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State Board of Corrections 2012 Annual Report



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Message from the Chair



This is the fifth annual report of the State Board of Corrections. The report is submitted pursuant to 34-A MRSA section 1803 subsection 10. The State Board of Corrections was created by Public Law 2007, Chapter 653 as an

expenses only board. The board currently has oversight over the coordinated correctional system. The statutorily required nine members of the board are appointed by the Governor.

This annual report includes a brief summary of recent accomplishments, updates on the 2012 short-term goals, our vision for the future, and highlights of some of the ongoing programmatic efforts and new creative initiatives implemented by our county and regional jails. It also outlines budgetary and financial information on both the Investment Fund and each jail's operational budget, and inmate population data.

The Board of Corrections is mandated by statutes to develop and implement a coordinated correctional system that demonstrates sound fiscal management, achieves efficiencies, reduces recidivism and ensures the safety and security of correctional staff, inmates, visitors, volunteers and surrounding communities. Yet several years of flat-funding and budget curtailments have challenged the Board's ability to support programs that ad-

dress recidivism while maintaining critical services and ensuring the safety of inmates and staff.

While several jails showed an increase in revenues and decrease in expenses over budget, these surplus funds are not entirely free to offset the next year's budget. Since the BOC has never received the inverse debt mandated by legislation which was to be put toward capital improvements, many jails or counties are paying their own capital improvements from these funds, and setting aside reserve funds for leave and payroll liabilities.

The Board continues to face difficult funding issues as well as trying to determine the best use of our county and regional jail facilities. The Board must be ready to tackle the very difficult issues outlined in this report.

It is important for the Board of Corrections to guide the development of our coordinated correctional system by reviewing correctional inmate population data and bed availability with the goal of developing an improved coordinated correctional system. Some decisions may prove to be unpopular among some sheriffs and commissioners, but will benefit the coordinated system as a whole.

The State Board of Corrections looks forward to another full year of working with the Governor, the Legislature and county officials.

Our future is reliant on everyone's continued support.

Col. Mark A. Westrum
Chair

Message from the Executive Director

This year, the first of my new term as Executive Director, has been one of significant progress within our organization. We completed an assessment of each county's corrections financial activity through our contract with RHR Smith, partnered with the National Institute of Corrections (NIC) to conduct an evaluation of our system's operations, experienced Kennebec County Jail's expansion of the CARA program to other counties and their development of a Veteran's program, welcomed a prerelease grant initiative at Two Bridges Regional Jail, continued pretrial and alternative sentencing programs across the state, and continued to provide community service to various agencies, thus saving county and municipal administration thousands of dollars in labor and materials.

I am happy to report that Kennebec County Jail's CARA program and Waldo County's Maine Coastal Regional Reentry Center both experienced recidivism rates lower than the national average and continue to integrate new programming strategies. Pretrial continued to be a successful option in managing our pretrial population and has helped reduce the number of detainees housed on a daily basis. Unfortunately, the system still experienced an upward trending of inmate population growth in Aroostook and Penobscot County Jails.

We still have many significant issues to face concerning our financial future. For the second year in a row our system instituted a flat funding plan due to limited general funding from the State. Fiscal Year 2013 may call for further limitations on investment fund distributions in light of recent short falls discovered by the Bureau of Budget. It will be incumbent upon me to direct the Board to a contemplative and objective assessment of each county's investment fund needs as we continue through the rest of

the year. Despite limited funding, the Board of Corrections was able to support several counties in the facilitation of capital projects and correct end of year deficits.

At the end of the reporting period, in June 2012, we were fully immersed in analyzing financial information provided to us by RHR Smith. This contractual partner provided the Board with detailed information on the financial status of each jail and a minimum level of operating income system wide. The NIC sponsored Ron Miller and Becki Ney for an eight day Technical Assistance visit that encompassed eleven counties, meetings with over one hundred and fifty officials and stakeholders, a meeting with Sheriffs at a Maine Sheriffs Association retreat and conversations with Board Members. The result of this comprehensive assessment was a seventy-eight page report that details Board progress in all aspects of operations and corresponding recommendations to improve performance and service in those areas. Many of the goals set forth in this annual report are a direct result of both reports.

During the reporting period, and under the new leadership of Chair Westrum, the Board successfully addressed several key operational issues in addition to the aforementioned initiatives. First, the Board redefined the tax cap for Somerset County Jail. Second, Lincoln and Sagadahoc counties negotiated an agreement on how to equitably fund operations for Two Bridges Regional Jail. Third, the Board amicably resolved Somerset County's dispute with the system over its budgeted inmate capacity and operational budget.

I would like to express my thanks to two board members who have recently left the Board. David Bowles (R-York) represented the

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Message from the Executive Director

(Continued from page 5)

Maine County Commissioner's Association and offered his expertise in government affairs and financial matters. Vinton Cassidy, Washington County (Public Representative and Washington County Community College) was the latest member to join the Board (March, 2012) and quickly assimilated with the group. Vinton strengthened the Board with his knowledge of government and education. Vinton will leave the Board in order to assume his position as a Washington County Commissioner. I would also like to express gratitude to all the other Board members for their commitment to our system, passion to implement positive change to our system and commitment to their fiduciary duties.

As I forecast next year, I anticipate an uncertain economic landscape that will require prudent and contemplative Board decisions. These decisions will not be easy but will be supported by the increased data and information

collection. Just recently, the Board instructed our jails to provide the necessary pretrial data to accurately assess various characteristics of arrestees. Chair Westrum has been exploring property management strategies to better manage our infrastructure and capital needs. Alternative energy is being explored for Two Bridges Regional Jail and other interested jails. The Maine Sheriff's Association has presented the VINE system, an automated victim notification system, to Board Members as an alternative to the current way of notifying victims of crime. But with automated or progressive change comes a financial cost. Advocating the actual needs of our system to state elected officials will be a number one priority as the Board continues to assess "what is best for the system."

Respectfully submitted,

Michael Tausek
Executive Director

Board of Corrections

History

Jail consolidation began with former Gov. John Baldacci. In August 2007, Baldacci proposed a full state takeover of the county jail system and the closure of four small jails, including those in Franklin and Oxford counties. State corrections officials argued that counties were spending too much money on jails and that the state could do better.

The counties pushed back. Sheriffs, commissioners and legislators came up w/ an alternative plan that would stitch the county jails together into a network called “One Maine, One System.”

- Three jails — Franklin, Oxford and Waldo — were reduced to 72-hour holding facilities.
- Cumberland County Jail, Two Bridges Regional Jail, Somerset County Jail and York County Jail became flagship jails, the go-to locations.
- Administered by a new Board of Corrections, the network would manage jail crowding through co-operation. Inmates would follow the available beds.
- Property tax levies for the jails in each county were capped at 2008 levels. New jail spending became the responsibility of the state.

The state promised \$1 billion in savings to Maine property taxes over 20 years.

The new system kicked off on July 1, 2009.

Board Composition

The board consists of 9 members who are appointed by the Governor. Each appointment is subject to review by the joint standing committee of the Legislature having jurisdiction over criminal justice and public safety matters and to confirmation by the Senate, except those members appointed pursuant to paragraph C. The following provisions govern member qualifications:

- Two members selected from a list of 3 nominations submitted to the Governor by a statewide organization representing sheriffs, at least one of whom must be a county sheriff;
- Two members selected from a list of 3 nominations submitted to the Governor by a statewide organization representing county commissioners, at least one of whom must be a county commissioner;
- Two members must be representatives of the executive branch and at least one of the 2 must be from the department;
- One member must be a municipal official selected from a list of 3 nominations submitted to the Governor by a statewide organization representing elected and appointed municipal officers and officials; and
- Two members must be broadly representative of the public . A member appointed under this paragraph may not be an elected state or county official or municipal officer and may not derive income in substantial portion from work as an employee of a state, county or municipal government or in the field of corrections.

Of the 9 members, one must be a person with expertise in issues relating to mental illness.

Members are appointed for a 3-year term. Members may be reappointed.

BOC Membership

FY 2012 BOC Membership

Douglas Beaulieu, County Administrator, Aroostook County, Caribou

David Bowles, County Commissioner, York County, Sanford

Vinton Cassidy, Educator, Washington County Community College, Calais

Anne Head, Commissioner, Maine Department of Professional and Financial Regulation, Augusta

Ric Hanley, Chief Operating Officer, Spring Harbor Hospital, Westbrook

Randall Liberty, Sheriff, Kennebec County, Augusta

Joseph Ponte, Commissioner, Maine Department of Corrections, Augusta

Stuart Smith, Selectman, Town of Edgecomb, Edgecomb

Mark Westrum,* Correctional Administrator, Two Bridges Regional Jail, Wiscasset

*Chair

Update on 2012 Short-term Goals

Considerable progress has been made on some of the 2012 goals, while others are still in the development stage. Here is an update on the short-term goals outlined in the 2011 Annual Report:

- **Hire a financial analyst/auditing firm to assist the Board in developing an understanding of the . . . Seventeen annual budgets.**

In February 2012 the Board of Corrections engaged the accounting firm RHR Smith & Company to review, analyze and assess the integrity of county correctional facility financial information reported to the Board by counties and entered into the Board's existing financial reporting system (CRAS). Subsequent to this review, the Board asked for specific recommendations regarding areas of county correctional spending that could be reduced producing savings and allow jail functions to be carried out more efficiently consistent with the goals and objectives of the Board. They issued a 24-page Final Report to the Board on June 11, 2012 which summarized relevant issues and concerns, and provided conclusions and recommendations for moving forward including:

1. Developing by-laws, policies and procedures, and job descriptions for the BOC.
2. Adding a Financial Analyst to the BOC staff.
3. Developing and executing contracts between the BOC and counties to help the relationships between the BOC and the counties to evolve into a cooperative, mutually beneficial partnership.
4. Proactively educating appropriate legislative committees.
5. Reaching out to the judicial system to educate them on the impacts of sentencing and scheduling policies on the system.

- **Adopt a Capital Investment Plan**

Implementation of a Capital Investment Plan is one of the policy recommendations of the RHR Smith Report. There is a draft plan which is still in the development stage.

- **Begin a system-wide discussion regarding the future mission of county facilities.**

This discussion has been sidelined by concerns over flat funding, and will be revived again in 2013.

- **Adopt policies regarding the following programming issues:**

- System-wide adoption of one inmate classification tool;

Beginning in February 2013, a single comprehensive, multi-agency classification tool developed by MDOC and VOA will be used system-wide to assess all pre-trial detainees for risk.

- Adopt pretrial service standards (currently in draft form);

Pretrial service standards will begin in February 2013.

- Select and implement a pretrial risk assessment for use in all jurisdictions;

The Board approved use of the Maine Pretrial Risk Assessment Instrument (MPRAI).

- Develop continuing education standards for correctional officers which includes a focus on risk reduction principles;

Still in development stage.

- Develop standards for reentry services throughout the system

Still in development stage.

Long-term Vision

The Board of Corrections has the opportunity to advance a coordinated system of county and regional jails throughout an entire state. Each Sheriff, Jail Administrator, or County Commissioner has a slightly different view of the role of their facility and what the system should look like as a whole. It has been a challenge at times to achieve a common vision as we look to reduce our individual silos and become a coordinated system. While the board welcomes the diverse viewpoints of all of its constituencies, it is time for a vision to be brought forward which unites, rather than divides, the interested parties.

A coordinated system requires more than each jail providing the same financial data on deadline, having parity in the number of transport vehicles or staffing, or collaborating in joint purchasing programs. It requires that our jails begin to operate in a different manner.

The board has identified a number of fiduciary responsibilities it has to the taxpayers of Maine. In addition, the county and regional jails of Maine also have the obligation of, and excel at, maintaining safe facilities. But, the goal of this coordinated system is not only “command and control” or financial stewardship, but to also begin to make in-roads as to how we intervene in the lives of inmates. To promote the public’s interest, we must aim to reduce recidivism through effective correctional intervention. Ultimately, this is the most cost-effective step we can take to promote public safety.

The vision for the Board of Corrections moving forward is the true coordination of county and regional jails on every level. While correctional institutions in Maine must meet specific and certain jail standards in terms of physical space and layout, use of restraints, caloric offerings, and other such standards, at this

time there is no set of standards for comprehensive programming on a systemic level. The board seeks this coordination in order to advance the goals of reducing recidivism and effectively managing limited bed space.

The long-term vision for the Board requires that the administration of the different facilities be willing to look at changing the way that business is done. This includes changing their classification system, being willing to house prisoners differently, and investing in programs that emphasize risk reduction and employ the principles of effective correctional intervention. The board envisions evidenced-based programs and comprehensive reentry and pretrial services in every jail in Maine.

To achieve this goal, the board seeks the input and collaboration from all correctional stakeholders, including the focus groups and the Corrections Working Group. Much of the vision work was completed during the inception of the board and its first several years. It is now time for the board to take action on the above detailed short-term matters and to develop an implementation plan to achieve the coordination of services within the system.

Prudent investment in targeted service delivery will reduce the cost of corrections in Maine. This will allow resources to be focused on maintaining safe facilities, ensuring that correctional staffs are well trained and fairly compensated, and will promote public safety. Without investment in these areas, the costs of corrections will continue to climb and our system will continue to struggle to meet the most basic needs of the fifteen jails it seeks to support. Furthermore, without investing in rehabilitative correctional programming, the board will fall short of its responsibility to reduce recidivism and to promote public safety.

Goals and Accomplishments

Accomplishments

Each year, the Board of Corrections puts together a list of accomplishments related to inmate programming and operational missions. Some of those accomplishments are as follows:

1. Kennebec County Correctional Facility admitted 110 male inmates and 17 female inmates into its CARA program:

CARA staff delivered over 500 hours of substance abuse treatment, cognitive based programming and life skills training to participants throughout the year. The CARA program was recognized by the National Association of Counties as an “Achievement Award” winner in its Criminal Justice and Public Safety category and recognized by Bureau of Justice Assistance (BJA) and the National Reentry Resource Center as a “God Star” program.

2. Kennebec County Sheriff’s Office’s “Incarcerated Veteran’s Initiative” provided substantive programming to 36 veteran offenders:

The goal of the Incarcerated Veterans Initiative is to identify Veterans who have service-related behavioral and or medical conditions and assist them in the rehabilitation of those issues. The Incarcerated Veterans Initiative screens veterans as they enter the Kennebec County Correctional Facility and determine appropriate programming that may assist the Veteran in their recovery.

3. Maine Coastal Regional Reentry Center (MCRRC) admitted 45 male state prisoners and 24 male county inmates into its cognitive-based programming reentry center:

The MCRRC delivered over 500 hours of substance abuse treatment, cognitive based and life

skills programming, and offered employment opportunities and community-based services to all eligible participants.

4. Two Bridges Regional Jail (TBRJ) was awarded a Second Chance Act grant through the Bureau of Justice Assistance (BJA) for a reentry planning initiative and provided reentry planning to 224 male and 42 female offenders:

The mission of the program (facilitated by Volunteers of America, NNE) is to reduce recidivism and to improve the likelihood that individuals who leave the county jail with a comprehensive re-entry plan will be able to reintegrate back into their communities in a pro-social manner that is safe and successful for both the returning offender and the community.

5. Over 400 male and 67 female inmates participated in a community service program that resulted in an approximate savings of \$270, 557 to local government and non-profit agencies:

Maine jail’s community service programs allow inmates an opportunity to give back to the community while at the same time supporting a philosophical restorative justice concept of making a contribution to society. These programs alleviate boredom and tension in jail, resulting in a safer environment for both staff and inmates. Safer jails help establish a sense of security with our communities and give offenders a sense of pride and accomplishment as they provide services to various organizations throughout the state.

6. The Board of Corrections dedicated

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Goals and Accomplishments

(Continued from page 12)

over \$500,000 to fund various capital projects or acquisitions in the system:

The Board allocated funds for the following: Roof repair and HVAC duct work at Androscoggin County Jail (\$125,000); a new transport van for Aroostook County Jail (\$57,718); ADA construction project at Penobscot County Jail (\$40,000); CARA program (\$150,000); and Roof and parking lot repair at York County Jail (\$165,000).

7. The Board of Corrections dedicated over \$400,000 to correct end of year deficits, fund unanticipated expenses and system-related projects:

The Board allocated funds for the following: Aroostook County Jail – FY 2011 deficit correction (\$16,795); Hancock County Jail - employee retiree expenses and FY 2011 deficit correction (\$7,222); RHR Smith – financial analysis (\$50,000); Somerset County Jail – CAP adjustment (\$281,409); York County Jail – FY 2011 deficit correction (\$33,448).

8. Several jails internally funded capital projects or repairs due to the BOC's pronouncement that each county would receive level funding for operating purposes:

Due to fiscal uncertainty at the state level, the Board has struggled with funding all necessary projects in the system. In FY 2012, several counties self-funded capital projects as a means to maintain operations. The following counties discovered operational efficiencies or cost-saving measures to fund projects: Androscoggin County Jail – HVAC upgrade (\$85,000); Hancock County Jail – Equipment, structural repairs and software upgrades (\$19,387); Kennebec

County Jail – Phone system (\$44,544); Oxford County Jail – PC rebuild and software package for its security control panel (\$1,491.00); Penobscot County Jail - Handicap accessibility (\$30,000); TBRJ – Kitchen equipment replacement and air handler equipment (\$59,000).

9. Under the state's Title 30-A program 200 sentenced inmates were transferred to home confinement under the supervision of either Maine Pretrial Services, Inc., Volunteers of America or jail staff:

The goal of Title 30-A, like that of prison, is to limit the movement of a participant to a particular location, such as home, employment, or a community service provider. Home Monitoring is a community corrections program that benefits both the sentenced offender and the facility through a reduction in population. Furthermore, Title 30-A gives the offender has an opportunity to practice pro-social behavior and skills under supervision. 119 males and 34 females completed the program successfully.

10. The system continued, and increased, pretrial services for defendants in FY 2012. Over 2,500 defendants participated in a pretrial contract:

As stated earlier in this report, pretrial services are a reliable alternative to incarceration for low-risk defendants awaiting trial. Both Maine Pretrial Services, Inc. and Volunteers of America reported a pretrial contract completion rate of over 90 percent for all participants.

11. The Board coordinated with the National Institute of Corrections (NIC) to undertake a technical assistance project to examine the coordinated system:

Over a period of 8 days on-site, NIC analyzed all

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Goals and Accomplishments

(Continued from page 13)

facets of the Board of Corrections and the county jail system. Technical support specialists visited 11 counties, conducted phone interviews with stakeholders and Board members and met with Jail Administrators and Maine Sheriffs. This visit culminated in a comprehensive report that provides 43 recommendations to allow for system improvement, system change or to meet statutory requirements.

12. The Board coordinated with RHR Smith & Company to evaluate the accuracy and effectiveness of the system's financial accounting systems and to clarify its financial condition:

Over several months, RHR Smith staff met with representatives from each county's finance personnel and corrections administration to review financial activity, better understand the relationship between county and state personnel and delineate any accounting system problems. This project culminated in a comprehensive report that provides 30 recommendations in the following areas: management; legislation; finances; and long-term objectives.

13. Iris Scan has been integrated into several Maine county jails:

Penobscot, Somerset and Two Bridges Regional Jail have contracted with a vendor to introduce Iris Scan technology into their respective jails. This technology, used to positively identify suspects booked into jail through the photographing of his or her iris and downloaded into a digital database, is more accurate than finger printing and will assist jail staff to ensure the correct inmate is released or transferred.

SBOC and Stated Goals

Pursuant to M.R.S.A. Title 34-A, §1801 (2) (A) (B) (C), the State Board of Corrections must develop a statement of goals that aligns closely with its mission articulated in M.R.S.A. Title

34-A, §1803 and fosters the development of efficiencies and evidence-based practices in the following areas: recidivism reduction; pretrial diversion; and rate of incarceration. These goals are developed in meetings between the Board Chair and the Executive Director, monthly board meetings, ad hoc groups and other stakeholders to identify priorities and recommend strategies for addressing them. Over the course of the year progress toward achievement of those goals is monitored by the Executive Director and reported out to Board members. The Board of Corrections is committed to developing goals that address system or operational issues, offender program initiatives and offender recidivism.

Goal #1: Conduct a staffing analysis to determine safe, efficient and cost-effective staffing levels for the (12) full-service county jails and (3) mission change county jails:

Staffing issues have become more critical in the face of limited funds, rising personnel costs and a recommendation from the National Institute of Corrections (NIC) to examine actual staffing plans to ensure staff is deployed appropriately, effectively, and economically in each jail. The Board's vision is to deploy staff in a manner that controls cost while providing safe jail conditions for staff, inmates and the general public.

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Goals and Accomplishments

(Continued from page 14)

Goal #2: Implement a universal pretrial assessment instrument in county jails:

Pretrial services are offered to Maine defendants by two non-profit agencies – Maine Pretrial Services, Inc. and Volunteers of America. VOA utilizes the MRAI, or Maine Pretrial Risk Assessment Instrument and VOA uses a self-designed assessment tool and is not evidence-based. Due to its research-based element, the Board has adopted the MPRAI for implementation throughout the state. This goal is a step towards achieving standardization in the pretrial component of inmate programming.

Goal #3: Conduct a minimum of (3) “stand downs” at all 15 jails in order to screen and classify all incarcerated pretrial detainees who failed to make bail with an objective and research-based assessment tool (Maine Pretrial Risk Assessment Instrument):

Currently, pretrial detainees make up over 60% of the county jail population and significantly impede the system’s ability to manage its jails in a safe, efficient and cost-effective manner. This “stand down” will define the composition of the pretrial population and offer stakeholders and jail officials an opportunity make safe, smart and justice-based bail decisions.

Goal #4: To achieve justice-based programming in the pretrial milieu the Board will integrate pretrial services in inactive counties and expand services in active counties:

Pretrial diversion programs have operated successfully at the federal, state and local levels for decades and provide close supervision and needed services to thousands of defendants each year. Currently, contracted pretrial services are unavailable to Maine defendants in Hancock,

Piscataquis and Washington counties. Somerset County Jail has one full-time staff person dedicated to pretrial and post-sentence programming. The Board’s goal is to reduce the system’s pretrial population by offering contracted pretrial services to all eligible defendants.

Goal #5: Expand the SBOC Unified Transportation System (“HUB”) to Southern Maine:

Since 2010, the SBOC has assisted county correctional facilities in addressing the transport needs of inmates. This “HUB”, run through the Penobscot County Jail, has typically been a presence in the central and northern regions of Maine. It is the vision of the Board to expand the “HUB’s” presence in the southern regions (i.e. York County) thus creating a cost-saving initiative for all Maine county jails.

Goal #6: Further clarify the Board of Correction’s role and responsibility:

In FY 2012, two evaluative reports on the Board of Corrections and system activity were generated. The first report, completed by RHR Smith, analyzed the financial aspect of the system. The second report, completed by two National Institute of Correction’s advisors, conducted a “top-down” evaluation of the system. A common theme through both reports is the Board’s lack of clarity or understanding of its own role in managing the system. The Board is determined to utilize the recommendations put forth by RHR Smith and the National Institute of Corrections to define, adopt and assert its role. This goal is vital to the long-term sustainability of this collaborative system. The Board intends on conducting its own “top-down” evaluation of current law, policy and procedures and managerial approach to all aspects of operations and make necessary changes (legal and non-legal) where applicable.

Challenges Facing the Board

The Board of Corrections is obligated to report on the major challenges and issues we face as we move our coordinated correctional system forward. Some of these challenges are:

Inverse Debt Funding: The State of Maine has never funded the statutory inverse debt requirement pursuant to 34-A M.R.S.A. §1803(5)(E). 34-A M.R.S.A. §1803(5)(E) states that “The board shall propose in its budget an appropriation to the State Board of Corrections Investment Fund program of an amount equal to the difference between the 2007-08 fiscal year's county jail debt and the amount of that year's debt payment.” Since fiscal year 2010 the Board's formal requests for Inverse debt funding have not been met. The Governor and the Legislature must recognize our solemn statutory responsibility to strategically invest in the future of our coordinated correctional system;

Investment Fund Deficit: The Board projects a \$500,000 deficit in for the Investment Fund at the end of FY 2013. This deficit does not include a \$185,000 structural deficit at Aroostook County Jail for FY 2013 or \$150,000 needed to fund the second half of the CARA program at Kennebec County Correctional Facility (Note: This program may have to limit its scope of services due to a lack of funding). This poor financial outlook, coupled with an inability to fund the above-mentioned items, places the system in a precarious situation that will result in no funding for unanticipated or emergency expenses, county deficits, or program-related expenses;

Autonomous Management: The Board of Corrections design has illustrated an inability to develop reciprocal operation between

jails. Jail management has been inward focused to satisfy local stakeholders (e.g. county government, local contracts, etc.) and has resulted in a “silo effect.” This existence of disparate systems, lack of reliable and trustworthy communication and common goals continues to impact the Board's ability to manage the collaborative system;

Fixed Funding: Tax cap issues expose an inadequate funding formula for jail operations. First, Aroostook County has an incorrect tax cap figure that will continue to result in a structural deficit and require supplemental funding from the Board on a year-to-year basis. Second, due to the tax cap being fixed in nature, the Board (or counties) are unable to adjust tax revenue to address steadily rising jail costs;

Diminishing Financial Resources: Approximately \$2.5 million resides at the county level in designated and undesignated fund balances. Without additional state funding, the few jails that have maintained balances for long-term capital projects or unanticipated expenses will expend all available funds to maintain daily operations or short-term capital needs. It is more than likely within 3 years no jail will have the ability to internally fund a significant expense item. A high priority of the Board must be to make sure the infrastructure and capital needs of the coordinated correctional system is adequately funded;

Reduced Investment Fund: The Board of Corrections ability to supplement jail operations has been severely impacted by a \$335,513 streamlining initiative and a \$164,500 curtailment order in FY 2013;

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Challenges Facing the Board

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Other Departmental or Agency Issues:

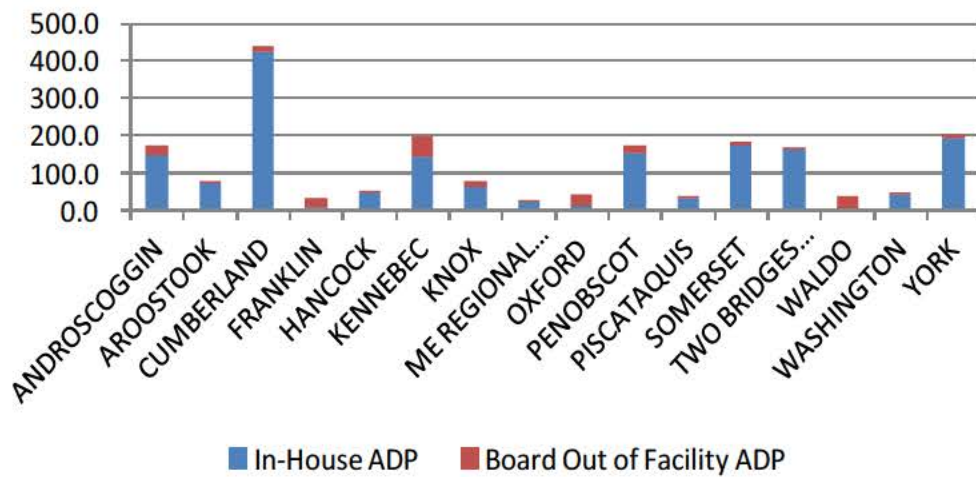
Financial shortfalls and cuts in other departments (e.g. Maine Care and DHHS) will negatively impact services provided in county jails;

Distraction: Budgetary matters continue to direct Board focus away from policy related issues and core mission initiatives;

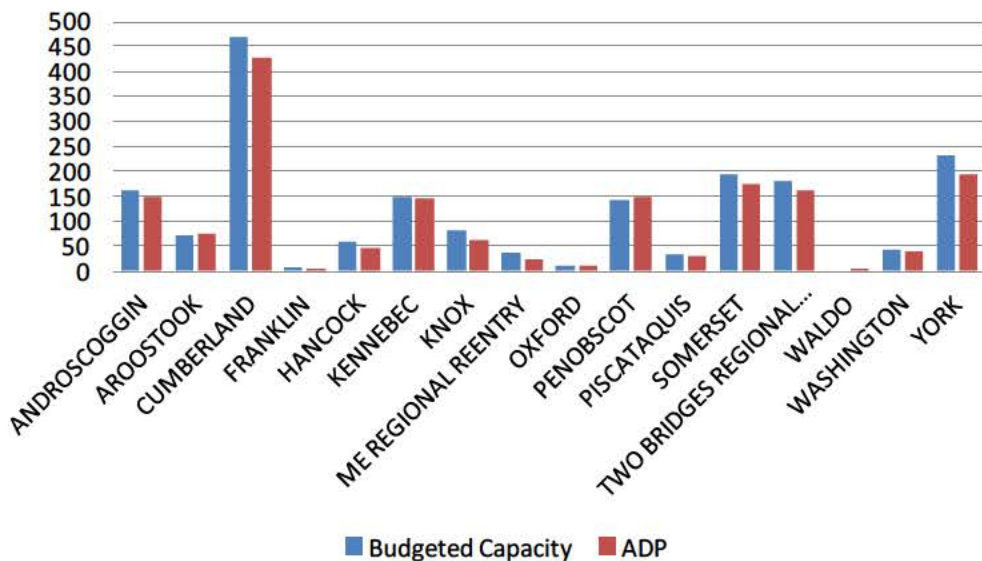
Meeting Core Mission: The implementation of evidence-based (E-B) programming, finding operational efficiencies and reducing the incarcerated population is premised on adequate funding, a different organizational design and a well-planned and executed strategic plan. This change in system direction will require commitment from all stakeholders and cohesive and population reduction strategies is premised, in part, on adequate funding. In order for county jails to positively address recidivism rates in a manner like the MCRRC and CARA, the Board will need willingness from each county jail to recognize that reinvestment strategies and a new organization design may be necessary.

Population Report

Average Total Populations

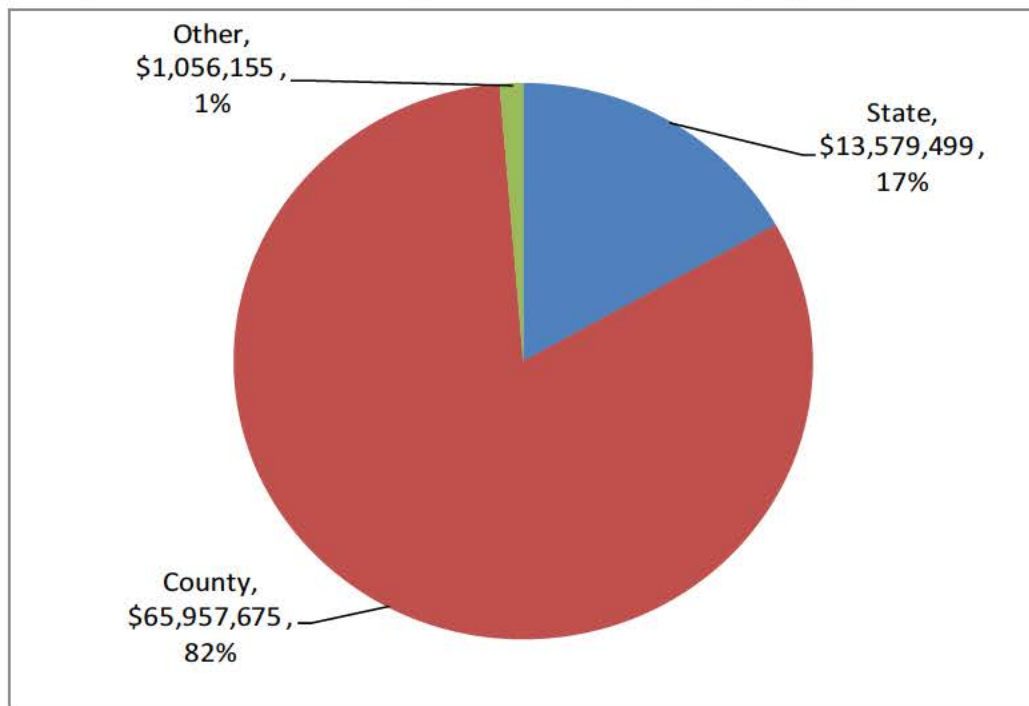


FY 2012 Budgeted Capacity vs. ADP



Finance Report

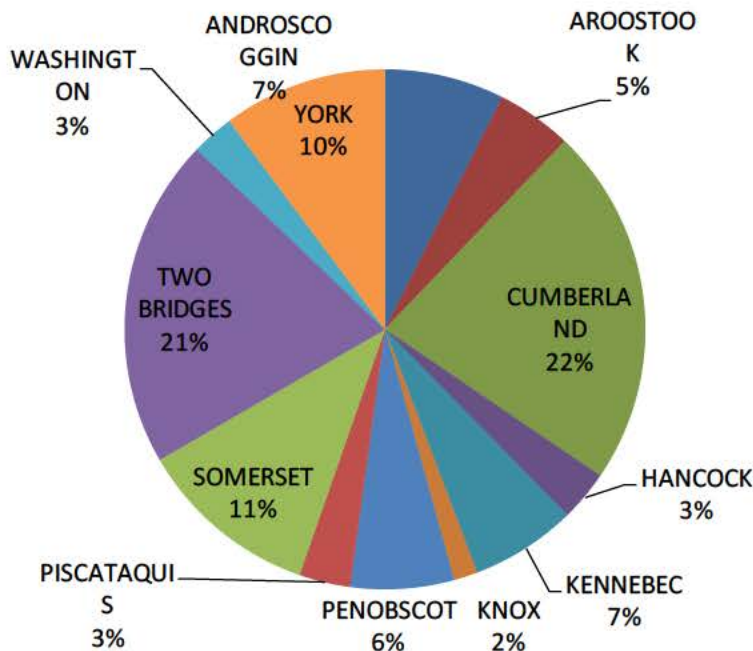
Where Does the Money Come From?			
Non-Discretionary System Revenues:			% of Total
CAP	\$61,771,726		76.65%
County Generated Revenue	\$4,185,949		5.19%
Subtotal:		\$65,957,675	81.84%
Discretionary System Revenues:			
Investment Fund Baseline	\$3,483,678		4.32%
New General Fund Initiative	\$3,500,000		4.34%
CCA	\$5,646,562		7.01%
Fines/Surcharge	\$949,259		1.18%
Subtotal:		\$13,579,499	16.85%
Other System Revenue:			
Portion of Investment Fund carry-forward surplus to fund FY 12	\$1,056,155		1.31%
Subtotal:		\$1,056,155	1.31%
Total System Revenues		\$80,593,329	100.00%



Finance Report

Where Does the Money Go?

Budgeted Investment Fund Payments for FY12 Budgets		
		% of Total
ANDROSCOGGIN	\$737,017	7.43%
AROOSTOOK	\$465,760	4.70%
CUMBERLAND	\$2,220,663	22.39%
FRANKLIN	\$0	0.00%
HANCOCK	\$311,949	3.15%
KENNEBEC	\$652,134	6.58%
KNOX	\$146,549	1.48%
LINCOLN	\$0	0.00%
OXFORD	\$0	0.00%
PENOBSCOT	\$637,848	6.43%
PISCATAQUIS	\$314,563	3.17%
SAGadahoc	\$0	0.00%
SOMERSET	\$1,121,767	11.31%
TWO BRIDGES	\$2,035,672	20.53%
WALDO	\$0	0.00%
WASHINGTON	\$261,586	2.64%
YORK	\$1,010,906	10.19%
TOTAL:	\$9,916,414	100.00%



Finance Report

Agency	Budgeted Ex-penses for FY 12	Budgeted Capacity	Cost Per Diem	% of Total Budget	% of Total Inmates
Androscoggin	\$5,569,314	160	\$95.36	6.95%	8.60%
Aroostook	\$3,165,599	72	\$120.46	3.95%	3.87%
Cumberland	\$17,299,759	468	\$101.27	21.59%	25.16%
Franklin*	\$1,141,558	6	\$521.26	1.42%	0.32%
Hancock	\$2,220,999	58	\$104.91	2.77%	3.12%
Kennebec	\$6,940,090	147	\$129.35	8.66%	7.90%
Knox	\$3,704,529	81	\$125.30	4.62%	4.35%
Lincoln**	\$430,761	N/A	N/A	0.54%	0.00%
Oxford*	\$1,307,072	12	\$298.42	1.63%	0.65%
Penobscot	\$7,405,545	143	\$141.88	9.24%	7.69%
Piscataquis	\$1,478,208	32	\$126.56	1.84%	1.72%
Sagadahoc**	\$428,931	N/A	N/A	0.54%	0.00%
Somerset	\$6,624,797	192	\$94.53	8.27%	10.32%
Two Bridges Regional Jail	\$7,265,254	181	\$109.97	9.07%	9.73%
Waldo/Maine Regional Reentry Center*	\$2,151,148	36	\$163.71	2.68%	1.94%
Washington	\$2,376,750	42	\$155.04	2.97%	2.26%
York	\$10,613,975	230	\$126.43	13.25%	12.37%
Total System	\$80,124,289	1860	\$118.02	100.00%	100.00%

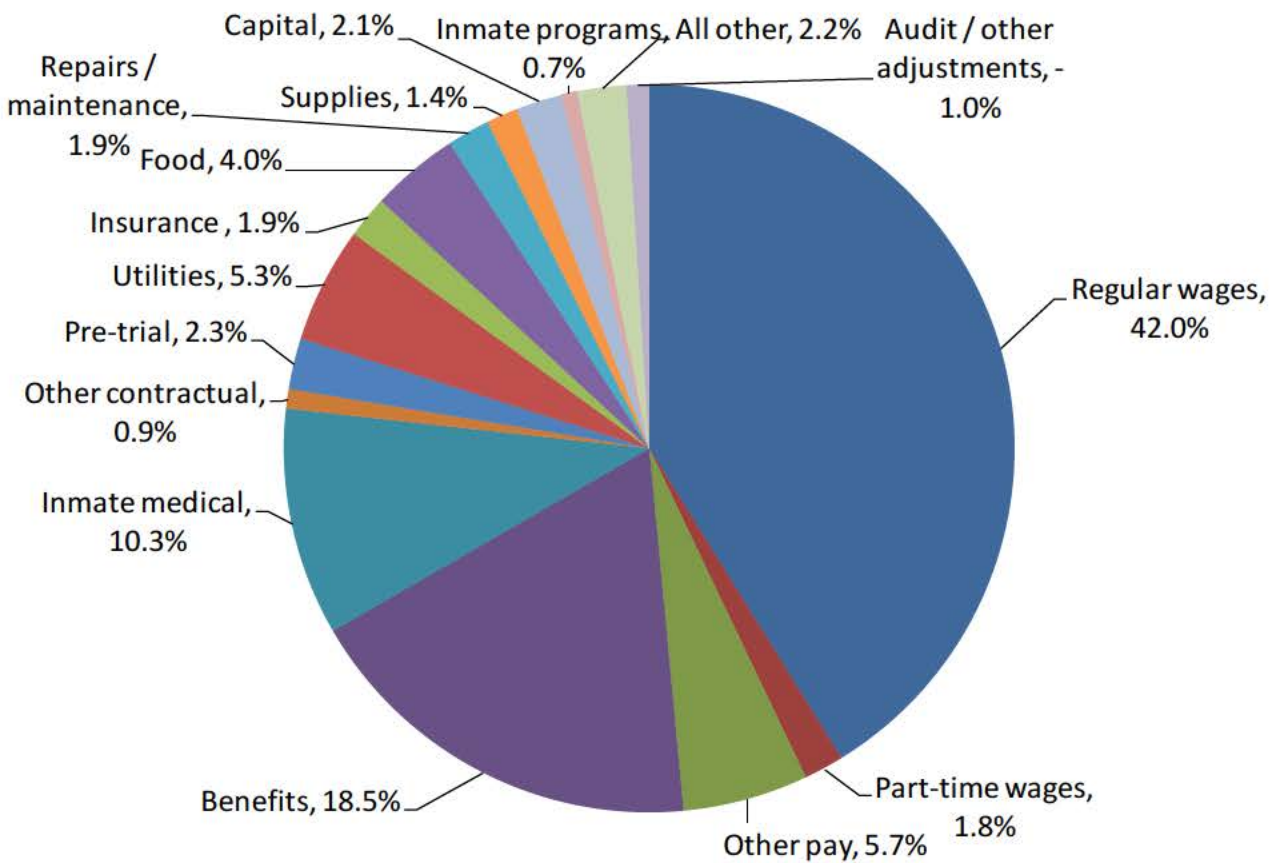
	Actual Expenses for FY12	ADP for FY12	Annual Per Capita	Daily Per Capita
Androscoggin	\$5,675,586	148.4	\$38,246.18	\$104.78
Aroostook	\$3,187,853	73.9	\$43,137.39	\$118.18
Cumberland	\$17,575,066	427.3	\$41,130.51	\$112.69
Franklin *	\$982,780	4.8	\$204,745.73	\$560.95
Hancock	\$2,199,785	46.0	\$47,793.03	\$130.94
Kennebec	\$6,841,376	143.8	\$47,575.63	\$130.34
Knox	\$3,698,182	62.9	\$58,794.62	\$161.08
Lincoln **	\$425,535	N/A		
MRRC	\$2,012,671	22.1	\$91,071.10	\$249.51
Oxford *	\$1,234,311	9.3	\$132,247.64	\$362.32
Penobscot	\$7,414,515	148.6	\$49,887.17	\$136.68
Piscataquis	\$1,407,628	29.8	\$47,226.30	\$129.39
Sagadahoc **	\$389,718	N/A		
Somerset	\$6,436,179	173.3	\$37,139.41	\$101.75
Two Bridges	\$6,358,500	162.6	\$39,106.88	\$107.14
Waldo *	included in MRCC	2.0		
Washington	\$2,377,164	40.2	\$59,133.44	\$162.01
York	\$10,544,925	193.6	\$54,467.59	\$149.23
TOTALS	\$76,749,104	89	\$863,534.62	\$2,365.85

* Mission Change Facilities

** Community Corrections and Transport only

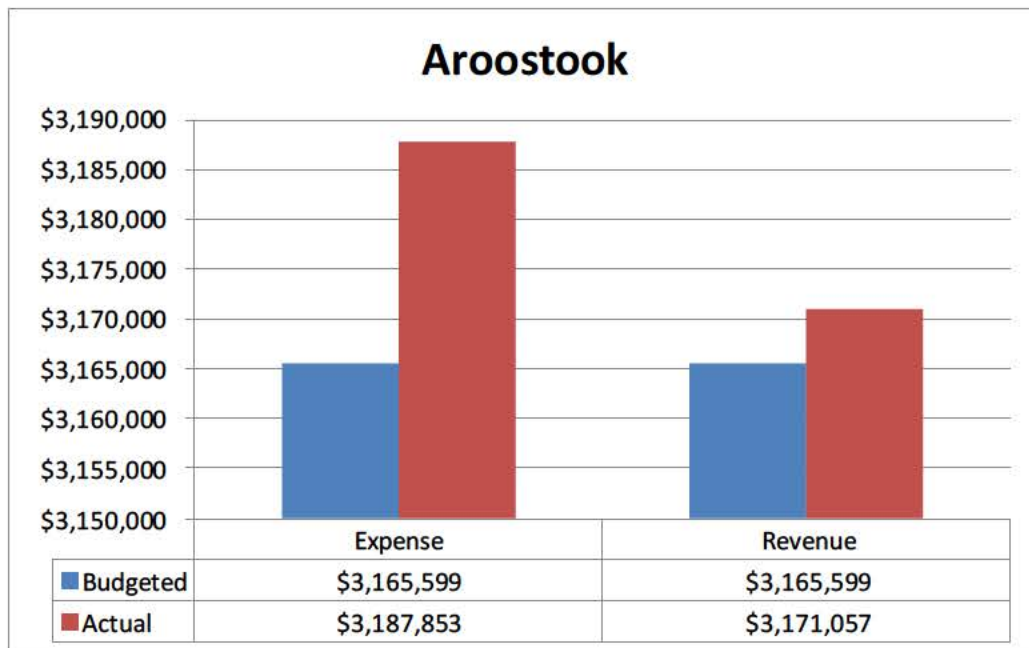
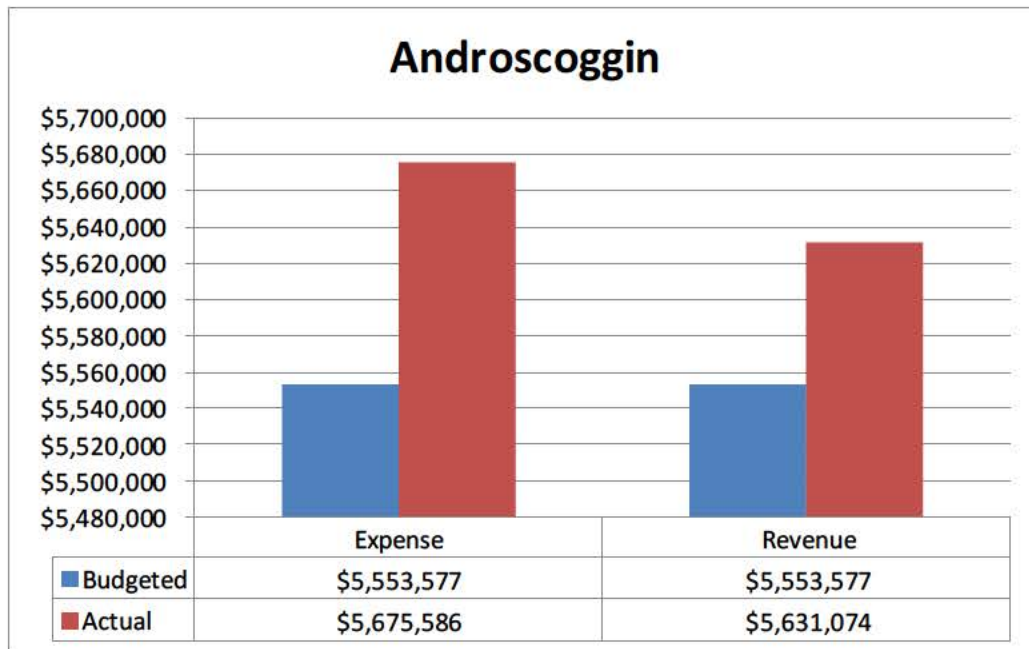
Finance Report

FY 12 System Expenses by Category



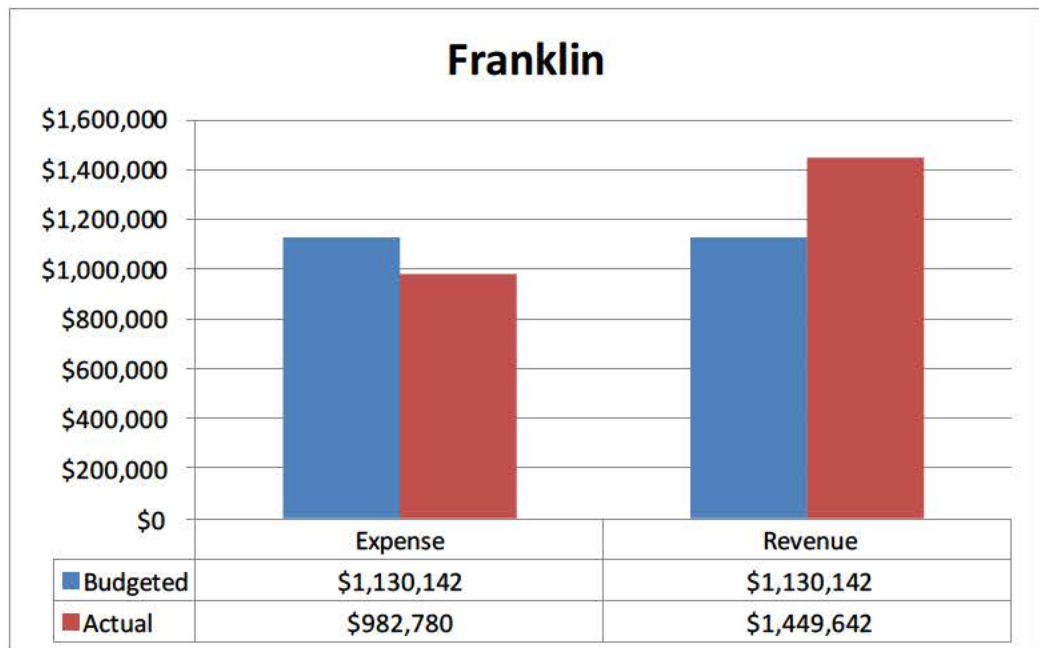
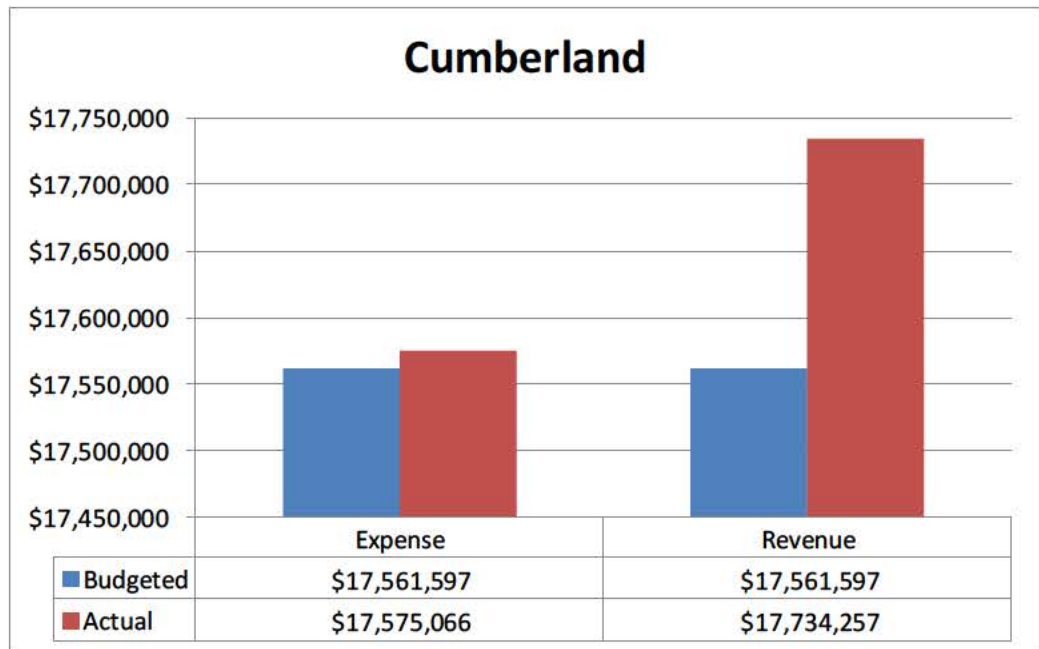
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FY 12 Budgeted v. Actual



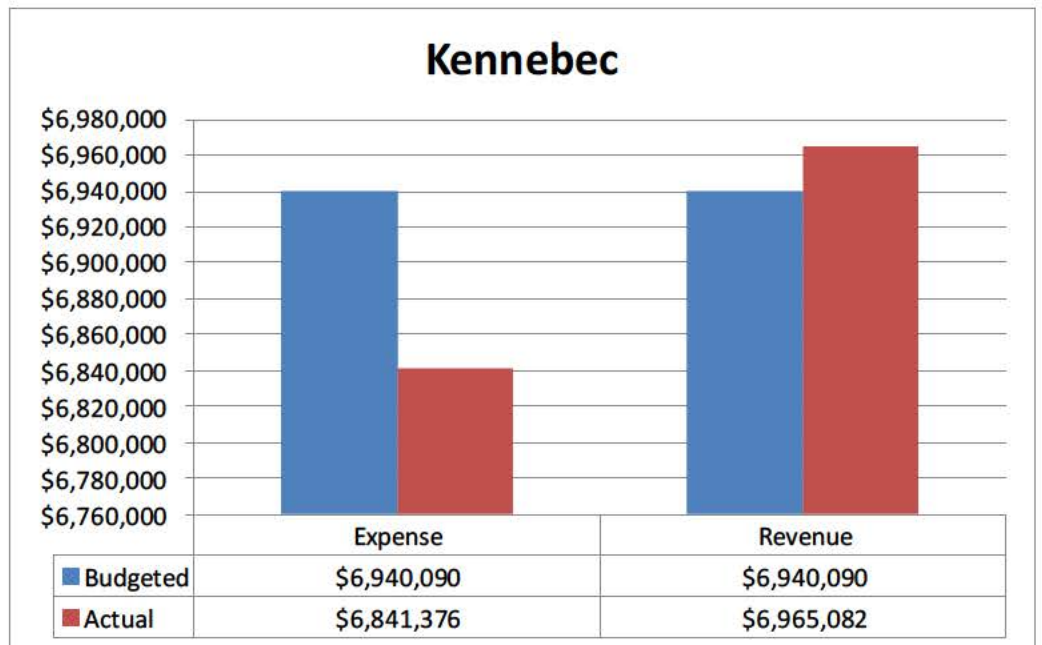
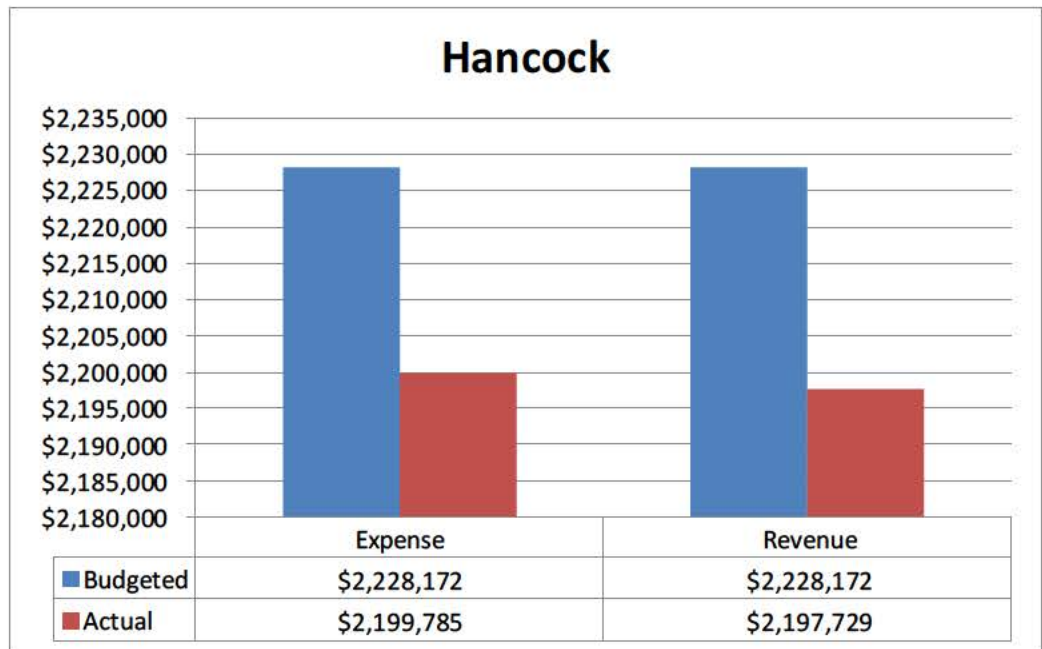
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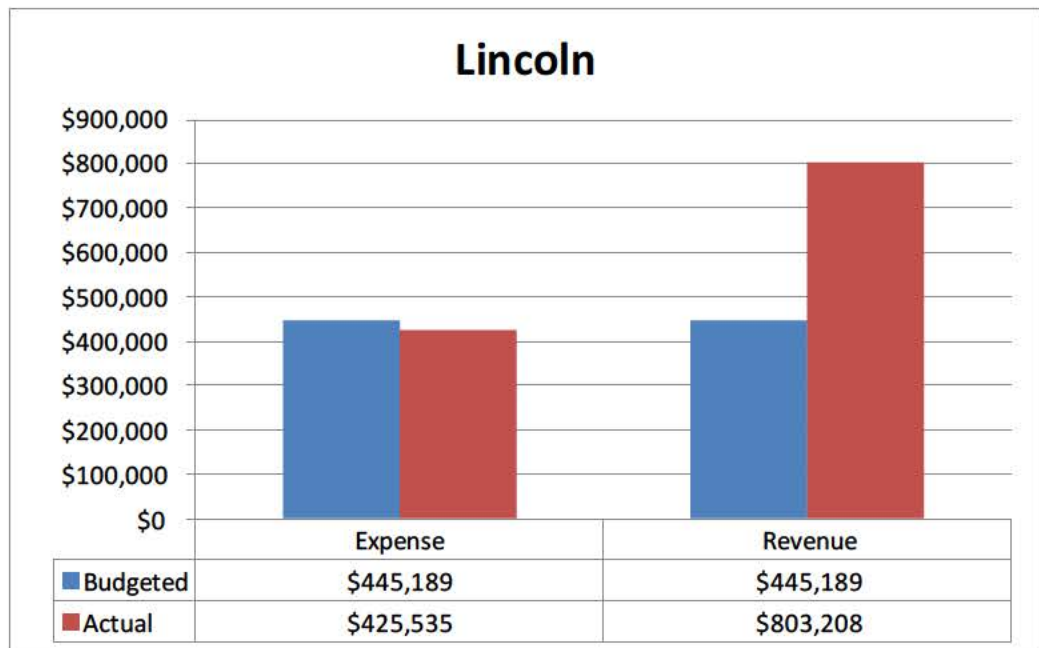
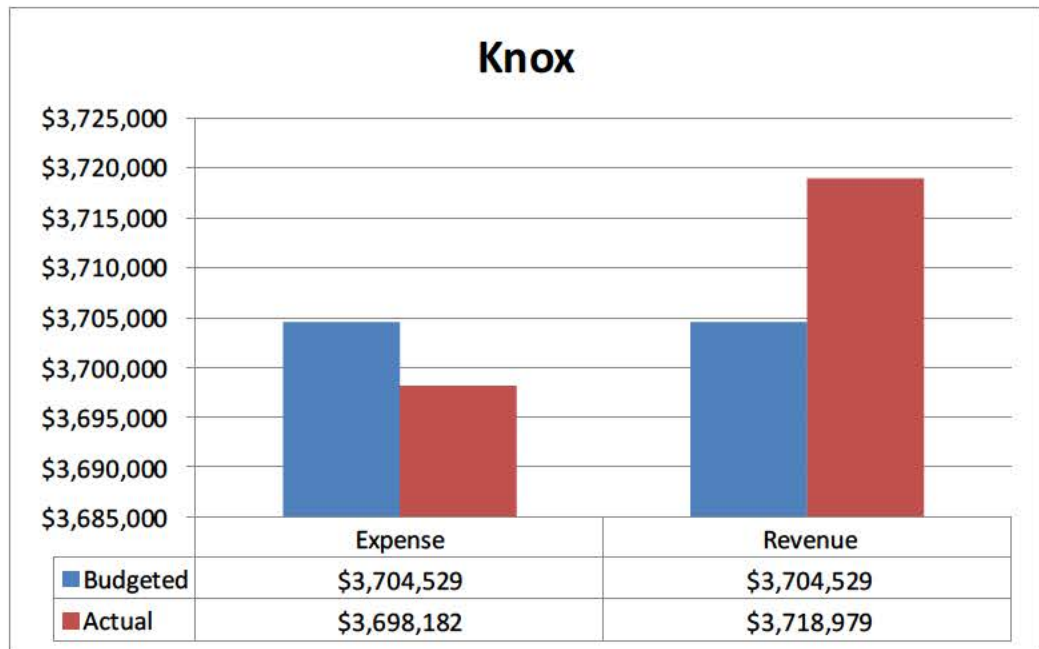
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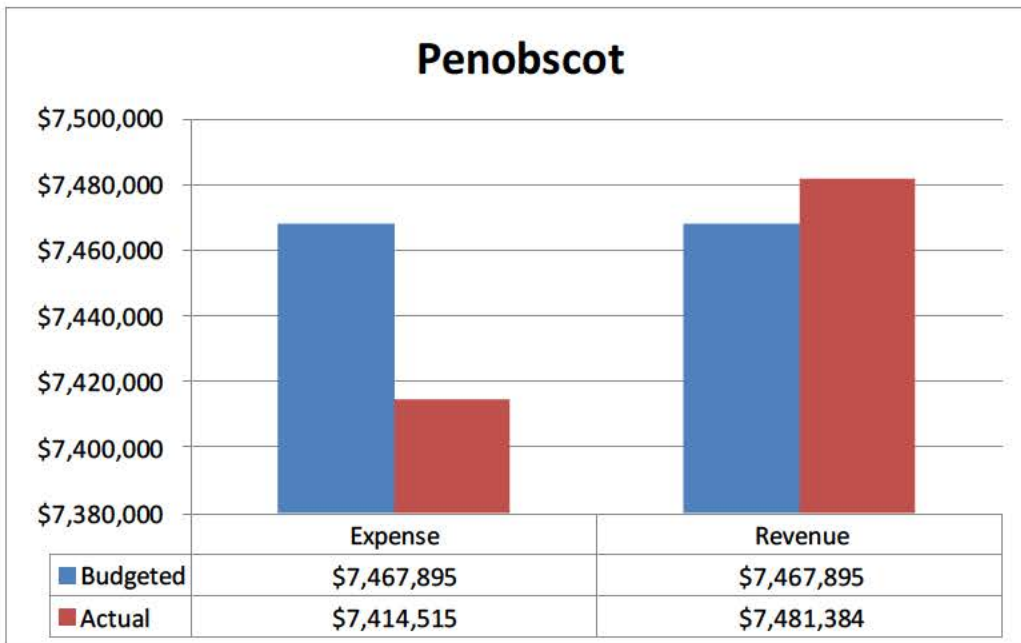
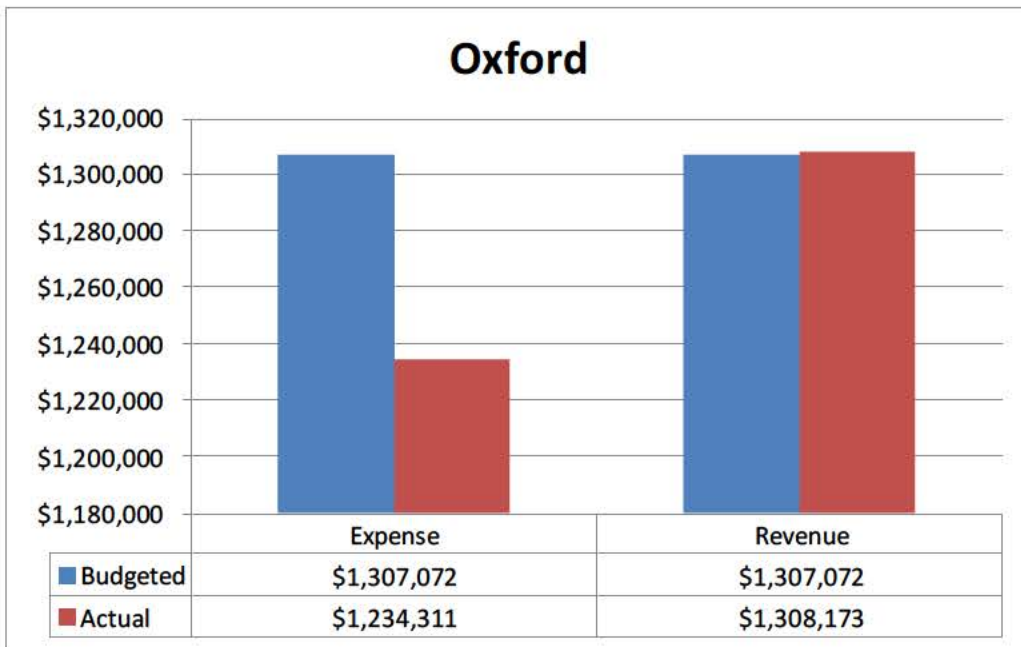
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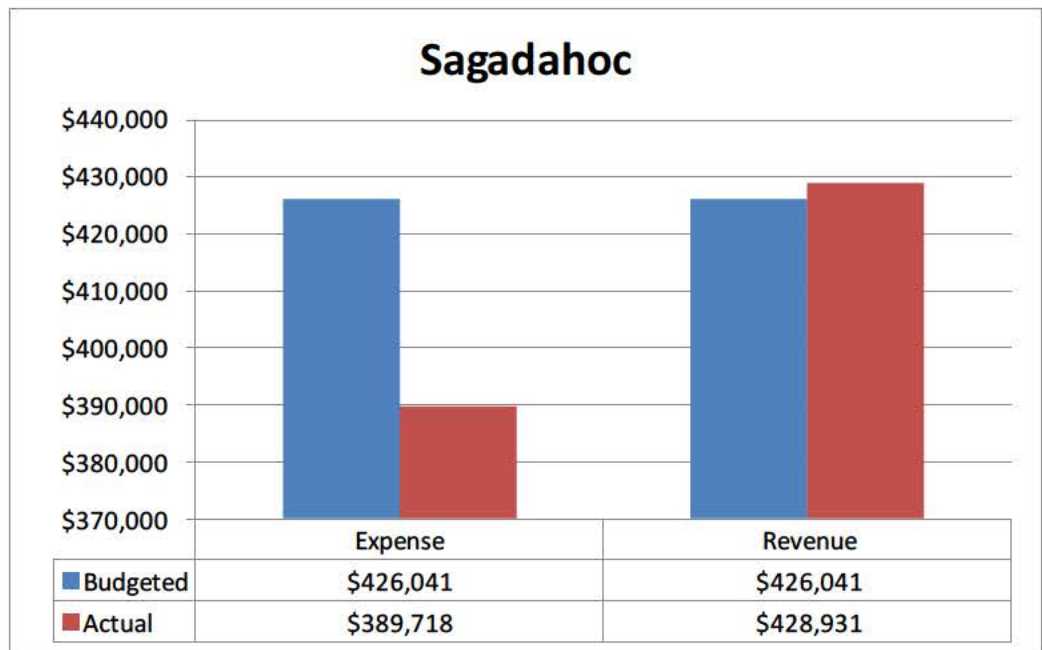
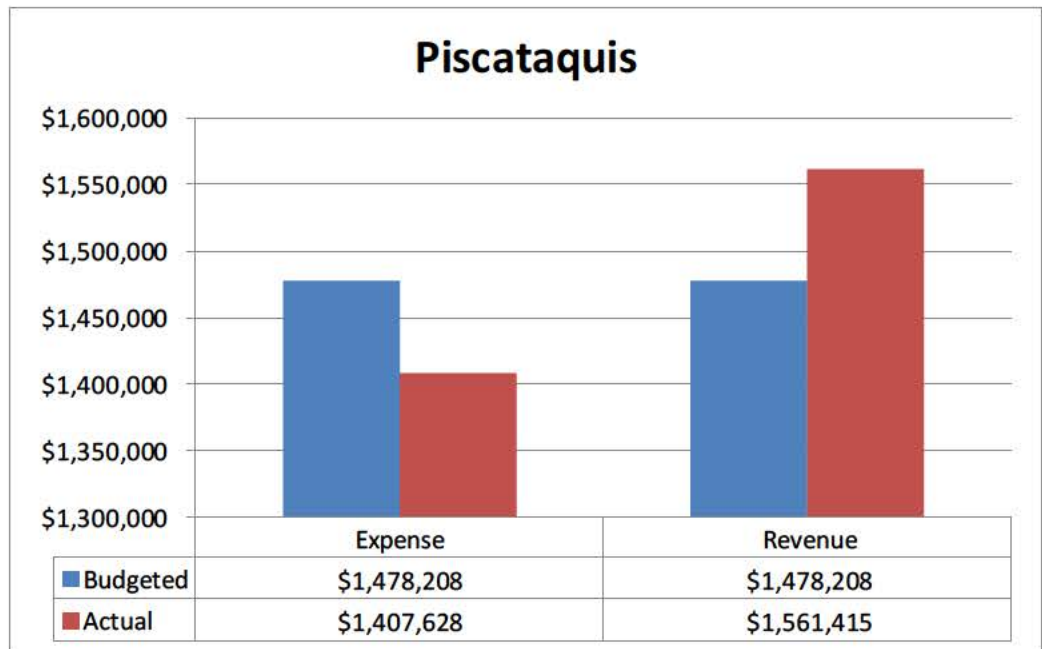
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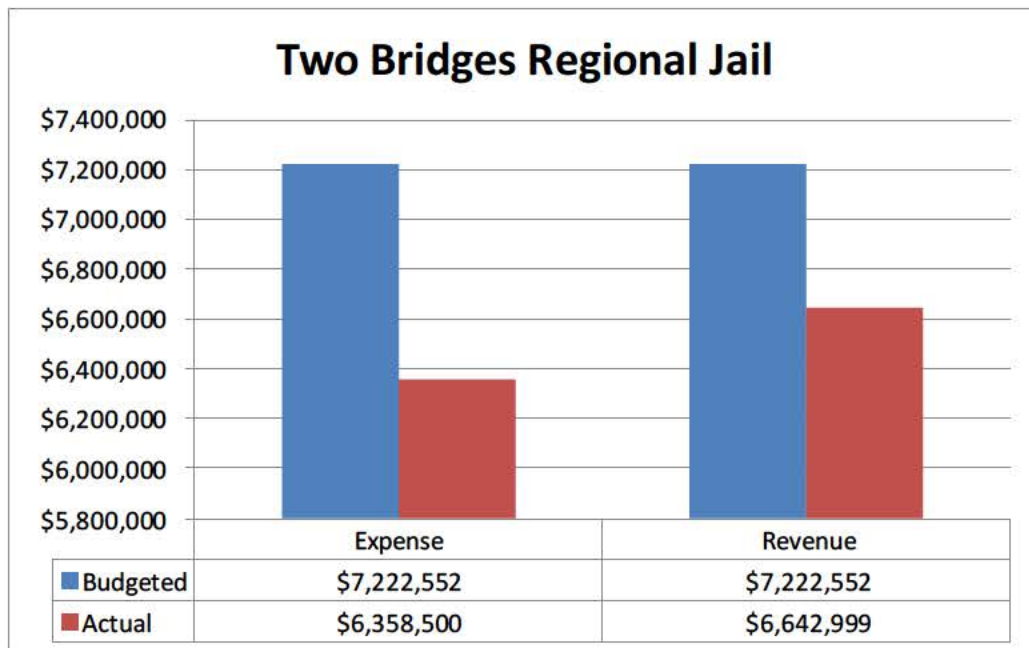
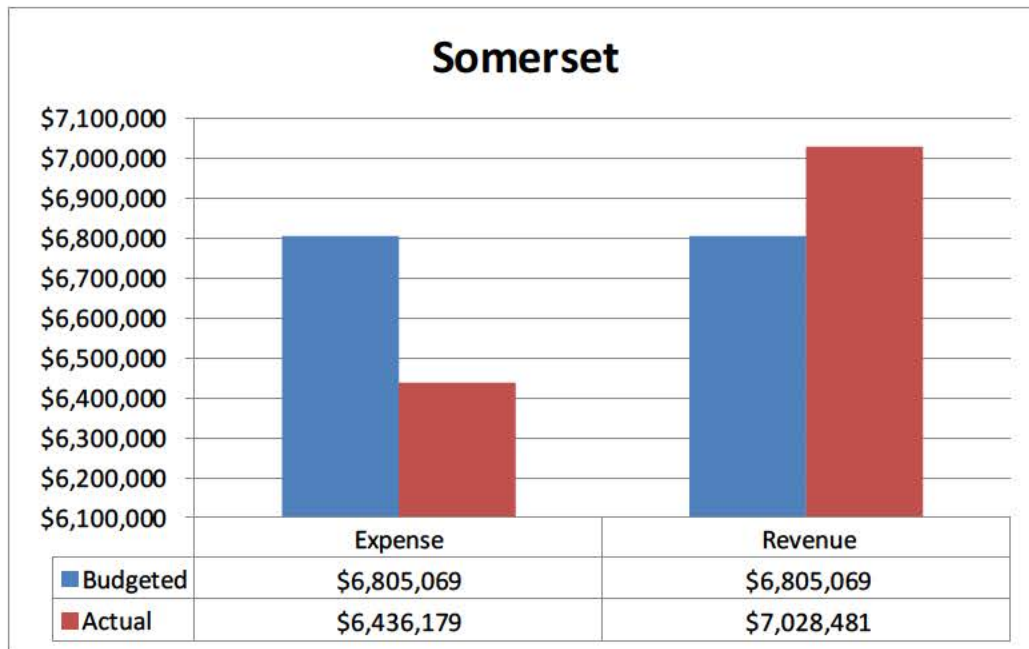
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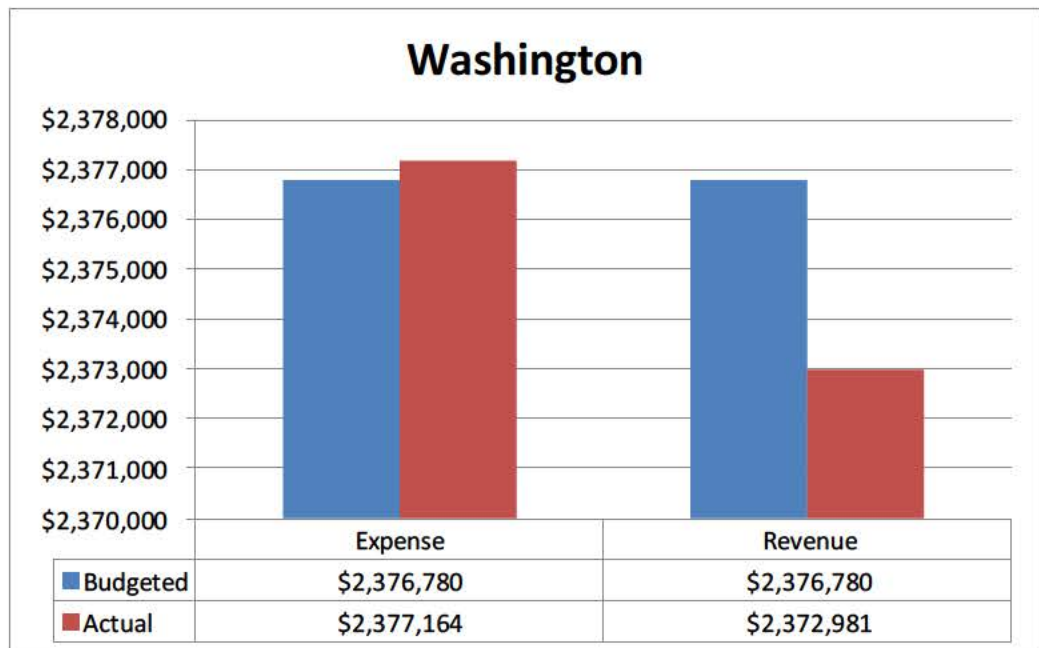
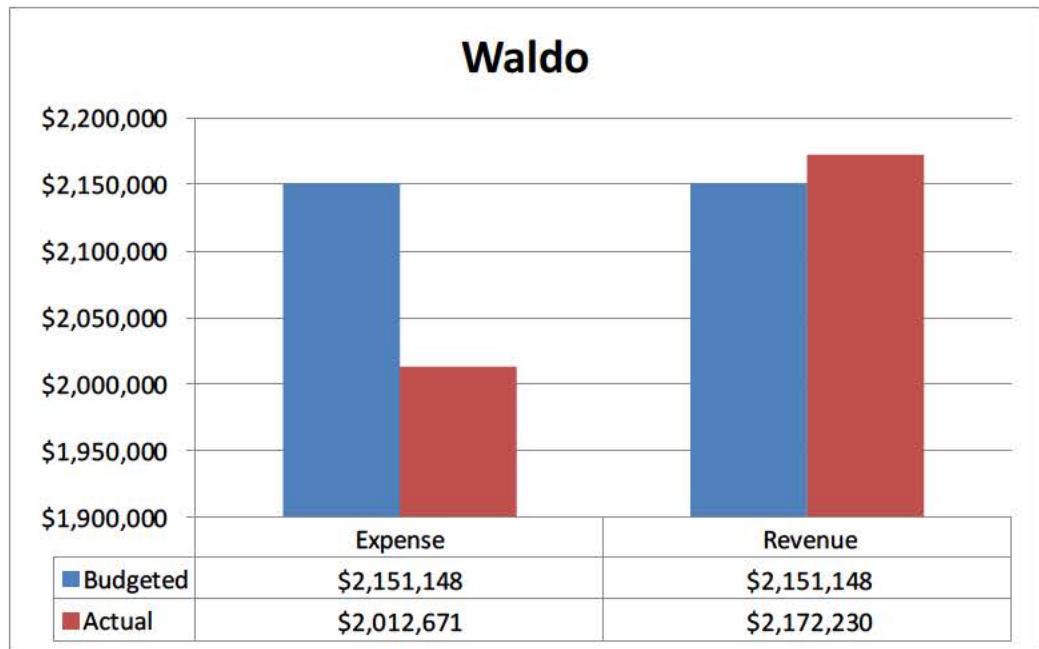
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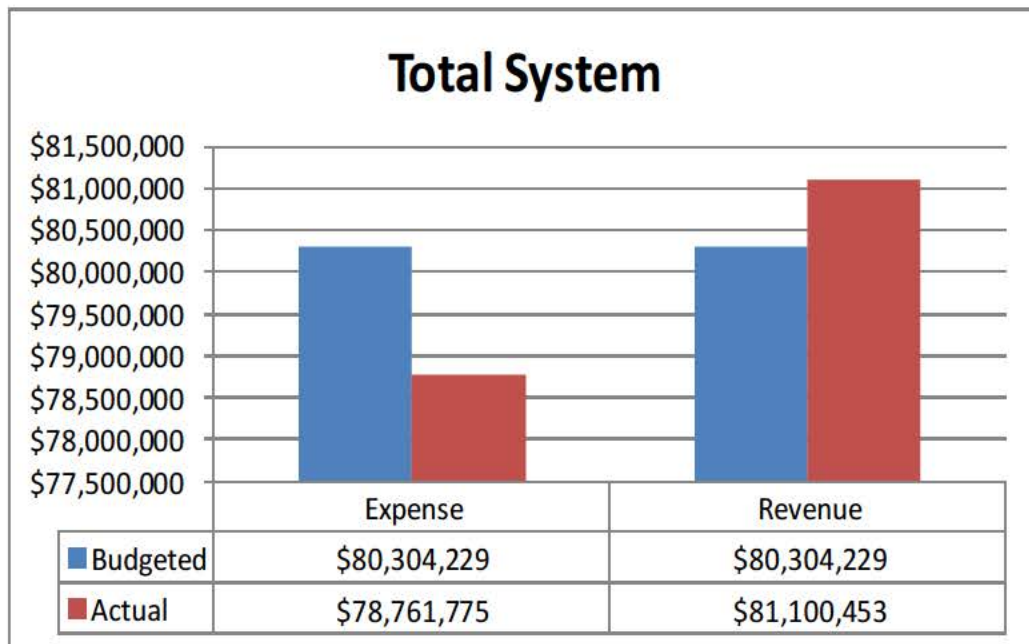
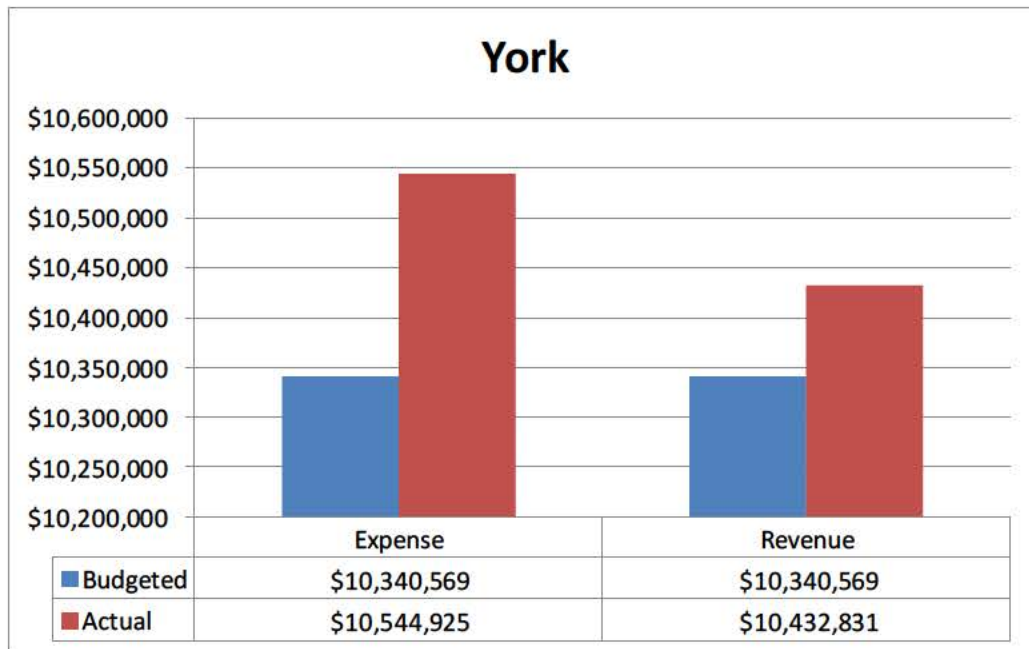
Finance Report

FY 12 Budgeted v. Actual



Finance Report

FY 12 Budgeted v. Actual





Program Highlights from Around the State



Kennebec County Jail

CARA Program



rections (MBOC) to transform a portion of the correctional facility into specialty treatment units, incarcerating individuals with clear evidence of long-term substance abuse and criminal behavior. The Criminogenic Addiction Recovery Academy (CARA) sought to cultivate a pro-social change by providing individualized learning, effective skill development, and collaborative transition planning to significantly reduce future anti-social substance abuse and criminal behavior. There is a therapeutic environment with an emphasis on support, accountability, responsibility, and community awareness.

The program is delivered over a 5

The Kennebec County Sheriff's Office received the 2012 Criminal Justice and Public Safety Achievement Award from the National Association of Counties (NACo) for the Criminogenic Addiction Recovery Academy (CARA). This award is given to counties that have an innovative program that modernizes county government and increases services to its residents.

The CARA program was developed in the spring of 2010 by Sheriff Randall A. Liberty who coordinated with the Maine Board of Cor-

rections (MBOC) to transform a portion of the correctional facility into specialty treatment units, incarcerating individuals with clear evidence of long-term substance abuse and criminal behavior. The program is structured with facilitated groups consisting of individual activities supervised by professional staff and specially trained Corrections Officers. CARA has been a collaborative effort by the District Attorney's Office, Crisis and Counseling, Inc., Me Pretrial Services, Inc., Probation and Parole, Augusta Adult Learning Center, KVCAP, and many volunteers.

Kennebec County Jail

Restorative Community Harvest Garden



effectiveness, and can be easily replicated in other jurisdictions.

Kennebec's Restorative Community Harvest, formerly known as the Inmate Garden Program, harvested or gleaned over 62,000 lbs. of produce that was subsequently distributed to food banks throughout the county and the state of Maine in 2011. Sheriff Randall A. Liberty is committed to continuing this important effort to assist those in need, while providing inmates with meaningful

opportunities to work, learn a skill, and give back to the community.

On July 31, 2012, the National Criminal Justice Association (NCJA) held their annual awards luncheon at the Hyatt Regency Tamaya Resort & Spa outside of Albuquerque, New Mexico. The Kennebec County Sheriff's Office Inmate Garden Program was the proud recipient of the Outstanding Criminal Justice Program Award. Each year this award is given to five recipients from throughout the United States to honor those successful criminal justice programs that address important criminal justice issues, demonstrate



Kennebec County Jail

Veterans Block

In late 2010, Kennebec County Sheriff Randall A. Liberty saw a need to address the ever increasing issue of incarcerated Veterans. With this silent population growing across the jails of Maine, he challenged his team at the Kennebec County Correctional Facility to design a program that could address the special needs a Veteran might bring while incarcerated, ensuring all avenues were explored as the reentry stage approached.

The results of this challenge led to the opening of a dedicated Veterans Block at the facility in 2011. This block is open to pretrial and sentenced incarcerated Veterans state wide.

The Facility has partnered with a host of community providers such as Crisis & Counseling, Inc., Maine Pretrial Services, Inc., Augusta Adult Education, Kennebec County Community Action, Veterans Outreach Centers, Peer Mentors, Alcoholics Anonymous and other volunteers to provide the programming and services needed to help the Veterans make a smooth and successful transition back into our communities.

The block provides a productive place for Veterans to serve their time while planning for a

positive future utilizing the many resources being provided.

The block has therapeutic components which focus on criminogenic thinking, substance abuse, and health and wellness. Other specialized resources include trauma specific yoga and meditation, book club with social awareness, parenting classes, and peer support meetings.

Not only does the program provide for the needs of the incarcerated Veterans but it maintains a “paying it forward” component. These Veterans learn how to tie- flies which are donated to the Veteran Outreach Fishing Programs. 2011 also saw the combined efforts of Kennebec County Sheriff’s Office, Maine Pretrial Services and Justice Nancy Mills, to create a Veterans’ track of the Co-Occurring Disorders Court. This collaboration ensures Veterans get

the due process they deserve while ensuring their circumstances are taken into consideration. The process provides case managers, mentors and a positive and focused approach to their cases, coupled with strict accountability.

The Veterans’ Block is an ever-evolving block with new programming being added on a regular basis.



Two Bridges Regional Jail

Workready Programs

Politicians love to talk about job creation, but the conversations in Washington and Augusta probably mean very little to the many people in Maine who are out of work, and are struggling to find a job to help support their families.

Fortunately for some midcoast job seekers, Two Bridges Regional Jail and some area businesses are trying to help. The Bath and Wiscasset Adult Education programs conducted a three-week session of WorkReady, a state-certified soft skills training program that targets a wide range of skills and issues that employers have said are important to them in the people they hire. In classroom training and actual job site tours, the trainees are taken through a diverse group of lessons that range from workplace safety to Myers Briggs personality typing to role plays about workplace communications, to how to properly fill out a job application. Since a number of the trainees were in a special class for those 55 years old and older, issues that challenge the mature worker were also addressed. Trainees were coached in how to write an effective resume and cover letter. And of course, there were mock interviews. To prepare for those, each trainee cre-

ated a “30 second elevator speech,” an exercise in how a job seeker can quickly sum up their occupational and personal strengths in a brief conversation with someone who might be instrumental in finding them work.

The joint Bath and Wiscasset program was

fortunate to have a number of cooperating area businesses who donated their valuable time (there is no payment for assisting with WorkReady) to the training. Work site tours were provided by Home Depot and Hannafords in Topsham, The Sebasco Harbor

Resorts, Renys Distribution Center in Damariscotta, and Coastal Enterprises Inc. in Wiscasset. Mock interviewers were generously provided by all of these businesses, and additional mock interviewers came from Lincoln County Health Care, Mobius, Inc. in Wiscasset, and Merry-meeting Behavioral Health Care in Brunswick.

At the conclusion of the training, participants joined in a graduation ceremony with the community partners, presented a portfolio of their work – and of course, delivered their “30-second elevator speech.” One group of trainees formed an independent support group to continue helping one another, and several have found jobs.



Two Bridges Regional Jail

Industries Programs



The Two Bridges Regional Jail Industries Program has been up and running for nearly seven years. Important components to the program's success are education, self esteem, self control. The goal is to help people get on the right track so that they do not continue the recidivism cycle. Since its inception, Two Bridges has employed 78 people (both county and state); out of the 78, ten have return to the facility, five of whom were for unpaid fines. They do not have statistics on the state inmates. The Industries Department is self sustaining. Any retained earning go back into the program.

Over and above keeping inmates constructively busy, they focus on getting inmates ready for re-entry into the community. The program mirrors "real world" work processes. The inmate must be incident-free for a minimum of 30 days prior to being considered. They must fill

out a job application which includes work history and officer recommendations. Those that are able to meet the criteria are set up for an interview. Anyone that is hired to work in industries must have a high school diploma, a GED or be working towards earning one. They are also told at that time that the expectation for their behavior in the facility is very high. After many years in high school education, Industries Supervisor Naomi Bonang uses the same management that she used in the classroom: clear expectations, then be firm, fair and consistent.

Community Service is also a major part of the program. Officer Bonang believes that most inmates are willing to give back, that there are legitimate needs in the local communities, and that being able to help with those needs shows the inmate that they are still a part of the com-

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Two Bridges Regional Jail

Industries Programs

(Continued from page 38)

munity and have something to contribute. There are three major projects that they focus on each year: sorting Scholastic Books to be given away by Volunteers of America, a Food Pantry Garden which produces nearly two tons of produce each year for local food banks, and a Christmas Toy Project for area Santa Funds in which a hundred wooden toys are constructed in the woodshop to be given to area children. The inmates are kept involved in every step of the project. Volunteers are able to meet the workers and tell them about the impact of the work they are doing. Often there are many tears.

Currently there are two industries, the woodshop and the commissary. These are the only paid positions in the facility. Workers earn \$1.50 per hour. For all county inmates, 25% of their earning goes towards fines and restitution and 25% goes towards room and board.

The woodshop is a newly converted maintenance garage. They employ up to six workers at a time. The Woodshop Officer is a former Industrial Arts teacher that works 25 hours per week. Because of his knowledge and teaching experience, they are able to offer a position to any inmate regardless of their prior experience. While most inmates will probably not leave the program as a "master craftsman" they will leave the program with basic skills that will allow them to find employment and, for most of



them, a new sense of pride and accomplishment.

The commissary program has been up and running for two years. Currently there are two commissary workers. Generally females are employed for the commissary as there are fewer job opportunities for them. The workers are trained in inventory control, ordering practices and most of all, patience. With 180 inmates in the facility, they often pack orders for 100 inmates, twice weekly. The average commissary ordered is 3000 items. The workers are focused and even under fairly stressful circumstances, very few mistakes are made.

Because their numbers are relatively small, they are able to determine the needs of workers before they are released from the facility. TBRJ works closely with VOA in order to help the inmate with employment, housing or support upon their release.

Two Bridges Regional Jail

Reentry Program

The mission of the Two Bridges Reentry Program facilitated by Volunteers of America is to reduce recidivism and to improve the likelihood that individuals who leave the county jail with a comprehensive re-entry plan will be able to reintegrate back into their communities in a pro-social manner that is safe and successful for both the returning offender and the community.

A Re-entry release plan will be created in collaboration with each client based in the individual's needs and will include exploration of options, appointments and intakes set up and referrals made in areas of identification; housing; treatment, both outpatient and residential for substance abuse, mental health and medical care; employment; education; transportation; leisure activities and family reunification.

The re-entry program will serve as a bridge connecting each client to their community through all possible community resources and family supports as well as community social service agencies, DHHS,

Volunteers of America Northern New England, Inc., Two Bridges Region Jail Re-Entry Program worked with a total of **266** clients from November 1, 2011 to October 31, 2012. The following is a statistical breakdown regarding the clients' demographics:

96 Waldo County inmates served
83 Sagadahoc County inmates served
78 Lincoln County inmates served
1 Kennebec County inmate served
3 Knox County inmates served
1 Penobscot inmate served
3 Somerset inmates served
1 Aroostook inmate served

224 were male
42 were female
Average age – **33**
Average sentence – **100** days
Average time incarcerated - **59**

89 served sentences on a Probation Revocation (33%)
168 were on conditions of probation when released from custody (63%)

13 were registered sex offenders (5%)

27 were homeless when released from custody (10%)

28 were homeless while incarcerated but was resolved prior to release

79 had their medical challenges addressed (i.e. referrals) (30%)

170 had their substance abuse challenges addressed (64%)

185 identified as having substance abuse challenges (70%)

122 had their mental health challenges addressed (46%)

34 had their educational deficiencies addressed (12%)

81 were identified as having health care coverage (30%)

17 was identified as receiving SSDI/SSI benefits (6%)

23 were released onto home monitoring (9%)

261 individual clients, **26** returned on a conviction; **22** returned on a probation revocation; **11** were on a technical violation

Once a client recidivated the information from their prior stay was compiled:

3 were homeless

20 have substance abuse challenges

11 have mental health challenges

11 were unemployed

8 had healthcare coverage

118 is the average amount of days spent in the community

Lincoln recidivism 6%

Sagadahoc recidivism 6%

Waldo recidivism 17%

Cumberland County Jail

Vocational Training Program

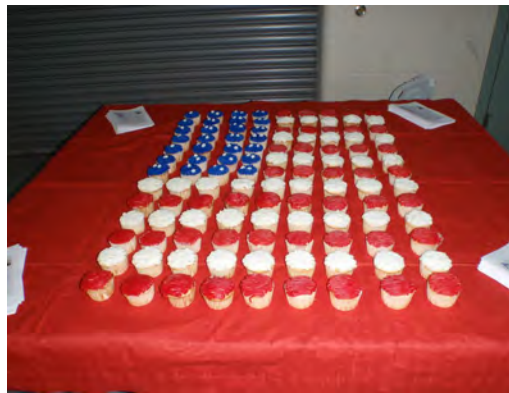


Cumberland County Jail's Culinary Arts Program provides catering services for any event within the facility. The students must develop a menu, cost the meal per person, then prepare, set up and serve the food on the day of the event. Events include an officer appreciation breakfast, a luncheon honoring CCSO veterans and their families, hosting several visiting law students from France, and even a fine dining experience for a group of six citizens who won the privilege through a silent auction fundraiser.

Additionally, inmates in the Culinary Arts classes work as trustees in the kitchen, which gives them many hours of hands-on experience that allows them to put the skills learned in class immediately to work. Most of them also work in the inmate garden, harvesting and preparing the fresh fruit and vegetables for use in the

kitchen for inmate meals, and for staff through the maintenance of a staff salad bar.

If the County were to have to pay for these catering services, and if the garden, which produced over 1200 pounds of food last summer, was not available to offset the cost of food within the jail, they would have had difficulty staying within the food service budget as food costs rose significantly in the recent economic down turn. It also gives inmates involved in the program real world job training that will assist with their reentry back into the community once released.



Cumberland County Jail

Recycling Program Saves Money

Prior to this year, administrators at the Cumberland County Jail realized they were spending \$88.00 per ton of trash, which is significant given that they were emptying a large container every week. Their Food Service Supervisor, Greg Vatulais, also reported that he was throwing out large volumes of cardboard and aluminum into the trash bins, as there was no recycling at the time. When Greg mentioned this waste of money at a manager's meeting, Community Corrections Lieutenant, Scott Jordan, stated that he would look into alternative ideas with one of his community partners, which just so happened to be EcoMaine, the region's largest recycling waste management business. They agreed to provide a no sort recycling container on site at no cost to the jail, and the program was born.

Recycling containers were distributed throughout the jail and the Law Enforcement Center, and community service inmates collect the containers as needed. They have reduced waste by 50%, and are looking to expand the program to include managing their confidential destruction, which will create even more savings. This is an excellent example of the many departments within the facility working together to eliminate inefficiencies and save money.

Partnership with UNE "Inside-Out" Program

Cumberland County Jail has a partnership with the University of New England's School of Social Work which holds an "Inside-out" course that includes UNE students together with selected inmates. They meet over the semester to examine issues of crime and justice, focusing on assessing current practice and to propose strategies that address recidivism and reentry.

This partnership began in the fall of 2012, with 8 graduate students from UNE and 8 inmates who expressed an interest in the course. The course is taught by a UNE School of Social Work professor, and assignments from the syllabus include a variety of readings on crime and justice, with a paper due each week. The outside social work students learn first hand about the challenges of incarceration and what those involved in the system have to say about their crimes, the circumstances that led those crimes, and the resources necessary to successfully reenter the community. The inmate students learn that their insights and perspectives were not only valuable for those entering a helping profession, but also aligned with the criminal justice research and assignments they completed.

All inmates who successfully completed the course (6) were given 3 continuing education credits from UNE, at no cost to either the facility or the inmate students.

Waldo County

Maine Coastal Regional Reentry Center

The Maine Coastal Regional Reentry Center (MCRRC) is a full service risk reduction center providing a program rich environment that creatively addresses criminogenic risk, utilizing case management and prescriptive case planning that focuses on actuarial risk/needs, and implementing a phase/tier system that engages and slowly transitions offenders into a prosocial lifestyle has made MCRRC a cost effective alternative to incarceration and a responsible, proactive approach to reducing recidivism.

Below is a list of all programs, classes and activities offered at MCRRC:

Alcoholics Anonymous (AA) – AA is a fellowship of participants who share their experience, strength and hope with each other so that they may solve their common challenges and help others to recover from alcoholism.

Anger Management – This program model is a combined cognitive behavioral therapy approach that employs relaxation, cognitive, and communication skills interventions

Changing Offender Behavior – Based

on research demonstrating that antisocial thoughts and cognitive skill deficits support criminal behavior, this program targets these antisocial thoughts and skill deficits by using a behavioral approach that includes modeling, rehearsing and rewarding. This is a journal-based curriculum.

Community Service – MCRRC believes that clients can improve their lives, strengthen their relationship with community and begin to view themselves as a valuable member of society through our comprehensive community service program. Residents engaged in community service experience a strong sense of self worth and improved self esteem. In FY2012, residents of MCRRC performed 3988 hours of volunteer work with 35 partners in Waldo County.



Culinary Arts – This program is an ongoing, ten week skill building course of basic and intermediate cooking and baking. Throughout this program, through constant practice, participants develop vital, real life skills of planning, budgeting, shopping and nutrition. Each person who completes ten weeks receives a certificate of participation as well as a colorful portfolio of the dishes they prepared along with their recipes.

(Continued on page 44)



Waldo County

Maine Coastal Regional Reentry Center

(Continued from page 43)

Differential Substance Abuse Treatment (DSAT) – This is an evidenced based, cognitive behavioral program that focuses on understanding physical and psychological addiction and learning personal triggers and healthy coping skills.

Dialectical Behavioral Therapy (DBT) – DBT is a program or treatment method that teaches emotional regulation, interpersonal effectiveness, distress tolerance, and mindfulness skills using cognitive behavioral therapy.

Earning And Learning – This program provides the flexibility clients need to acquire knowledge and skills and earn a living at the same time. Moreover, the program teaches clients the work ethic and communications skills needed to make the transition to the workforce.

Education – Through collaboration with College Connection (a course preparing residents to full time college), and other University of Maine campuses, clients are offered opportunities to continue their post-secondary or higher education course work. MCRRC enjoys a close cooperative relationship with RSU#20 Adult Ed in Belfast, which provides GED services and evening classes including welding and other career oriented services.

Employment – Research suggests that providing employment opportunities prior to release lessens the likelihood of subsequent convictions and re-incarceration. All clients are expected to obtain gainful employment, meet fines/restitution obligations and create a savings account while residing in the MCRRC. In FY 2012, out of the 32 residents that graduated from MCRRC, 29 were gainfully employed.

Epictetus Club – Based on Jeff Traylor's

book detailing his experiences in the Ohio State Penitentiary, this program utilizes stoicism and cognitive behavioral therapy as a backdrop to encourage clients to think outside the limits of their own literal walls of their own self-imposed limitations and comfort zones.

Introduction to Restorative Justice 101

This program, facilitated by the Restorative Justice Project (RJP), is four, two hour sessions, in which residents learn about the foundational principals of Restorative Justice: *accountability, voice of the impacted and repairing the harm*. Upon successful completion of this program, residents understand the role of relationships in the restorative justice framework and how restorative practices can be utilized to address harm in the home, workplace or community.

Mediation– Volunteers Of America Northern New England (VOANNE) offers specialized mediation services to clients who request assistance in facilitating family life issues. All residents attend an introductory class on mediation and communication to introduce them to mediation services and those who want to continue are assigned mediators.

Men's Group – This program utilizes various group techniques while exploring various issues (e.g. boundaries, character development, conflict resolution, family issues, reentry issues, relationships and substance abuse) confronted by the offender population.

Mentoring Program

Through collaboration with the Restorative Justice Project (RJP), all clients are offered the opportunity to develop a relationship with a mentor who will offer the client the support

(Continued on page 45)

Waldo County

Maine Coastal Regional Reentry Center

(Continued from page 44)

needed in the community to assist him in transitioning from prison life. The RJP uses trained community volunteer mentors to strengthen the resident's ability to be successful upon release. In the context of developing supportive trusting relationships through restorative justice principles, ex-offenders begin to create healthy self identities, develop deeper understanding of the impact of the harm they have caused and can begin to repair damaged relationships with family, friends and their community.

Mindfulness-Based Stress Reduction

– This program includes six weeks of meditation and mindfulness training followed by an 18-hour silent meditation retreat. The course, which also includes Yoga, is evidence-based as written and taught. Graduates of our MBSR program reported significant reductions in stress, anxiety, distractibility and obsessive thinking and an increase in feelings such as contentment, joy, peace and compassion, and an increased ability to concentrate and focus on goals and objectives.

Narcotic's Anonymous (NA) – A twelve-step-program modeled after AA describing itself as a “fellowship or society of men and women for whom drugs had become a major problem.

New Books/New Readers – This program, facilitated by Maine Humanities Council, is a humanities-based book discussion program. It opens the world of books and ideas through literature that is accessible and thought-

provoking, encouraging reading as an enjoyable lifelong personal and family activity. Topics have generally focused on conflict resolution but will be expanded to include life experiences and how those events have shaped their present lives and future.

Nonviolent Communication (NVC) –

In this program, clients are taught to hear their deeper needs and those of others. Through an emphatic emphasis on deep listening, NVC helps clients discover depths of their own compassion. The program's language reveals awareness related to universal values and needs.

Psychodrama – Psychodrama employs various group therapies to allow a client participant to look forward or backward in their life. Clients are encouraged to continue with their personal growth through dramatization, role

playing and dynamic self-presentation.

Psycho Education –

This program gives clients information on substance abuse that may not be covered in other programs including post-acute withdrawal syndrome, neurological research on addictions, family relationships, codependency and the relation-

ship between self-sabotaging behaviors and relapse prevention.

Recreation – Residents of MCRRC have numerous, daily opportunities of recreation and stress reduction based activities. For those residents who have reached the phase in which they are allowed unsupervised recreation outside of



Mindfulness Graduation.

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Waldo County

Maine Coastal Regional Reentry Center

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the facility, both the YMCA and Bay Area Fitness are within walking and/or biking distance of the center.

Thinking For A Change (T4) – This program is an integrated, cognitive behavioral change program for offenders that include cognitive restructuring, social skills development, and development of problem solving skills. Participants of this program actively focus on the connections between their thinking and their offending.

Work Ready – The Work Ready curriculum addresses seven basic standards including personal motivations and challenges to employment, effective communication and interpersonal skills, understanding taxes and benefits, job searching, and resume and portfolio preparation.

Relationships Class – This class is built around six films that are viewed by each resident prior to the class meeting. Discussions about different types of relationships make up the bulk of the class meetings. Relationships include not only traditional love relationships but relationships with coworkers and other relationships that are typically encountered in life.

Resiliency Class – This class strives to introduce various styles and types of resiliency. Movies and books are used by various authors such as Eli Wiesel, Mohammad Ali and others who wrote about being resilient in their lives. Class discussion revolves around how we can adopt a resilient attitude and carry it out of reentry and throughout our lives.

Garden Project – Organized by Waldo County Commissioner Bill Shorey, this nearly three acre garden produced over ten tons (20,320 pounds) of fresh produce that was pro-

vided to the local food pantries, other non profit organizations and our own reentry kitchen this past year. Residents participating in the garden project provided 835 hours of labor ensuring its success.

Inside/Out Dads (IOD) – The curriculum is evidence-based and focuses on father's issues both inside the facility and out. This is a cooperative class facilitated by Patrick Walsh of Broadreach Family Services. We utilize the IOD curriculum as well as other materials that Broadreach provides. While out on pass, residents are encouraged to practice the IOD skills they have learned and they engage in discussions based on their experiences.

The Four Agreements – Classes are based on the book, *The Four Agreements: A Practical Guide to Personal Freedom*, by Don Miquel Ruiz. This is a primer on how to live a productive life using the four "agreements" or principles outlined in the book which are, "Be Impeccable with Your Word, Don't Take Anything Personally, Don't Make Assumptions, and Always Do Your Best."

Skill Building – This program is a follow up to DSAT with the focus on relapse prevention. It includes 21 sessions which revisits, recaps and reinforces skills that were developed in DSAT. This program has proven to be not only a good refresher of skills learned in DSAT, but also provides vital ongoing support as these new skills are developed and utilized by the resident.

Upon successful completion of each phase and graduation from MCRRC, graduates are encouraged to maintain contact with their case management team at MCRRC. MCRRC also reaches out and conducts follow up with former residents for up to six months after they have left. Many former residents give back by visiting MCRRC and give motivational talks to the residents, offering support and encouragement.