



Zelenkofske Axelrod LLC

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COUNTY OF SNYDER

PRISON COST ANALYSIS



MARCH 2024



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Board of Commissioners
Snyder County

Background

Snyder County (the "County") currently owns and operates a prison facility for housing of the County's inmates. The County's cost of running the prison have significantly increased over the last several years.

In an effort to ensure the County is best utilizing the tax dollars of its residents, the County Commissioners wish to examine an alternative means of housing the County's inmates. One possible solution currently being examined by the County Commissioners is to outsource the housing of inmates to other Counties. This outsourcing would result in the County closing its current prison facility and establishing a new "Booking Center".

The County contracted with Zelenkofske Axelrod LLC (ZA) to review the current cost of operating the County Prison (the Current State) as well as the estimated cost of opening a new "Booking Center" (the Future State).

Scope and Procedures

ZA performed a review and summary of the current operating costs of the County Prison (the Current State) by obtaining detailed general ledger reports from the County's general ledger system for the calendar year ending December 31, 2023. With the assistance of management, we isolated those direct expenses and revenues associated with the operations of the County Prison. As detailed later in this report, certain payroll related benefits were estimated based on supporting records provided by the County.

To estimate future expenses assuming the County closed the current prison and opened a new "Booking Center" (the Future State), ZA conducted interviews and gathered data from the Prison Warden, County Commissioners, Chief Clerk, and Administrative Assistant. The purpose of these interviews and the data gathered was to assist in formulating an estimate of future expenses based on the County's currently planned staffing and operations of the new Booking Center. As detailed later in this report, these cost were estimated by applying historical cost to the County's currently planned model for running the new "Booking Center". We were not engaged to and are not reporting on the feasibility of the County's potential future plan of closing the prison and opening a booking center.

The County's future plan for opening a new booking center will likely result in future capital cost being incurred by the County. After discussions with both the Prison Warden and County Commissioners, it was determined that any additional capital requirements for the new booking center would be far less than the capital requirements to renovate the aging prison facility. As such, our analysis did not include any future capital requirements.



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Current State (Calendar Year 2023 Revenues and Expenses)

The County currently operates a fulltime 24/7 prison facility located at 600 Old Colony Rd, Selinsgrove, PA. As of December 31, 2023, the prison staff included 39 fulltime employees and 7 part-time employees. The 39 full-time employees were comprised of: one Warden, one Associate Warden, one Deputy Warden, one Office Manager, one Administrative Assistant, twenty nine Correctional Officers, two Maintenance/Correctional Officers, and three Watch Commanders. The seven part-time employees were comprised of: six Part-Time Correctional Officers, and one Part-Time Inmate/Attorney Liaison.

As further detailed in Appendix A of this report for the calendar year ending December 31, 2023 estimated net prison cost were \$4,831,362 (total estimated expenses of \$5,456,530 and revenues of \$625,168).

For purposes of this analysis, no indirect or ancillary cost of running the prison such as human resource cost or allocated insurance cost were considered.

Future State (Closing the Prison & Opening a Booking Center)

As an alternative to operating the current prison facility, the County is considering opening a new Booking Center. The Booking Center would be responsible for intake of any of the County's inmates and transportation of inmates to and from the outsourced prisons.

After discussions with the Prison Warden and County Commissioners, it was determined that, the new Booking Center would operate one shift Monday through Friday from 6:00 am to 6:00 pm. For any inmates that required booking and transportation during off hours 2 on-call employees of the department would be available at all times to process and transport the inmates. The new department would be comprised of ten full-time employees including: one Department Head, one Deputy, one Office Manager, one Logistics/Records Keeper, and six Staff. The County is also planning on eliminating its current work release program and replacing it with an alternative program that does not require 24/7 staffing.

The County recently entered into a three-year agreement with a nearby county to house the County inmates at a rate of \$80 per day. This rate, per discussion with the County Commissioners would represent the all-inclusive cost of housing the inmates including food and normal medical cost (similar to the current County agreement with Primecare). The County would be fully responsible for any "Catastrophic" medical cost. Per the County Commissioners, the average daily prisoner count (ADP) was 66.6 during 2022 and 60.33 during 2023 for an average ADP of 63.465 over the last two years. Of note, the County's current ADP is trending much lower than the previous two years. As of February 8, 2024, the County had 42 inmates.

As further detailed in Appendix B of this report, the estimated yearly cost of running the new booking center is \$3,081,868.

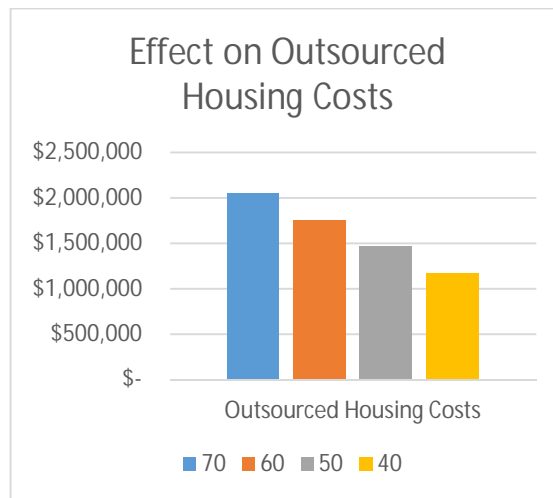


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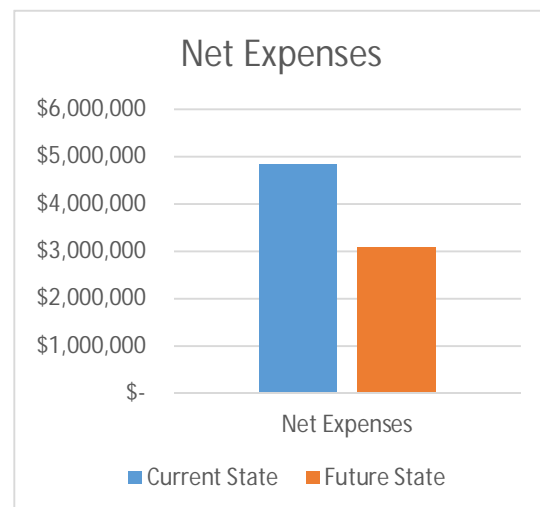
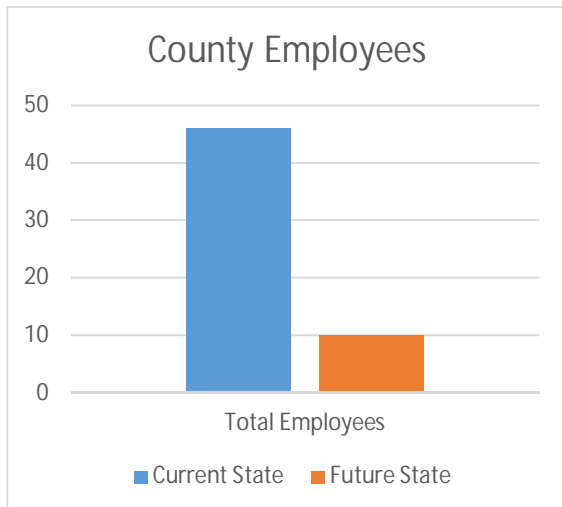
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Changing the estimated ADP has a significant effect on the total estimated cost of running the new Booking Center. To illustrate this effect, ZA recalculated the expense of outsourced housing costs using an ADP of 70, 60, 50, and 40. The estimated costs based on an ADP of 70, 60, 50, and 40 were \$2,044,000, \$1,752,000, \$1,460,000, and \$1,168,000, respectively.



Summary

Based on the County's current plan of closing the existing prison facility and opening a new booking center, the County could potentially save approximately \$1,749,494 a year and reduce its current staffing by 29 full-time employees and 7 part-time employees.





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As previously noted all assumptions and source information was provided by County personnel. ZA was not engaged to, and is not reporting on the feasibility of the County's plan or assumptions used.

We wish to thank the County Commissioners, Chief Clerk, Warden, and Administrative Assistant in providing critical information and assistance in completing this analysis.

Respectfully,

Zelenkofske Axelrod LLC

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APPENDIX A

SNYDER COUNTY
PRISON COST ANALYSIS
APPENDIX A

Expenses:	12/31/2023	
Salaries and Wages:		
SALARY OF DEPARTMENT HEAD	67,030.60	A
SALARY OF SECRETARY	43,076.80	A
SALARIES OF CORR OFFICERS	1,401,472.94	A
SALARY OF CUSTODIAL	87,343.29	A
SALARY OF DEPUTY WARDEN	117,000.00	A
SALARIES OF WATCH COMMANDERS	128,061.00	A
PART-TIME CLERICAL	31,324.80	A
WAGES OF CORR OFFICERS	187,627.07	A
WAGES OF PARALEGAL	6,633.42	A
OVERTIME	150,418.28	A
Total Salaries and Wages	2,219,988.20	
Benefits:		
HEALTH INSURANCE - UNION	573,074.24	B
HEALTH INSURANCE - MANAGEMENT	95,936.64	C
PAYMENTS TO RETIREMENT FUND	165,958.62	D
WORKERS' COMPENSATION	115,688.96	E
SOCIAL SECURITY (CO'S SHARE)	137,639.27	E
UNEMPLOYMENT COMPENSATION	6,240.00	D
MEDICARE (CO'S SHARE)	32,189.83	E
Total Benefits	1,126,727.55	
Total Salaries and Benefits	3,346,715.75	
General Operating Expenses:		
MATERIALS & SUPPLIES	67,214.39	A
ADVERTISING	252.94	A
TELEPHONE	6,975.40	A
TRAVELING EXPENSES	1,737.91	A
ASSOC DUES & EXPENSES	600.00	A
POSTAGE	983.70	A
SERVICE AGREEMENTS	33,076.97	A
WATER & SEWERAGE	18,473.83	A
OTHER	18,389.48	A
FUEL OIL	50,473.14	A
REPAIR	38,869.41	A
LEGAL COUNSEL	7,114.75	A
GARBAGE	5,316.12	A
P.P.& L.	40,891.55	A
UNIFORMS - GUARDS	8,601.11	A
VEHICLE REPAIRS	520.48	A
TRUSTEE PAYMENTS	8,509.02	A
TRAINING	8,801.41	A
COPIER EXPENSE	3,856.75	A
SNOW REMOVAL	1,735.00	A
SECURITY SYSTEM	11,719.99	A
FIREARMS	117.00	A
TELEPHONE SYSTEM	1,523.80	A
LEASED EQUIPMENT	2,280.00	A
FIRE RESCUE GEAR	500.00	A
AWARDS	942.08	A
CAPITAL CONSTRUCTION	18,587.88	A
CAPITAL PURCHASES	17,950.00	A
PCCD GRANT # 37605	260.00	A
MEALS PAID BY STAFF	1,727.00	A
Total General Operating Expenses	378,001.11	
Medical, Transportation, Boarding, and Food:		
MEDICAL	868,104.48	A
TRANSPORT EXPENSES/MEALS	15,498.89	A
PRISONER BOARDING	309,264.00	A
ARAMARK FOOD CONTRACT	538,945.52	A
Total General Operating Expenses	1,731,812.89	
Total Prison Expenses	5,456,529.75	
Revenues:		
PRISON - OTHER COUNTIES	598,595.00	A
PRISON - MISC.	3,334.05	A
PRISON - EMPLOYEE MEALS	1,727.00	A
PRISON - DRUG TEST REIMB.	831.00	A
NURSE SERVICE FEES	91.25	A
CO INMATE ROOM & BOARD	20,586.68	A
PRISON - POSTAGE	3.03	A
Total Revenues	625,168.01	
Net Prison Cost	\$ 4,831,361.74	

Notes:

- A - Amounts taken directly from the County's General ledger for calendar year ending December 31, 2023.
- B - Amount represents Union Health Insurance cost less payroll deductions from the County's General Ledger for the calendar year ending December 31, 2023.
- C - Amount estimated based on County Share of medical for active employees at December 31, 2023.
- D - Amount estimated based on County contribution rate and full-time wages for the calendar year ending December 31, 2023.
- E - Amount estimated based on Employer rate and wages for the calendar year ending December 31, 2023.



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APPENDIX B

SNYDER COUNTY
PRISON COST ANALYSIS
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<u>Description</u>	<u>Estimated Expenses</u>	
Salaries and Wages:		
SALARY OF DEPARTMENT HEAD	\$ 67,031	B
SALARY OF DEPUTY DEPARTMENT HEAD	60,840	B
SALARY OF OFFICE MANAGER	43,076	B
SALARY OF LOGISTICS/RECORDS	57,910	B
SALARY OF STAFF	317,435	B
OVERTIME	10,000	A
ON CALL	23,400	D
Total Salaries and Wages	579,692	
Benefits:		
HEALTH INSURANCE	300,508	C
PAYMENTS TO RETIREMENT FUND	49,166	E
WORKERS' COMPENSATION	30,538	E
SOCIAL SECURITY (CO'S SHARE)	33,870	E
UNEMPLOYMENT COMPENSATION	1,600	E
MEDICARE (CO'S SHARE)	7,921	E
Total Benefits	423,603	
Total Salaries and Benefits	1,003,295	
General Operating Expenses:		
Materials & Supplies	20,000	A
Telephone	3,600	A
Vehicle Fuel/Oil	10,000	A
Postage	500	A
Water & Sewage	5,000	A
Fuel Oil	10,000	A
Repair	15,000	A
Garbage	3,600	A
PP & L	12,000	A
Uniforms	2,000	A
Vehicle Repairs	3,000	A
Training	2,000	A
Copier Expense	1,000	A
Interpreter	1,000	A
Snow removal	2,500	A
Security System	2,000	A
Tools	1,000	A
Equipment Purchases	15,000	A
Transport Gear	2,000	A
Total General Operating Expenses	111,200	
Medical & Outsourced Housing:		
Expense to Outsource Housing of Inmates	1,853,178	F
Extraordinary Medical Expense	114,195	G
Total Medical & Outsourced Housing	1,967,373.00	
Total Estimated Booking Center Expenses	\$ 3,081,868	

A - Amounts based on estimates from the Warden.

B - Amounts based on December 31, 2023 salaries for the list of employees provided by the Warden and Commissioners to operate the Booking Center.

C - Amount estimated based on 10 employees assuming family coverage rates.

D - Amounts estimated based on current weekly on call amount of \$225 per employee for 2 employees.

E - Amounts estimated based on County contribution rates and December 31, 2023 salaries for the list of employees provided by the Warden and Commissioners to operate the Booking Center.

F - Amount estimated based on ADP for 2022 and 2023 of 63.4 inmates times \$80 per day times 365 days per year.

G - Amount estimated using actual extraordinary medical expenses for 2023 increased by an inflation factor of 6%.