

EXECUTIVE SUMMARY: JAIL OPERATING CITIZENS ADVISORY COMMITTEE REPORT ON COLUMBIA COUNTY JAIL OPERATIONS – APPROVED 5/10/2016

In May 2014, the citizens of Columbia County approved a levy to provide funds to operate the Columbia County Jail for three years. One provision of this levy was the creation of the Jail Operations Citizens Advisory Committee consisting of 10 members representing a diverse cross-section of the County including members that voted for and members that voted against the levy.

Although the Committee's only charge is to advise the Sheriff and the Board of County Commissioners "concerning the proper appropriation of jail levy funds," the Committee believes that the knowledge we have gained over the past 20 months on jail financing and operations should be shared with the citizens of Columbia County. The complete report, listed as JOCAC Report, can be found in the General Link section of the Columbia County website (co.columbia.or.us) and on some local city websites. Hard copies of the report are available at all city halls and libraries in Columbia County.

The Committee has received thorough briefings on the budget, jail operations, personnel hires, and equipment upgrades and replacement in order to verify that all funds raised by the levy were spent on jail operations. In examining County quarterly and year-end financial reports the Committee has verified that all funds raised by the levy, and all other funds raised for jail operations, have either been spent on jail operations or are in an account reserved for jail operations.

The goal of the levy was to support a jail to house offenders in Columbia County and with sufficient capability to eliminate early releases. This goal was fully met on March 12, 2015, with the cessation of early releases. The local jail population was 81 inmates on March 6, 2016.

Several years of underfunded operations necessitated capital projects to maintain safe, efficient, and cost-effective operation of the jail. Two of those projects, a new jail management system, and a new transport vehicle, are summarized in the complete report.

The uncertainty of continued operation of the jail prior to passage of the levy lead to the loss of several deputies. The rigorous and time-consuming process for a person to become a certified deputy is described in the report.

Addressing the question of the cost of housing U.S. Marshal Inmates the Committee believes that the relevant question is, how do the costs of housing U.S. Marshal Inmates, over and above the cost of housing local inmates compare with the \$80 per day per inmate that the County receives from the U.S. Marshal Service. Because many of the costs to house 80 to 100 local inmates are fixed, the cost to house 60 U.S. Marshal Inmates is \$201,000 per year or \$9 per day per inmate. Since the County receives \$1,752,000 from the U.S. Marshal Service, this leaves \$1,551,000 to be used to reduce the cost to house Columbia County inmates. See the report for the detailed evaluation.

The Committee believes the Columbia County Jail is extremely well run. The Sheriff, Jail Commander, and deputies are professional and are mindful of the community's welfare; they treat inmates with an understanding that they will eventually return to the community. On the last biennial Oregon State Sheriff's Association comprehensive inspection in January 2015, they were found in compliance with 306 of 308 standards and are now in compliance with the remaining two.

JAIL OPERATING CITIZENS ADVISORY COMMITTEE (JOCAC) REPORT ON COLUMBIA COUNTY JAIL OPERATIONS – COMMITTEE APPROVED 4/12/2016

INTRODUCTION

In May 2014, the citizens of Columbia County approved a tax levy (Ballot Measure 5-238) to provide an operating levy to operate the Columbia County Jail for three years. One provision of this levy was the creation of the Jail Operations Citizens Advisory Committee (JOCAC). The County Commissioners appointed 10 citizen volunteers to the committee. They represent a diverse cross section of the County including members that voted for and members that voted against the levy. The Committee began meeting in August of 2014 and met monthly through May 2015. After May 2015, the Committee met quarterly and starting in January 2016, the Committee is back to meeting monthly. The purpose of the Committee is to review the expenditures of the Sheriff's Office Jail Division, as it relates to the levy, and to monitor those levy funds and how they are being used. The Committee operates under public meeting rules and takes comments from the public in attendance.

Although the committee's only charge is to advise the Sheriff and the Board of County Commissioners "concerning the proper appropriation of jail levy funds," the Committee believes that the knowledge we have gained over the past 20 months on jail financing and operations should be shared with the citizens of Columbia County.

SUMMARY

The Committee began its function by educating themselves on the budget and jail operations. The Committee received a thorough briefing on the budget and the plans the Sheriff had for personnel hires and equipment replacement/upgrades. The Committee also toured the jail and received detailed briefings on all aspects of the "how" and "why" of jail operations. Follow-up meetings provided the Committee with updated budget and equipment purchases as well as updates on hiring progress from the Sheriff.

One of the reasons this Committee was formed was to provide verification that all funds raised by the levy were spent on jail operations. In examining County quarterly and year-end financial reports the Committee has verified that all funds raised by the levy, and all other funds raised for jail operations, have either been spent on jail operations or are in an account reserved for jail operations only.

The goal of the levy was to support a jail to house offenders in Columbia County and with sufficient capability to eliminate early releases. This goal was fully met on March 12, 2015 with the cessation of early releases; the local jail population increased from 25 at the time of the levy passage to 68 on June 30, 2015 and to 81 on March 6, 2016.

The Committee learned that several years of underfunded operations necessitated capital projects to maintain safe, efficient, and cost-effective operation of the jail. Two of those projects, a new jail management system, and a new transport vehicle, are summarized in this report.

An uncertainty of continued operation of the jail prior to passage of the levy led to the loss of several deputies. The rigorous and time-consuming process for a person to become a certified deputy is described in this report.

The Committee analyzed the 2015-2016 jail operating budget to determine the additional cost to the County for housing U.S. Marshal inmates. A thorough reading of the section on housing U.S. Marshal inmates will explain why this expense is only \$9 per day per inmate.

The Committee believes the Columbia County Jail is extremely well run. The Sheriff, Jail Commander, and deputies are professional and are mindful of the community's welfare; they treat inmates with an understanding that they will eventually return to the community. In the last biennial inspection by the Department of Corrections, they were found to be 100% in compliance. They also scored 100% on the last annual U.S. Marshal Service inspection. On the last biennial Oregon State Sheriff's Association comprehensive inspection in January 2015, they were found in compliance with 306 of 308 standards and are now in compliance with the remaining two.

JAIL STAFFING

The objective of the jail levy passed in May of 2014 was to fund jail operations to satisfy the need of housing all people charged with crimes or sentenced to serve jail time in Columbia County: estimated at 100 inmates. Prior to passage of the levy, monetary constraints allowed for a maximum of 25 local inmates which necessitated forced release, often same day release, for most people.

Fears of a jail shut-down and job elimination drove several Columbia County jail deputies to apply for jobs in other counties. This resulted in the loss of five deputies shortly after passage of the levy, and another four left for other reasons. The loss of these deputies put severe strains on the ability of the jail to rapidly eliminate early releases. The main impediment to staffing certified deputies is the rigorous and lengthy hiring and training process.

The hiring process is as follows: notice of deputy positions posted for six weeks; physical agility test, written exam, and a preliminary background check for applicants; pass/fail interview with the Jail Commander; pass/fail intensive interview with a five-member panel; thorough background check of adult life; pass/fail interview with the Sheriff; and a psychological and physical exam. Not only is this a lengthy process with only about a 10% acceptance rate, but most of the candidates are also in the hiring queue for surrounding counties, and often hired away mid-process.

After being hired, several weeks of in-house training is required including 20-40 hours each of force, tactics, and firearms training. Additionally, deputies are required to attend the six-week state deputy training academy.

By law, deputies must wait 9 months to become certified and must be certified before serving more than 12 months. In Columbia County, four mandatory posts are required for each shift, and three of the posts must be filled by a certified deputy. As of March 6, 2016, 11 full-time deputies have been hired and four are now certified. As a fill-in five retired deputies have been hired part-time (maximum of 20 hours per week). To significantly reduce overtime hours the goal is to increase the current staffing level of 16 full-time deputies and techs and five part-time deputies to 22 full-time deputies and techs and four part-time deputies.

By extensive use of overtime, forced release of inmates ended on March 12, 2015; the local jail population increased from 25 at the time of the levy passage to 68 on June 30, 2015 and to 81 on March 6, 2016.

JAIL MANAGEMENT SYSTEM

Sheriff Dickerson sought approval from the Committee to purchase a new jail inmate software management system. The expenditure was the jail's single-biggest capital outlay in the current fiscal year, with \$650,000 being allotted for the purchase, but the Sheriff's Office demonstrated that a new computerized management system was critical to decrease operating costs and safely operate the jail. The old program, named "Golden Eagle," was 16 years old and was suffering from a number of technical difficulties that made it very difficult for deputies to manage a modern jail. The Golden Eagle program is so obsolete that system updates have been unavailable to the jail for five years, and it was prone to random crashes that compromised the safety of the deputies and increased overtime staffing costs. On two separate occasions, the program shut down for seven straight days because technical support qualified to work on the obsolete program became increasingly hard to find. When purchased the program was used by ten other county jails in the State of Oregon, but now there are only two that use the system.

In response to these concerns Sheriff Dickerson sought a system that could be adjusted to the specifications of the Columbia County Jail while also offering a rapid-response technical support system. Four jail management system vendors were evaluated during the request for proposal process. Ultimately, the Sheriff entered into an agreement with Advanced Technology Information Systems (ATIMS). The primary functions of the system are to track the inmate throughout his or her time in custody, provide a records system for inmate trust accounts, and store medical data for each inmate. The system also contains disciplinary history and inmate grievances, which decreases civil liability and security risks. The data in the jail management system are retained according to the retention schedules set by law. Other options were not suitable because they lacked available technical support or were incapable of meeting the specifications required by the Sheriff's Office. The ATIMS system will significantly decrease the use of paper in jail operations, and includes a fingerprint identification technology that will increase security and streamline booking procedures. A particular concern of the Sheriff's Office was the ability to integrate its new jail inmate software with RegJin, a regional law enforcement data management system that allows a vast network of police agencies to share information. The ATIMS system had the highest capacity for integration amongst vendors, and could also transfer a significant amount of data from the old system to the new system. Additionally, the Yamhill County Jail had recently purchased the system and they gave ATIMS positive reviews.

While a final cost cannot be determined until its full implementation in September 2016, the cost will not exceed the \$650,000 dollars originally budgeted for the new system. Maintaining the system will cost \$40,080 dollars a year for the next five years, an agreement that will entitle the Sheriff's Office to 24-hour technical support.

TRANSPORT VEHICLE

In April 2015, the Jail Commander requested a new transport vehicle for inmate transport. The old transport van is a 2006, Ford E350 Superduty passenger van. As of now it has over 142,000 miles on the odometer. Through the first seven months of this fiscal year, maintenance costs for this van have been \$5486.59, approximately \$784 per month.

In July Sheriff Dickerson requested input from the Committee on the purchase of a new transport vehicle. Since no meeting was scheduled, each member of the Committee was polled on an individual basis as to how we felt about this purchase. Seven of the ten Committee members replied, and all were in support of the purchase.

The old van is basically a standard passenger van with a security cage added to the rear passenger compartment. It has three separate compartments that can hold a total of nine inmates. The entire van is heated and cooled by the air vents located in the dash panel in the driver's compartment. There is no video/audio surveillance in the inmate compartments. There is no storage space for extra equipment.

The new vehicle, built specifically for inmate transport, is a custom "box" attached to a Ford E350 chassis and offers several advantages over the old van. It has four separate compartments that can hold a total of thirteen inmates, four more than the old van. The extra compartments allow for transport of a wider "variety" of inmates on one trip. It allows for separation of males from females, different inmate classifications, inmates who may have no contact orders with one another, and isolation of violent inmates. Obviously, this has the potential of reducing transport trips on heavy transport days. By increasing capacity to at least 12 inmates, the jail is now eligible to do transports for the U.S. Marshal Service. The Marshal Service will pay 54 cents per mile plus \$34 per hour to transport their inmates which will help maintain a strong relationship with a much-needed partner. The new vehicle will increase efficiency and reduce operating costs by reducing maintenance costs and the number of transportation trips.

Each of the four inmate compartments has its own heating/cooling airflow system controlled by the Transport Deputy. The ability to maintain a safe temperature, especially on a warm summer day, was nonexistent in the old van. This was not only uncomfortable for the inmates but actually lead to unsafe conditions for the Transport Deputy when some inmates acted out when they felt the deputy was trying to punish them with the heat.

The new vehicle has a video/audio surveillance system with cameras in each separate compartment. The system records all compartments simultaneously and displays all of the

compartments on a quad-view touch screen monitor. However, if the Transport Deputy has a need to zoom in on one particular compartment he or she simply touches the area on the screen and the monitor will zoom on that compartment. This video/audio recording system can be used not only to defend against lawsuits, but also to help prosecute criminal activity that may happen during a transport.

The divider between the two rear inmate compartments can be removed allowing transportation of an inmate in a wheelchair, a safety restraint chair, or a hospital gurney. While this feature is not often needed, it is occasionally required and could not be done safely with the old van. The new vehicle also has much-needed storage compartments for equipment such as restraints, wheelchair ramps, roadside emergency kits, tactical gear, etc.

The new vehicle has several other safety features that are not present in the old van such as 360 degree outside flood lighting, an automatic tire chain system, backup camera/monitor, and a GPS system that records every trip - which could be valuable in defending a lawsuit.

The custom transport body of the new vehicle can be put on a new power train when the old chassis wears out. The total cost for the new vehicle was \$112,000.

COST OF HOUSING US MARSHAL INMATES AT THE COLUMBIA COUNTY JAIL

There has been considerable discussion in Columbia County as to the actual cost of housing U.S. Marshal (USM) inmates at the Columbia County jail. Determining this cost is identical to determining the cost of production at a manufacturing facility. In general, in Managerial Accounting the production cost for each unit (product/inmate) is determined by assuming it fully absorbs its share of all materials, labor, and overhead costs. In this example all inmates would share all costs equally. BUT, there is a major exception. If a manufacturing facility is operating well below capacity, and a customer asks for a deep discount for a large order (e.g. Walmart or Costco), management will calculate the incremental or additional cost required to produce the order. This is the situation we have at the Columbia County jail; capacity for 256 inmates but only about 100 local inmates and a "customer" who wants us to house about 60 inmates. The above situation in no way equates jail inmates with production units but shows that private sector Managerial Accounting procedures are applicable for analyzing the cost to house USM inmates.

The following analysis is based on the 2016 fiscal year (July 1, 2015 to June 30, 2016) jail operating budget as revised on December 31, 2015, and with an average of 80 local and 60 USM inmates. Local inmates were expected to increase from about 68 to 100 during the year, while the number of USM inmates has held at about 60 over the past few years. To calculate the incremental cost to house USM inmates the Committee evaluated every line item of the budget and determined what the cost would be if we didn't have USM inmates; then the additional cost for housing UCM inmates was determined. The line items were summed to give the total cost for housing local inmates with no USM inmates and the additional costs for housing USM inmates.

The analysis showed that it would cost \$181 per day per inmate if we had no USM inmates and that the cost for housing USM inmates is \$9 per day per inmate. Since Columbia County receives \$80 per day per inmate from the USM Services the County “makes” \$71 per day per inmate or about \$1,551,000 per year. This reduces Columbia County’s expense for housing local inmates to \$128 per day per inmate, with the USM Service “paying” \$9 per day for each of their inmates (or an average of \$108 per day per inmate). Columbia County’s actual total expense for housing local inmates in this example is reduced from \$5,295,000 to \$3,744,000 per year.

Why is the cost for housing USM inmates only \$9 per day per inmate?

1. Supervisory personnel could not be reduced if USM inmates were eliminated.
2. All posts filled by deputies are mandatory therefore they could not be reduced if USM inmates were eliminated.
3. Additional salary and overhead for only 0.5 FTE (full-time equivalent) for clerk and 0.3 FTE for administrative assistant services are required for USM inmates.
4. Essentially the number of jail pods in use, which affects heating and electrical usage, could not be reduced since USM inmates are integrated into the jail population depending on their safety and security classifications.
5. Costs for required on duty, standby, and administrative medical personnel and services remain constant for up to 180 inmates (in the evaluation prescription costs were split proportionally between local and USM inmates).
6. USM Services compensates Columbia County for transportation of their inmates.
7. Costs of \$2.058 per meal for 80 inmates are reduced to \$1.464 per meal for 140 inmates.

This analysis is presented in Exhibit A.

EXHIBIT A. INCREMENTAL COSTS FOR HOUSING U.S. MARSHAL INMATES

To determine the cost of housing U.S. Marshal inmates at the Columbia County jail the cost of housing only Columbia County inmates was first determined. Then all additional costs associated with housing U.S. Marshal inmates was determined. The additional costs divided by the number of U.S. Marshal inmates then gives the cost for housing an individual U.S. Marshal inmate.

BASIS:

80 COLUMBIA COUNTY INMATES
60 US MARSHAL INMATES
FY 2016 BUDGET - UPDATED 12/31/2015

| ITEM | FORCAST YEAR END BUDGET, \$ | CC INMATES ONLY, \$ | ADD FOR USM INMATES, \$ | NOTES |
|----------------------------|--------------------------------|------------------------|----------------------------|-------|
| JAIL ADMINISTRATION, etc. | | | | |
| Sheriff | \$46,776 | \$46,776 | | |
| Undersheriff | \$46,620 | \$46,620 | | |
| Jail Captain | \$76,720 | \$76,720 | | |
| Administrator | \$40,806 | \$28,564 | \$12,242 | (a) |
| Support Supervisor | \$27,249 | \$13,625 | \$13,625 | (a) |
| Overtime | \$3,333 | \$1,667 | \$1,667 | (a) |
| PERS | \$31,062 | \$27,521 | \$3,541 | (a) |
| FICA tax | \$17,707 | \$15,601 | \$2,106 | (a) |
| Worker's Compensation | \$2,535 | \$2,246 | \$289 | (a) |
| Insurance Benefits | \$40,081 | \$35,512 | \$4,569 | (a) |
| WBF | \$97 | \$86 | \$11 | (a) |
| Unemployment ins. | \$2,221 | \$1,968 | \$253 | (a) |
| PERS Bond | \$14,702 | \$13,085 | \$1,617 | (a) |
| PERS 822 | \$8,512 | \$7,576 | \$936 | (a) |
| Consultants (SCAAP) | \$0 | \$0 | | |
| Hiring Supplies & Expenses | \$12,618 | \$12,618 | | |
| Uniforms | \$3,000 | \$3,000 | | |
| GL & Property Insurance | \$113,283 | \$100,822 | \$12,461 | (a) |
| Administrative Allocation | \$287,304 | \$264,320 | \$22,984 | (a) |
| Publishing & Advertising | \$4,945 | \$4,945 | | |
| Training & Conferences | \$8,122 | \$8,122 | | |
| Dues | \$4,000 | \$4,000 | | |
| Investigations | \$500 | \$500 | | |
| Contract Legal Services | \$2,000 | \$2,000 | | |
| Contingencies | \$0 | \$0 | | |

| Additional Contingencies | \$0 | \$0 | | |
|-----------------------------|-----------|-----------|----------|-----|
| JAIL OPERATIONS | | | | |
| Lieutenants | \$180,000 | \$180,000 | | |
| Corrections Sargent | \$59,464 | \$59,464 | | |
| Personnel, Deputies | \$929,986 | \$929,986 | | |
| Control Technicians | \$66,729 | \$66,729 | | |
| Correction Clerk | \$45,525 | \$45,525 | | |
| Overtime | \$290,000 | \$290,000 | | |
| PERS | \$212,894 | \$212,894 | | |
| FICA Tax | \$120,235 | \$120,235 | | |
| Worker's Compensation | \$26,624 | \$26,624 | | |
| Insurance Benefits | \$301,870 | \$301,870 | | |
| WBF | \$920 | \$920 | | |
| PERS Bond | \$90,974 | \$90,974 | | |
| PERS 822 | \$52,669 | \$52,669 | | |
| Unemployment ins. | \$14,448 | \$14,448 | | |
| Telephone-Video Arraignment | \$12,627 | \$12,627 | | |
| Cell Phone & Pagers | \$4,900 | \$4,900 | | |
| Shipping & Postage | \$1,228 | \$1,228 | | |
| Office Supplies | \$20,699 | \$18,629 | \$2,070 | (b) |
| Copier Maintenance, Booking | \$3,365 | \$3,365 | | |
| Security Devices | \$45,000 | \$45,000 | | |
| Access Control Maintenance | \$5,000 | \$5,000 | | |
| Fingerprint Machine Maint. | \$1,500 | \$1,500 | | |
| Radio Supplies | \$70,000 | \$70,000 | | |
| Uniforms | \$11,000 | \$11,000 | | |
| Dry Cleaning | \$2,240 | \$2,240 | | |
| Bullet Proof Vests | \$6,000 | \$6,000 | | |
| Supplies, Operating | \$80,000 | \$72,000 | \$8,000 | (b) |
| Food Supplies | \$224,431 | \$180,281 | \$44,150 | (c) |
| Laundry Supplies | \$1,000 | \$571 | \$429 | (d) |
| Jail Clothes | \$23,869 | \$13,639 | \$10,230 | (d) |
| Bedding | \$4,946 | \$2,826 | \$2,120 | (d) |
| Electricity | \$60,519 | \$54,467 | \$6,052 | (b) |
| Natural Gas | \$32,798 | \$25,770 | \$7,028 | (e) |
| Water & Sewer | \$90,000 | \$59,142 | \$30,859 | (f) |
| Garbage | \$11,932 | \$7,841 | \$4,091 | (f) |
| Repairs & Maintenance | \$125,000 | \$125,000 | | |
| Small Equipment & Tools | \$1,500 | \$1,500 | | |
| Vehicle Fuel | \$7,962 | \$7,962 | | (h) |
| Vehicle Maintenance | \$5,270 | \$5,270 | | (h) |
| Vehicle Expense | \$5,000 | \$5,000 | | (h) |
| Training & Conferences | \$5,000 | \$5,000 | | |

| | | | | |
|---------------------------------|-----------|-----------|---------|-----|
| Range Firing Supplies | \$8,000 | \$8,000 | | |
| Medical Care | \$45,000 | \$45,000 | | |
| Blood Borne Pathogens OHSU | \$0 | \$0 | | |
| ID Camera Maintenance | \$0 | \$0 | | |
| Doctor/Personnel Serv. Contract | \$518,974 | \$509,136 | \$9,838 | (g) |
| LEDS Terminal Rent | \$3,900 | \$3,900 | | |
| Jail Mgmt. System License | \$960 | \$960 | | |
| Legal Services | \$6,864 | \$6,864 | | |
| Contract Services | \$3,318 | \$3,318 | | |
| Capital Equipment | \$60,000 | \$60,000 | | |
| Capital Software | \$650,000 | \$650,000 | | |
| Building Improvement | \$72,524 | \$72,524 | | |
| Misc. Tools & Equipment | \$2,000 | \$2,000 | | |

DEPT. 02 ADDITIONAL MAINTENANCE PERSONNEL COSTS

| | | | | |
|------------------------|---------|---------|--|--|
| Maintenance | \$0 | \$0 | | |
| Overtime | \$2,063 | \$2,063 | | |
| PERS | \$275 | \$275 | | |
| FICA Tax | \$153 | \$153 | | |
| Worker's Comp. | \$0 | \$0 | | |
| WBF | \$1 | \$1 | | |
| Unemployment Insurance | \$11 | \$11 | | |
| PERS Bond | \$157 | \$157 | | |
| PERS 822 | \$91 | \$91 | | |

DEPT. 03 COURT/SECURITY AND INMATE TRANSPORT PERSONNEL COSTS (h)

| | | | | |
|--------------------------------|----------|----------|--|--|
| CH Security & Transport Deputy | \$64,057 | \$64,057 | | |
| Overtime | \$1,370 | \$1,370 | | |
| PERS | \$0 | \$0 | | |
| FICA Tax | \$4,996 | \$4,996 | | |
| Worker's Comp. | \$1,097 | \$1,097 | | |
| Insurance Benefits | \$9 | \$9 | | |
| WBF | \$51 | \$51 | | |
| Unemployment Insurance | \$591 | \$591 | | |

ESTIMATED EXPENSES

| | | | | |
|--------------------|-------------|-------------|-----------|-----|
| TOTAL | \$5,495,779 | \$5,294,614 | \$201,168 | |
| INMATE EXPENSE/DAY | | \$181 | \$9 | (i) |

NOTES

- a - Posts filled by deputies are mandatory with or without U.S. Marshal inmates, but additional salary and overhead costs of 0.5 FTE for clerk and 0.3 FTE for administrative assistant services for U.S. Marshal inmates is required.
- b - U.S. Marshal inmates at 10% of total
- c - Based on actual cost of \$2.058/meal for 80 inmates, and \$1.464/meal for 140 inmates
- d - Split proportionately between Columbia County and U.S. Marshal inmates
- e - 50% for building heat, and 50% split proportionately between Columbia County and U.S. Marshal inmates
- f - 80% split proportionately between Columbia County and U.S. Marshal inmates
- g - Cost for required on duty, stand-by, and administrative medical personnel and services. Fee is based on maintaining a daily population of 180 or fewer inmates, but prescriptions split proportionately between Columbia County and U.S. Marshal inmates.
- h - U.S. Marshal Services compensate Columbia County for transportation of their inmates.
- i - Since Columbia County receives \$80/day for housing U.S. Marshal inmates but only spends \$9/day, the additional funds for jail operations in this example amount to \$1,551,000, which reduces Columbia County's expense of maintaining local inmates from \$181/day to \$128/day.