

MAINE STATE LEGISLATURE

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Board of Corrections

2014

Annual Report



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Message from the Chairman



It has been an honor to have been chosen to represent the Maine Sheriff's Association and serve as the Chair of the State Board of Corrections. I have accepted this position with every intent on making the coordinated correctional system work in the State of Maine. Although the challenges have been numerous, I believe we have shown signs that it can work as an efficient and safe correctional system.

Over the course of the past year the Board has been reconstituted by the enactment of Public Law 598, which provided the Board with broader authority and governance of the coordination of the state's fifteen county correctional facilities. Since the new legislation was passed representatives from counties across the state have invested countless hours volunteering and working on committees to create standards and rules as required by statute. Much of this work has been completed and awaits the formal rule-making process. At no time in the last six years have representatives of county government work so well together, including Sheriffs, Administrators, and Commissioners.

The work to find efficiencies continues. Just this past summer the four counties that make up the mid coast region; Sagadahoc, Lincoln, Knox and Waldo Counties joined together to enter into a single contract for pre-trial services. This effort has resulted in an immediate savings of \$40,000 this year and that will increase in savings and benefits as time goes on. In addition, the Board approved a policy on the Transfer of County Jail Inmates. The policy created a uniform procedure for requesting the transfer and processing of inmates. This has saved time and resources at both ends of the inmate transfer process.

As Chair of the Board, I have been fortunate to work with incredible staff. The professionalism and proficiency of the Executive Director and the Financial Analyst made the job so much easier. Their dedication to working through issues was remarkable. At every meeting the Board had as much information as possible to help guide its decision making. As I write this letter, I wish them luck as they move on in their professional careers.

There are many challenges that the county jail system faces in the coming months. Decisions will need to be made about the future of the system, and I am confident that those decisions will be made with the best intentions of keeping our facilities safe and secure, while continuing to be a vital part of our State's criminal justice system.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Joel A. Merry". The signature is fluid and cursive, with a long horizontal stroke at the end.

Joel A. Merry, Chairman of SBOC
Sheriff, Sagadahoc County

Message from the Executive Director



Thank you for taking the time to review the 2014 highlights, progress, and obstacles of the Board of Corrections. This past year proved to be a year of transition, reorganization, and progress for the Board of Corrections. Not only did I complete my first year as executive director, we also were joined by financial analyst Mallory Pollard, who provided in-depth financial information and increased financial accountability across the coordinated jail system. The Board also was reduced in size from 9 members to 5 members, and the Board's committees were all reorganized and repurposed. We also saw the counties collaborate in unprecedented ways, working to implement a revised coordinated system.

The year began with county jails facing another six months of funding shortfalls while also seeking to improve inmate management efforts. Also during the beginning months of the year, we spent considerable time working to build collaboration and coordination across the county system through improved communication. This emphasis on communication has paid dividends in gaining support from stakeholders and developing consensus on Board initiatives.

On the heels of the Commission to Study the Board of Corrections' final report, considerable time was spent meeting with legislative committees and county stakeholders as the resulting legislation was drafted. The result was Public Law 598 (2013), stemming from LD 1824. This new legislation expanded the authority of the Board of Corrections while also better defining its purpose and responsibilities. At the same time, the stakeholders of the coordinated system rallied together to support the Board's request for \$1,200,000 in supplemental funding, which was appropriated in May. This funding allowed the county jail system to remain fully operational through the end of the fiscal year.

The remainder of 2014 was spent developing an implementation plan for the new legislation, adapting to a reduced size of the Board, and drafting agency rules for implementation of Public Law 598 (2013). As you will see in this report, significant progress has been made in just a short period of time to improve the coordinated jail system and fully implement the legislature's intent of the Board of Corrections. And, progress will continue; but, progress will only go as far as the support from the executive branch, legislative branch, and county stakeholders allow it to. If properly supported in 2015, the Board has plans to formally adopt agency rules, fully implement the new law, and proceed forward in accomplishing the goals of the Board.

I'd like to thank the numerous internal and external stakeholders who have continued to dedicate their time and energy towards progressing the coordinated jail system, addressing the hurdles as they appear, and supporting the work of the Board of Corrections.

A handwritten signature in black ink, appearing to read 'Ryan Thornell', written in a cursive, flowing style.

Ryan Thornell, Executive Director

About the Board of Corrections

Mission and Purpose

The purpose of the Board of Corrections (“the Board”) is to promote public safety, establish a unified, efficient jail system that encourages collaboration among the counties, the department and the judicial branch, and 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.

The goals of the board include:

- ✓ Reducing recidivism,
- ✓ Increasing the utilization of pretrial services and diversion efforts,
- ✓ Improving the rate of incarceration,
- ✓ Standardizing practices, equipment, professionalism of personnel, programs and policies statewide among the counties,
- ✓ Creating efficiencies and economies of scale,
- ✓ Establishing regionalized authorities to promote these goals,
- ✓ Establishing common accounting practices and a long-term capital improvement plan,
- ✓ Addressing mental health and substance abuse problems among inmates,
- ✓ Equalizing the burden of criminal justice related costs of the coordinated correctional system, and
- ✓ Implementing national best practices.

Membership

The Board consists of five members who are appointed by the Governor. One member must be a sheriff nominated by a statewide organization representing sheriffs; One member must be a county commissioner nominated by a statewide organization representing county commissioners; Two members must be representatives of the executive branch and at least one of the two must be from the Department of Corrections; one member must be broadly representative of the public. Each appointment is subject to review by the joint standing committee of the Legislature having jurisdiction over criminal justice and public safety matters and confirmation by the Senate, except the two members that represent the executive branch.

2014 Membership:

- ✓ Chair Joel Merry, Sheriff, Sagadahoc County (MSA representative)
- ✓ Amy Fowler, Commissioner, Waldo County (MCCA representative)
- ✓ Carleton Barnes, Lisbon (Public representative)
- ✓ Executive branch member #1 – VACANT
- ✓ Executive branch member #2 – VACANT

Staff

The Board’s executive director is hired by the commissioner of the Department of Corrections, with the advice and consent of the Board. The Board is also staffed with a financial analyst, appointed by the executive director, and an office associate provided by the department. Other assistance to the Board and executive director may be requested from the Office of the Attorney General and other agencies of the State, as requested by the executive director. Currently, the Department of Corrections provides office assistance through one office associate.

2014 Staff/Contributors:

- ✓ Ryan Thornell, Executive Director
- ✓ Mallory Pollard, Financial Analyst
- ✓ Brenda Hernandez, Office Associate
- ✓ Scott Ferguson, Fiscal Agent, DAFS
- ✓ Andrew Black, Assistant Attorney General, Legal Counsel

Committees

Under the direction of the Corrections Working Group, the Board receives information and recommendations from the following committees:

- ✓ Finance
- ✓ Jail Operations
- ✓ Programs
- ✓ Standards

Calendar Year 2014 Committee Members:

Corrections Working Group

- ✓ Bob Devlin, Chair, Kennebec County Administrator
- ✓ Scott Adkins, Penobscot County Finance Director
- ✓ Todd Brackett, Sheriff, Lincoln County
- ✓ Scott Ferguson, Director, Corrections Service Center
- ✓ Betsy Fitzgerald, Washington County Manager
- ✓ Dale Lancaster, Chief Deputy, Somerset County
- ✓ Hamilton Meserve, Lincoln County Commissioner
- ✓ Wayne Pike, Captain, Cumberland County Jail
- ✓ Ed Quinn, Captain, Oxford County Jail
- ✓ Ryan Thornell, Executive Director, BOC

Finance Committee

- ✓ Mallory Pollard, Chair, Financial Analyst, BOC
- ✓ Scott Adkins, Penobscot County Finance Director
- ✓ Bob Devlin, Kennebec County Administrator
- ✓ Scott Ferguson, Director, Corrections Service Center
- ✓ Alex Kimball, Cumberland County Finance Director
- ✓ Rosemary Kulow, Executive Director, MCCA
- ✓ Cory Swope, Major, Somerset County Jail
- ✓ Ryan Thornell, Executive Director, BOC

Jail Operations Committee

- ✓ Marsha Alexander, Chair, Captain, Kennebec County Jail
- ✓ Tim Carroll, Chief Deputy, Knox County
- ✓ Jeff Chute, Captain, Androscoggin County Jail
- ✓ Bill Collins, Penobscot County Administrator
- ✓ Dana Dillingham, Oxford County Jail Operations
- ✓ Wayne Pike, Captain, Cumberland County Jail
- ✓ Ryan Thornell, Executive Director, BOC
- ✓ Mark Westrum, Colonel, Two Bridges Regional Jail

Programs Committee

- ✓ Betsy Fitzgerald, Chair, Washington County Manager
- ✓ Andrew Hart, Knox County Administrator
- ✓ Betsy Jagerman, DOC Probation Officer (retired)
- ✓ Arlene Jacques, Cumberland County Jail Programs
- ✓ Dan Kane, Volunteers of America
- ✓ Hamilton Meserve, Lincoln County Commissioner
- ✓ Ray Porter, Corrections Administrator, Waldo County
- ✓ Elizabeth Simoni, Executive Director, Maine Pre-Trial
- ✓ Ryan Thornell, Executive Director, BOC

Standards Committee

- ✓ Todd Brackett, Chair, Sheriff, Lincoln County
- ✓ John Costello, Major, Cumberland County Jail
- ✓ Betsy Fitzgerald, Washington County Manager
- ✓ Andrew Hart, Knox County Administrator
- ✓ Pam Hile, Sagadahoc County Administrator
- ✓ Ed Quinn, Captain, Oxford County Jail
- ✓ Ryan Thornell, Executive Director, BOC
- ✓ Bill Whitten, Assistant County Manager, Cumberland County

Website

<http://www.maine.gov/corrections/BOC/>

2014 Developments & Improvements

The end of calendar year 2013 was marked by the final report of the Commission to Study the Board of Corrections. The commission, chaired by David Flanagan, produced a 37-page report detailing the study process and recommendations. Four options were considered in improving the coordinated county jail system, including the following:

- ✓ Return to the pre-2008 system of individual county responsibility,
- ✓ Create four regional jail authorities,
- ✓ DOC takeover of the county jail system, or
- ✓ Restructure the current BOC system.

In the end, the commission recommended that the current BOC system be restructured, providing the BOC with additional authority and responsibility, in order to create an improved system. The commission's work resulted in the 126th Legislature producing LD 1824, *An Act to Provide Additional Authority to the State Board of Corrections*, which ultimately withstood a Governor's veto to become Public Law 598 (2013), effective May 1, 2014. The newly enacted legislation is responsible for the following changes and improvements to the BOC and coordinated county jail system:

- ✓ Clarified and mandated the purpose and goals of the Board of Corrections;
- ✓ Created a more systematic and controlled budget process for the coordinated system by establishing the LD-1 growth factor as a cap on county budget proposals to the Board and requiring the Board establish system-wide guidance over financial data and its management;
- ✓ Created a smaller, more efficient Board of Corrections with more balanced decision-making ability;
- ✓ Established clearer lines of authority between the Board of Corrections and county officials, including the County Commissions and Sheriffs. This authority is represented in the Board's authority to manage placement of county jail inmates in the county jail system and to seek statewide contracts for services with counties not able to opt-out by seeking individualized contracts. The legislation also created a clear enforcement authority of the Board for addressing county jail violations and acts of non-compliance.
- ✓ Required the creation of a system-wide Capital Improvement Plan and mandated its inclusion as part of the submitted biennial Board budget;
- ✓ Clarified and expanded the duties and requirements of the Board's Executive Director;
- ✓ And, continued to provide incentives to counties for efficiency.

In addition to the new legislation, supplemental funding of \$1,200,000 was appropriated to the BOC's Operations Support Fund for distribution to the county jails, covering jail operating expenditures not funded in the fiscal year 2014 budget.

Rulemaking Process

A critical component to the improvement of the BOC and coordinated jail system is agency rulemaking, in response to the new legislation. This rulemaking allows the BOC to fully implement to new law, while providing a new level of accountability and standardization to the coordinated county jail system.

On June 30, 2014, the BOC's Regulatory Agenda was officially published and filed with the Secretary of State's Office. Since then, the staff and committees of the BOC have worked to draft rule contents and provisions, with the following key areas having rules drafted:

- ✓ Record Keeping and Reporting of Financial Data
- ✓ Jail Budget Process
- ✓ Capital Improvement Planning
- ✓ Jail Staffing
- ✓ Inmate Administration
- ✓ Inmate Services
- ✓ Mediation Proceedings
- ✓ Response to Habitual Violators

The BOC's tentative plan is for formal rulemaking procedures to initiate in early 2015. As mentioned above, this will take the support of the executive branch, legislature, and county stakeholders.

In addition to agency rulemaking, the BOC has reviewed and revised its current policies while also developing new policies. The new policies provide standardization and increase efficiency, and include the following policies:

- ✓ 10.1 *Notification of Detained Defendants of No-Contact*
- ✓ 10.2 *Transfer of County Jail Inmates*

Improved Communication, Standardization, and Efficiency

In 2014, the BOC made a concerted effort to improve communication with the internal and external stakeholders, in order to foster improved collaboration and coordination. This has been extremely beneficial in ensuring the necessary stakeholders are aware of the BOC's on-going efforts, opportunities for input and collaboration, and problem-solving. Additionally, this improved communication has led to increased buy-in to the BOC's initiatives, resulting in better opportunities for standardization and efficiency.

On a regular basis, the executive director meets with representatives of the Maine Sheriff's Association, the Maine Jail Administrator's Association, the Maine County Commissioners Association's Board of Directors, the MCCA Joint Corrections Task Force, and Maine Pre-Trial Services. Additionally, BOC Chair Merry and Director Thornell have met with individual county commissions, as well as members of the Judicial, Legislative, and Executive Branches of government.

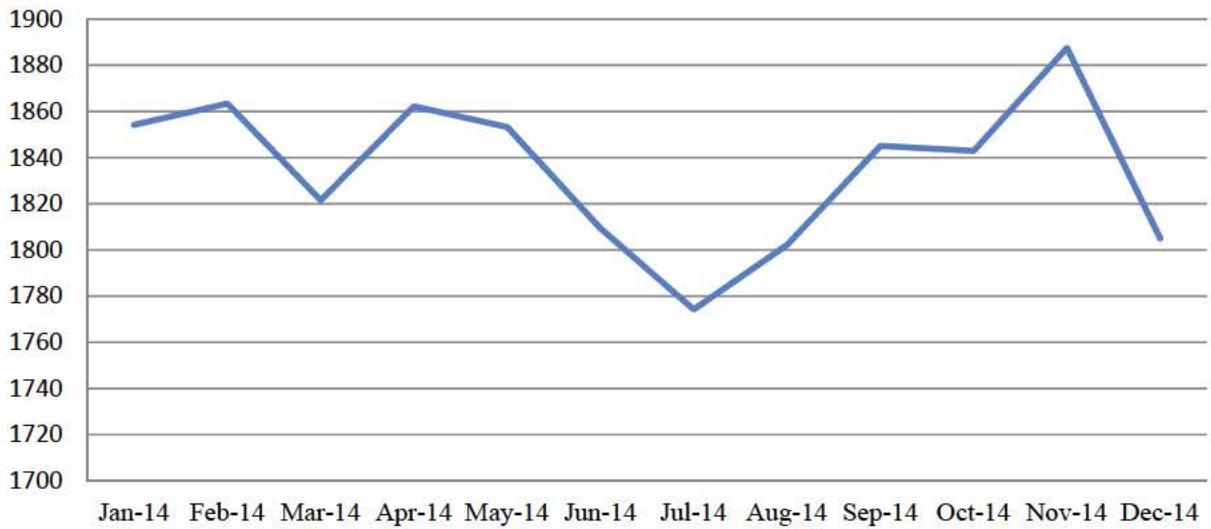
Also in 2014, the BOC revamped its committee structure and activity, in an effort to effectively manage the implementation of the new legislation. The Corrections Working Group continued to provide information and support to the BOC, and also assigned new membership to its sub-committees. These sub-committees have been responsible for the preliminary development of agency rule language, and include the Finance Committee, the Operations Committee, the Programs Committee, and the Standards Committee. The new membership (detailed above), coupled with improved system communication, has led to increased support for the BOC and produced evidence of an ability to effectively implement a coordinated jail system.

2014 Jail Operations Data

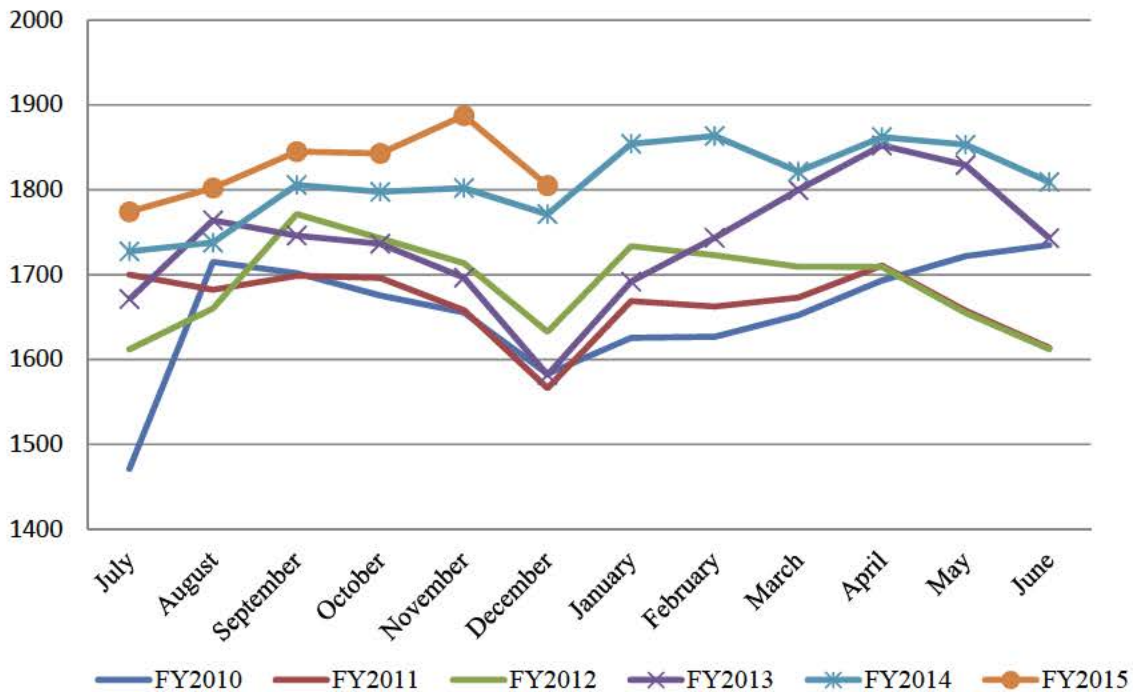
Coordinated Jail System's 2014 Population Report

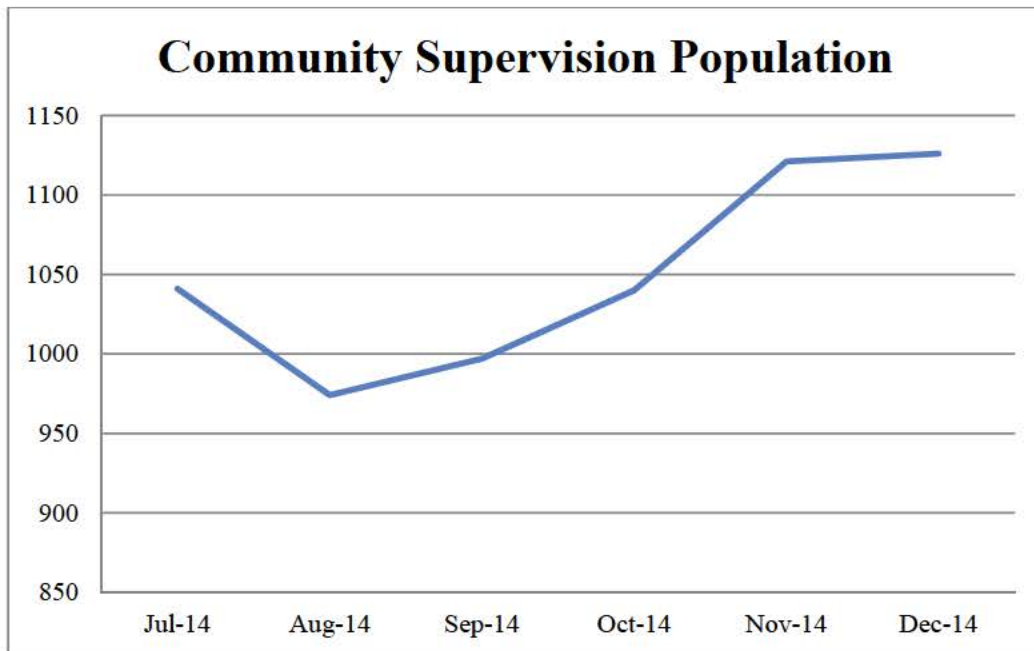
County Jail	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Avg. ADP
Androscoggin	151.1	154.3	147.1	164	162.9	157.4	159	162.9	151	153.6	157	164	157.0
Aroostook	70	88.9	83	89.8	94.3	88.6	83.7	82.6	87	94.2	99.7	90	87.7
Cumberland	446.5	460	457.2	469.1	440.9	439.1	440.7	452.7	457	460.6	451.8	415	449.2
Franklin	4.1	6.9	5.8	4.5	3.6	3.5	3.2	4.8	4	2.5	5	4	4.3
Hancock	53.2	57.9	57.5	48.1	40.1	46.9	46.8	49.8	52	51.6	53	51	50.7
Kennebec	175.3	164.2	173.7	173.7	167.7	181.1	170.8	183	180	184.5	189	189	177.7
Knox	81.7	76.8	74.5	66.4	63.2	59.3	54.6	60.4	67	70.1	78	70	68.5
MCRRC	23.6	22.5	27.9	30.5	28.8	28.2	22.1	25.1	31	25.8	25	21	26.0
Oxford	14.2	12.7	10.9	11.2	11.8	11.4	10.9	11.1	10	12.3	12	11	11.6
Penobscot	184.9	186.9	178	172.3	178.4	173.7	178.8	168.4	175	174.7	180	163	176.2
Piscataquis	33.8	33.9	33.1	34.3	33	31.2	31.1	28.7	35	34.3	31	30	32.5
Somerset	156.8	146.5	145.1	168.9	183	168.9	166.3	167.5	176	170.2	165	156	164.2
TBRJ	170	166.6	155.2	165.7	164.7	162.3	158.6	162.3	167	163.3	180	177	166.1
Waldo	2.3	2.1	2.1	2.8	2.2	2	2.2	1.6	2	2.5	2	2	2.2
Washington	39.8	40.3	36.9	36.5	33.7	33.2	36.6	35	36	38.8	40	35	36.8
York	246.9	242.9	233.5	224.4	244.9	222.5	208.8	206.3	215	203.9	219	227	224.6
Statewide	1854.2	1863.4	1821.5	1862.2	1853.2	1809.3	1774.2	1802.2	1845	1842.9	1887.5	1805	1835.1

CY2014 County Jail ADP



Statewide County Jail ADP by Fiscal Year

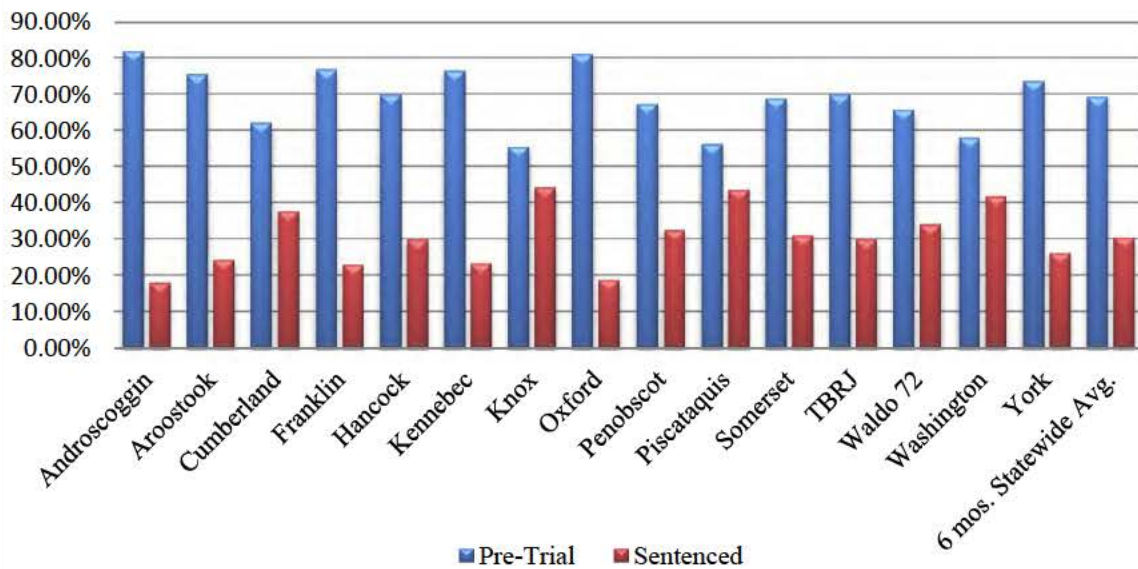




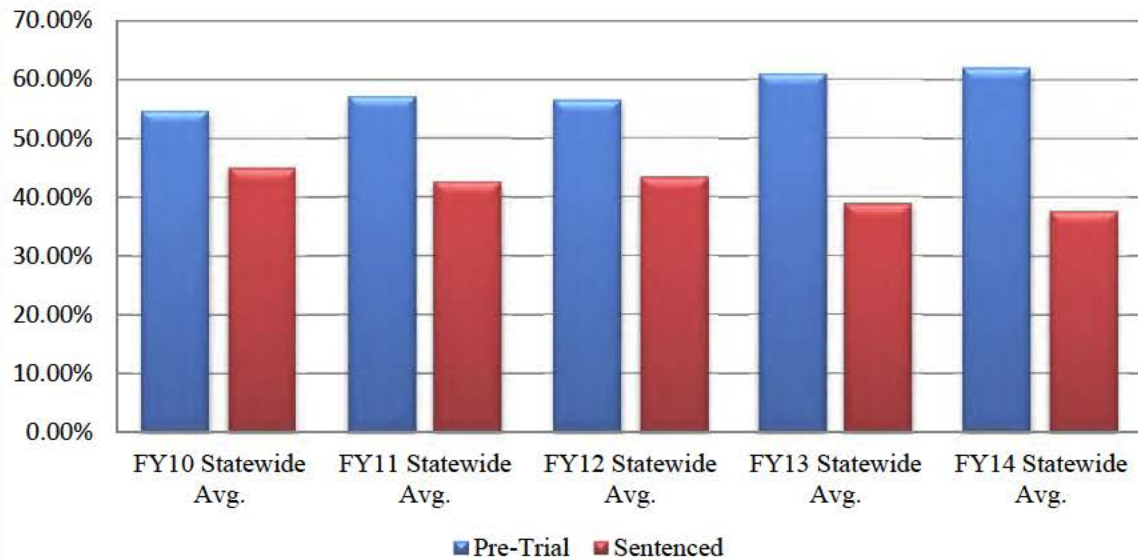
County Jail Inmate Legal Status Breakdown

July '14 - December '14		
	Pre-Trial	Sentenced
Androscoggin	82.01%	17.99%
Aroostook	75.62%	24.38%
Cumberland	62.24%	37.76%
Franklin	76.97%	23.03%
Hancock	70.01%	29.99%
Kennebec	76.63%	23.37%
Knox	55.62%	44.38%
Oxford	81.15%	18.85%
Penobscot	67.42%	32.58%
Piscataquis	56.28%	43.72%
Somerset	68.93%	31.07%
TBRJ	70.01%	29.99%
Waldo 72	65.84%	34.16%
Washington	58.11%	41.89%
York	73.76%	26.24%
6 mos. Statewide Avg.	69.40%	30.60%
FY10 Statewide Avg.	54.87%	45.13%
FY11 Statewide Avg.	57.25%	42.72%
FY12 Statewide Avg.	56.58%	43.42%
FY13 Statewide Avg.	61.07%	38.93%
FY14 Statewide Avg.	62.21%	37.79%

Inmate Legal Status Breakdown July '14 - December '14



Inmate Legal Status Breakdown FY10 - FY14

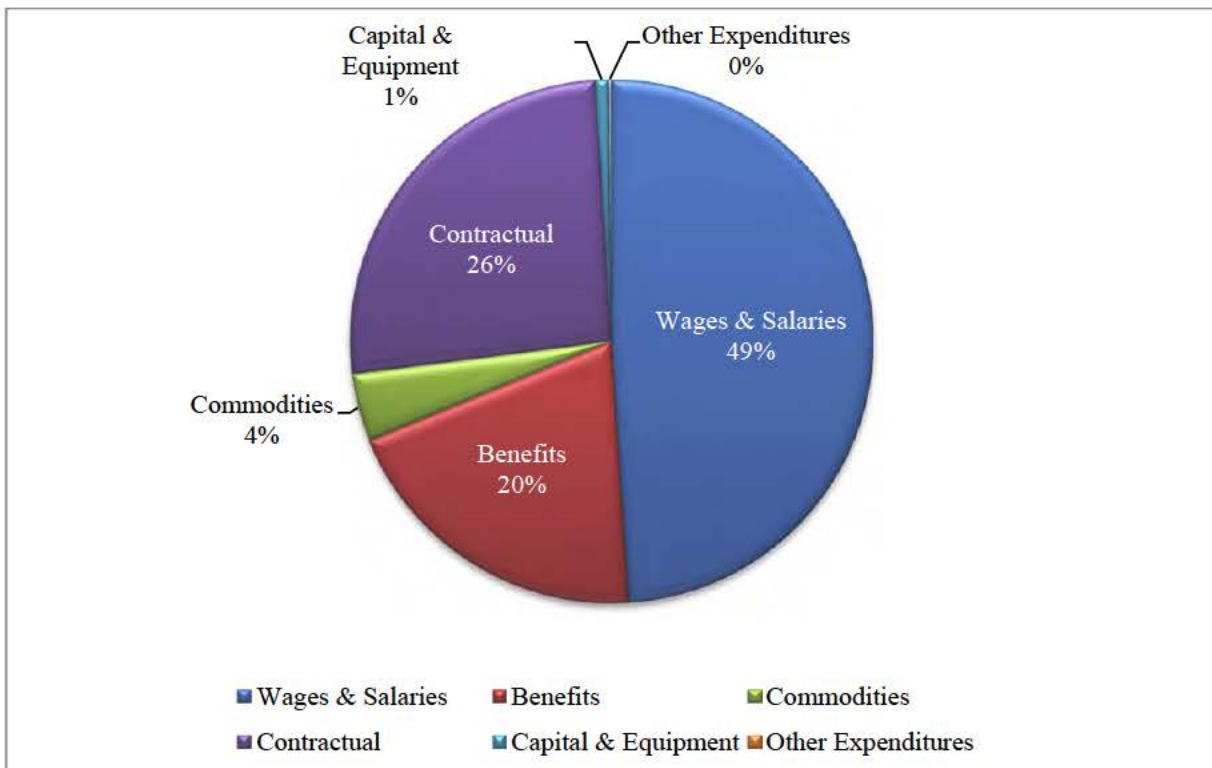


2014 Financial Data

Coordinated Jail System's FY14 Revenues and Expenditures

Revenues	FY14 Budget	FY14 Actuals
Tax Cap	61,671,921	61,671,929
CCA	5,646,561	5,646,562
Federal Boarding	3,628,003	4,326,002
MDOC Boarding	263,603	149,075
Operations Support Fund	10,016,414	9,339,552
Other County Generated	-773,583	-698,144
Total Revenues	80,452,919	80,434,976

Expenditures	F14 Budget	FY14 Actuals
Wages & Salaries	39,121,497	39,483,036
Benefits	16,216,929	16,050,736
Commodities	3,484,801	3,362,476
Contractual	20,834,204	20,993,684
Capital & Equipment	666,746	674,843
Other Expenditures	128,742	128,761
Total Expenditures	80,452,919	80,693,536



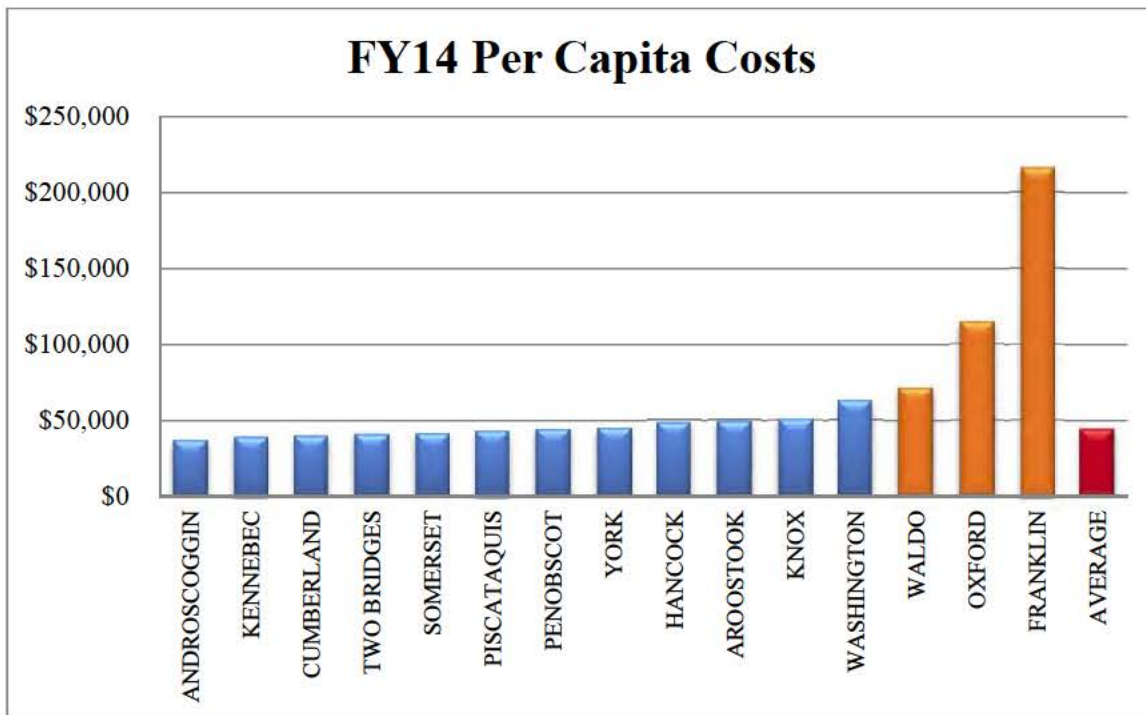
Board of Corrections' FY14 OSF & CCA Revenues and Expenditures

SBOC Revenues	FY14 Budgeted	FY14 Actuals
General Fund		
Operations Support Fund	6,536,295	6,536,295
Supplemental Funding	1,200,000	1,200,000
CCA	5,646,562	5,646,562
Board Per Diem	20,000	20,000
State Deappropriation	-582	-582
Total General Fund:	13,402,275	13,402,275
Other Special Revenue		
Court Fines/Surcharges - MDOC	232,259	225,365
Court Fines/Surcharges - Judicial	506,496	499,059
Earnings on Investments		2,149
Major Mission Change Payments	1,707,777	1,706,731
Prior Year Carryforward	328,600	328,600
Total Other Special Revenue Fund:	2,775,132	2,761,904
Total FY14 Funding:	16,177,407	16,164,179

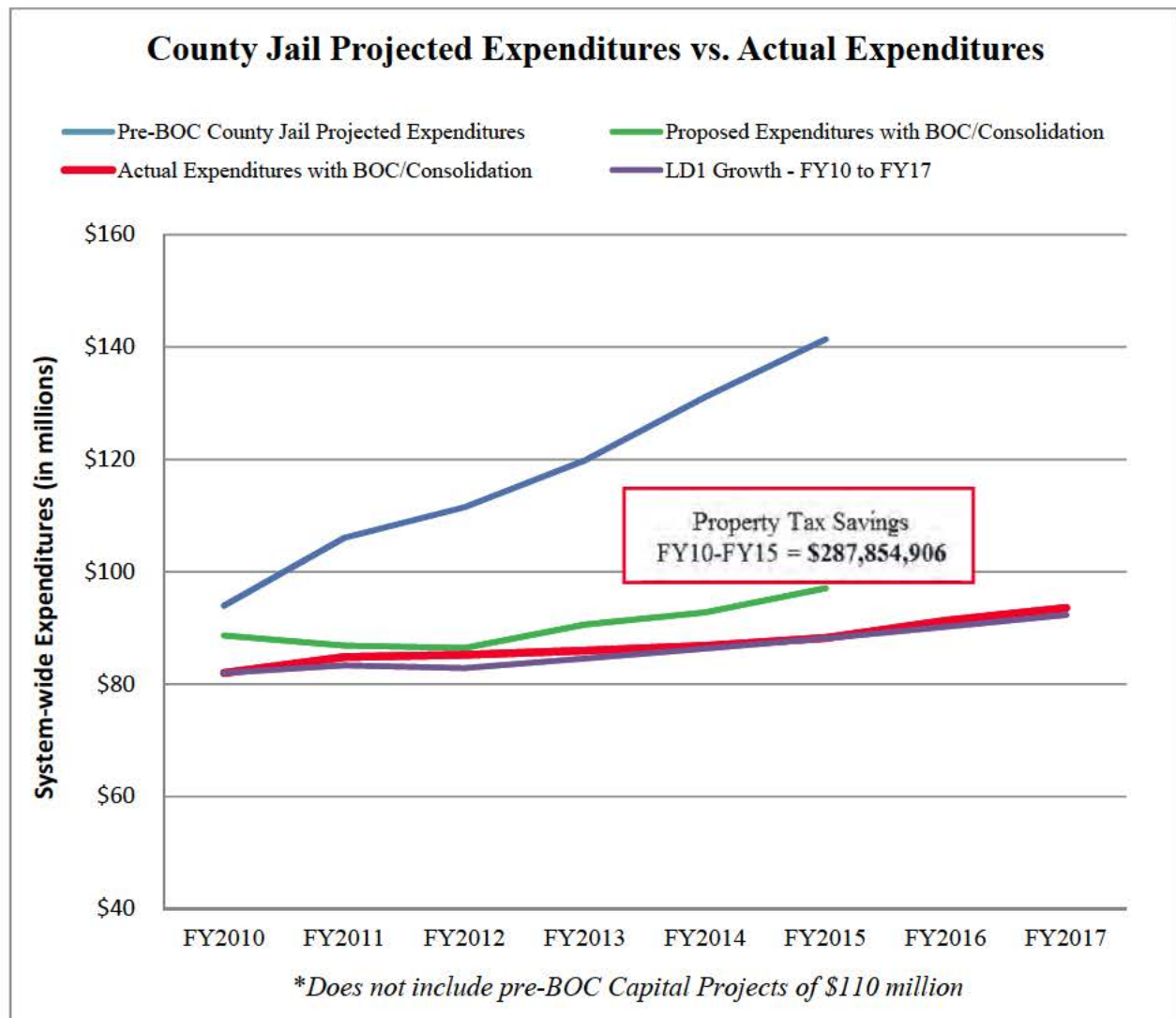
SBOC Expenditures	FY14 Budgeted	FY14 Actuals
General Fund		
OSF Payments to Counties	7,735,713	7,489,950
CCA Distributions	5,646,562	5,646,562
SBOC Operating / Board Per Diem	20,000	9,212
Total General Fund:	13,402,275	13,145,724
Other Special Revenue		
OSF Payments to Counties	2,593,574	1,874,602
SBOC Operating	0	7,942
SBOC Personnel	181,558	112,891
Total Other Special Revenue Fund:	2,775,132	1,995,435
Total FY14 Expenditures:	16,177,407	15,141,159
Total OSF Balance as of 6/30/14: 1,023,020		
Anticipated FY14 Expenditures		
Remaining OSF Q4 Distributions		247,076
OSF Supplemental Distributions		215,060
Somerset County FY13 Distribution		560,884
Total Anticipated Expenditures:	1,023,020	
Total Ending OSF Balance – FY14:	\$0	

Coordinated Jail System's FY14 Per Capita Costs

County Jail	Actual Expenditures	ADP	Per Capita Cost
Androscoggin	5,738,442	154.4	\$37,166
Aroostook	3,869,845	78.2	\$49,487
Cumberland	17,982,071	447.9	\$40,148
Franklin	1,062,283	4.9	\$216,792
Hancock	2,307,616	47.2	\$48,890
Kennebec	6,666,760	167.7	\$39,754
Knox	3,625,203	70.9	\$51,131
Lincoln	441,196	-	-
Oxford	1,267,065	11	\$115,188
Penobscot	7,707,456	173.3	\$44,475
Piscataquis	1,404,332	32.3	\$43,478
Sagadahoc	395,914	-	-
Somerset	6,570,834	157.9	\$41,614
Two Bridges	6,940,436	168.5	\$41,190
Waldo	2,053,610	28.6	\$71,805
Washington	2,333,701	36.9	\$63,244
York	10,326,772	229.2	\$45,056
Total:	80,693,536	1,809	\$44,609



Cost-Avoidance Due to Coordinated Jail System



Looking Forward: 2015 Goals

The Board of Corrections has plans in place to build upon the improvements and successes realized in 2014.

As mentioned above, the BOC will formally begin the agency rulemaking process and hopes to implement the proposed rules in early 2015. This important goal will finally implement the work of the 126th Legislature and the Commission to Study the Board of Corrections, and will mark a significant step in realizing a coordinated county jail system.

It is no secret that fiscal year 2015, which will end in June 2015, is the second year of a level-funded biennial budget that has not offered any ability for jails to improve operations or, in some cases, to even maintain status quo. Looking into spring 2015, at least five county jails will be in jeopardy of closing their doors due to a lack of adequate funding, and will have to rely on supplemental funding, if appropriated by the legislature. Thus, securing the fiscal year 2015 supplemental funding request is an immediate goal of the BOC. Relatedly, justifying and securing adequate funding into the FY16/17 biennium is a priority of the Board.

Additionally, it is important that the BOC and county jails seek additional opportunities for regionalization and consolidation of services. This will not only produce cost-savings, it will offer more efficient services in additional locations. Two specific corrections-areas ripe for regionalization are pre-trial and diversion services as well as inmate programming and services. Furthermore, it is imperative that counties begin discussing the possibility of regionalizing county jails in an effort to offer better jail services in a more effective and efficient manner. Given the aging infrastructure of many county jails in Maine, and the deferred attention they've received, these discussions must be within the immediate plans of the BOC and counties.

One effort at such a goal for regionalized services and jail utilization is the formation and action of an ad-hoc county jail utilization team. The BOC requested this process begin in late 2014, but due to a number of Sheriffs retiring, it will be delayed into 2015. According to BOC rules, each jail's utilization is to be reviewed every five years, and with growing concerns over infrastructure and utilization of resources, this must be a priority for 2015.

Three other important goals for 2015 include completion of staffing analyses in every county jail, implementation of pre-trial and diversion services in every county, and the implementation of standardized classification and risk assessment processes in every county jail. These goals are reflective of draft agency rules, in conjunction with the current work of the Operations Committee, and will help move county corrections forward in Maine.

Finally, the Board will continue pursuing the use of electronic monitoring as a method of reducing domestic violence, as initiated in late 2014.

Local, Regional & Statewide Highlights

The following jails submitted summaries of their work in 2014 demonstrating their efforts in:

- ✓ *Recidivism reduction;*
- ✓ *Pretrial diversion;*
- ✓ *Standardization;*
- ✓ *Regionalization/consolidation;*
- ✓ *Inmate programming;*
- ✓ *Addressing mental health and substance abuse issues;*
- ✓ *Implementing corrections best-practices.*

Androscoggin County (160 bed linear facility):

The Androscoggin County Jail consistently houses inmates at or above its capacity. In an effort to alleviate some of the overcrowding stresses, pre-trial services are provided by Maine Pre-Trial. On average, 120 inmates are supervised using pre-trial supervision contracts. Additionally, Androscoggin County operates four alternative sentencing programs during year to divert offenders from jail. The Sheriff's Department also operates a community confinement (Title 30-A) program for qualified sentenced inmates.

Due to on-going struggles for adequate funding, the Androscoggin County Jail has had to reduce its inmate programming. Currently, church services and AA services are provided in the jail by volunteers. A 40 hour-per-week social worker is also provided through the jail's healthcare provider, CCS, to assist in helping offenders with mental illness while incarcerated in the jail.

Aroostook County (123 bed linear facility):

The Aroostook County Jail has experienced significant changes over the past calendar year, beginning with an increase in the jail's capacity from 72 inmates to 123 inmates. Given the county jail system's increase in inmate population, these beds have been helpful in attempting to manage the inmate population. Unfortunately, they also increase the financial costs of the county jail. In FY2014, the county jail needed an additional \$691,000 to balance its budget. FY2015 is proving similar; however, the Aroostook County Jail and the Board of Corrections has worked collaboratively to monitor costs and fully justify the need for supplemental funding this fiscal year.

During early 2014, the jail finalized its newly developed methods for maintaining consistent compliance with Maine Jail Standards. The new methods involve the tact of assigning various components to those individuals most able to affect positive outcomes and ensure consistent compliance. This staffed approach is far more efficient and effective. In addition, all staff were trained in the standards, provided each post with permanent copies, and were engaged directly with ensuring our compliance. Given the poor inspection result in 2013, the jail is anxious to shed that impression. Now, the jail believes it maintains a 100% compliance rate in all mandatory categories, and has made arrangements with MDOC to complete a non-binding pre-inspection in late 2014 to make sure that they are not missing something significant.

Working with MDOC, the jail capacity expansion project was completed in spring 2014 with 51 beds added. This allowed the jail to "bring home" all of its inmates that had been boarded in facilities across the state. This also allowed the jail to become an asset to the system. Since this summer, the jail has been boarding inmates from other stressed facilities and has had as many as twenty-five boarders in the jail at one time. The jail has also worked with Penobscot County to make sure that some of those boarders are sentenced inmates so that the jail could enhance its trustee work programs. With this additional work force, the jail undertook a lot of painting projects in the jail that had been overlooked for too many years.

When Ralph Nichols made his final trip through the jail in the early summer he told jail administration that, “this old jail has never looked better.”

The jail’s inmate transportation burden decreased with the return of inmates to Aroostook County. For just movement outside Aroostook County, transport staff moved 637 inmates a total of 43,109 miles in the first nine months of 2013. For the same time period in 2014, transport staff moved 472 inmates 35,893 miles. Given that the expansion project did not fully open until early spring, these numbers are likely to be even lower in 2015.

The jail has improved services. For example, the jail has the services of an intensive case manager that works with inmates inside the jail up to thirty hours each week. This position is extremely valuable and serves to promote more positive transitions from incarceration to freedom. It also sometimes accelerates the adjudication of criminal matters and makes seamless the receipt of medical and mental health services as inmates are released into the community. However, the county’s issues with the courts remain. As of this writing, the county’s pre-trial inmate population still represents more than 80% of the jail’s total population. Jail administration has directly engaged the courts both locally and with the Chief Justices, including distributing weekly updates on all pre-trial inmates, their admission dates, their last known court dates and the number of days they had been in pre-trial detention. While locally this has not been particularly well received, the jail has received some support from the judicial system as a whole. Automatic bail review hearings were instituted locally, which has reduced the overall pre-trial population some. It also increased our pre-trial population that is being monitored in the community. The county currently has two contracted case workers from Maine Pre-Trial who are supervising 75 clients. Unfortunately, the automatic bail reviews have not addressed the issue of the time it takes to get a case to adjudication in the Superior Court. Of the inmates currently in our jail, their average length of pre-trial detention is 82 days; with many being over 100 days. The Chief Justice of the Superior Court is working on a plan to bring additional judges to Aroostook County, on several dates in early 2015, in a concerted effort to move the cases of these incarcerated defendants more quickly toward adjudication.

In the ongoing efforts to reduce recidivism, reduce violence in our communities and reduce the onset of mental health crises, the jail has doggedly pursued as many inmate programming opportunities as it could find available in the area. Below are just some of the highlighted programs that were not reported last year or were not fully implemented at that time:

- The very first “Work Ready” program graduated this year. This six week program is intense and focuses on preparing inmates to be more marketable as potential employees.
- The Hope and Justice Project, a domestic violence advocacy organization, meets with female inmates to help them make better informed decisions on the outside.
- Counselors from the Veterans’ Administration now come to the jail to meet with veterans, assess their needs and help them get connected with services on the outside. Changes to the booking process allow for better determination of who may qualify for these services.
- The local higher education center is still providing HISET (GED) and high school diploma options.
- The jail began a public works farm program in 2014. This program partners the jail with a local, non-profit farm that grows vegetables for distribution to low income working and retired families. Inmates provided 3,000 hours of labor to the farm this growing season, which saved the non-profit about \$30,000. The inmates worked on hand planting, weeding and harvesting over nineteen (19) acres, which resulted in the distribution of more than 235,000 pounds of fresh vegetables to the hungry in three counties.
- The jail contracted with a local provider for non-emergency mental health services for any inmates who need it. This organization not only does one on one, but group counseling sessions inside the facility.
- The jail also offers a TREM (Trauma, Recovery and Empowerment Model) program, drug and alcohol awareness program, healthy families (which focuses on single mothers) as well as a male parenting model program.

Given that in the late fall of 2013 the jail only offered Alcoholics Anonymous, GED and a church service, the jail feels very good about the progress that has been made.

In the booking / intake post, the jail has implemented new protocols that helps bring better standardization:

- The jail implemented the “notification of improper contact with family or household members” form that provides notice to inmates regarding their alleged victims. This puts inmates on notice regarding contact limitations imposed by the court.
- The jail implemented a victim notification of release form, which is color-coded to improve the likelihood that victims will be consistently notified when perpetrators are released.
- At the request of animal welfare, the jail implemented a form that collects information about domesticated animals that may have been left unattended at the homes of inmates.
- The also implemented BOC standard policies that have been distributed.

The jail took advantage of some important training opportunities this year that were critical for the professional development of the jail’s workforce. Four supervisors and/or acting supervisors were sent to the academy for first line supervision and four more to a leadership training program that was offered in Portland. Jail training also contracted with Stepping Stones to provide training entitled Mental Health First Aid and had suicide prevention training presented to all staff by the Aroostook Mental Health Center. The jail also made mandatory a training block on inmate relations, which was provided to all county jail staff courtesy of the MCCA Risk Pool.

Finally, the Aroostook County Jail made a joint request with the BOC for the National Institute of Corrections to come to the jail and inspect the operation. The consultants were in Houlton in mid-November, and their report is expected in December. Their brief summary of observations, as they left, was positive pertaining to what the jail is accomplishing with the staffing and resources in place. While it is fully expected they will recommend areas for modernization in inmate supervision methods, updates to procedural guidelines and inmate orientation, they reported no critical issues and also offered no areas in which they felt savings could be accomplished without negatively impacting operations. They were quite concerned about the physical plant.

In summary, Aroostook County has had a positive year in its ever forward progress toward becoming fiscally solvent and implementing more correctional best practices.

Cumberland County Jail (569 bed direct supervision facility)

The Cumberland County Jail continues its role as a flagship jail in the coordinated jail system. The jail houses inmates for all other Maine counties including state and federal inmates. We work with the BARS system to continually look for better ways to successfully house many diversified classifications of individuals. Additionally, the Cumberland County Jail continues to contract with Maine Pre-Trial Services, and has approximately 200 inmates out on pre-trial contracts.

The Cumberland County Sheriff is committed to work with other counties and assist the Board of Corrections in standardizing the correctional system. The Cumberland County Jail currently utilizes the hub system for transports. This system provides an efficient way to conduct business between the jails using the Hub. The jail also has several people on BOC-related committees developing ideas to standardize the corrections process throughout the state.

The Cumberland County Jail strives to provide a wide variety of programs. Current programs include:

Academic Instruction- Inmates who come into the jail without a high school diploma or HiSET credential are registered for academic/HiSET classes. Students can test for their HiSET each week, and an average of 50 students per year achieves this credential while incarcerated. Keyboarding Skills practice is also offered.

Vocational Training- The Vocational Program at CCJ currently involves students in Culinary Arts instruction, Gardening, and Crochet. Also, UNE Partnerships include: Inmates can attend a Crimes and Communities course with UNE graduate students and participate in a planning group activity that brings the talents and dedication of UNE students to the jail by offering weekly wellness workshops, Yoga instruction, support groups and special projects.

Library Services- CCJ has a library which the inmates are allowed to access at least once a week. They may check out books and request research materials. Additionally, CCJ has a series of law library carts that include all required legal materials needed if someone were to defend themselves in court. Additionally, CCJ has a computerized law library (Casemaker Legal), that inmates can sign up to use.

Recreation- All housing units are provided recreation every day Monday through Friday.

Anger Management- Using a cognitive-based curriculum, CCJ offers anger awareness classes for those inmates interested in developing better coping skills, and in managing their anger.

Thinking for a Change- This is evidence-based Cognitive Skills Program designed to address the criminogenic risks and needs of typical offenders.

Moving On- This is also an evidence-based cognitive skills program for women offenders.

Parenting- Parenting classes are designed to assist parents who are incarcerated to maintain or develop positive relationships with their children. It includes developmentally appropriate activities and approaches to parenting that parents can implement while still in jail and hopefully continue once reunited with their families.

My Sister's Keeper- Works with women entering the community from incarceration. Their volunteers provide mentoring and support as the women reenter the community.

Domestic Violence- Opportunity for Change, a Domestic Violence Education Agency, provides domestic violence education and awareness for any inmate who is at CCJ on domestic violence charges, or who is required to complete such a program through the courts or as a mandate from a Probation Officer. Additionally, for victims of domestic violence, Family Crisis Services meets regularly with victims to provide counseling, support and safety planning.

Inmate Work Program- Both sentenced and unsentenced inmates can participate in CCJ's Inmate Work Program. Jobs available include kitchen work, custodial, laundry and Library Assistant. Sentenced inmates can earn up to 2.5 days a week for work performed and unsentenced inmates are paid \$12.00 per week.

Religious Services- CCJ employs a full-time Chaplain to administer to the religious and spiritual need of the inmates. The Chaplain maintains strong community connections with all faiths and helps inmates stay connected to their particular faith community and practices.

Overdose Prevention- This program is offered by the City of Portland and includes a wide variety of educational and practical information of benefits to those who are or have been involved in the illicit use of both prescription and illegal substance abuse.

Community Corrections- CCJ's Community Corrections Center is a 48-bed facility that houses men and women who are within 8 months of release.

Addressing Mental Health and Substance Abuse issues- There are 25 volunteers from both AA and NA who come into each CCJ housing unit once a week to offer meetings to any interested inmates. The jail provides mental health screening and care for any inmate who has mental health issues. Mental health counselors also facilitate substance abuse screenings and applications to treatment, as well as helping inmates make contact with social service agencies they'll need to access once released. Additionally, the County has received a Second Chance Grant, titled Project Reentry, that targets dually diagnosed inmates to provide treatment, reentry planning and community support. Community partners include Maine Pre-Trial Services, Goodwill of Northern New England, My Sister's Keeper, Maine DOC Probation and Catholic Charities, as well as the Portland Recovery Center.

The Cumberland County Jail is involved with several BOC Sub-Committees looking at providing programs and having policies that follow best practices. CCJ is ACA accredited. CCJ is involved with Maine Pre-Trial and My Sister's Keeper. All of these partners follow policies on best practices.

Franklin County (72 hour hold facility):

Franklin County continues its role as a 72 hour hold facility. Currently, pre-trial services are offered through Maine Pre-Trial, and this helps keep the inmate population at a manageable level, including the inmates transported to Somerset County for boarding. The Franklin County Jail works closely with Maine Pre-Trial and DHHS to help address mental health and substance abuse issues, with the goal of reducing recidivism. Additionally, the jail works closely with Somerset County's jail to ensure inmates are receiving beneficial programming.

The Franklin County Jail is currently exploring alternatives to allow sentenced inmates an ability to be held at the jail past 72 hours for Work Release or other Two for One programming opportunities. This would improve inmates' ability to maintain employment and give back to the local community, as well as pay for room and board and medications.

The Franklin County Jail is doing its part in implementing corrections best practices by working closely with the resources available, to include MPT, DHHS, and Somerset County. The jail is doing its best to work with the system as it is and is working to make things better for the inmates and their families in Franklin County.

Hancock County (58 bed linear facility):

The Hancock County Jail is continually working to improve and contribute to the coordinated jail system. In 2014, the jail fully supported the work of the county drug court, and continues to seek adequate treatment for inmates, including mental health and substance abuse treatment. And, although not in 2014, the jail expects to start offering pre-trial services in Hancock County in 2015. This will mark a significant step forward for the county's corrections.

Additionally, the jail continues to work with and fully support the work of the Board of Corrections. This includes supporting the efforts at standardization and implementing corrections best-practices. The Hancock County Jail has worked hard in 2014 to assist neighboring facilities in managing inmate placement issues and working to better utilize space and services. This will continue into 2015.

Knox County (70 bed linear facility)

The Knox County Sheriff's Office worked collaboratively within the Coastal Reagan District 6 (Knox, Lincoln, Sagadahoc and Waldo) and signed a joint contract with Maine Pre Trial for pre-trial services beginning in October 2014. This regionalized effort is the first in pre-trial service efforts in the Maine counties, and should provide more efficient, standardized and productive pretrial diversion and reentry services for inmates and their families in the District 6 area. Additionally, providing better reentry services should help to reduce recidivism by getting people better established when being released from the jail.

The Knox County Jail has increased its community service work by providing inmates for a local nonprofit agency (Window Dressers) that provides aid to low income people in the area needing assistance winterizing their homes. This aids the community by reducing fuel consumption for the area which in turn should help in lowering fuel costs. Additionally, work release and religious furloughs have been reinstated which aids with inmate reintegration back into the community. And lastly, the jail has started weekly substances abuse classes through its medical provider. The career center also comes in once per month to assist inmates being released in finding jobs. The jail has just started offering mentoring services with the help of local religious organizations.

Oxford County (72 hour hold facility):

Oxford County continues its role as a 72 hour hold facility. Additionally, pre-trial services are offered through Maine Pre-Trial, with an average of more than 40 offenders on supervision per day. Oxford County also had one offender graduate from the CARA program in the Kennebec County Correctional Facility and continues to be a supporter of the program.

Offenders remaining in Oxford County Jail for sentences of 72 hours or less are allowed to work around the jail, under the specific statutes that would allow any credits for time served, or earned credit time. These offenders assist by cleaning the jail and its vehicles, as well as painting and doing laundry. When an offender is at the jail awaiting transport to another facility, work is offered as available and allowed, and often times inmates sentenced to 7 to 10 days may in fact get out with credits prior to needing transporting to another jail. This results in reduced inmate placement around the jail system.

The Oxford County Jail also relies heavily on the use of video arraignment and is a strong advocate for expanding its use in the future. Over 600 inmates have accessed this system this year in Oxford County.

Penobscot County (157 bed linear facility):

The Penobscot County Jail has an average daily population of inmates that far exceeds the jail's capacity. This has caused considerable stress on the staff, inmates, and infrastructure. In an effort to alleviate the stress and pressures, and to implement corrects best-practices, the jail offers a wide-array of programming and services to inmates. The Penobscot County Jail maintains a full-time programs staff member that specializes in developing and maintaining a variety of specific programs for all inmates incarcerated at the jail. The jail offers classic inmate programming such as Alcoholic Anonymous, Al-Anon; Bible Study, Church Services, Library, Law Library, Work Release, GED, Life Skills, Inmate Helper Program, Haircutting, Commissary, Aids Awareness, New Books, and New Readers.

The jail also offers the following programs to inmates incarcerated, which are of particular interest in providing skills to inmates, and providing services to the community:

Public Works Details – The Penobscot County Jail manages two work detail programs on a weekly basis. Minimum and Medium security inmates are assigned to a variety of duties such as painting, cleaning, mowing lawns and other duties such as major carpentry projects for

communities. In 2013, the two work details accounted/provided for over 12,000 hours of labor in various communities in Penobscot County, ultimately saving the tax payers an estimated \$93,000 in time and materials required.

E911 Signs Project – This community service project provides street signs and house numbers to the local communities. This program is offered to qualified inmates. In 2013, a total of 471 house signs (911) and 193 street signs were completed for various communities.

Business Cards/Greeting Cards Program – Business cards for the Sheriff's Office and Greeting Cards for inmates are produced by inmates. Over 2,000 cards have been produced as of 2013.

Extended Academic Learning Program – This educational program allows for certain inmates to become enrolled in a college-level credit course through Eastern Maine Community College, with the hopes of beginning a collegiate education. The PLATO Interactive Learning software is utilized in this program.

The Penobscot County Jail continues to work closely with the Volunteers of America Northern New England to provide community corrections services to offender. VOA and Penobscot County work closely to provide the following types of services to inmates, Pre-Trial Supervised Bail; Sentenced (Title 30) programs; Deferred Disposition; Medical Furloughs; Post-Conviction Bail; Alternative Sentencing Program; Refinement Program and Graduated Probation Sanctions. Roughly 70 offenders, per month, receive these various services. In 2014, the Penobscot County Alternative Sentencing Programs had 154 clients participate in the First and Second Offender programs. VOA uses a range of validated risk assessments to drive and inform supervision level for every client. The caseworker's are trained in ODARA and have been using it as a means of safeguarding the community since October 2013.

New in 2014 is the Penobscot County ReFinement Program, the first of its kind in Maine. ReFinement is an Alternative Sentencing Program for qualified individuals who have failed to pay off fines. Fines are paid off incrementally by being assigned to community service opportunities. This year, VOA has worked with 110 offenders who have provided over 2,400 hours of community service to 21 service partners, paying off over \$24,000.00 in fines owed to Penobscot County.

These community programming efforts were recognized in November 2014 as the Penobscot Adult Community Corrections (VOA Office) was awarded the Program of the Year Award, competing against 24 other programs located throughout New England. This award is given annually to a program which exemplifies Volunteers of America Northern New England key principles of innovation, collaboration, integrity, passion, and engaged talent.

The Penobscot County Jail continues to operate the Northern Maine Transportation Region Hub.

Expanding on its efforts, the jail is also engaged in discussions with Rape Response Services (educational sessions) of Bangor, and the Bangor Area Recovery Network (substance abuse) to explore the possibility of establishing formal programs for certain areas of need for specific male and female inmates incarcerated at the jail. The jail also maintains a contractual relationship with The Acadia Hospital (Bangor) to provide for mental health and substance abuse services for inmates. Acadia Hospital provides clinical services at the jail for 50 hours per week (seven days a week), and a maximum of 2 hours of psychiatry coverage via telemedicine. Some of the services provided include risk assessment and recommendations, referral services, training and consultation for jail staff, and individual and group services to inmates.

Finally, the Penobscot County Sheriff's Office recently concluded working with the Maine Pre-Trial Services (2 Year Federal Grant through Bureau of Justice Assistance) for the application and delivery of services to individuals whom are at risk of being incarcerated, currently incarcerated, or post

incarceration, who are suffering from major mental illness or substance abuse issues within Penobscot County. The VHS (Vocational Housing and Support) grant provided direct services to qualified individuals over a two year period and also concluded in November of 2014. There are still approximately 6 individuals currently participating in the program, with 48 individuals having successfully completed the program and 29 individuals failing to complete the program.

Two Bridges Regional Jail (217 bed direct supervision facility)

At TBRJ, the Programs Department has had 27 people receive their HiSET Credential (AKA GED) in 2014. Additionally, a Veteran's Support Group has been added to the programs offered. Other programs include Celebrate Recovery Classes, Eat Well, HiSET, Men and Women's Health, Math, Yoga, Men's and Women's Bible Study, Parenting Classes, Yoga, Money Smart, AA Groups, Resume Writing, New Hope for Women, Literacy Volunteers, Basics of Recovery, Card Making, Crocheting and Sewing. The volunteers from surrounding communities make many of these programs possible. Again this year, inmates crocheted wonderful toys, hats, scarves, blankets and shawls and other items and the sewing class made quilts to donate to charities. Items have been made for the Barbara Bush Children's Hospital, the Cancer Center and warm things for a food pantry to give away. Currently, inmates are working on finishing small mattresses and quilts for the doll beds that the Industries Program has made for a Christmas give away. The crocheting class has also made little bears to go with each bed. It has been very rewarding to see the pride the women take in the items they are working on for donation. These items will go to Toy's for Tots and other community organizations.

The Industries Department at TBRJ again produced at garden that benefited the local communities. With the help of 22 inmates the garden produced and distributed over 2,000 pounds of produce to six area food pantries. The garden has been around for six years now, expanding each year. Inmates participate in every step from working the land, planting, garden maintenance through the growing season and the harvest. TBRJ believes that it is important for the inmate workers to understand the importance of what they do and to realize that they still have something they can give back to their communities. The Industries Department also purchased a kiosk on the waterfront in Wiscasset last spring. Sale of items made by the Industries Department moves the department closer to being a "self-sustaining" program and assists financially with Community Service Projects throughout the year. Sales were brisk until a fire destroyed the TBRJ woodshop in early June, forcing production to shut down. After a rebuild in October of the woodshop, the kiosk will be back for sales next year. Now, the woodshop is being used for the TBRJ Toys for Tots/Santa Fund Project. Each year the Industries Department builds and donates well over 100 toys to the Lincoln and Sagadahoc Toys for Tots. This is by far one of the most rewarding of the Community Service Projects. In 2014, the Industries Department has employed 41 inmates. Out of that total only three inmates have returned to the jail. It is hoped that this is the result of the "real world work" experience and hiring process which includes application, interview and references, the inmates complete. Another requirement to be considered for Industries Department is a high school diploma, a GED, or to be working toward a certificate.

Waldo County (32 bed reentry center and 72 hour hold facility):

Waldo County has once again weighed in as an invaluable partner in the One Maine, One System network by aggressively and adequately addressing recidivism reduction, pretrial diversion, inmate/resident programming to include mental health/substance abuse issues, implementing corrections best-practices and promoting standardization and consolidation. Waldo County, along with its many state and county partners, is proving to be leaders in the field of responsible corrections.

MAINE COASTAL REGIONAL REENTRY CENTER (MCRRC)

Maine Coastal Regional Reentry Center (MCRRC) enjoyed another successful year serving 51 inmates, significantly reducing the likelihood of their return to incarceration. In addition to committing themselves

to the effective and innovated programming offered at MCRRC, these men gave over 6,000 hours of community service to our many local partners in Waldo County, paid over \$15,000 in restitution to their victims and fines to the courts, and contributed over \$26,000 in room and board.

MCRRC successfully utilizes the Risk-Need-Responsivity Model in assessing, addressing, and effectively reducing criminogenic behavior. MCRRC employs a validated risk/needs assessment tool that accurately measures the risk to reoffend and identifies the dynamic risk factors driving criminogenic behavior. MCRRC brings in individuals that have a moderate to high risk of reoffending, and targets their criminogenic risk factors during their stay, ensuring that upon their release, their risk of reoffending is substantially reduced. MCRRC uses the latest in evidenced based programming, cognitive behavioral therapy, innovative, risk reduction strategies, and a team of responsive staff that successfully implement and support evidenced based principles ensuring positive treatment outcomes. In addition to Differential Substance Abuse Treatment (DSAT), this year, MCRRC implemented the evidence based substance abuse program, New Freedom's A Road Not Taken". This is a workbook-based group model based on the Transtheoretical Model of change, Cognitive Behavioral Therapy and Motivational Interviewing.

MCRRC, through its VOA partner, received a \$20,000 grant from the JT Gorman Foundation for the purpose of providing every qualifying MCRRC resident up to 8 sessions of counseling with an outside mental health agency. This is proving to be another effective part of the program, ensuring that all mental health concerns are being addressed, and that there is ongoing support as our residents make their transition into the community. Participating residents have also been able to continue in counseling on a sliding fee scale after graduation.

All MCRRC residents become employed and/or enrolled in postsecondary education during their stay, and this employment carries through and beyond their release. All MCRRC graduates were released to permanent housing last year.

This past year, the MCRRC garden produced and supplied 25,000 pounds of fresh produce to the tables of those in need, including food pantries, soup kitchens, churches, numerous other nonprofits, and our own program. Calculated at just \$1.88 per pound, it equals \$47,000 worth of produce.

Through collaboration with the Restorative Justice Project (RJP), all MCRRC Residents are offered the opportunity to develop a relationship with a mentor who will offer them the critical support needed in the community and assist in the transitioning from prison life. Mentoring is the primary program element that the Restorative Justice Project of the Midcoast provides as part of a multi-faceted Maine Coastal Regional Reentry Center strategy to support successful transition from jail or prison back into the community. 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. Studies show that when individuals feel connected to their communities they are less likely to cause harm or commit crimes.

MCRRC residents teamed up with the Tri-Town Parent Teacher Group (PTG) and provided labor and staffing for two major school fundraisers that totaled over \$1,400 in money raised to support Ames and Weymouth Elementary School Student Programs. In total, MCRRC residents performed 6,204 hours of community service with 43 partners in Waldo County. Calculated just at minimum wage, this translates to \$38,460 worth of labor given back to the community. Calculating the total amount of funds collected, community service hours worked, and produce distributed throughout the county, MCRRC residents invested a gross total of \$128,311 back into the community while serving the remainder of their sentence at MCRRC.

Programs like MCRRC are a **cost effective**, proactive approach to **reducing jail populations**, and provide solid, responsible, **long term solutions** to overall public safety while **strengthening communities**.

OTHER SERVICES

Through our VOA partner, Waldo County had another successful year supervising 72 defendants on pretrial release, 91 defendants on deferred disposition, and 12 offenders on Title 30A, home release. Waldo County worked closely with Knox, Lincoln, and Sagadahoc counties this past year for the purpose of regionalizing pretrial diversion services. County officials from all four counties worked diligently ensuring the consolidation of diversion services in District Six which resulted in one contract with a reputable vendor at a significant cost savings for the four county team.