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FROM: Sam Youngblood, COB, Emerald Correctional Management, LLC
TO: Robert Almonte, US Marshal, Western District of Texas.
DATE: April 6, 2016
RE: WTDC Status.

1. **Chairs for Lobby:** 20 new chairs have been placed in the lobby/waiting area.
2. **Lobby Improvements:** Completed repainting of lobby. New furniture in lobby. Play area for children provided. Wall mounted TV with children's programs.
3. **Water in lobby for visitors:** A new wall mounted water cooler has been installed in the front lobby. 2 portable 5 gallon coolers have been stored and will be used in the lobby during any water outage.
4. **Lobby Bathrooms.** Lobby bathrooms are scheduled for cleaning every morning and every afternoon. Additional cleaning during the day as needed to insure that the lobby/restrooms are kept clean, sanitary and well stocked with supplies. Warden and other staff check the lobby bathrooms regularly.
5. **Attorney Contact Person:** Mrs. Josefina Marquez has been returned to the lobby area as the point of contact for all attorney visits. (This is the staff member that several lawyers referred to about being very accommodating.) All staff have been advised and instructed that attorneys are our customers and are to be accommodated at any cost and that violation of this policy will result in termination. Ms. Marquez now has computer Tablet to facilitate email correspondence with attorneys regarding visitation.
6. **Transporting male/female detainees:** Revised the transportation post orders and no male detainees will be transported with female detainees for any reason. These revisions have been signed by each transportation officer and driver and a copy placed in each transportation vehicle.
7. **Jackets:** We upgraded detainee jackets to quilted lining jackets in December. This is no longer an issue due to the purchase of new jackets in December.
8. **Hygiene Items:** Toilet tissue and feminine napkins are issued when requested. There is no limit on the number of feminine napkins that a detainee may request.
9. **Recreation schedule:** The recreation officers have a rotating schedule for detainees. Each dormitory has a minimum of 1 hour of recreation scheduled daily. These times are rotated daily so that the same dorms don't go in the morning/afternoon each day. The recreation areas also rotate daily from basketball to soccer to volleyball etc. All rec time is reflected in recreation log



and is verified by supervisors. Additional fencing was added several months ago to create four additional rec areas. Four new staff were added for additional security, supervision and flexibility for recreation. One additional recreation area is planned.

10. **Delivery of Meds:** HSA confirms that meds are delivered daily at the times prescribed by dr for each detainee. All complaints regarding meds have been investigated, and results delivered to USMS. New HSA, who began in August 2015, has implemented new procedures regarding delivery of meds to trustee inmates at work, recreation, etc. If detainee is missed in a dormitory, Meds are taken to the detainee at work, recreation, etc..
11. **Diabetic Dietary Requirements:** Confirmed meals for diabetics are provided at each meal. Snacks for diabetics available daily both AM and PM.
12. **Generator.** Generator is tested every Monday at low surge and tested in the first week of each month for full surge. Billy Bryan from Detain Inc. was on site on 03/21/16 when the weekly generator test at full load was conducted and documented. Confirmed that emergency power from emergency generator provides power only to central control, emergency lights and refrigeration in food service area, in compliance with applicable life/safety ACA and TCJS standards. In compliance with applicable standards, no A/C is powered by the emergency generator. Contracted with third party to conduct quarterly ACA mandated full load test, and maintenance.
13. **Commissary Pricing:** Compared commissary price list to those obtained from USMS for 4 detention facilities in this district and found that the prices are comparable. 2 of the facilities charged more for soups and other products, and 2 charged less. Our pricing list appears generally to be in the middle of 5 USMS holding facilities in this district.
14. **Reporting major incidents:** All supervisors have been advised that any time that a major incident such as PREA, hunger strike etc. occurs within the facility whether it be USMS detainees or ICE detainees, that the USM service is to be notified.
15. **Mail processing:** All detainee incoming and outgoing mail is processed on Monday through Friday. All outgoing detainee mail is picked up from each housing unit beginning at 0800 hours, this outgoing mail is processed, entered into the Eagle system and then taken to the Post Office to be mailed. All incoming mail is picked up at this time, processed, entered into the Eagle system and then passed out to detainees. This is usually completed by 1700 hours at the latest. With the current occupancy, this is usually completed by 1300 hours.
16. **Torn clothing complaints:** Laundry officer checks all items of clothing when they are turned in to the laundry to be washed. Any unsightly/damaged clothing is disposed of and the detainee issued proper clothing.
17. **USMS Video Conferencing.** New High speed internet connection was added to USMS video conferencing. Quality of video conferencing has improved.



18. **INSPECTION of General Operation and Sanitation:** Emerald has contracted with Detain, Inc. (third party vendor) for weekly unannounced audits and investigations of each area within the facility. Mr. Billy Bryan with Detain, Inc. is coordinating with corporate to implement more training for first line supervisors. First monthly report for March 2016 is attached (Exhibit A).
19. **Wi-Fi:** On 03/22/16 installed a guest Wi-Fi router that will be accessible to attorneys who can request the password. WIFI was fully operational in lobby/visitation area as of 3/29.
20. **Cell service:** Tech company has inspected facility to evaluate usefulness of cell signal boosters. First cell phone booster has been installed and is operational as of 4-5-2016. Testing to evaluate effectiveness. Still looking at other options. More or other boosters may be installed later. Will not know value of cell boosters until we try them for a while.
21. **Video Visitation and Telephone:** Four new detainee telephone/video visitation booths have been designed. Contract for construction was signed on April 5.
22. **Communication with Corporate:** Daily phone and email contact between warden and COO Robert Hughes regarding updates on operations and improvements. Also, Owner Sam Youngblood is visiting regularly. Warden is in weekly email communications with Owner Sam Youngblood, CEO Steve Afeman and COO Hughes on the daily operations of the facility. Weekly call between COO Bob Hughes and all Wardens, begins at 9:30 each Friday. All executive officers can attend this conference call as well. See below for anonymous employee hotline for complaints and suggestions.
23. **Employee communication.** In discussions with NAVEX Global (12,000 clients worldwide) for anonymous third party provided employee hotline for reporting issues on ethics, safety, fraud, etc. This will allow employees to report to and communicate directly with corporate anonymously.
24. **Specialty Training.**
 - DAILY:** At each shift change, during briefing, officers focus on one attribute of dealing effectively with detainees. Very short, but it is a focus on better communication and listening skills.
 - SUPERVISORS:** Detain, Inc. has recommended, and is preparing a cost proposal for TCLOSE First Line Supervisor leadership training. Waiting on proposal.
 - DUKE REFORMATIVE JUSTICE PROGRAM:** The implementation of the Duke University Reformative Justice Program has been accelerated from June 2016 to April 27 & 28, 2016. This comprehensive six module program includes a focus upon respect, dignity and empathy, and will begin by the presentation of the first module in West Texas on April 27.
25. **Attorney Visitation Improvements:**
 - Ms. Marquez is back in charge of attorney visits.



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- No reservations are required for an attorney visit.
- Attorney visits are available 24/7.
- Attorneys who visited in the past have been notified of these changes.
- Wi-Fi working in lobby/visiting area; password is available to attorneys upon arrival.
- Stools have been removed and standard chairs are in attorney side of the visitation rooms.
- Special requests are being handled quickly.
- Saturday visits, scanning and emailing docs to lawyer have been quickly arranged.
- 3 new attorney visitation rooms have been designed by original facility architect.
- 4 new detainee video visitation rooms have been designed by same architect.
- Schematic Plan for new construction is attached as **Exhibit B**.
- Contract for construction has been signed with Butler/Cohen Construction.
- Construction starts April 7. Three weeks for completion, if no delays.
- Attorneys who have visited since 3/17/2016:

<u>Date</u>	<u>Attorney</u>
3/17/16	DAVID G. CASTILLO
3/17/16	JOSEPH R. VEITH
3/22/16	FPD. LOUIS CORREA
3/22/16	JAIME ESCUDER
3/23/16	RICHARD JEWKES
3/23/16	AMANDA NAVARETTE
3/23/16	FPD.INVESTIGATOR LEONOR DELGADO
3/24/16	W.E.RUSTY HERMAN
3/24/16	CRYSTAL MASSEY **
3/24/16	SANDY WILSON
3/25/16	BRENDA M.VILLALPANDO
3/25/16	JESSE GONZALES
3/30/16	W.E. RUSTY HERMAN

Comments from Lawyers in 4-5-2016 Interviews:

Brenda Villalpando: "Actually everything went really great. I went, and normally you have to send an email for an appointment, but this was an emergency and they were really accommodating. Ms. Marquez was great and the wait time was reasonable, nothing outrageous, but it was my fault because I did not send the email. They did everything great. I wish the facility was closer. And I guess one of the comments is that we actually had a client that had to fax some documents to us and they were super accommodating. They did everything they could to get it to us, so I know it's been improving a lot. We really appreciate that."

Amanda Navarette: "It was actually really great. The clients were ready when I got there, and it went really smooth. The client was in the room and I just knocked on the window and they brought the next one. It was very smooth and nice. They were great and they were ready for me and I was able to go right in. Ms. Marquez takes great care of us."



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Sandy Wilson: "I did visit the West Texas Detention Facility and I am very grateful that Josefina Marquez was put back in charge of facilitating our visits with our clients. She was there when I started visits and was my go to person. She was prompt and set up visitation with my clients in a very timely manner. I cannot say enough about how well Ms. Marquez does her job at this facility. She is always nice, always returns my calls and responds to my emails the same day. The whole staff has been very accommodating when I visit. I also fill out the required forms and have those ready so I don't cause delay with your staff. This is one facility I really enjoy visiting because of the professional, friendly and competent staff. Keep up the good work and please keep Josefina Marquez where she is because we all love working with her."

OTHER ATTORNEY COMMENTS:

Yes, it's true. Many changes have been made since we all complained about the conditions at WSTX. Ms. Marquez has done an **OUTSTANDING** job. Folding chairs have been placed in the lobby so people have a place to sit down. The water fountain has been removed and replaced. There are watercoolers in the attorney visitation area for us to use. We are now able scan documents to and from the facility with ease and the atmosphere at the facility is so much better. Lastly, one of my "gripes" has been taken care of. The hard round metal seats that we have to sit on have been removed. We can now use folding chairs. I was told chairs are on the way. Trust me when I tell you that when you have 15+ people to see those round seats sure were a pain in the you know "what." The lobby has been repainted as well. Our visit yesterday was very pleasant to say the least. Good job all...Jg

Juan Guerrero
Investigator
Federal Public Defender
Western District of Texas
700 E. San Antonio., Ste. D-401
El Paso, Texas 79901-7020
915-534-6525 Main
915-534-6534 Fax

Thanks Josie for the 411.....and thanks to your company for the much needed upgrades.

Charlie Ortega, Attorney

26. Emergency Water Plan:

- A. Initial Plan:** New emergency water plan has been created and implemented. All personnel have been advised of the new plan. The detailed plan is attached as Exhibit C.



- 5000 Gallon water tank is on site and all fittings have been installed. Tank is now operational for back up emergency non-potable water (for toilet flushing).
 - 1600 Gallon water buffalo is on site to transport water to fill water tank, and to transport potable water. We have three local outside water sources for potable water to fill the water buffalo, all within 10 miles of facility.
 - Contract for 24 porta-potties is in place for emergency use. Delivered within 2 hours during business hours. Delivered within 4 hours after regular hours and on weekends.
 - Contract for emergency water delivery is in place. 2 hours for cases of bottled water and 5 gallon bottles of water to be delivered during business hours. 4 hours for those deliveries after hours and on weekends.
 - 55 cases of bottled water stored on site at all times. (1320 bottles)
 - 6 porta-potties are on site at all times.
- B. Possible Water Plan Enhancement: WATER WELLS.** Emerald recently signed an option to purchase the acreage adjacent to facility. Property has two water wells that were formerly used as the water supply for city of Sierra Blanca. We will be re-tapping and plumbing these existing wells to test the flow rate and water quality. From those tests we will determine if it is feasible to purchase this property, and re-develop the wells, and then install the necessary treatment, storage and piping facilities, so that we can provide an alternate source of water for the Facility. If sufficient water is available the wells might be used for additional water supply for the City. Survey of the property has begun. Feasibility should be completed in 4 months.

Exhibits:

Exhibit A – March 2016 Report of Detain, Inc.

Exhibit B – Schematic Plan for Visitation Expansion

Exhibit C –Emergency Water Plan and Policies

West Texas Detention Facility March, 2016

During the course of March, 2016, the West Texas Detention Facility was visited on three separate occasions to provide for an initial comprehensive review and further detailed examinations as necessary.

This process was preceded with strict orders from management that I was to be allowed total access to the facility and its records as deemed necessary in my sole judgement. An author's note at this point: "It is refreshing to have, in fact, been allowed complete access.

Although each and every area has or will be thoroughly reviewed throughout the course of this agreement, certain major operational components received initial priority. I will summarize information relative to four major categories relative to operations and provide additional observations at the end..

Personnel

As we know, the most important component of a safe, secure, and properly operated facility is the personnel. During the course of this review, staffing levels and assignments have been frequently reviewed.

On some occasions, medical transports have not been properly scheduled requiring a temporary reassignment of facility staff. These variances appear both to have been noticed by and handled by the assistant warden (Bustamante).

Spot checks of assigned posts have been made and post orders reviewed. Supervisory staff has been counseled on the proper documentation of inmate activities.

In the ten days prior to this report, several additional promotions to the rank of Sergeant and Lieutenant were made, filling out the shift supervision posts. The background and training record of these and other supervisors were obtained and evaluated. There is a need for first-line supervision training as well as basic supervisory / leadership training. A program will be suggested that could accomplish this utilizing four (4) breakout sessions over 4 days (repeated twice) in a classroom environment in El Paso.

Overall staff and supervisory morale is good. In the past, "turnouts" or shift briefings had been discontinued. This has been corrected and shifts are communicating information in person as opposed to being dependent on a "pass down" report.

Drug Screening is being conducted with two supervisors trained during my last visit.

Health Services

The Health Services section receives constant review. The HSA seems very capable and committed to her role. Reviews concluded that not only appropriate care is being provided, but it is "improving." Reviews indicate that simple routine sick call requests are seen in no more than 24 hours.

Work has been continuing on "Tele-Psych" services and other self-improvement in services provided. Mental Health services are very important in today's jail environment. Interviews indicate that staff are trained to notice behavioral changes and will report them. They are followed up on by her office. Trained staff interview each detainee that is in-processed. There is a full time counselor available.

Food Service

Food Service is another critical area that receives constant review. The kitchen was found to have needed replacement equipment to ensure the trays remained at a proper temperature prior to delivery. This equipment was immediately placed on order.

The food service manager appears to be knowledgeable in both the culinary aspect as well as sanitation. Hairnets and gloves are appropriately provided and required at entrances to the kitchen. The kitchen was clean and orderly.

Specific inquiry was made as to emergency preparedness and although there is a supply of emergency rations in the form of bread and sandwich meat, there is an agreement with Sysco to place a self-contained and stocked refrigerated truck on site within hours of request should there be a power loss.

Operations

Grievances are routinely reviewed to ensure proper handling. I observed the handling of one reported grievance (at my request) and felt that the assistant warden handled it appropriately.

Maintenance shop is in order with proper tool inventory and controls. Monitoring the replacement of some faucet handles and other needs as a spot check to make sure needs are addressed.

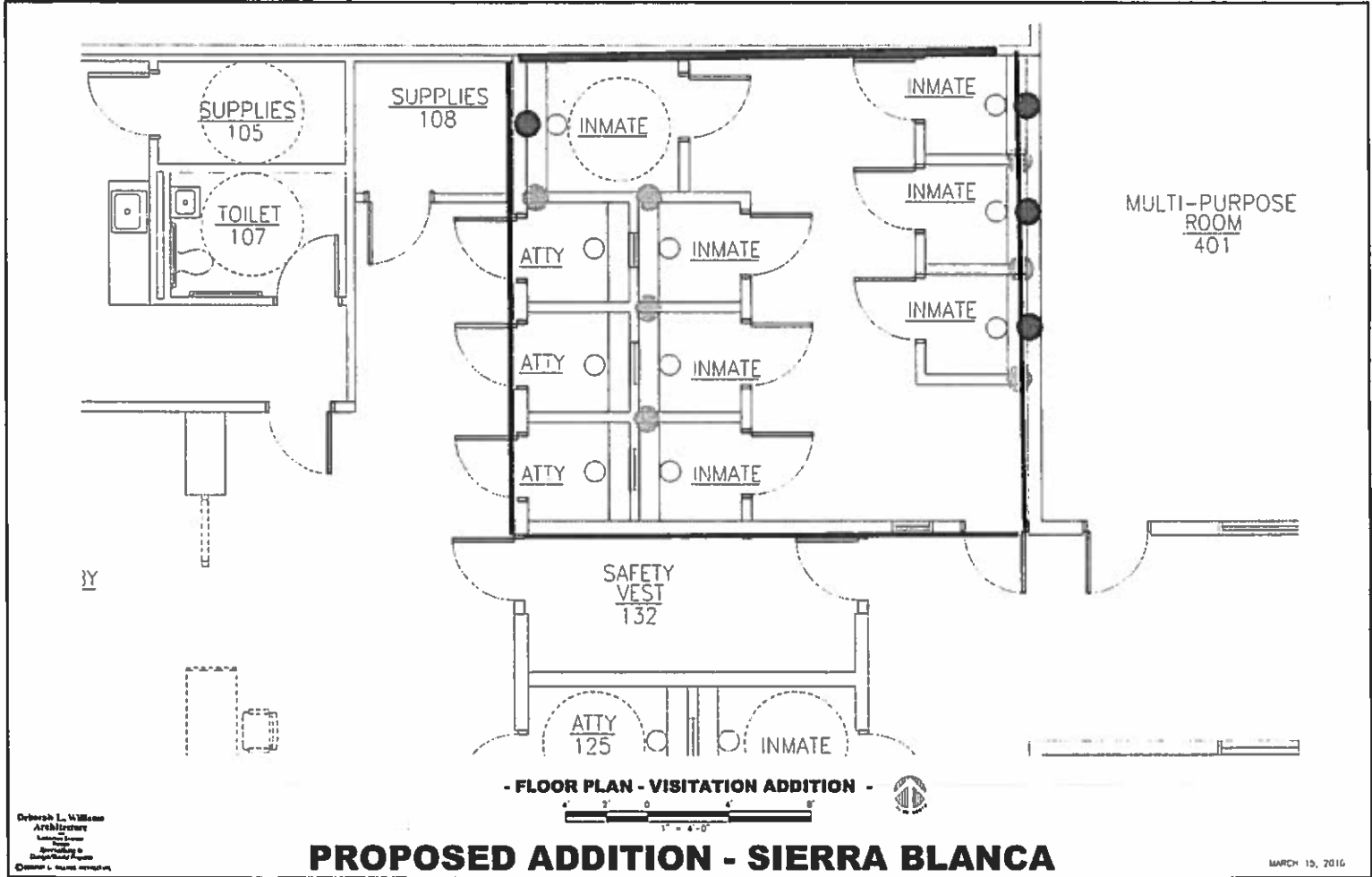
Basic security, such as visitor entry, random employee searches, not over-riding safety vestibule doors, are routine observations. No serious security lapses have been observed.

Summary

Corporate involvement is evident in the aforementioned purchase of equipment as well as elsewhere in seeing the installation of new computer equipment, additional training hours being provided, installation of a water storage tank, scheduling a PREA audit, lobby renovations, and general support evident in conversations with staff.

Staff morale has visibly increased along with an increase in compliance with posted orders. There is continued work to be done with all staff in all areas as is expected in any facility.

The physical plant has had deficiencies that are in the process of being corrected.



**WEST TEXAS DETENTION FACILITY
SECTION EIGHT**

Exhibit C

WATER SHORTAGE EMERGENCY PLAN

1. POLICY

In the event of a Water Shortage, Utility Company Problem, Natural Disaster Event or any Occurrence that would result in no accessibility to water for detainees and staff, emergency procedures are outlined in the Emergency Action Plan shall be followed.

2. ASSESSMENT

Circumstances of the water problem should be investigated and resumption of water should be established.

- A. If issue is to be resolved no longer than 24 hours, then Short Term Plan is to be utilized.
- B. Any issue that may result in longer than 24 hours will be under the discretion of the Warden and use of Long Term Plan may be used.
 - Detainee Evacuation will be determined by Warden, Assistant Warden or Ranking Supervisor on duty.

3. PROCEDURES

A. SHORT TERM PLAN

1. All Staff will be notified. Current staff and on coming staff. Notification of staff must be completed so all staff will know to cease their water usage and so that on coming staff will know the situation before entering the facility.
2. Detainees will be advised to use water at a minimum; no other information on duration or issues will be given.
3. Facility will be placed on Holiday/Weekend schedule (minimum work details) until water is return to normal.
4. Bottled water will be issued out by the dorm officers and will be set at a designated place to be handed out according to quantity needed.
5. There are 6 permanent portable toilets placed in different areas of the facility grounds.
6. An outside vender has been contracted to provide 22 standard and 2 handicap portable toilets to be placed in various areas of the facility.

Sarabia's Portable Jons and Blue Sanitation
El Paso Sanitation Systems, INC.
915-544-9022

7. A five-thousand-gallon water tank is stored on site to include a sixteen-hundred-gallon water buffalo to transport water.

B. LONG TERM PLAN

1. Short term plan will be followed up until 24 hours or at the discretion of the Warden, Assistant Warden or Ranking Supervisor on duty.
2. There are 6 permanent portable toilets placed in different areas of the facility grounds.
3. An outside vender has been contracted to provide 22 standard and 2 handicap portable toilets to be placed in various areas of the facility.

Sarabia's Portable Jons and Blue Sanitation
El Paso Sanitation Systems, INC.
915-544-9022

4. A five-thousand-gallon water tank is stored on site to include a sixteen-hundred-gallon water buffalo to transport water.

NOTE: AT NO TIME WILL BAGS BE GIVEN FOR DISPOSAL!!


5. SUPPORT

Kitchen – Water will be rationed to be used for preparing food and washing of trays. If Kitchen's water supply is depleted, procedures will be left up to the Kitchen Supervisor and/or Warden.

Laundry – In any event that there is a water shortage, the Laundry facilities will be stopped, but any other actions that do not include the use of water is permitted.

5. DEACTIVATION PHASE

- A. All personnel shall be returned to their original assignments and Facility functions continued.
- B. Inventory and status of emergency water supply and portable facilities will be made and plans to replenish established.



Warden
West Texas Detention Facility

3-19-16
Date