



TO John E. Wetzel
Secretary of Corrections

Shirley Moore Smeal

FROM Shirley Moore Smeal
DOC Executive Deputy Secretary

DATE January 5, 2017

RE Recommendations for Potential Facility Closures

The Department of Corrections budget for FY 2017/2018 is expected to have a significant budget deficit. The most cost-effective means to reduce the gap between budget allotment and anticipated expenditures is to close a prison(s). Our current institutional population and available bed information is as follows:

Current SCI Population:		Available Beds (Every Vacant Bed):
Male:	44,745	6,502
Female:	2,558	267
CCJ:	381	-131 (will reduce to 250)

Utilizing the attached Statewide Facility Closure Guidelines, we began the process of identifying five facilities to recommend for closure. Staff from legal, policy, OPM, security, human resources, press office, administration, operations, and the deputy secretaries reviewed data and recommends the following five (5) facilities be considered for closure: SCIs Waymart, Pittsburgh, Frackville, Mercer, and Retreat. Included in the outline below are both PROS (Reasons to Consider Closure) and CONS (Reasons to Consider Maintaining the Facility).

Waymart (Eastern Region): 706 staff; 1,451 inmates

Pros:

- **Estimated annual savings: \$82,000,000** (highest savings)
- Built in 1912 (2nd oldest facility)
- \$182.25 daily cost per inmate; \$66,520 annual cost per inmate (highest costs). These savings would be mitigated by having to transfer specialized functions to other facilities.
- 5.2% county unemployment rate (2nd lowest)

Recommendations for Potential Facility Closures
January 5, 2017

- Security Level 2 (general population inmates can easily be transferred to other facilities)
- Educational/Vocational programs can be replicated at other facilities; programs aimed at recidivism reduction are available at other facilities.
- \$41,473,831 is needed in upgrades

Cons:

- Highly specialized mental health and forensic population that would be difficult to relocate to another facility
 - 436 specialized beds
- Culture of the facility is unique to population being served
- Replicating this facility culture would be challenging and difficult
- Impact on highest number of staff – 706; 2nd highest impact on inmates – 1,451
- Only two facilities within a 65 mile radius - Dallas and Retreat
- Only one of three facilities licensed by the Department of Health to provide inpatient mental health treatment (mental health commitment)

Pittsburgh (Western Region): 555 employees; 1,921 inmates

Pros:

- **Estimated annual savings: \$81,000,000** (2nd highest savings)
- Built in 1882 (oldest facility)
- \$146.34 daily cost per inmate; \$53,413 annual cost per inmate (2nd highest costs). These savings would be mitigated by having to transfer specialized functions to other facilities.
- 4.8% county unemployment rate (lowest)
- Security Level 2 (general population inmates can easily be transferred to other facilities)
- Educational/Vocational programs can be replicated at other facilities

Cons:

- Diagnostic and Classification Center that facilitates receptions from the West
 - Increased Public Safety
 - Less inmates to transport across the state
- Ability to program inmates serving less than one year and prepare for release
- Proximity to specialized hospitals resulting in reduced costs to the Department
- Specialized mental health, veterans, and transitional housing units
 - 323 specialized beds
- Location provides easy access for visitation
- 2nd highest impact on staff – 555; highest impact on inmates – 1,921

Recommendations for Potential Facility Closures
January 5, 2017

- Only three facilities within a 65 mile radius – Fayette, Greene and Mercer

SCI Mercer (Western Region): 413 employees; 1,404 inmates

Pros:

- **Estimated annual savings: \$46,000,000**
- Minimum security population that can be easily absorbed by other facilities in close proximity to current location.
- No specialized programs or population
- Least program disruption to the Department, and therefore to the Commonwealth.
- Staff and inmates can be transferred to other facilities, of which there are three facilities within 65 miles: Albion, Cambridge Springs and Pittsburgh.
- Located in western region; majority of inmate population is from eastern region

Cons:

- Inmate cost is \$106.83 per day/\$38,992 per year (lowest costs)
- \$19,669,000 invested in previous 10-year upgrades (highest)
- Built in 1978
- 3rd highest impact on staff and inmates

SCI Retreat: 400 employees; 1,105 inmates

Pros:

- **Estimated annual savings: \$45,000,000** (2nd lowest)
- Built in 1938
- Only one access road, which crosses a bridge that is currently in need of maintenance.
- The location of this facility has caused issues in the past (2011) due to flooding and inaccessibility, resulting in complete isolation of the facility from all external support services and staffing.
- No infirmary or other specialized medical programs.
- Co-occurring therapeutic community, diversionary treatment unit and secure residential treatment unit can be easily relocated and accommodated by other absorbing facilities.
- Educational/Vocational programs can be replicated at other facilities; programs aimed at recidivism reduction are available at other facilities.
- Staff and inmates can be transferred to other facilities, of which there are six facilities within 65 miles: Coal Township, Dallas, Frackville, Mahanoy, Muncy and Waymart.
- Lowest number of employees and inmates would be impacted

Recommendations for Potential Facility Closures
January 5, 2017

Cons:

- \$130.88 per day/\$47,771 per year (3rd lowest)
- Facility staff has adapted well to providing services to the seriously mentally ill
- 5.7% unemployment rate (highest along w/Frackville)

SCI Frackville (Eastern Region): 409 employees; 1,177 inmates

Pros:

- **Estimated annual savings: \$44,000,000** (lowest of all facilities)
- Ability to accommodate deaf/hearing and/or vision-impaired inmates and Special Needs Unit can be absorbed by other facilities.
- There is no infirmary located at SCI Frackville.
- Behavioral Management Unit can be relocated
- Educational/Vocational programs can be replicated at other facilities; programs aimed at recidivism reduction are available at other facilities.
- Staff and inmates can be transferred to other facilities, of which there are six facilities within 65 miles: Camp Hill, Coal Township, Dallas, Mahanoy, Muncy and Retreat.
- No therapeutic community (TC)

Cons:

- Built in 1987 (newest facility)
- Average inmate cost of \$124.07 per day/\$45,286 per year. (2nd lowest)
- The facility is in excellent condition overall, with only approximately \$520,000 in upgrades needed in the future.
- In the last 10 years, there have been approximately \$4,372,740 in completed upgrades, which includes a new PIDS and added zone fencing.
- Security Level 4 facility and can safely house all custody level of inmates
- 5.7% unemployment rate (highest along w/Frackville).

Upon your approval, the next steps are:

- 1) Notification to all stakeholders of intent to close two facilities
- 2) Issue attached press release announcing closures
- 3) Schedule meetings with external agencies
 - a. Department of Labor & Industry – Rapid Response
 - b. Department of Community and Economic Development

Recommendations for Potential Facility Closures
January 5, 2017

- c. Department of Health and Human Services
 - d. Department of General Services
 - e. Office of Administration
- 4) Develop time-line to accomplish facility closures by June 30, 2017.
 - 5) Provide recommendation on which two facilities to close.
 - 6) Announce facilities to close Thursday, January 26, 2017.

Please let me know if you are in agreement with these recommendations so we may proceed or if you have any questions/concerns or want additional information.

Attachment (1)
Chart of Pros/Cons

FACILITY WAY	PROS (Reasons to Consider Closure)	CONS (Reasons to Consider Maintaining Facility)
	<ul style="list-style-type: none"> • Estimated annual savings: \$82,000,000 (highest savings) • Built in 1912 (2nd oldest facility) • \$182.25 daily cost per inmate; \$66,520 annual cost per inmate (highest costs). These savings would be mitigated by having to transfer specialized functions to other facilities. • 5.2% county unemployment rate (2nd lowest) • Security Level 2 (general population inmates can easily be transferred to other facilities) • Educational/Vocational programs can be replicated at other facilities • \$41,473,831 is needed in upgrades 	<ul style="list-style-type: none"> • Highly specialized mental health and forensic population that would be difficult to relocate to another facility <ul style="list-style-type: none"> ○ 436 specialized beds • Culture of the facility is unique to population being served • Replicating this facility culture would be challenging and difficult • Impact on highest number of staff – 706 • 2nd highest number of inmates impacted, many of which require specialized medical care – 1,451 • Only two facilities within a 65 mile radius - Dallas and Retreat • Only one of three facilities licensed by the Department of Health to provide inpatient mental health treatment (mental health commitment)
PIT	<ul style="list-style-type: none"> • Estimated annual savings: \$81,000,000 (2nd highest savings) • Built in 1882 (oldest facility) • \$146.34 daily cost per inmate; \$53,413 annual cost per inmate (2nd highest costs). These savings would be mitigated by having to transfer specialized functions to other facilities. • 4.8% county unemployment rate (lowest) • Security Level 2 (general population inmates can easily be transferred to other facilities) • Educational/Vocational programs can be replicated at other facilities 	<ul style="list-style-type: none"> • Diagnostic and Classification Center that facilitates receptions from the West <ul style="list-style-type: none"> ○ Increased Public Safety ○ Less inmates to transport across the state • Program inmates serving < one year and prepare for release • Proximity to specialized hospitals resulting in reduced costs to the Department • Specialized mental health, veterans, and transitional housing units <ul style="list-style-type: none"> ○ 323 specialized beds • Location provides easy access for visitation • 2nd highest impact on staff – 555 • Highest impact on inmates – 1,921 • Three facilities within a 65 mile radius – Fayette, Greene and Mercer
MER	<ul style="list-style-type: none"> • Estimated annual savings: \$46,000,000 • Minimum security population that can be easily absorbed by other facilities in close proximity to current location. • No specialized programs or population • Least program disruption to the Department, and therefore to the Commonwealth. • Staff and inmates can be transferred to other facilities, of which there are three facilities within 65 miles: Albion, Cambridge Springs and Pittsburgh. • Located in western region; majority of inmate population is from eastern region 	<ul style="list-style-type: none"> • Inmate cost is \$106.83 per day/\$38,992 per year (lowest costs) • \$19,669,000 invested in previous 10-year upgrades (highest) • Built in 1978 • 3rd highest impact on staff (413) and inmates (1,404)

FACILITY	PROS (Reasons to Consider Closure)	CONS (Reasons to Consider Maintaining Facility)
RET	<ul style="list-style-type: none"> • Estimated annual savings: \$45,000,000 (2nd lowest) • Built in 1938 • Only one access road, which crosses a bridge that is currently in need of maintenance. • The location of this facility has caused issues in the past (2011) due to flooding and inaccessibility, resulting in complete isolation of the facility from all external support services and staffing. • No infirmary or other specialized medical programs. • Co-occurring therapeutic community, diversionary treatment unit and secure residential treatment unit can be easily relocated and accommodated by other absorbing facilities. • Educational/Vocational courses can all be absorbed by other facilities. • Staff and inmates can be transferred to other facilities, of which there are six facilities within 65 miles: Coal Township, Dallas, Frackville, Mahanoy, Muncy and Waymart. • Lowest impact on staff (400) and inmates (1,103) 	<ul style="list-style-type: none"> • \$130.88 per day/\$47,771 per year (3rd lowest) • Facility staff has adapted well to providing services to the seriously mentally ill • 5.7% unemployment rate (highest along w/Frackville)
FRA	<ul style="list-style-type: none"> • Estimated annual savings: \$44,000,000 (lowest) • Ability to accommodate deaf/hearing and/or vision-impaired inmates and Special Needs Unit can be absorbed by other facilities. • There is no infirmary located at SCI Frackville. • Behavioral Management Unit can be relocated • Educational/vocational courses can all be absorbed by other facilities. • Staff and inmates can be transferred to other facilities, of which there are six facilities within 65 miles: Camp Hill, Coal Township, Dallas, Mahanoy, Muncy and Retreat. • No therapeutic community (TC) • 2nd lowest impact on staff (409) and inmates (1,177) 	<ul style="list-style-type: none"> • Built in 1987 (newest facility) • Average inmate cost of \$124.07 per day/\$45,286 per year. (2nd lowest) • The facility is in excellent condition overall, with only approximately \$520,000 in upgrades needed in the future. • In the last 10 years, there have been approximately \$4,372,740 in completed upgrades, which includes a new PIDS and added zone fencing. • Security Level 4 facility and can safely house all custody levels of inmates • 5.7% unemployment rate (highest along w/Frackville).