

# Lancaster County Prison Audit Report

## Work Release

For the period of January 1, 2018 through December 31, 2018



Brian K. Hurter, CPA  
Lancaster County Controller

**Lancaster County Prison Audit**  
**For the period of January 1, 2018 through December 31, 2018**

TABLE OF CONTENTS

	<b><u>Page(s)</u></b>
Audit Letter to Cheryl Steberger, Lancaster County Prison Warden	
Relevant Audit Notes	1-2
Audit Findings and Observations	3-9
Audit Recommendations	10-11
Audit Summary of Facts	12
Audit Responses	13-18



## Controller's Office

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**Controller**  
Brian K. Hurter, CPA

August 29, 2019

Cheryl Steberger, Warden  
Lancaster County Prison  
625 East King Street  
Lancaster, PA 17602

Dear Ms. Steberger:

Attached is the report for the audit of the Work Release department of the Lancaster County Prison ("Prison"), prepared by the Lancaster County Controller's Office. Our examination procedures were performed covering the period of January 1, 2018 through December 31, 2018. We have tested and audited the Work Release department, specifically regarding the amount of Board & Lodging, Fines & Costs, and any other associated amounts charged to the Work Release inmates. Our testing including a review that the amounts charged are in accordance with Lancaster County Prison policies and procedures, and that the amounts were remitted to the appropriate entities.

We hope to provide recommendations to improve internal controls, as well as continued efficiency over the Prison's operations. Additionally, we hope our recommendations can help the processes for recording Work Release transactions, in addition to storing, filing, and reviewing of the documents located at the Prison. It is the responsibility of the Prison's management to ensure the operations are in compliance with applicable laws and regulations. We do not express an opinion or provide any assurance on the information examined because the limited procedures executed do not provide us with sufficient evidence to express an opinion. We did, however, note some instances that warrant mention and recommendations for correction and/or improvement, and they are described in the Findings and Observations section of this report.

Our responsibility is to audit the specific Prison department listed above, and to report the results of the audit to the Lancaster County Commissioners, the Lancaster County Prison Board, and the Lancaster County Prison Administration.

We acknowledge the cooperation and assistance that we received from the Lancaster County Prison personnel. The help from the Prison staff was instrumental to the performance of this audit.

This report is intended for the information and use of the Lancaster County Prison Administration, the Lancaster County Board of Commissioners, and the Lancaster County Prison Board and it not intended and should not be used by anyone other than these specified parties without consent. However, public policy dictates that this report is a matter of public record and its distribution is not limited.

Sincerely,

Brian K. Hurter, CPA  
Lancaster County Controller  
mw

cc: Lancaster County Board of Commissioners  
Lancaster County Prison Board



**Lancaster County Prison**  
**Relevant Audit Notes**  
**For the period of January 1, 2018 through December 31, 2018**

**Note A – PRISON MISSION STATEMENT**

The mission of the Lancaster County Prison is to provide for the humane and secure care, custody and control of those individuals who are charged with criminal offenses, while also providing for the protection and safety of the community through the detention of such individuals.<sup>1</sup>

**Note B – DESCRIPTION OF PRISON**

The Prison, located at 625 East King Street in the City of Lancaster, is a County owned and operated facility, and it is governed by the Lancaster County Prison Board, which is comprised of the County Commissioners, President Judge, District Attorney, Sheriff, and Controller. The Warden of the Prison is Cheryl Steberger, the Deputy Warden for Operations is Robert Wolfe, the Deputy Warden for Inmate Services is Joe Shiffer, the Major is William Aberts, and the Director of Administration is Tammy Moyer. Warden Cheryl Steberger has been in her role since March 2016. The Prison acts as the custodian of those being held in custody pending the result of his/her charges and those who are sentenced to imprisonment for two years or less.

The Prison is a fundamental part of the operations of the County of Lancaster, and it conducts many programs which are necessary to help address the issues, addictions, and the educational needs of the inmates in custody. These programs are adapted based on the needs of the inmates and the evolving provisions of the law.

The Warden manages the Prison with the help of her Deputies, Major, and Director of Administration. The Warden oversees the activities of the Prison's staff, including correctional officers, supervisors, unit managers, and administrative and support staff. The Warden indirectly manages all Prison staff to ensure the safety and security at the Prison. It is also the responsibility of the Warden to maintain the proper treatment of inmates, which includes the care, custody, and control of those inmates.

The Prison's management and its Prison Board believe in the rehabilitation of those in custody. As of December 2018, the official capacity at Lancaster County Prison was 1,102. The average number of inmates throughout 2018 was 873. June saw the highest number of inmates with 936 on average, while January saw the lowest number of inmates with 808 on average. It is necessary to identify issues relating to the inmate's criminality and to implement, maintain, and monitor programs that will prepare the inmates to confront these issues in a constructive manner. The Prison attempts to prepare inmates to return to society as contributing and productive members.

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<sup>1</sup> Taken directly from Prison's website (<http://www.co.lancaster.pa.us/153/Prison>)

**Lancaster County Prison**  
**Relevant Audit Notes (*Continued*)**  
**For the period of January 1, 2018 through December 31, 2018**

**Note C – SCOPE AND PROCEDURES OF AUDIT**

The period of review is January 1, 2018 through December 31, 2018, which covers the entirety of 2018.

A sample of inmates on Work Release were selected from 2018 and numerous procedures were performed to test the amounts charged for Board & Lodging, Fines & Costs, and any other amounts charged to the Work Release inmates. The procedures also included a review of the Board & Lodging amounts to verify if the amounts were in accordance with the Work Release Rulebook.

**Note D – OBSERVATIONS, FINDINGS, RECOMMENDATIONS, AND  
MANAGEMENT’S RESPONSES**

The Controller reported certain observations and findings along with recommendations for improvement as a result of the examination performed over the Prison Work Release Department. The Warden provided responses to these observations, findings, and recommendations. The sections detailing both follow this note.

**Lancaster County Prison**  
**Audit Findings and Observations**  
**For the period of January 1, 2018 through December 31, 2018**

This section of the report presents the findings and observations that resulted from our examination. Following the findings and observations, we provide recommendations to correct or better the described occurrences.

**Finding 1 – Inmate not charged for Board & Lodging:**

**Background:**

Throughout 2018, there were approximately 470 inmates housed in the Work Release section of the Lancaster County Prison. Depending on the inmate's charges and sentencing requirements, the court system may allow for the inmate to be a part of the Work Release program. The Work Release program allows for the inmate to have employment outside of the Prison. Any inmate that is a part of the Work Release program is required to pay a fee for Board & Lodging, Drug Testing, and Fines & Costs (if applicable).

Per Lancaster County Prison officials, if an inmate is paid weekly, the inmate is required to pay 20% of his/her net paycheck for Board & Lodging, with a minimum fee of \$50 and a maximum fee of \$204. If the inmate is paid bi-weekly, the inmate is required to pay 20% of his/her net paycheck for Board & Lodging, with a minimum fee of \$100 and a maximum fee of \$408.

**Description:**

After discovering inconsistencies with the initial sample, the audit team reviewed all 1,186 work release transactions in 2018. The audit team discovered 47 instances where an inmate's paycheck was deposited into the Prison bank account, but no Board & Lodging fee was charged. This resulted in irregularities between the Board & Lodging charges for the work release inmates, as well as lost revenue for the County of Lancaster.

**Lancaster County Prison**  
**Audit Findings and Observations (*Continued*)**  
**For the period of January 1, 2018 through December 31, 2018**

**Finding 2 – Inmates undercharged for Board & Lodging:**

**Background:**

Throughout 2018, there were approximately 470 inmates housed in the Work Release section of the Lancaster County Prison. Depending on the inmate's charges and sentencing requirements, the court system may allow for the inmate to be a part of the Work Release program. The Work Release program allows for inmate to have employment outside of the Prison. Any inmate that is a part of the Work Release program is required to pay a fee for Board & Lodging, Drug Testing, and Fines & Costs (if applicable).

Per Lancaster County Prison officials, if an inmate is paid weekly, the inmate is required to pay 20% of his/her net paycheck for Board & Lodging, with a minimum fee of \$50 and a maximum fee of \$204. If the inmate is paid bi-weekly, the inmate is required to pay 20% of his/her net paycheck for Board & Lodging, with a minimum fee of \$100 and a maximum fee of \$408.

**Description:**

After discovering inconsistencies with the initial sample, the audit team reviewed all 1,186 work release transactions in 2018. The audit team discovered 119 instances where an inmate was undercharged the amount required for the Board & Lodging fee. This resulted in irregularities between the Board & Lodging charges for the work release inmates, as well as lost revenue for the County of Lancaster.

**Finding 3 – Inmates overcharged for Board & Lodging:**

**Background:**

Throughout 2018, there were approximately 470 inmates housed in the Work Release section of the Lancaster County Prison. Depending on the inmate's charges and sentencing requirements, the court system may allow for the inmate to be a part of the Work Release program. The Work Release program allows for the inmate to have employment outside of the Prison. Any inmate that is a part of the Work Release program is required to pay a fee for Board & Lodging, Drug Testing, and Fines & Costs (if applicable).

Per Lancaster County Prison officials, if an inmate is paid weekly, the inmate is required to pay 20% of his/her net paycheck for Board & Lodging, with a minimum fee of \$50 and a maximum fee of \$204. If the inmate is paid bi-weekly, the inmate is required to pay 20% of his/her net paycheck for Board & Lodging, with a minimum fee of \$100 and a maximum fee of \$408.

**Lancaster County Prison**  
**Audit Findings and Observations (*Continued*)**  
**For the period of January 1, 2018 through December 31, 2018**

**Finding 3 – Inmates overcharged for Board & Lodging (*Continued*):**

**Description:**

After discovering inconsistencies with the initial sample, the audit team reviewed all 1,186 work release transactions in 2018. The audit team discovered 13 instances where an inmate was overcharged the amount required for the Board & Lodging fee. This resulted in irregularities between the Board & Lodging charges for the work release inmates.

**Finding 4 – Inmates’ last paycheck not charged for Board & Lodging:**

**Background:**

Throughout 2018, there were approximately 470 inmates housed in the Work Release section of the Lancaster County Prison. Depending on the inmate’s charges and sentencing requirements, the court system may allow for the inmate to be a part of the Work Release program. The Work Release program allows for the inmate to have employment outside of the Prison. Any inmate that is a part of the Work Release program is required to pay a fee for Board & Lodging, Drug Testing, and Fines & Costs (if applicable).

Per Lancaster County Prison officials, if an inmate is paid weekly, the inmate is required to pay 20% of his/her net paycheck for Board & Lodging, with a minimum fee of \$50 and a maximum fee of \$204. If the inmate is paid bi-weekly, the inmate is required to pay 20% of his/her net paycheck for Board & Lodging, with a minimum fee of \$100 and a maximum fee of \$408.

Additionally, the Work Release Rulebook states, “Inmate length of sentence may result in their paycheck being sent to the prison after their release. Depending on the length of sentence, a one time payment for all obligations owed could result in using this check, but only at the approval/directions of the Work Release Administrator.”

**Lancaster County Prison**  
**Audit Findings and Observations (*Continued*)**  
**For the period of January 1, 2018 through December 31, 2018**

**Finding 4 – Inmates’ last paycheck not charged for Board & Lodging (*Continued*):**

**Description:**

After discovering inconsistencies with the initial sample, the audit team reviewed all 1,186 work release transactions in 2018. The audit team discovered at least 21 instances where an inmate was not charged the Board & Lodging fee for his/her last paycheck. The inmate’s last paycheck was deposited in the Prison’s bank account, but we believe there are more instances where the inmate’s last paycheck was not deposited. This resulted in irregularities between the charges for the work release inmates, as well as lost revenue for the County of Lancaster. In combination with Findings 1-3 and going off the assumption if an inmate is paid weekly or bi-weekly, the net effect of these findings resulted in approximately \$18,878 in lost revenue for the County of Lancaster.

**Finding 5 – Inmate Transaction Voided but Fines & Costs still sent to Adult Probation:**

**Background:**

Throughout 2018, there were approximately 470 inmates housed in the Work Release section of the Lancaster County Prison. Depending on the inmate’s charges and sentencing requirements, the court system may allow for the inmate to be a part of the Work Release program. The Work Release program allows for the inmate to have employment outside of the Prison. Any inmate that is a part of the Work Release program is required to pay a fee for Board & Lodging, Drug Testing, and Fines & Costs (if applicable).

Per Lancaster County Prison officials, if an inmate has Fines & Costs, the inmate is required to pay 50% of his/her net paycheck for Fines & Costs after Board & Lodging and Drug Testing are billed. The Fines & Costs are sent to the Lancaster County Adult Probation department to be applied to the individual’s case in the CPCMS software. The Fines & Costs that are charged to the inmates are collected to reduce the total amount of fines and court costs associated with an inmate’s criminal case while the individual is incarcerated.

**Lancaster County Prison**  
**Audit Findings and Observations (*Continued*)**  
**For the period of January 1, 2018 through December 31, 2018**

**Finding 5 – Inmate Transaction Voided but Fines & Costs still sent to Adult Probation**  
**(Continued):**

**Description:**

After discovering inconsistencies with the initial sample, the audit team reviewed all 1,186 work release transactions in 2018. The audit team discovered one transaction where an inmate had Fines & Costs billed to his/her account in the amount of \$283.05, and that amount was included on a check and list of individuals sent to Adult Probation. The Prison discovered that the inmate should not have been billed that amount for Fines & Costs and voided the transaction on the Lockdown software after the check was already issued and sent to Adult Probation. The audit team discovered this money was applied to the individual's case at Adult Probation, and the money ended up being placed in escrow because while it covered the inmate's remaining fines and costs due, there was excess money sent to Adult Probation. After additional probation fees were applied to the inmate's account at Adult Probation, the individual's account was overpaid, and Adult Probation issued a refund to the individual. The issue is that the inmate's transaction was voided on the Lockdown software, so the inmate was never actually charged the \$283.05, and the Prison is owed those monies.

**Finding 6 – Missing paychecks for inmates on Work Release schedule:**

**Background:**

When an inmate is on Work Release, the inmate is put on a "Work Release Master Sheet" schedule. This schedule will list the name of the inmate, the scheduled time in and out, the actual time in and out, the initials of the correctional officer who witnessed, and any necessary remarks.

**Description:**

The audit staff reviewed the "Work Release Master Sheet" schedule against inmate paycheck deposits to verify that every sampled inmate that was listed on the schedule had a paycheck around that same time period. There were at least six inmates that were listed on the schedule, but there was not a paycheck deposited for the assumed pay period. If this is accurate, the inmate did not pay for any Board & Lodging, Drug Testing, and Fines & Costs (if applicable) during the time period examined. This resulted in irregularities between the charges for the work release inmates, as well as lost revenue for the County of Lancaster. Further, this raises the concern that work release inmates can bypass any fees that are supposed to be incurred as a result of his/her incarceration.

**Lancaster County Prison**  
**Audit Findings and Observations (*Continued*)**  
**For the period of January 1, 2018 through December 31, 2018**

**Finding 7 – Inmate only on Work Release schedule for one week without Board & Lodging charge:**

**Background:**

When an inmate is on Work Release, the inmate is put on a “Work Release Master Sheet” schedule. This schedule will list the name of the inmate, the scheduled time in and out, the actual time in and out, the initials of the correctional officer who witnessed, and any necessary remarks.

**Description:**

The audit staff reviewed the “Work Release Master Sheet” schedule against inmate paycheck deposits to verify that every sampled inmate that was listed on the schedule had a paycheck around that same time period. There was one inmate that was listed on the schedule for one week only, but there was not a paycheck deposited before the inmate was released from the Prison (less than a month later). The inmate did not pay for any Board & Lodging, Drug Testing, and Fines & Costs (if applicable) during the time period examined. This resulted in irregularities between the charges for the work release inmates, as well as lost revenue for the County of Lancaster.

**Finding 8 – Direct Deposits and Money Order documentation:**

**Background:**

Per discussions with the Prison, when an inmate is on Work Release, the inmate can either have his/her paycheck sent directly to the Prison or the paycheck can be direct deposited in the inmate’s personal account.

However, the Work Release Rulebook states, “Participants are not permitted to personally accept their pay checks. Paychecks must be mailed to the Prison. Accepting paychecks will be a automatic removal from the Work Release Program.”

If the paycheck is direct deposited, the inmate is required to go to his/her bank with Prison staff and withdraw the paycheck and receive a money order for the amount of the paycheck.

**Lancaster County Prison**  
**Audit Findings and Observations (*Continued*)**  
**For the period of January 1, 2018 through December 31, 2018**

**Finding 8 – Direct Deposits and Money Order documentation (*Continued*):**

**Description:**

There were multiple instances noted where the money order(s) were for an even amount (i.e. exactly \$1,000). While some paychecks could realistically be for an even amount, most paychecks are for a random amount including cents. Currently, paychecks/paystubs are not saved by the Work Release department. Since there was no back-up to review, money order(s) that are for an even amount can create an assumption that the whole paycheck may not have been released by the inmate to the Prison.

**Finding 9 – Lack of documentation:**

**Background:**

When an inmate is on Work Release, the inmate can request up to \$50 per pay for “Health & Comfort” reasons and the inmate can also request to send money to an individual outside of the Prison. The inmate will request these monies on a “green sheet” that lists out the amounts and reason(s). The green sheet is signed by the inmate when the request is made, and when the inmate receives his/her requested cash.

**Description:**

When the audit staff requested copies of green sheets and inmate paychecks, the staff was told that a previous employee held that position, has since retired, and the Prison staff could not locate the missing green sheets. It is always important to keep any documentation relating to finances.

**Lancaster County Prison**  
**Audit Recommendations**  
**For the period of January 1, 2018 through December 31, 2018**

In the preceding section of this report, we listed findings and observations from our examination. This section of the report presents the recommendations we have provided to correct or better the described occurrences listed in the Audit Findings and Observations.

1. The Work Release Rulebook has multiple typos and errors. As a result of this audit report and the aforementioned findings, the Prison should update the Work Release Rulebook to include additional details not currently listed in the rulebook, such as the amounts to be charged per paycheck, including the inmate's final paycheck, and how to appropriately handle inmates who receive direct deposit and subsequently have to get a money order.
2. The Board & Lodging charges should be verified by someone other than a Prison employee in the Work Release department.
3. Keep a log for which inmate is supposed to be receiving a paycheck/money order each week based on if the inmate is paid weekly or bi-weekly. It is important for the Prison employees to know if the inmate gets paid weekly or bi-weekly so that the inmate can be appropriately charged for his/her fees and requested disbursements.
4. Add pay ending date and/or if paycheck is weekly or bi-weekly to the Work Release deposit comment box on Lockdown. This will allow staff to recognize if the inmate is being charged the correct amount.
5. Electronically scan and save copies of all inmate paychecks, paystubs, and green sheets. Back-up should be maintained and filed away in case there are any questions in the future.
6. Implement a segregation of duties in the Prison Work Release department. The same Prison employee should not be collecting green sheets from inmate(s), going to the bank to retrieve the cash, and disbursing the cash to the inmate(s). One employee should go to the bank to retrieve the cash, and another employee should verify the cash amount and distribute the cash to the inmates.
7. All Work Release deposits should be counted by someone in the Work Release department and also an individual in the Business office.
8. Have a member of the Business Office audit the Work Release finances quarterly to ensure all Work Release inmates on the schedule are being appropriately charged any fees.
9. Develop a Work Release agreement for the inmate's employer to complete to verify that the employer understands any consequences the inmate may face if any issues arise.

**Lancaster County Prison**  
**Audit Recommendations (*Continued*)**  
**For the period of January 1, 2018 through December 31, 2018**

10. While reviewing Work Release payments, we discovered there was no back-up or very limited back-up for any checks written from the Prison's bank account. Back-up should be maintained (printed or electronically saved) with each check that is written from the account and filed away in case there are any questions.

**Lancaster County Prison**  
**Audit Summary of Facts**  
**For the period of January 1, 2018 through December 31, 2018**

We have performed specific procedures to assist in evaluating internal control and continued effectiveness and efficiency of the Lancaster County Prison for the Work Release Department. Our procedures performed were created to review the amounts being charged to Work Release inmates, to verify that inmates on the Work Release schedule had a paycheck, and to verify that those amounts and practices are in accordance with the Work Release Rulebook. Our procedures also included a review of the process of the Work Release program from when the inmate is scheduled to work, to when the inmate receives his/her paycheck, and finally when any fees and requested disbursements are incurred, and sent to the appropriate entity.

Reportable conditions involved issues coming to our attention relating to significant deficiencies or non-compliance that could adversely affect the Prison records. These conditions could adversely affect the Prison's ability to record and report financial data consistent with those standards of management. While conducting our audit, we noted findings, observations, and issues of non-compliance which are described in the Audit Findings and Observations section above. Based on the findings and observations listed above, we believe that there are deficiencies in the operation of the Work Release Department.

The discovery of our findings appears to have resulted in lost revenue for the County of Lancaster. Through the tax dollars collected, the County of Lancaster taxpayers bear some of the costs associated with the incarceration of Lancaster County Prison inmates. For 2018, at least \$18,878 was considered lost revenue due to inmates not being appropriately charged. The extra burden becomes the responsibility of the County's general fund.

We sampled inmates from the Work Release Department to ensure that the inmates were properly charged the correct amounts for Board & Lodging, Drug Testing, Fines & Costs, and any other associated fees or requested disbursements. Inherent limitations in any internal control structure can cause errors or irregularities to occur and not be detected. Our testing would not necessarily disclose all matters in the internal control structure that might be reportable conditions. In future audits, we will continue to re-evaluate the internal control structure to ensure that policies and procedures do not become inadequate or ineffective because of changes in conditions or design. We did not express an opinion or provide any assurance on the information examined because the limited procedures executed do not allow us sufficient evidence to express an opinion.

**Lancaster County Prison**  
**Audit Responses – August 29, 2019**  
**For the period of January 1, 2018 through December 31, 2018**

This section of the report presents responses from the Lancaster County Controller's Office to the responses received from the Warden on August 12, 2019 in regards to the Lancaster County Prison draft audit, which was originally sent to the Prison on July 30, 2019 and an updated report was sent on August 5, 2019.

- A. In response to Finding #1: The Work Release department acknowledges the error made. A new process has been implemented to prevent this issue from occurring. Upon receiving out mate payroll checks via mail or money order, Work Release staff will place them in alphabetical order and log them on to the Work Release Payroll Log. The staff member will then scan all paychecks and schedules to an electronic file. A second Work Release staff member will conduct a review of the paychecks prior to sending them to the business office. During this review, the staff member will compare the checks to the schedule to ensure all checks are processed. There are, however, instances where board and lodging deductions will not be taken. These deductions will not occur when an employer sends in a paycheck the out mate earned while not on the work release program or when a bonus check is sent in.

**Controller's Office Response:** The Controller's Office re-affirms our finding and recommendations and we will monitor this finding in future audits of the Lancaster County Prison. We applaud the Prison for implementing a new process to prevent this issue from reoccurring. We believe the second Work Release staff member should also verify if the inmate should have been charged board and lodging and re-calculate the amount to verify that it is accurate.

- B. In response to Finding #2: A Work Release Payroll Log has been created to prevent this type of error. The log will indicate if the out mate is paid on a weekly or biweekly basis. This will allow the individual processing the payroll to immediately identify the minimum and maximum deductions that can be taken. The log will also calculate the deductions, therefore eliminating human error and miscalculations. This process will be especially helpful when processing paychecks involving large amounts of overtime. Additionally, the payroll will be reviewed a second time by another staff member to further prevent this type of error.

**Controller's Office Response:** The Controller's Office re-affirms our finding and recommendations and we will monitor this finding in future audits of the Lancaster County Prison. It is rewarding to see that the Prison has already created a log, like the one we suggested in the audit recommendations.

**Lancaster County Prison**  
**Audit Responses – August 29, 2019 (*Continued*)**  
**For the period of January 1, 2018 through December 31, 2018**

- C. In response to Finding #3: A Work Release Payroll Log has been created to prevent this type of error. The log will indicate if the out mate is paid on a weekly or biweekly basis. This will allow the individual processing the payroll to immediately identify the minimum and maximum deductions that can be taken. The log will also calculate the deductions, therefore eliminating human error and miscalculations. This process will be especially helpful when processing paychecks involving large amounts of overtime. Additionally, the payroll will be reviewed a second time by another staff member to further prevent this type of error.

**Controller’s Office Response:** The Controller’s Office re-affirms our finding and recommendations and we will monitor this finding in future audits of the Lancaster County Prison. It is rewarding to see that the Prison has already created a log, like the one we suggested in the audit recommendations.

- D. In response to Finding #4: Work Release will utilize the Work Release Payroll Log upon receiving any type of paycheck as mentioned before to ensure the proper deductions are made. The log will include release dates for out mates on the program. This will allow the processor to identify if the paycheck was earned while the out mate was on the program, even if they have since been released. As stated in prior sections, a second review will be conducted to ensure this error is not occurring. A discussion will also take place this year between Work Release and the Prison Administration to look at alternatives for final paychecks. They will discuss the potential to allow out mates to keep their last check for reentry purposes. They will also discuss the idea of doubling deductions from the out mate’s first paycheck as a form of a “security deposit”. This option would ensure revenue is not lost from the program.

**Controller’s Office Response:** The Controller’s Office re-affirms our finding and recommendations and we will monitor this finding in future audits of the Lancaster County Prison. It is reassuring to hear of discussions between Work Release and the Prison Administration will take place and that these discussions include possible improvements to the program to ensure revenue is not lost. The Controller’s Office would appreciate being included in any conversations regarding alternatives for final paychecks due to the potential financial implications of these decisions.

**Lancaster County Prison**  
**Audit Responses – August 29, 2019 (*Continued*)**  
**For the period of January 1, 2018 through December 31, 2018**

- E. In response to Finding #5: The prison fiscal staff and the Work Release department recognize the error made in this finding. This was an error on both departments. In order to prevent this error from happening again, Work Release has established a system of checks and balances for the payroll process. This process will enable them to catch discrepancies in the fine and costs deductions from individual inmates. A process is also being established by the fiscal staff to double check all fees assessed on inmate checks prior to their deposit into the bank.

**Controller's Office Response:** The Controller's Office re-affirms our finding and recommendations and we will monitor this finding in future audits of the Lancaster County Prison. We acknowledge the honesty on both departments in recognizing this error and it is rewarding to hear that a system of checks and balances have been established.

- F. In response to Finding #6: The Work Release department acknowledges this error. The Work Release Payroll Log and the system of checks and balances that have been created will eliminate this error. The log will be checked against the schedule to ensure paychecks are being sent in. Additionally, paychecks and schedules will be scanned to a file to proper record keeping. However, there can and will be instances where out mates are listed on the schedule but will not have any payroll documented. This is because Work Release can be granted for educational, medical and counseling purposes. Therefore, individuals who are listed on the schedule may not be going to work and would not receive a paycheck. The Work Release Payroll Log will identify these specific cases.

**Controller's Office Response:** The Controller's Office re-affirms our finding and recommendations and we will monitor this finding in future audits of the Lancaster County Prison. We applaud the Prison for implementing a new process to eliminate this issue from reoccurring and for implementing a scanning process for Work Release documentation. We believe a second Work Release staff member should also verify that the inmate was on the schedule and received a paycheck.

**Lancaster County Prison**  
**Audit Responses – August 29, 2019 (*Continued*)**  
**For the period of January 1, 2018 through December 31, 2018**

G. In response to Finding #7: As stated before, the Work Release Payroll Log being implemented will include out mate release dates. It will also include if an inmate is in on an IPP 15-day sentence. These types of sentences result in out mates only working for one week due to time required for placement on the program. Due to the inmate only working one week, board and lodging fees are calculated by twenty percent of their weekly net pay with another three dollars deducted for drug test fees. In these cases, the out mate will now be required to make a prepayment. The out mate shall provide Work Release Administration with a pay stub before participating in the program. Work Release Administration will calculate deductions, and the out mate shall submit a money order for such deductions. This is to prevent a short-term, released inmate from bypassing deductions.

**Controller's Office Response:** We appreciate the added knowledge about inmates with an IPP 15-day sentence. The Controller's Office re-affirms our finding and recommendations and we will monitor this finding in future audits of the Lancaster County Prison. It appears that the addition of a prepayment system for these inmates will allow for the appropriate costs to be incurred and should ensure revenue is not lost from the program.

H. In response to Finding #8: The Work Release Rulebook will be updated to reflect the current practices for accepting paychecks. The changes include the ability for out mates to submit money orders when they receive direct deposits. Out mates will be responsible for requesting cash from their inmate account to pay for these money orders. This process will ensure paystubs and money orders match. For out mates that do not have direct deposit, paychecks will be required to be sent in by the employer to the Work Release Administration. Again, the Work Release Payroll Log and the checks and balances system shall ensure all checks are received and in the appropriate amount.

**Controller's Office Response:** We acknowledge that the Prison understands the need to update the Work Release Rulebook and we appreciate their efforts to do such. The Controller's Office re-affirms our finding and recommendations and we will monitor this finding in future audits of the Lancaster County Prison. For individuals with direct deposit, we believe the individual should submit a copy of his/her paystub. By requiring inmates to submit his/her paystub, it will allow the Prison's Work Release department to compare that the two sources agree and will ensure accurate records are maintained.

**Lancaster County Prison**  
**Audit Responses – August 29, 2019 (*Continued*)**  
**For the period of January 1, 2018 through December 31, 2018**

- I. In response to Finding #9: The Work Release department will scan and maintain electronic copies of all out mate paychecks, money orders, schedules and “green sheets” (cash requests). Records will also be kept electronically via the Work Release Payroll Log. In addition, documentation will be made of the checks and balances conducted. Any discrepancies and issues will be documented and saved by administration.

**Controller’s Office Response:** We appreciate the Work Release department’s willingness to start scanning and maintaining electronic copies of the records. The Controller’s Office re-affirms our finding and recommendations and we will monitor this finding in future audits of the Lancaster County Prison.

**Lancaster County Prison**  
**Audit Responses – August 29, 2019 (*Continued*)**  
**For the period of January 1, 2018 through December 31, 2018**

**Controller's Office Summary:**

We believe that the financial records of Prison's Work Release department will be more accurate with the changes the department has already made and the implementation of the recommendations provided. We hope that this will lead to a more overall efficient and effective Work Release department. The Controller's Office appreciates the Warden and Prison Administration's openness and honesty in feeling comfortable to request that this audit be completed and understanding that we are here to help in whatever capacity is necessary. The willingness of the Warden and her staff to fix the issues discovered shows continued dedication to providing the best service to the inmates of the Lancaster County Prison and all parties involved in the process of an inmate's incarceration. We will monitor our findings and recommendations in future audits to assure the recommendations are being properly adhered to.