime analysis, as well as gang analysis, how they kind of, you know, come together as well as gang task forces.

So there's definitely a wide variety. We also offer networking opportunities after each day of training, so it's definitely gonna be very impactful and definitely a lot of knowledge and information to learn. You can get all this information@mgia.org, and again, that National Gang Conference is May 8th to May 11th in South Bend, Indiana.

Jason: Get to Cincinnati Police Department as a crime analyst. What are they asking you to do?

Kat: Hmm. This might be my, my gripe. Mm-hmm. My unpopular opinion.

. So when I got there, I had my experience from Connecticut and Halifax, which, I [00:33:00] mean, the grand scheme of things wasn't a ton of professional experience, but I thought I knew what I was walking into.

Mm-hmm. I thought that it was gonna be intelligence based and a lot of qualitative work and, and workups on people and places. When I got there, I was very disappointed in the fact that it was all just numbers and. Regular reporting and using outdated databases to, to pull in information. So actually this is a fun story I got written up for within the first three months of me working there because I had.

Been talking to a homicide investigator and they were talking about a homicide that had happened and I was like, oh, I was on that person's Facebook page and they posted this on this date and they asked me if I could send them that information. So I took a [00:34:00] screenshot and I wrote it up like an intelligence report like I've done in the past with other.

And I sent it and I CC'd my higher ups on it. And right as soon as that message sent, they pulled me into the office and wrote me up and said, that's not what we do. So honestly, it was really, really depressing.

Jason: So it, and I find that fascinating. It wasn't that you broke any kind of policy with the police department.

It was, we have a task and that's not our

Kat: task. Yeah. It was, that's not what we do. We're stepping on toes. Yeah. That was my first experience with the barriers that crime analysts regularly. I just happened to get written up for it.

Jason: . So, , it is discouraging you're in there, you're new, you wanna help. And it sounds like the information that you were supplying was helpful,

So I don't understand why that would've been [00:35:00] such a big deal to come down so hard on you to, to write you up because it, it, it discourages you from he helping out.

It's, I was like, oh, I'm not gonna get involved next

Kat: time. Yeah, yeah, exactly. And but that, that's what they wanna do. Encourage. They're like, we don't want you to get involved. That's not what you do. I think a lot of it came down to, oh, I don't, geez, this sounds really cliché as well. I just don't think they liked me as a person because over, over the years I saw them in situations where somebody else would do that and they didn't get in as much trouble as I did.

But I'm a feisty girl. I'm rebellious. Yeah. I've al I always have been. So when they told me that's not what you do, you can't do that. Stop stepping on toes. I wore my sharpest heels and stepped on everybody's toes.

Jason: I had what's Sally's last name? Sally. Oh, Tarabah, she came after me at Cincinnati and , they were on the, , [00:36:00] second floor there where the police chief was , so it's funny that you mentioned shoes cuz they told her that her shoes weren't appropriate.

Ha.

Kat: Yeah, no, I If so, God, I would tell them to get fucked. Like if it, you wanted an intelligence analyst, you knew my background. You knew I was kind of spicy. Shouldn't have hired me if you don't want me to be spicy.

Jason: Yeah, yeah. Like, well, Lindsay didn't say, he is like, you know what, we used to have this guy here named Jason Alder and he used to ruffle feathers too, and we don't want anything like that anymore.

Kat: Oh gosh. They probably tell horror stories about me now. They'd be like, , we don't want that.

Jason: She was mean. Yeah. Yeah. They're, they'll do a segment on the analyst not to hire, right? Yeah.

Kat: Yeah. They'll be like, we want obedience. This girl is insubordinate.

Jason: Oh man. So that's, that's kind of a bummer then.

So that's the first instance there, , you were there four years, so. Yeah, I know. What else get worse? Yeah, it just gets [00:37:00] worse.

Kat: Ugh. It really does. And like, so I kept getting promised you know, we'll, we'll get like an intel position for you soon.

We'll, we'll have it happen. And then they hired a woman who's a couple years older than me, Natalie Martinez, who now works for the Kokomo Police Department in Indiana. Mm-hmm. And her and I became like best friends. Okay. And I got to show her like all of the work that I used to do, and she got to enjoy that more than the work that we were doing and the work that she had done for her PhD and all of that.

And she then left and was able to thrive somewhere else. So I loved that. And that like instances like that kept happening. So I stayed eventually, eventually my supervisor left and it was just assumed that I would be, you know, sliding into his position. I was the senior. Mm-hmm. Because I had been there for three years and [00:38:00] they didn't hire anybody for a while and I was just running the unit.

I was training these four new analysts that had, he had hired before he left. And I was trying to incorporate more intelligence into the unit and change things around and. It did get a lot of good reception for a while from , command staff. Like we changed up a lot of the way that we report things.

We were providing more intelligence active intelligence during investigations. We were doing what in the years that I had been doing this and studying what I thought we had, should, had been doing the whole time. All of that said when they finally posted the position, the position required that you had either a master's or a PhD.

Oh. So I took it to the union. I was like if they don't accept years of experience and, you know, seniority like this is against. The code. So they [00:39:00] had to go through all of that stuff again. But still, when it came time to like do the initial interviews, I didn't get an interview for the senior position.

The captain that took over at that time, he and I fought like crazy. I did not hold back with him. He said, we need a PhD candidate to come in and run this unit. And I was like, why? I have all the technical knowledge. I'd have the intelligence background. I've been running this unit for a year. What do you mean we need somebody else?

And he just said, He told me and, and I quote, he told me, I'm not, you're not good enough, Kat. You're not good enough to run this unit. Why don't you go back to college and finish your degrees and then we'll hire you? Hmm. So I told him to get fucked and I left.

Jason: , yeah, it's, it's too bad.

And we talk about this on this show from time to time is, I have guests on here that, just have a high school education and had a long [00:40:00] career as not only an analyst but as an analyst supervisor. There's a wide range here of educational back. That you can have, or even even getting a master's degree or a PhD.

I often ask folks that have gotten those, like, how do you think that influenced your analytical career? And you know, certainly there's a lot of advantages, but it, you know, in their situation, it wasn't required. It was just something that they wanted to do. Mm-hmm. And so certainly here they were, , a master's degree.

See, I see that I have a master's degree. That's, that's a lot. Now, as remind me, is on the. To be a captain at the police department? Do you have to have a master's degree if you're a sworn? I, I don't think so. Yeah, so that's kind of funny that they would require that for a civilian position but not require that for a sworn position.

Kat: Yeah, they really wanted a PhD person. Yeah, [00:41:00] because there was just such a lack of understanding what analysis is. Just analysis in general. Any sort of analysis, databases, numbers, like, you know, their idea of all of that was, well, that's what the kids at uc do when they do research. So We need that, we needed somebody that does

Jason: that.

Yeah. I was always seemed like I was competing with the University of Cincinnati when I was there too. It was annoying. I was like, okay, why are you not asking the analysts that are at the department to do what you're asking to

do? Why are you asking somebody that doesn't work for a police department to do that?

It's

Kat: not, I did get like a little bit of, of karma though because you know, one of the, the girls that I had trained the analyst that, that came in like way after I had been there, Rachel Kleindorfer for, she was just as miserable as I was. C P d and we were, I was always trying to find her a new place to go.

And I think maybe like six months ago [00:42:00] they opened up the crime analyst position at uc and I recommended her for it, and she got it nice. And they hired her from cpd, they took her away from CP D. So I was like, how take that bitches

ultimate fuck you from

Jason: afar? Yeah. Yeah, man. So, huh. Well, I was gonna say, , what did you accomplish while you're at Cincinnati Police Department? But I'm not sure. I'm not sure how much you did. Well, you

Kat: know, I would love to say that I changed the unit and incorporated in intelligence.

Like that's what I wanted to do ultimately. And I thought I was getting there. But they threw a wall at me. Oh. But I would say really that what I take away from all of that, Was that I love training people, out of all of the cases that I've worked on and any investigation I've been a part of, of nothing can compare to the feeling I get when I see somebody else become successful and do [00:43:00] something that they love.

So, you know, Natalie, who I brought up Rachel, they, they went on to do things that made them really happy. And while I was working with them and training them, they discovered the things that they were good at and over everything else that, that makes me the happiest, that's the most success I've, I've felt in my life.

Nice.

Jason: Well, let's talk about data walk then. So you leave Cincinnati Police Department. Charlie helps you out and you get the job there at Data Walk. So what are, what are you getting into

Kat: here at Data Walk? So, Charlie gives me a lot of freedom. Charlie's my boss. Mm-hmm. I wasn't really sure what to expect, honestly, when they hired me on, I, I knew that you worked with a bunch of different types of intelligence units or people that at least work in the investigative field.

Places that I didn't even know required investigations. Mm-hmm. And that really interested me a lot, was that you wouldn't be doing the same thing every day. And being such a [00:44:00] varied person myself, and not finishing college for that reason, wanting to get my hands and everything, that really drew me in.

It's like one day I could be working on money laundering. The next I could be, you know, working on import trading. Things that I never thought I would look at or care about or know existed. So it's really been great learning wise and there's a lot of flexibility with what I get to do in my time. Charlie is great about seeing the things that I'm good at and latching onto those things and encouraging them further for me to build them out.

So I'm working on a data model right now that is specifically designed for open source intelligence and human trafficking, and I'm creating web scrapers to scrape different sites and bring in information that would assist in real investigations. And there's just more opportunity for me to practice these more modern skills that you don't see in law enforcement, like [00:45:00] coding and Python and Jupyter Notebook.

That's not. Those aren't tools that you use in police departments. And I, I felt like, what have I been waiting for this whole time that they had been holding me back? I really enjoy doing this. So it's been, it's been really great. I've loved it.

Jason: Yeah. So when do you anticipate the tool to be ready?

Kat: So right now it's like , in a beta version.

Mm-hmm. We demonstrated it this morning to somebody else and they had the good question of how it's, it compares to Traffic Jam, which is the more well known tool for human trafficking. Mm-hmm. Traffic Jam is, is a tool that scrapes different escort ads from across the web and provides more information on people that could potentially be sex trafficked.

And I had to tell them, , it's not in competition with that. And Traffic Jam is more, they're very restrictive about who they allow to use their program. Mm-

hmm. The thing that [00:46:00] I'm using right now, the thing I'm creating I maybe not necessarily the data walk model, but something related to it.

I want anybody to be able to use this. Mm-hmm. And I think that's the difference. It's, it's not designed for just law enforcement. It's designed for a nurse that might see that there is bruising around a somebody's pelvic area and their story's not adding up. And they want these accessible tools to see maybe if this person is on a missing child flyer through the National Center for Missing and Exploited Children, if they've moved around a lot, what is their backstory?

Just through open information. So as far as when it's ready on data walk side, it's, it's due to be ready in the fall. Mm-hmm. But again, that's from like a monetary perspective, so, you know, data proposing it to different companies that might buy it. Mm-hmm. [00:47:00] Personally though, I want to design a course and tools that anybody can use, that anybody can access.

, if college students feel the same way that I did when. In my early twenties and want to learn something in a more accessible way. Like I want to be able to provide that for them.

Jason: , I like the approach too, because as you said, it's most of these big issues that law enforcement is trying to tackle.

It's not just law enforcement, right. You talked about health field and government, and. Institutions in our society that can help. And so opening this tool up to all the different players, all the different variables, as you mentioned earlier, giving them an opportunity to identify and to communicate , is just gonna help the situation.

Kat: Right. And criminal intelligence, it, [00:48:00] it doesn't have to be criminal intel. Mm-hmm. It could just be intelligence on a person that can really make a positive impact on society in various ways that are not really being explored right now.

Jason: , it's, it's, it is interesting your.

Right. And as you mentioned that you started out as a hobby , with programming and worked through the different analyst jobs to land here to where you're using , your history, using your passion of programming to build this tool for this company. So it's sounds like you stuck the landing after, a rocky

Kat: situation.

Yeah. I don't take no for an answer.

Jason: speaking of the, programming, the configuration languages, I, I do wanna get your perspective on that as it relates to analysis, law enforcement analysis. , I work with SQL Q every day. I, I really encourage. My listeners and [00:49:00] analysts to, to learn sql, to be able to write queries, to ask the data questions.

Cuz that's, you're really going to be able to get the most out of a database by doing that. I have less experience in terms of Python or HTML or JSON that, that you have. So I wanted to just see what your recommendation was for analysts in terms of, you know, learning these languages and using them in their analytical

Kat: task.

That's a tricky question. Because I would love to promote coding and modern data analysis techniques all day. Mm-hmm. But a lot of the reality is for most analysts is that, Law enforcement agencies and, and government agencies overall, I've seen it in different departments, are not really tech forward.

They are the last to get on. [00:50:00] The bandwagon for modern technology. So it really becomes tricky to try and learn those techniques or see their worth when the environment around you is moving in slow motion. But at the same time, machine learning data science is going to be important within the next five years.

If you learn how to do that stuff, it's going to give you the upper hand, even if the department hasn't gotten on the same page yet. If you have that skill, you'll be able to think quicker. You're gonna be able to patterns quicker, even if you're not necessarily using that language on a daily basis.

It's just the training and, and looking at code like that all the time. Mm-hmm. And then you can apply. To different projects on the side. You know, that's what, that's what I had to do when I was working in government positions, was find a reason to make a project with the coding that I knew. And even [00:51:00] if nobody used it, I had it.

I had it for my portfolio, and I, I promoted the same thing to analysts that I've trained and, and now they're going on to create JavaScript. So it really, it takes

self-determination to learn those codes, but it, you have to keep in mind that it, it is really important as the world changes just because government and law enforcement environment is not, the world is still changing.

And those things are gonna be really important as society changes.

Jason: Do you have a recommendation, either a book or resource for, data science for our listeners?

Kat: I don't, off the top of my head, I grew up in the MySpace age, which is where I learned how to use H T M L to customize your backgrounds.

So no, I didn't, I didn't use a book and I'm not really sure honestly what to recommend. I learned this stuff by wanting something and then figuring out how to do it. So if I wanted to get all of the [00:52:00] tables from an escort site, I learned how to scrape it. Hmm.

Jason: you mentioned, , finding your desire for.

And the, the satisfaction that you get from watching your students learn and you're into mentoring and, and you're developing a workshop for this fall for internet investigations. Yes. And so, mm-hmm. Briefly for our listeners, kind of describe what the workshop will be. So just

Kat: as data science and machine, machine learning is becoming more applicable to investigations and really any career, open source intelligence is also becoming more and more important, more than it already was.

So open source intelligence is, is passive intelligence that anybody can access. And you think of, of the different apps that, , are becoming popular things like TikTok, which are, which is based outta China, and the things that you can find on that, that would help an investigation. I find that a [00:53:00] lot of people that work in illicit massage parlors will.

They have a TikTok account where they're promot. Girls, and they're very openly honest about it. So the course that I want to create is going to one, teach people what assent is and maybe just a little bit of the history. I don't wanna bore everybody but how it changes because that way they can see how rapidly it changes.

It changes every single day. The tools, the things to look forward, the, the terminology that people are using, that changes every day. And then I, I want to

go into the, the legalities of it. You know, you can't just use everybody's public information against them. That's called doxing. .

Jason: . , there's obviously a line there between legal and illegal, ethical and unethical. , where do you find that analysts start venturing towards that line, getting a little bit too close? Is there, is there a particular way you can describe it or certain stuff that they do , you [00:54:00] feel that gets them too close to that line?

I

Kat: think that, , if they're finding, they start finding addresses and phone numbers, that is all public information usually. Mm-hmm. A line that would be crossed is if they were to text that phone number or if they were to show up at that person's house. If they were to message them and be like, I know this information about you, you don't, you can't contact them.

Mm-hmm. The information is available, so you're gonna find it no matter what, but you can't take that information and use it against somebody. That's where a lot of the, the legalities come in. There's also different. Laws around data storage when it comes to that kind of stuff as well. Sites are different in, in what they allow and don't allow.

So , it really depends and, and those agreements that you sign, but you don't read when you sign up for a website that lays and out.

Jason: I'm sorry, I did kind of cut you off there as you were describing the, workshop. So you got the legality. Portion of it, then what's after that?

Kat: Okay.[00:55:00] So the, the next part, it would be a brief mental health crisis management portion of the course. Because if you're actually interested in getting into this work, if you're participating in doing these open source cases, you're likely to see information that might be upsetting, triggering and it's really important to take care of your mental wellbeing while you're going through that information.

So after all of those modules what the course is going to entail are some mock investigations that I will be creating, and the student will go through those and use the tools that I've provided them, that I'm going to be giving an ENT framework. So these are the tools that you can use that are available to you.

Go at it, see what you can find on this person. And at the end of it, they come back, present their findings, see how close they were to the actual investigation result. And then after that, providing [00:56:00] real world cases, pr real leads. And if somebody comes up with a genuine lead that provides a lot of information that can get submitted to an actual law enforcement agency.

So the course is meant to teach you all the tools and reporting techniques and data visualization, but it's also meant to provide you with real experience and potentially a positive outcome with what you're learning.

Jason: Now is all the tools that you'll use in the workshop, are those open source or free?

Yeah. Yep. you get the module on here about taking notes and report writing , I do feel that that is, , , definitely a don't be that analyst is a, don't be that analyst that does not screen capture or record the, the source of the information that you get in Osen.

Right. That's a, that's a big no-no. Is to make [00:57:00] sure that you're capturing everything that you need to capture in order for it to be used later.

Kat: Yeah. You gotta imagine it as if you were on the stand in court and they're asking you, how did you find this? How did you specifically find this? On what date, what time?

So it's really going to be important. Know the specific U URLs and the timeframe and what led you to look at that information? So recording, browsing, history, accurately, grabbing screenshots writing the process down as it's happening mm-hmm. Is, is really important. And I think a lot of, of training modules leave that part out.

You can't just go and grab information for no reason and throw it at a police officer, like, what are they gonna do with that?

Jason: Who are you developing this for? Is this your own endeavor or , are you attached to a university or a different entity in getting this workshop

Kat: together?

So originally it was just my [00:58:00] idea. It was something that I wanted to do. Mm-hmm. I presented it to Charlie. Just to see what he thought about it. And we actually are hosting an event in the fall with a university that is willing

to partner with us. I don't have the dates off the top of my head, but I can provide those to you as well.

Sure, sure. And

Jason: what

Kat: university is it? It's a University of South Carolina.

Jason: Whenever you get closer to that make sure you send me the links cause we'll make sure we share it on our side as well, I like the different aspects of the different modules that you have.

I think most of the time if somebody was developing a course like this, I think they would most likely, not have one on mental health and wellbeing. So I think that definitely makes your perspective unique in, in creating this workshop.

Kat: And there are a handful of people that have also agreed to provide information for those different modules that [00:59:00] are from universities or from a different fields that I might not be an expert in.

Mm-hmm. So even for that field, for the mental health wellbeing, I have somebody that specializes in trauma-based approaches to investigations from the University of Cincinnati. So it's really a collaborative thing and, it's Upstate University of South Carolina that is putting it on for us.

It is progressing in a way that I didn't think it would. Mm-hmm. I just had an idea one night where I was like, you know what? I feel like I should put this together at some point. And I thought that was gonna be a five year plan, but it's turned into a, like a three month plan.

Jason: , Charlie's a go-getter, so he is gonna, push and push, so

Kat: that's okay.

I, I, I like the encouragement.

Jason: When you talk candidly or openly about ENT is like, well, anybody can do it. I think it is the attitude. I think just like anything else that [01:00:00]

anybody can do, not everybody can be efficient at it. Right. , not everybody obviously avoids the pitfalls mm-hmm.

Of it as well. And so I think that's where people underestimate osint is it is so vast and so big that you need a plan in order to be effective.

Kat: And I there, yeah, you need a, a research plan and a checklist to make sure you don't go down every single rabbit hole that the internet has for you.

Jason: Mm-hmm.

, I always say that really you could spend probably your whole day on Facebook, Twitter, TikTok. Right. And just be going af over one rabbit hole over another and just keep on digging, digging, digging and, and, and really not come up with anything fruitful.

Kat: Right? Yep. Exactly.

And then when you come to explain that to an investigator or courtroom or what have you, they're gonna ask you how you got to the final piece of [01:01:00] information that you found. And you have to think back through days of bullshit articles. Yeah. And sites that didn't work. And to explain that to an investigator is I mean, I've been in that situation before when I first started doing this, and they're, they're like, well, how did you find them?

And I'm like, Oh, well, I started by googling this restaurant and then ended up with their mother's maiden name. And, you know, so it, it's really important to notice when you're getting down a rabbit hole and what pieces of information are key and what is just nonsense.

Jason: Yeah. Hmm. And then do you have any other speaking engagements on ENT coming up?

Kat: Not that I know of. No, not right now. That it changes every week, to be honest.

But I'm aiming for conferences. You know, ICA is gonna be coming up in September. I I hopefully will attend that and speaking on the topic.

Jason: Yeah, well, I was just gonna mention, they just opened [01:02:00] up their Yeah. Call for presenters. So that's, that's a Dallas, so if you're got a yearning to go to Dallas, that would be a good way to get there in September.

Kat: I really do. I just, I would love to go to

Jason: Texas, you know, if you're in the mood to, watch steers cross the road it is that my favorite past, you know, you might find something that you're interested in, another one to your your various hobbies and whatnot.

Oh, God. . All right, well, speaking of hobbies, let's talk about personal interest as we finished up this interview. So you have. Several things you just like to get into. You got many interests. One of 'em is that you are mapping out or developing visualizations for dive.

Mm-hmm.

Kat: Yep. Yep. Going to dive bars is my number one hobby, not, not to sound like an alcoholic. I, it really, it comes down to the human [01:03:00] aspect of it. I think my number one interest is, Other people. Mm-hmm. And going to a dive bar and sitting at the bar by yourself, whether like I go in there and read a book, you always meet the most interesting people.

Yeah. And they're, they're typically locals and I love traveling a lot, so I seek out the local hole in the walls to get a feel for the type of people that live in that community. And I'll sit at that bar and I'll just talk to people. And so I decided that, you know, if I'm going to all these places, why not combine it with my data visualization skill and put them on a website or a map?

Something that other people can access if they are interested in that.

Jason: All right. So then first off, how do you define dive bar?

Kat: D that's a good question. How do you define dive bar?

Jason: Well, to me I would say it the, the [01:04:00] dive bar can't be new, so No, no. Like I feel that, I feel that the dive bar is defined in two major aspects.

One is the entry point, like what does it look like as you ki are driving up and see it. And then the second part is what does obviously looks like inside. That's to me would be the two major aspects. The dive

Kat: bar. So a lot of the times you're unsure where the entrance is. Yeah. Sometimes it just kind of looks like a shack.

But everybody in there is so familiar with the entrance that they don't question it the inside. Yep. Like dingy, kind of falling apart. But I find that there's a lot of comfort to that. It smells like a seventies carpet that's just soaked with cigarettes. I think we have the same definition.

Yeah.

Jason: So it is probably, it's one of those things, you probably know it when you see it type thing. Yeah, exactly. . So how many dive bars do you have on your list?

Kat: [01:05:00] Right now I have about

Jason: 104.

Okay. And that is US and Canada.

Kat: Right now it's, this is just the US.

Jason: Obviously there's the mapping aspect of it for data visualization, but what other aspects are you bringing to the table?

Kat: So, you know, when I look at these types of things I try to Google dive bars in this area and a lot of the times you'll find somebody on Reddit that's asking a similar question.

So I wanted to provide this for those types of people that like a similar atmosphere that may not be familiar with the area. But I also wanted to provide pieces of information that I try to find out before I go to these places. The like parking situation, could you park your cars or a parking lot?

Is it street parking? Is it cash only? Do they serve food? And then the biggest thing that I want to put into it is the, the safety aspect of it. If me, as a young woman [01:06:00] going into the bar by myself, Do I feel unsafe doing that? And I think that's really important for the, the safety aspect for a woman that wants to go in by themselves and they don't really want to get hit on by everybody or feel like they're gonna get their drinks spiked and they just want to be alone at a bar.

You know? So I'm putting things in like that as well.

Jason: From your experience and in dealing with people and dealing with various situations, your threshold for being uncomfortable is gonna be different from maybe other, many other women.

Kat: Oh yeah, absolutely. But I also think that if a woman is looking to go to a dive bar by herself. You know, she, she probably has a low threshold as well. But no, like, certainly, you know, keep that in mind. Yeah, I, I wouldn't want anybody to be in danger. So just to be realistic about those aspects.

Certainly.

Jason: Yeah. But I always find fascinated about any bar really. You know, my sister worked, when she was in [01:07:00] college, she worked at Applebee's. Mm-hmm. And they had regulars there at Applebee's, at the bar, right? Yep. That were char characters, right. You, you get these certain people that are just there all the time.

They're regulars and just fascinating. People from,

Kat: yeah, no, I lo I love those types of people. I'm a regular at Chili's, which is not a dive bar, but a regular there. So yeah, I, I get that. And, and like even the other day I was driving home from Eastern Kentucky and I stopped at a really, really shady looking dive bar on the way home, and I learned so much about the farming community in that area.

Like, and like, so this guy was telling me about like mechanical engineering and construction and, and I'm like, wow, this is, I feel like I'm learning so much about things that I never considered. Yeah. So, you know, I love, I love.

Jason: Yeah. Yeah. You go in there and observe and then, and then talk to folks you're funny in a [01:08:00] way that you, you, you told me before we hit record that you're not much of a public speaker, but you obviously have to have pretty good social skills

Kat: oh, I, I love people. I love talking to people, but I don't like talking at people.

Jason: it reminds me, I was in the TALI conference which is in Tennessee last year, last summer. And they had a former F B I agent. There that went undercover. His name's Scott Payne and he, oh my gosh.

We had one of the open nights there at, at a bar. And to me watch him work in the room was phenomenal. It was like seeing a professional, like, like person worker. Like, he could talk to anybody, he could engage with anybody. Everybody that he talked to, just gravitated towards him.

And he could talk to the, the loudest person and the quietest person. It didn't matter, but I was just in awe, just sitting back and watching him work the [01:09:00] room. Mm-hmm.

Kat: Yep. I, I feel, I feel like a kindred spirit to him.

Jason: Yeah. Like, so it's definitely a skill and one that that, that I and socially can be a little bit awkward, so I am in a little bit awe of that, that skill that takes a

Kat: lot of vulnerability, I think, with yourself.

Yeah. And a genuine interest in other people.

Jason: Yeah. All right. Well, hey, let's finish up the episode with Words to the World, and this is where you can promote any idea that you wish. Catalan. What are your words to the world?

Kat: I mean, based on everything we talked about and to wrap it up, my words to the world would just be, be a bitch, be mean.

I've been in so many situations where, you know, it's required for you to kind of toughen up. So just don't be afraid to ask questions and if you feel like something is not right or you want to do something else, just always say it.

Jason: Always. Very good. Will I leave every guest with, you've given me just [01:10:00] enough to talk bad about you later.

But I do appreciate you being on the show, Catalent. Thank you so much and you be safe. You're very

Mindy: welcome. Thank you for making it To the end of another episode of Analysts Talk with Jason Elder. You can show your support by sharing this in other episodes found on our website at www.leapodcasts.com. If you have a

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Till next time, analysts, keep talking.