

**Police Jail Operations Audit
December 2010**

Patrice Randle, City Auditor
Craig Terrell, Assistant City Auditor

Police Jail Operations Audit

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Police Jail Operations Audit



Office of the City Auditor

Patrice Randle, CPA
City Auditor

Report #09-14

December 23, 2010

Executive Summary

Effective and efficient inmate booking and release process

Adequate segregation of inmates

Clean and neat facility

Adequate controls over cash handling, inmate property and prescription and over-the-counter medicines

Comprehensive set of written directives

Opportunity for Improvement

Contract Compliance

The City Auditor's Office has completed an audit of Police Jail Operations. The audit was conducted in accordance with generally accepted government auditing standards, except for peer review. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives. The audit objectives were to determine whether:

- the process by which inmates are processed is effective and efficient;
- Detention Officers were adequately trained;
- adequate controls exist over the handling of inmate property and the custody and dispensing of medicines;
- adequate controls exist over cash handling;
- it is more cost effective to hire an additional Detention Officer than pay overtime;
- vendors complied with contract terms; and
- to determine the extent jail overcrowding has on the early release of inmates.

Audit observation indicated that the inmate booking and release process appeared effective, efficient and non-demeaning to inmates. Inmates appeared to be adequately separated when placed in holding and jail cells. Also, jail staff appeared adequately trained. Audit observation and testing also indicated that jail management has established adequate controls over cash handling, inmate property, and the dispensing of prescription and over-the-counter medicines.

Overtime paid in FY2009 was comparable to hiring costs associated with an additional Detention Officer. Also, jail overcrowding appeared to only result in the early release of inmates jailed on non-violent Class C violations.

The City Auditor's Office noted that the Arlington Jail has developed a comprehensive set of written directives to govern jail operations. The written directives address topics such as employee job responsibilities; jail records; jail security and maintenance; inmate processing, care and release; and emergency procedures. Arrest information captured within Tiburon indicated that staff complied with the Arlington Police Department (APD) guidelines.

Overall, the jail facility appeared neat and clean. However, the jail floor is visibly in need of refurbishing. The City Auditor's Office noted that the City has paid above the vendor's bid for inmate food. This finding and related recommendations are discussed in the Detailed Audit Finding section of the report.

Audit Scope and Methodology

The audit was conducted in accordance with generally accepted government auditing standards, except for peer review. The following methodology was used in completing the audit.

- Conducted a walkthrough of the Arlington Jail
- Observed booking and release of inmates
- Reviewed Jail standard operating procedures and General Orders
- Reviewed Kronos timekeeping records
- Reviewed financial records that supported jail expenditures
- Reviewed budget-to-actual data reflected in monthly financial reports
- Reviewed contract agreements related to jail operations
- Identified and tested internal controls over cash handling
- Identified and tested internal controls over inmate property and medicines administered to inmates

The audit covered fiscal year 2009. The City Auditor's Office did not conduct an analysis of the arraignment process nor the process by which cases are investigated. Although the Jail Workout Unit reports to the Jail Sergeant, their job activities were not included in this review since their work relates more to investigations. Facility design was also not considered a part of this audit.

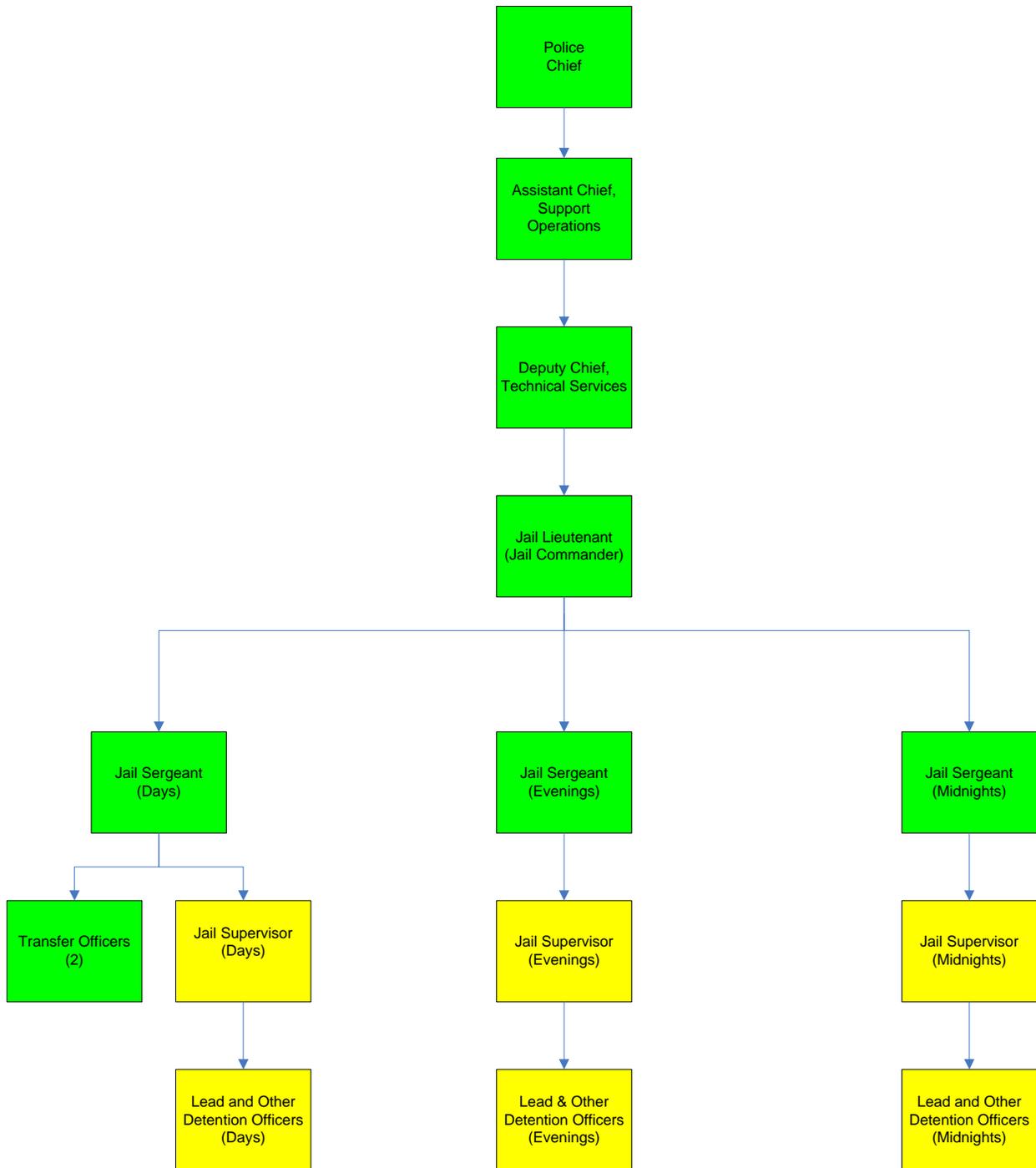
Background

The Arlington City Jail is located within the Ott Cribbs Public Safety Center at 620 W. Division Street. The City Jail was first occupied in 1988, with 13,173 square feet, and has operated continually at its current location since that time. There has only been one expansion to the Jail since it became occupied, and that was in FY2007. In FY2007, the Jail was expanded to add 2,955 square feet. Management indicated that the expansion area (Block F) became occupied in December 2008. A total of \$600,000 in one-time funds was budgeted to fund the expansion project. The actual cost was \$640,000. The Arlington City Jail is now sized at 16,128 square feet.

The Arlington Jail functions as a temporary holding facility used to detain adults charged with felonies and misdemeanors until their release or transfer to another criminal justice agency. Additionally, persons convicted of Class C misdemeanors may be required to serve time in the Arlington City Jail as a means of paying off court-ordered fines and costs. The Arlington City Jail does not house juveniles. Instead, juveniles are transferred to the Tarrant County juvenile detention center.

Civilians and commissioned employees staff the Arlington Jail. Civilian employees consist of Detention Officers, Jail Court Assistants, Lead Detention Officers, and Shift Supervisors. Commissioned employees consist of two transfer officers, three Jail Sergeants and the Jail Lieutenant. Employees within the Arlington City Jail are responsible for providing inmate care and custody, securing transport of persons arrested elsewhere on City of Arlington charges, processing bonds and assisting with inmate arraignment. The Police Jail is organized as indicated in the following chart.

Police Jail Operations Organization Chart



Sworn Personnel

Civilian Personnel

There are three sections of the jail: Central Control, Booking and Housing.

Central Control

Central Control is positioned between the jail lobby and the inmate booking area. Central Control is normally staffed with two employees. In instances where one of the two employees is needed in another area of the jail, Central Control is only staffed with one employee. Central Control is never left unstaffed. For security purposes, the glass windows in Central Control are tinted so visitors cannot see into the jail booking area and so inmates in the jail booking area cannot see into the jail lobby. The lighting is also dimmed within Central Control to help decrease visitors' ability to see into the jail. Employees within Central Control can see out, but neither visitors nor inmates can see in.

One of the two employees works the Bond Desk, the other works Central Control. The Detention Officer working the Bond Desk primarily handles money and teletypes from other agencies. The Detention Officer working Central Control is primarily responsible for double-checking paperwork to ensure proper inmate release and for controlling jail access (e.g., unlocking doors). Some Detention Officers are cross-trained to help with the Bond Desk.

At the jail lobby, visitors must consent to inspection of briefcases, pocket books, packages, etc. in their possession and shall successfully clear metal detection before being allowed to enter the visitation area. Visitors are also required to provide official government identification that is retained by Jail staff until the end of visitation. Prior to granting a visitor access into the jail, a Police Officer "wands" the visitor and checks possessions to ensure that the visitor is not carrying weapons, etc. The Arlington Jail is equipped with lockers for visitors to store their personal belongings while visiting with inmates. Visitors are provided a locker key to protect their personal items.

Booking

Inmates escorted from the sally port to Booking may be placed in temporary holding cells until their booking can be completed. There are six booking stations, four individual tanks, two multi-person tanks for males and one multi-person tank for females.

The arresting officer brings in the handcuffed defendant and gives the booking officer the arresting information. The booking officer enters the defendant's personal information, medical condition, property booked in, charges, arrest information, etc. The booking officer then wands and searches the defendant prior to removing the handcuffs. Female inmates are searched by female Detention Officers. Male inmates are searched by male Detention Officers. The arresting officer observes this activity because if the booking officer found drugs on the defendant and the arresting officer was not there, the booking officer would be included in the chain of custody and would be required to attend the court hearing.

A front and side mug shot is taken of the defendant. A copy of the defendant's mug shot, along with his/her name and jail identification number is printed from Tiburon to be included on the jail wristband. Indentix, a system linked in with the State of Texas, is used to fingerprint the inmate. The fingerprint is sent to Tiburon, which then sends the fingerprint to the State of Texas. After having a mug shot and being fingerprinted, inmates change into their bright orange jail

uniform. The clothes that the defendants were wearing at the time of their arrest are placed in a numbered bag and stored in the jail Property Room. A Detention Officer is assigned to the jail Property Room and only the Detention Officer assigned to the Property Room has the key. The bag number is included in the Tiburon system.

Within the jail is a designated changing room for defendants. There are also two DWI Intoxilizer rooms with toxicology instruments. Jail employees with access to the DWI room must be certified by the State of Texas. There is also a room designated for Tarrant County representatives to interview inmates who have requested a court-appointed attorney. The Tarrant County representative determines, from interviews, whether inmates are indigent.

Before being taken to assigned cell blocks, inmates are allowed to use free phones to contact a relative, bondsman, etc. Per the Inmate Telephone Service Agreement, an outside contractor provides inmate telephones, enclosures and related equipment. The City is compensated at a rate of 40% of the gross revenue billed or prepaid for all phones covered by the agreement. The City's financial records indicate that the City received approximately \$47,000 in telephone revenue during FY2010.

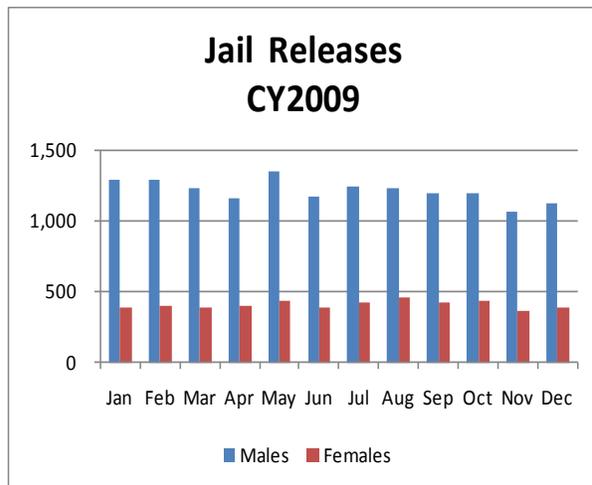
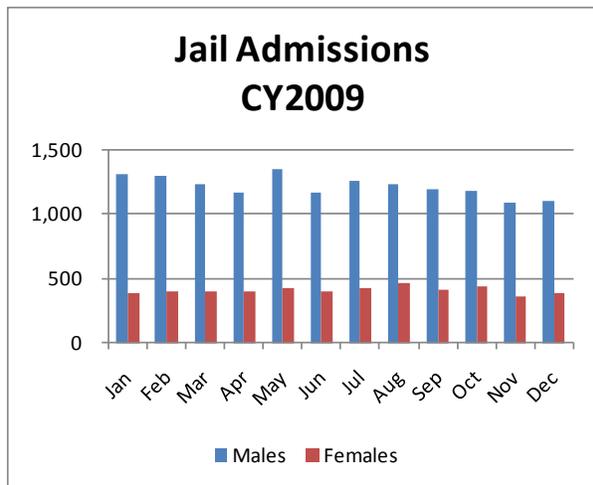
Prescription and over-the-counter medications such as aspirin, band aids, etc. are also made available to jail inmates. Prescription and over-the-counter medicines received from inmates and/or their family, etc. are entered into Tiburon. A record of medicines administered is sent with inmates that are transferred to another arresting agency or hospital, if applicable. If an inmate has a condition that requires immediate medical attention before being booked, the Jail Supervisor denies entry and the arresting officer is responsible for taking that defendant to the doctor. If an inmate requires medical attention while in jail, jail personnel are responsible for contacting EMS. EMS is then dispatched and the inmate is transported to: 1) the county hospital if the inmate has no insurance; 2) the nearest hospital or the hospital of their choice if the inmate has insurance; or 3) to the nearest hospital if EMS believes the inmate has a serious medical condition.

Housing

The Arlington Jail houses inmates separately, by gender. It further separates males by severity of crime and medical condition. Female inmates reside in the same cell block, regardless of their crime or medical condition. However, they are segregated into individual cells within the one cell block.

There are currently 116 mounted beds within the six cell blocks of the Arlington Jail. Blocks A and B are used to house the general men population. Block C is used to house men that are arrested for more violent activity and those deemed to be an assault risk to staff. Block D is used to house women. Block E is used to house men with medical conditions. Block F, the most recent addition to the jail, is used to house men under minimum security. Block F is a 32-bed dormitory styled room with showers, metal eating tables and a television. Within each cell block, a list of rules is provided in English and Spanish. Inmates are provided with a list of authorized bondsmen, a free phone, and a toilet. Inmates are also offered showers on Mondays, Wednesdays, and Fridays.

Jail records indicated that 19,443 inmates were admitted and 19,423 were released during CY2009. A year-to-date jail population of 13,174 was indicated as of August 2010. Using year-to-date numbers, the estimated CY2010 jail population is 19,761 $[(13,174/8) \times 12]$. When compared to August 2009, the total number of inmates processed as of August 2010 was 105 inmates higher. It is probable that this variance would be even higher had it not been for the inclement weather (snow) in February and March 2010. Jail staff indicated that when there is snow and heavy rainfall, the number of inmates processed tends to decrease because patrol officers normally work more traffic-related incidents during this time. Jail reports indicate the following jail admissions and releases, by gender.



During the day, inmates dwell in the three general dayroom areas, one for women and two for men. High-risk inmates are confined to their individual cells and low risk male inmates remain in Block F. Jail management indicated that there are usually three to four trustees at a time. Jail trustees are responsible for laundry, and thus receive an additional \$60 jail credit per day. The standard jail time credit is \$100 per day.

Packaged meals are catered in and cell blocks are cleaned by outside contractors. Cell blocks are emptied to allow the contractor to clean. Breakfast includes a muffin, milk and juice. Lunch and dinner consists of a sandwich, chips and milk. There are no dietary provisions. However, if an inmate cannot eat solid food, jail staff will make other provisions.

A Detention Officer staffs Housing 24 hours per day, seven days per week. Housing is equipped with a ventilation system and employees have breathing apparatus to use in case of a jail evacuation. There is also an evacuation yard with wound, razor wire at the top that can be used when deemed necessary. Housing observes surveillance equipment, operates doors and monitors inmate and staff activity. Detention Officers are rotated between Central Control, Booking and Housing.

There are instances where the Arlington Jail houses inmates booked on other city warrants and/or houses inmates that have been booked on charges higher than a Class C Misdemeanor. Inmates booked in the Arlington Jail on behalf of another city can either pay the amount due to the other city and be released, or be picked up by the other city. The City of Arlington will notify the

other city upon the defendant’s arrest. If the other city does not pick up the inmate within 24 hours, the inmate is released from the Arlington Jail and the other city is notified of the inmate’s release. Inmates in jail for County level charges may bond out or be transferred to the Tarrant County Jail. Tarrant County is responsible for picking up those inmates from the Arlington Jail once their cases are filed with Tarrant County.

General

The number of budgeted Jail Court Assistant and Detention Supervisor positions has remained consistent over the past seven years (FY2004 – FY2010). However, changes have been made to the number of budgeted Detention Officer positions. Per City budget documents:

- Detention and Lead Detention Officer positions remained the same from FY2004 through FY2006. Jail management indicated that Lead Detention Officers did not become effective until FY2007.
- In FY2007, the Police Department lost one Detention Officer position and reclassified two Detention Officer positions to Lead Detention Officer.
- In FY2009, the Police Department received four additional Detention Officers, but lost a Detention Officer during FY2010.

Budgeted staffing for Detention Officers (formerly referred to as Jailers) and Jail Court Assistants is presented in the following chart.

Job Title	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>
Detention Officer	34	34	34	31	31	35	34
Lead Detention Officer	1	1	1	3	3	3	3
Detention Supervisor	3	3	3	3	3	3	3
Jail Court Assistant	6	6	6	6	6	6	6
	44	44	44	43	43	47	46

Source: City of Arlington Adopted Budgets

The Arlington Jail has two transfer officers that are not reflected in the preceding chart. One transfer officer works days and the other works evenings. The transfer officers are responsible for picking up defendants who have been arrested at another city on a City of Arlington warrant, and assisting with other jail duties as deemed necessary.

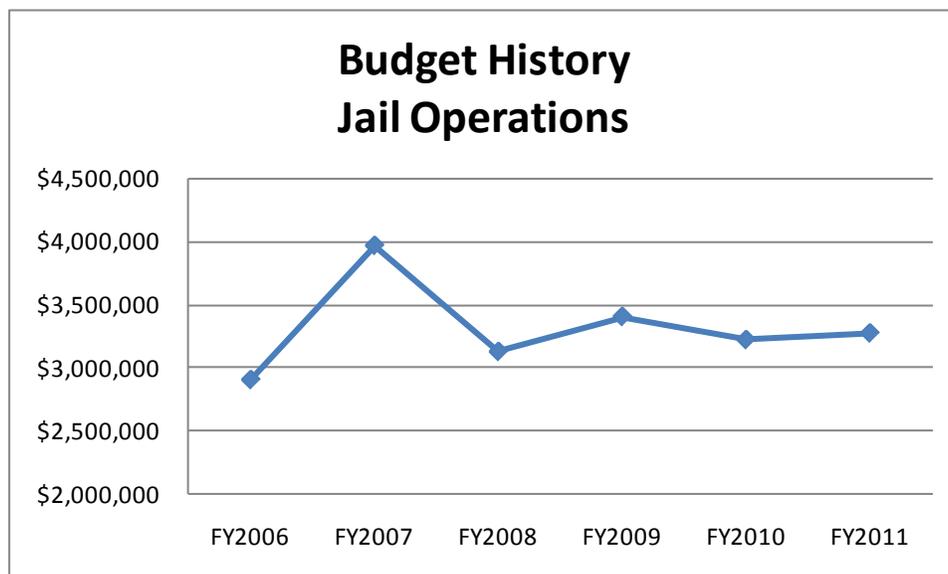
The City also has an interlocal agreement with the City of Mansfield Law Enforcement Center to house inmates provided there is a need to house more inmates than the Arlington Jail can hold. Under the agreement, the City of Arlington will pay the City of Mansfield \$46.60 per calendar day, per prisoner. This fee includes housing, meals, and all on-site security. (It should be noted that the \$46.60 charge represents the cost for service on an emergency operation basis only). Additionally, \$.20 per mile and \$10 per man hour will be assessed to the City of Arlington for any prisoner transports deemed necessary. Audit results indicated that the City of Mansfield was not requested to house inmates on behalf of the City of Arlington during FY2009.

The Arlington Jail uses Tiburon's public safety software to record and track inmate activity (e.g., booking and release, medicines, property booked in and released, cell location, incidents, etc.). Every five minutes, a snapshot is taken of the inmate population from within Tiburon and placed on the APD website for public perusal. The Jail Inmate List provides the public with inmate arrival dates and times, names, arrest locations, report numbers, booking numbers, agencies responsible for charges, charges, dispositions and bail amounts.

The Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA®) was created as a credentialing authority. The purpose of CALEA's Accreditation Programs is to improve the delivery of public safety services. The CALEA website indicates that its Accreditation Process is a proven modern management model that presents the Chief Executive Officer, on a continuing basis, with a blueprint that promotes the efficient use of resources and improves service delivery - regardless of the size, geographic location, or functional responsibilities of the agency, once implemented. Per CALEA, the accreditation program provides law enforcement agencies an opportunity to voluntarily demonstrate that they meet an established set of professional standards. There are instances where the City of Arlington holds inmates beyond three days, causing the Arlington facility to be defined as a jail. CALEA does not accredit jails. However, management indicated that the City of Arlington has taken a stand to follow CALEA standards as much as possible.

A 2006 jail operational assessment conducted by the National Institute of Corrections concluded that the Arlington Jail had inadequate space for staff (lockers, lunchroom), malfunctioning and obsolete detention electronics, inefficient Control Center due to design of facility and ghosting of doors. The FY2007 Budget included one-time funds of \$385,000 to replace the Jail's outdated electronic locking mechanism. Due to building and funding constraints, no additional space was made for staff lockers or a lunchroom, and no change was made to the design of Central Control.

The following graph shows the change in budgeted amounts over the past six years.



Summary of Audit Results

Audit observation of the inmate booking process indicated that Detention Officers appeared to have the knowledge and skills necessary to ensure proper booking, identification and housing of inmates. Generally, it took between one and two hours to get an inmate processed. The amount of time it takes to process an inmate varies based on the number of violations for which the defendant is being booked, time of booking, etc. For example, the booking process is lengthened if a defendant arrives when Detention Officers are removing garbage or getting inmates in their cells for bed.

Detention Officers hired by the Arlington Jail must meet the same requirements as those of a police officer recruit, with the exception of a college degree. Detention Officers are only required to have a high school diploma or a GED. Arlington hiring requirements are comparable to those in the cities of Carrollton and Irving. Noted differences included Arlington's United States citizenship requirement and unless applicants are current employees, Arlington disallows other family members working for APD.

Detention Officers appeared to be adequately trained. Detention Officers are required to complete training courses that include, but are not limited to CPR, defense tactics, and the National Crime Information Center (NCIC). NCIC is a computerized index of criminal justice information available for criminal justice agencies to make inquiries and for prompt disclosure of information about crimes and criminals. It should be noted that in some instances, training was delayed. For example, if a Detention Officer is on sick leave when scheduled for recertification, his/her recertification is delayed until the course is offered again by APD. Detention Officers are offered the seasonal flu vaccine, hepatitis and tetanus shots at no cost. However, the vaccines are only administered to jail employees that choose to be vaccinated.

Audit observation indicated that jail rules and notice of surveillance video are posted throughout the jail in English and Spanish to decrease the chance for violence and inmate non-compliance with established guidelines. Also, adequate controls are in place to help ensure the positive identification of inmates when booked into the jail, when moving throughout the jail, and prior to jail release. There appeared to be adequate controls over the handling of inmate property and the custody and dispensing of prescription and over-the-counter medicines. Also, surveillance cameras were strategically located through the facility and appeared to be functioning as intended.

As discussed in the report finding, the majority of costs associated with Jail operations are associated with payroll and the housing of prisoners. APD has taken efforts to eliminate costs that would normally be associated with the housing of inmates. Rather than hiring a contractor to launder inmate uniforms and bedding, trustee inmates perform these services in return for an additional \$60 jail credit, per day. Also, management offsets jail costs via revenue generated when inmates use jail telephones to make collect calls. The City Auditor's Office concluded that management should consider further decreasing jail costs by using trustees in lieu of or to reduce the frequency of jail facility cleaning services currently provided by the outside contractor.

To help decrease the opportunity for misappropriation and theft of funds, APD management requires payment in the exact amount of fines owed. Cash collected is adequately safeguarded and procedures are in place to ensure that money collected is properly reconciled.

The City purchased Tiburon as an “off-the-shelf” software. The Tiburon software produces a Daily Jail Report/Key Log that documents beginning and ending jail population and the number of inmates booked and released. This report is printed for each shift. However, there is no report that lists the days on which the inmate population exceeded jail capacity, nor a report that summarizes the number of inmates released early on a given day or over a given period. APD creates custom reports for jail management by using Crystal to extract data from Tiburon. Examples of Crystal reports created for jail management include booking recap and court receipts (daily and monthly). As mentioned in the Background section of this report, the Jail Inmate List is updated every five minutes.

On a case-by-case basis, the Arlington Municipal Judge authorizes the release of inmates when there is jail overcrowding. On July 12, 2010, the APD website indicated that 124 inmates were in custody as of 11:33am. A review of Incode and Tiburon records was made to determine whether the large inmate population contributed to an early release of inmates. Test results indicated that six (6) inmates appeared to have been released early (fine amounts exceeded the amount of jail-time the inmates actually spent in jail). The amount of jail credit granted ranged from \$100 to \$375. The length of stay ranged from less than 24 hours to approximately 2 ½ days. Four (4) of the six inmates were released to another law enforcement agency. One was released on an appearance bond. The remaining inmate was released back into society. The inmates that were released on either appearance bonds or back into society were released for non-violent Class C violations.

As noted in an opinion of the Texas Attorney General, a defendant convicted of multiple class C misdemeanors may receive credit for time spent in confinement prior to sentencing on each of the sentences as though the time ran concurrently. For example, audit results indicated that one inmate was booked into the Arlington Jail on 7/7/10 for fines totaling approximately \$4,500. Each of the violations was in warrant status. The inmate was released on 7/16/2010 with jail credit in the full amount of the Arlington fines.

City fines with jail-time served dispositions are significant. An Incode report provided by the Arlington Municipal Court indicated that from 11/30/2009 through 11/1/2010, the City granted approximately \$8,032,765 in jail credit for 24,929 violations, a calculated average of \$322 per violation. At \$100 jail credit per day, the average violation is equivalent to approximately three days in jail. Since it is common for inmates to be jailed for multiple violations, most inmates would be jailed for more than three days if they were required to “sit-out” their entire fine amounts. Requiring that inmates “sit-out” the entire \$8M equates to housing approximately 220 inmates per day (\$8,032,765/\$100/365 days), which is in excess of the jail’s current capacity. It should be noted that there are instances in which jail credit is granted to inmates that are jailed at another law enforcement agency.

APD’s goal is to get inmates with County charges booked in and transferred by the end of the third business day. The City Auditor’s Office was informed that the Tarrant County Sheriff’s

Office will not accept a prisoner until the case is filed and accepted by the District Attorney. The State Code of Criminal Procedure states that a Sheriff will accept an inmate upon the magistrate's determination of probable cause, which is when arraigned.

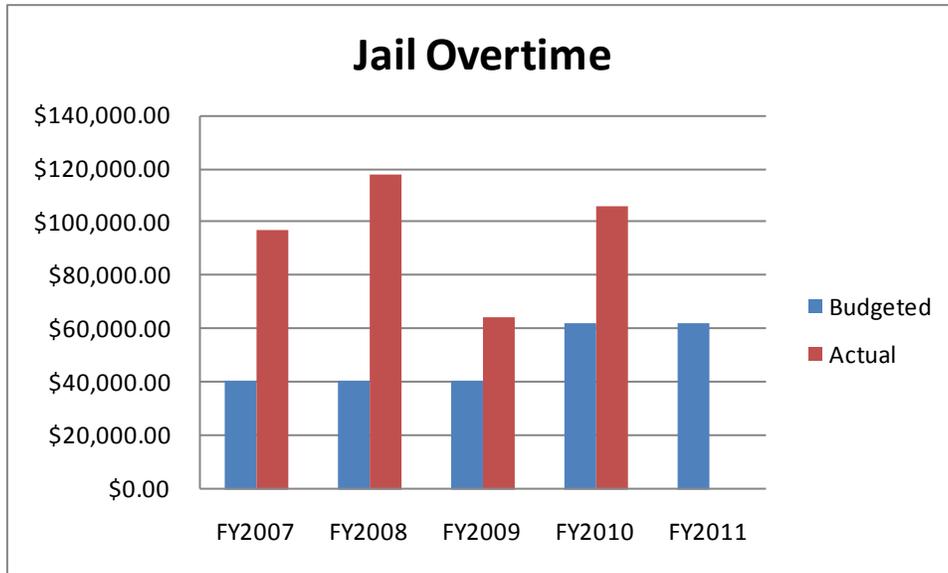
A walkthrough of the Arlington jail facility indicated that, overall, the jail appeared clean. However, there is a need to refinish the jail floors and paint jail walls, as can be seen in the following photographs. Since the cost to paint and refurbish is usually very costly, and because of tough economic conditions and the probability that other major City projects are placed on hold, it is probably not feasible to refurbish the jail at this time. However, the City Auditor's Office deemed it necessary to report on the jail's current condition.



Both Photos Taken on March 31, 2010

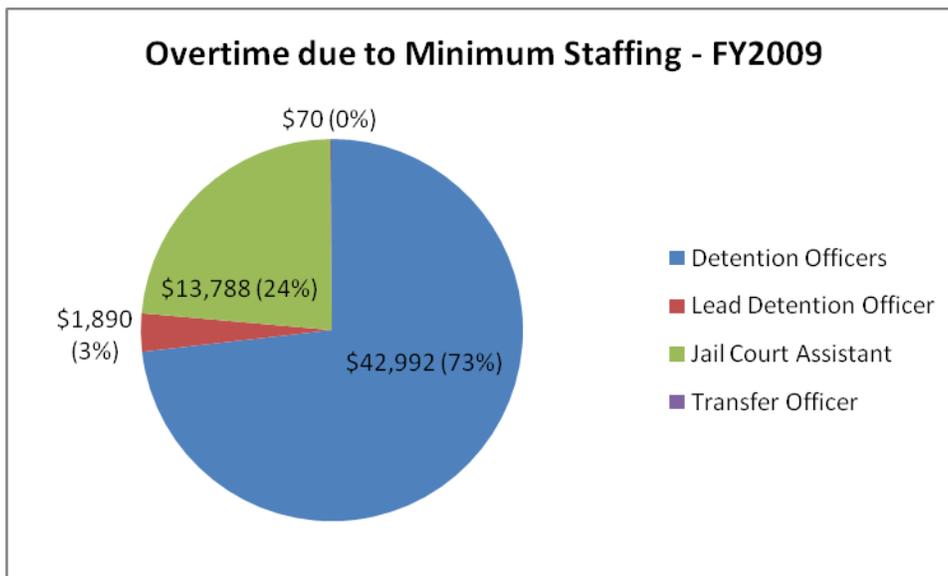
Overtime

From FY2007 through FY2009, budgeted overtime for the entire jail was \$40,922. As of April 2009, actual overtime exceeded budgeted overtime by approximately \$5,000. Budgeted overtime was increased by \$21,078 (to \$62,000) in FY2010, and remained the same in FY 2011. A comparison of budget-to-actual overtime over the past four years is noted in the following chart.



Source: Monthly City Financial (Z200) Reports

Kronos timekeeping records indicate that during FY2009, approximately \$59,000 was paid in overtime due to minimum staffing. The \$59,000 consisted of approximately 2,300 overtime hours - Detention Officers (1,642 hours), Jail Court Assistants (590 hours), Lead Detention Officers (63 hours), and Transfer Officers (1.5 hours). It should be noted that in addition to minimum staffing, overtime is also required due to training, meetings, etc. The monetary impact of overtime due to minimum staffing is reflected in the following chart.



Combined overtime for Jail Court Assistants and Detention Officers totaled \$56,780 (approximately 96% of jail overtime due to minimum staffing). Analysis of FY2009 overtime, by pay period, indicated that at least 80 overtime hours were worked for more than 50% of the

pay periods. A detailed review of hours worked by Detention Officers, during four sampled pay periods, resulted in the following.

- For the pay period ending (PPE) 7/26/2009, overtime worked on three days was during the same shift. During the review of this pay period, Internal Audit noted that one employee appeared to have worked an excess number of hours in two days. The employee worked one shift, had eight hours off, and then returned to work a double shift. A review of timekeeping records indicated that it is not uncommon for Detention Officers to work double shifts.
- For the PPE 9/27/09, overtime was paid for a special assignment. Internal Audit concluded that in situations where there are special assignments, additional staffing will reduce the amount of overtime required. However, it is very likely that overtime will still be necessary.
- For the PPE 12/14/08, overtime worked on these days was during the same shift.
- An attempt was made to obtain Kronos detail for overtime worked from 9/29/08 – 10/5/08. However, overtime could not be verified due to the way in which it was tracked in Kronos during this pay period. City payroll staff indicated that on 10/06/08, the City began using transfers (instead of pay codes) to record overtime. This change was made to better track overtime and to help ensure that employees were not overpaid.

Detention Officers are recruited by the Police Recruiting Office, as is the Police Academy. So, if there is a vacant Detention Officer position and a Police Academy at the same time, the Detention Officer position remains vacant until the Academy recruiting is completed. Budget documents indicate that during FY2009, Detention Officer vacancies generally ranged from one to two vacancies over 21 of the 26 pay periods. There was a Lead Detention Officer vacancy for four consecutive pay periods. The following chart indicates that estimated salary and benefits and recruiting costs exceed FY2009 overtime paid to Detention Officers due to minimum staffing.

Detention Officer	
Estimated Salary & Benefits	\$48,836
Estimated Cost for Police Recruiting Efforts Only*	1,928
Estimated Hiring Cost & Annual Salary & Benefits	\$50,764
Total FY2009 Overtime Paid	\$42,992
Hiring Costs in Excess of FY2009 Overtime Paid	\$7,772

*Workforce Services and Police Jail Costs Not Available

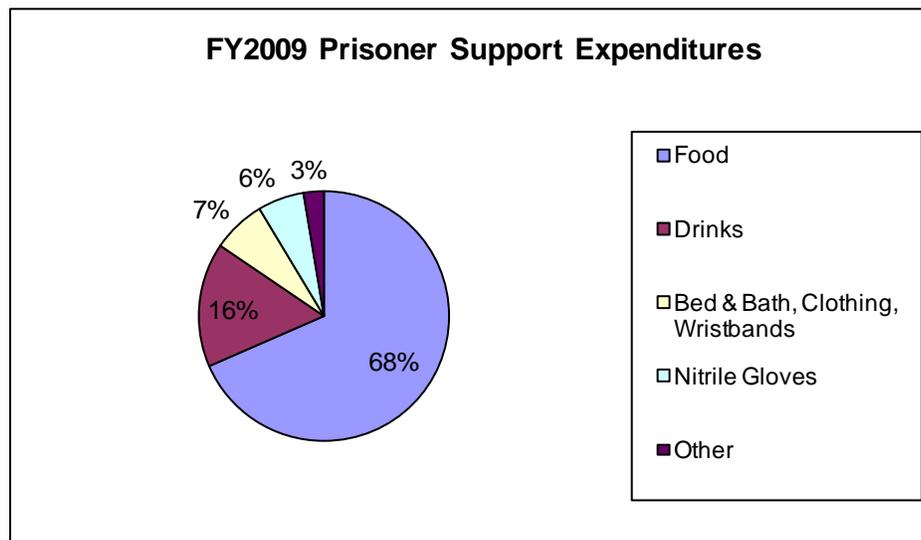
The chart above also indicates that the hiring of an additional Detention Officer (\$50,764 plus costs incurred by Police Jail and Workforce Services staff) appears more equivalent to the total overtime paid to both Detention Officers and Jail Court Assistants during FY2009 (\$56,780). If overtime costs continue to increase, management should perform a cost-benefit analysis to determine if the hiring of an additional Detention Officer is warranted, in lieu of overtime. It should be noted that Detention Officers may perform the duties of Jail Court Assistants.

However, Jail Court Assistants do not possess the qualifications to perform the duties of Detention Officers.

Detailed Audit Finding

City payments for food service provided to incarcerated persons exceeded the vendor's bid.

Other than payroll, a majority of expenses the City incurs on behalf of inmates is for food and drinks. During FY2009, food and drink expenditures totaled approximately \$157,000 (\$127,000 and \$30,000, respectively). The following chart illustrates the allocation of FY2009 prisoner-related expenditures. The "other" category includes expenditures such as first aid supplies, bath, bedding, uniforms, toiletries, gloves, etc.



Payments should be made in accordance with the vendor's contract/bid. However, the City of Arlington paid Mom's Food Products (pre-packaged food vendor) for delivery charges that, per City bid specifications, were to be included in the vendor's quoted unit prices.

The Arlington Police Department did not verify that the vendor invoice was in compliance with the vendor's bid prior to payment authorization. As a result, the City overpaid the vendor \$1,020 during FY2009. As of a September 2010 invoice, the City was still paying for delivery charges.

Recommendation:

The Police Chief should require that Police staff no longer authorize payment for the itemized \$10 delivery charge included on invoices received from Mom's Food Products.

Management's Response:

Concur. The notice to Mom's Food Products to no longer authorize payment for the delivery charge will be sent.

Target Date: December 31, 2010

Responsibility: Elaine Victoria, Fiscal Services Coordinator

Carolyn Allen, Deputy Police Chief – Technical Services

Recommendation:

The Police Chief should request a \$1,020 credit from Mom's Food Products for the FY2009 delivery charge payments, and should determine the extent of overpayments made during FY2010. A credit should then be requested in the amount of the FY2010 delivery charge payments.

Management's Response:

Concur. A letter will be sent to Mom's Food Products requesting a refund for the overpayments of FY2009 as well as any additional overpayments for FY2010 and 2011. The letter will be sent with the above notice by December 31, 2010. Fiscal Services will request all refunds from Mom's by February 28, 2011.

Target Date: February 28, 2011

*Responsibility: Elaine Victoria, Fiscal Services Coordinator
Carolyn Allen, Deputy Police Chief – Technical Services*