



Bexar County Sheriff's Office

Javier Salazar, Sheriff



Interoffice Correspondence

TO: Chief of Staff James Serrato
Administration and Support Bureau

FROM: Sergeant Elizabeth Gonzalez
Internal Audit Unit

CC: Lieutenant Christopher Molleda
Internal Affairs Section

DATE: February 11, 2019

SUBJECT: Internal Review of the Bexar County Sheriff's Office's Justice Intake and Assessment Annex and Transport Hub

ORIGIN AND SCOPE

At the request of Chief of Staff James Serrato, the Internal Audit Unit conducted an internal review of the Justice Intake and Assessment Annex (JIAA) and the Bexar County Adult Detention Center's (BCADC) Transport Hub. The JIAA is responsible for the intake, processing, and release of inmates. The Transport Hub, formerly referred to as the Booking Section, is now solely responsible for the transport of inmates or transfer of inmates to other agencies.

BACKGROUND

The JIAA opened on December 17, 2018 and is a multi-agency facility housing several operational processing centers which include the District Clerk, Pre-Trial Services, University Health System, Bexar County Mental Health Department, District Attorney's Office, and Public Defender's Office.

At the time of this review, the JIAA was processing the intake and release of new inmates, and the Transport Hub was processing the release of inmates already housed in the BCADC. The scope of this review is to assess the processes, practices, and overall performance of duties within the JIAA and Transport Hub, to include data entry review, document flow, and current staffing and assignments.

OBJECTIVE

1. Identify areas in which procedural changes, additional training, and supplementary resources would aid in the overall efficiency of intake and release processes practiced by the BCADC.
2. Obtain information on the process, practices, and performance of duties currently performed.
3. Identify areas in need of development that could potentially contribute to a breach of security or an erroneous release
4. Determine if staffing levels and training are adequate to ensure all personnel perform their duties as required.
5. Ensure assigned staff and supervisors are proficient in the performance of their duties.

FORMAT OF REVIEW

From January 27, 2019 to February 1, 2019, an on-site inspection was conducted at the JIAA and the Transport Hub. The inspection required a full immersion into the daily operational needs of the section and an assessment of current staffing, as well as, required duties. As part of this review, an open dialogue was initiated with employees, both sworn and civilian, throughout the section. These employees were asked to provide feedback on daily duties, current and ongoing training, and performance. Additionally, Chapter 9 of the Detention Policy Manual pertaining to Intake/Release procedures, PowerPoint training presentations, and staffing rosters were reviewed for reference. All sources and evaluation tools used during this review have supported the findings.

FINDINGS AND IMPROVEMENTS

The following information is the preliminary findings of the internal review. After each finding is a standardized label indicating the current state of correction (e.g. In Progress, Planned, and Corrected) and a brief description demonstrating how the finding was or will be addressed.

1. Current practices relating to the escorting a maximum of five (5) inmates out upon release as defined in BCADC Manual, BC No. 900.02-02, "Release Processing," Section M are inconsistent.

[Corrected: February 1, 2019]

- Deputies have been directed to follow current policy as stated in BCADC Manual, BC No. 900.02-02, "Release Processing." Current practice now mirrors stated policy.
- Master Control has been directed to monitor this practice for continued adherence and empowered to stop the release process if in violation of the procedure. Additionally, as an added safeguard, release documents will be reviewed by two (2) separate supervisory staff members.

2. Current practices relating to a deputy escorting inmates out upon release as defined in BCADC Manual, BC No. 900.02-02, "Release Processing," Section N are inconsistent. Furthermore, it was observed that deputies assigned to this area, required to perform a specific set of duties, were performing additional tasks to support operational needs.

[In Progress: 30 Days or Less]

- Deputies have been directed to follow current policy as stated in BCADC Manual, BC No. 900.02-02, "Release Processing." Current practice now mirrors stated policy.
- Presently undergoing restructuring of staffing assignments and have a scheduled review in 30 days to assess progress and future needs.

3. Efficiency and effectiveness was impacted due to delays caused by some employees assigned to the releasing desk having to wait on assistance from other employees trained and certified to conduct fingerprint examinations and verifications.

[Planned: 30 Days-60 Days]

- Currently working to schedule the Fingerprint Examination Certification course.
- Due to the complexity of this course and the operational staffing needs, this is expected to be an ongoing process with an anticipated completion of within one year.

4. Although not legally mandated, magnifying tools used for examination of fingerprint records are not consistently being utilized to their full potential.

[In Progress: 30 Days or Less]

- Additional tools have been ordered (e.g. Fingerprint Magnifying Tools) to accommodate all work stations.
5. Employees were found to hold varying levels of TCIC/NCIC certifications reducing full operational effectiveness.
[Planned: 30 Days-60 Days]
- Currently working to schedule all personnel for training that would certify full access on TCIC/NCIC systems.
6. There was not always a Sergeant available for final review of paperwork prior to release resulting in the review being completed by a Deputy or Corporal.
[Corrected: February 1, 2019]
- Supervisory staff has been reallocated to ensure improved multifaceted checks, which includes two (2) signatures from separate supervisory staff members.
7. After a review of the BCADC Manual, BC No. 900.02, "Intake/Release Section Overview," there are many inconsistencies with updated procedural implementations.
[In Progress: 30 Days or Less]
- Presently a full review of the Detention Policy Manual is in progress with an upfront focus on all policies impacting the booking and releasing processes.
8. Observation of employees working in multiple areas and outside of their primary assignments raises concerns in the area of optimal staffing levels.
[Planned: 30 Days-60 Days]
- Currently, a full review of the staffing model is underway.
9. There is potential reduction to the efficiency and effectiveness of the release process due to processing inmates at both the JIAA and Transport Hub.
[Corrected: February 1, 2019]
- All releases are now being done at the JIAA out of the South Tower.
10. One employee currently assigned to the court desk on weekends is not enough to sustain current operational needs creating the potential for errors.

[Planned: 30 Days-60 Days]

- Currently, a full review of the staffing model and technical needs are underway.

11. An antiquated system of handwritten notes made on operational documents is currently being utilized to categorize release documentation for processing. Additionally, this paperwork is not being thoroughly reviewed on a consistent basis.

[Planned: 30 Days-60 Days]

- Currently, a full review and evaluation of the flow and document system is underway.
- Additional supplies have been ordered (e.g. color-coded files, station specific colored markers, and self-inking message stamps) to accommodate all work stations.
- Actively seeking a computerized system to evolve this into a primarily paperless process and create a more streamline approach to the overall management of documents, to be implemented in the interim.
- The long-term solution has been identified with the countywide eCIJS project award and will include a new Jail Management System (JMS) with an anticipated implementation period of 30+ months.

12. The addition of a second monitor in high volume workstations (e.g. Court desk, Release desk, and Sergeant's desk) will support the efficiency of overall processes.

[Corrected: February 1, 2019]

- Additional computer monitors have been provided.

13. Computerized access required to utilize to the Omnixx System is limited creating a bottleneck in processing.

[In Progress: 30 Days or Less]

- Presently requesting additional access accounts from the State of Texas.

14. Utilization of Training Corporals falls short of full potential. Efforts should be made to cross train employees and ensure on-the-job training is implemented.

[In Progress: 30 Days or Less]

- Currently, a full review of the staffing model and training needs are underway.

15. Written procedures were found not to be specific enough in providing guidance regarding personnel staffing and assignment to particular stations. Effectiveness and efficiency is reduced due to improper scheduling and staffing assignments based on certifications levels.

[Corrected: February 1, 2019]

- Supervisors have been directed to re-evaluate the post assignments in regards to staffing.
- Currently, a full review of the staffing model is underway.

16. At times, PowerPoint presentations outlining intake and release processes were provided via email in lieu of a classroom instruction setting.

[In Progress: 30 Days or Less]

- Currently, a full review of training needs is underway.
- Specific training will be scheduled regarding intake and releasing processes, to include classroom and on-the-job training.

17. Some supervisors were working outside of their general scope of duties as a result of staffing constraints which directly impacted quality of work product. Additionally, some supervisors were found to not have undergone comprehensive training relating to intake and release procedures.

[In Progress: 30 Days or Less]

- Currently, a full review of the staffing model and training needs are underway.
- Supervisory staff has been adjusted and will continue to be reviewed to meet current operational needs.

18. Data entry made by staff is not monitored consistently, this oversight aids in the prevention of simple errors made in the data entry process.

[In Progress: 30 Days or Less]

- Currently, full reviews of the staffing model and training needs are underway.

CLOSING

All corrective action presented in this review is in accordance with guidelines set forth by the Texas Commission on Jail Standards (TCJS). Additionally, all corrective action addressed and to be addressed will be completed in strict adherence to TCJS mandates.

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Sergeant Elizabeth Gonzalez
Internal Audit Unit

2/11/19
Date