

MINUTES

Aroostook County Jail Study Commission
Monday, August 19, 2024 10:00 AM
Administrative Hearing Room – Caribou Courthouse

Present:

Ryan D. Pelletier, County Administrator
Dana Gendreau, Finance Director
Norman Fournier, County Commissioner, Committee Member
Paul Underwood, County Commissioner
Bryan Jandreau, Facilities & IT Director
Peter Johnson, Sheriff, Committee Member
Kai Libby, Committee Member via Zoom
Brian Harris, Committee Member
Carroll Theriault, Committee Member
Donald Guimond, Committee Member
Craig Clossey, Jail Administrator
Erica Pelletier, Chief Deputy
Janet Bradbury, Committee Member
Heidi Rackliffe, ACAP Program Director
Tammy Pelletier, Operations Assistant
Melissa Lizotte, Bangor Daily News

1. County Administrator, Ryan Pelletier called the meeting to Order at 10:00 AM and opened the discussion for electing a chairperson.

MOTION

Norman Fournier moved to nominate Donald Guimond as Chair, seconded by Brian Harris.

VOTE

Motion voted and passed.

2. **MOTION**
Carroll Theriault moved to approve the minutes of July 15, 2024, seconded by Peter Johnson.

VOTE

Motion voted and passed.

3. Mr. Pelletier provided an update on the expansion of the Jail Commission. The committee requested to keep the size manageable. The County Commissioners will meet tomorrow to review the recommendation to add Todd Collins, District Attorney; Heidi Rackliffe, ACAP Program Director; Jeremy Smith, Houlton Town Manager; and Penny Thompson, Caribou City Manager. This will bring the committee to 13 voting members. Mr. Pelletier provided some guidance regarding voting and the addition of name plates to identify voting members.

4. Mr. Pelletier advised the committee that PONI training would be taking place the week of October 7th for a 3 day in person training at the EMA office. The PONI training will provide guidance on what the first steps should be in the process of trying to build a new jail which includes how to determine the best location. Mr. Pelletier commented that he had spoken with Arthur Thompson, the architect who attended our last meeting, and he strongly recommended PONI training prior to hiring a consultant. Final details on PONI training will be provided as we get them from the NIC.
5. Other Business: Norman Fournier suggested that the commission members have a tour of the jail if they have not yet had one. A date of September 16th at 10am was selected for a tour.
6. **MOTION**
Brian Harris moved to adjourn the meeting at 10:31am, seconded by Carroll Theriault.

VOTE

Motion voted and passed.

Jail Tour scheduled for September 16th, 2024 at 10am – ACJ Houlton
In Person PONI Training scheduled for the week of October 7 – EMA Office Caribou
Next Jail Commission Meeting TBD

From: Alan Richardson <arichardson@justiceplanners.com>

Sent: Friday, November 8, 2024 2:37 PM

To: Ryan D. Pelletier <ryan@aroostook.me.us>

Subject: Needs Assessment Scopes

Mr. Pelletier.

Thanks for your time on the call the other day. The information was very helpful.

I have attached two scopes of work for a jail needs assessment. One is a basic assessment that will provide a projection of future offender population and bedspace needs. The other is for a full needs assessment that will provide alternative-scenario projections, analyze the makeup and needs of the offender population, and analyze arrest locations to determine appropriate siting of a replacement jail.

Please let me know if you have any questions. I look forward to hearing from you soon.

Have a great weekend!

Alan Richardson, President
JusticePlanners.com | 803-394-9486



Justice Planners Firm Overview

About Justice Planners

Justice Planners, LLC is a criminal justice and corrections consulting firm that began operations in 2017 and provides local criminal justice system assessments, planning and programming of local new facilities, operational assessments, training, analyses, and audits of local detention facilities. With nearly 35 years of experience, the staff at Justice Planners is committed to improving the image and professionalism of corrections.

Justice Planners stands apart through our vast experience in strategic planning, program management, training, staff development and the strong belief in accountability, integrity, collaboration, innovation, and excellence. Unlike many other consulting firms, our team has years of experience working as correctional officers, and directors of detention facilities. Our experience is not solely based upon academics, but actual experience. As a result, Justice Planners understands the value of operational effectiveness and staff development. We are committed to working with our clients to assess, develop and implement well-planned, cost-effective programs.

About Our Planning Services

Our approach to planning carefully guides our clients through a detailed decision-making process, from planning, to design, construction and occupying new and/or renovated facilities. We understand that no two projects are alike. Our extensive menu of services can be applied completely or selectively in the development of a flexible and realistic plan.

Planning Creates a Basis for Moving Forward

Form Follows Function. A clearly defined plan for operational (and staffing) needs will accelerate the project timeline and will promote a more efficient process.

Stakeholder Buy-in. Proper planning identifies and quantifies the true needs. Stakeholders are more likely to support, and fund, projects that are complete and thoroughly vetted.

Planning is Deliberate and Fact-Based

Inclusive, Transparent Process. We insist on a smart, inclusive partnership with stakeholders that is open and appropriately transparent.

“Tailored” Solutions. Responsible spending and efficient operations depend on outcomes that fit the specific need of the jurisdiction. Alternative approaches are always included that could reduce size, scope and cost.

Fact-Based Findings. Decisions should be data-informed and based upon the evidence.

Contact

Alan Richardson, President

arichardson@justiceplanners.com

803-394-9486

justiceplanners.com

Our Planning Services Include:

Master Planning

Feasibility Studies

Needs Assessments

Statistical Projections

Operational Analyses

Staffing Assessments

Space Planning

Site Selection Assistance

Development Options

Operational Cost Estimates

Transition Training & Occupancy Planning

Architectural and Operational Programming



JUSTICE PLANNERS

TEAM EXPERIENCE OVERVIEW: JUSTICE PLANNERS, LLC

detention team experience

Allegan County, Michigan - detention center transition and activation
Anderson County, South Carolina – detention center staffing analysis
Anoka County, Minnesota – new jail planning and programming
Athens-Clarke County, Georgia – jail needs assessment update
Beltrami County, Minnesota – jail needs assessment and feasibility study
Cabarrus County, North Carolina – inmate population projection and staffing analysis
Caswell County, North Carolina – detention center staffing analysis
Columbia County, Georgia – detention center staffing analysis
Columbia County, Oregon – detention performance cost analysis staffing study
Fayette County, Pennsylvania – county prison feasibility study
Fulton County, Georgia – staffing analysis
Hamblen County, Tennessee - jail needs assessment
Harris County, Texas - jail intake center program
King County, Washington – city jail administration group regional jail study
Lexington County, South Carolina – transition activation for facility expansion -1990
Lexington County, South Carolina – transition activation for facility expansion -1999
Maricopa County, Arizona - corrections master plan
McIntosh County, Georgia – detention facility assessment
Mecklenburg County, North Carolina – arrest processing center needs assessment
Mecklenburg County, North Carolina – detention center expansion program
Merced County, California – detention center expansion program
Montgomery County, Tennessee – juvenile detention center needs assessment
Oconee County, South Carolina – detention center program verification and transition activation services
Orleans Parish, Louisiana - detention staffing analysis
Pierce County, Washington - detention staffing analysis
Pitkin County, Colorado – criminal justice system assessment
Pitt County, North Carolina – detention center staffing analysis
Richland County, South Carolina – detention center needs assessment
San Mateo County, California – jail renovation project planning
Santa Barbara County, California – detention center staffing analysis
Seattle, Washington – jail feasibility study
Scott County, Iowa – adult jail and juvenile detention facility needs assessment
Steele County, MN – criminal justice system assessment
Sullivan County, New York – transition and activation services
Travis County, Texas - jail staffing analysis
Washtenaw County, Michigan – jail staffing analysis
Washtenaw County, Michigan – social justice campus master plan
Waukesha County, Wisconsin – safety and efficiency jail operational study
Will County, Illinois – detention pre-accreditation assessment

PROPOSED TEAM ORGANIZATION

FOR AROOSTOOK COUNTY

availability statement

Team members are available to begin work on the project upon notification of our selection. Justice Planners works diligently to manage our workload to the number of staff employed at any time. We understand that our workload needs to match our availability in order to provide our clients with exceptional service, quality, and experience.



Justice Planners Team

Alan Richardson, CCHP | Project Manager

Patrick Jablonski, Ph.D | Planner - Statistician

ALAN RICHARDSON, CCHP | Justice Planning Expert

Alan Richardson has more than 35 years of experience in the correctional field, including operations, project management, training, consulting and communicates all of which enables him to lead local and state corrections projects. These projects include need assessments, programming, staffing analysis and training.



Starting his corrections career as a Correctional Officer with the Lexington County Sheriff's Department in South Carolina. He then advanced to Jail Administrator and eventually the Commander of the Detention Bureau with the County. During his tenure with Lexington County, he coordinated the transition and training to a new correctional facility and managed the design and construction of a 404-bed addition to the facility.

At the National Institute of Corrections, Alan worked as a correctional program specialist where he developed numerous programs for local correctional agencies. Key achievements while with NIC included developing and managing training programs for local correctional agencies and managing the development of the *Staffing Analysis Workbook for Jails, second edition*.

Alan's hands on experience with day-to-day operations enables him to evaluate projects in terms of efficiency and effectiveness. His training background and experience enables him to assist clients in the planning, development and implementation of comprehensive staff development and preparation leading up to facility activation.

Title: President of Justice Planners

Education: Bachelor of Science, Business Administration, University of South Carolina

Certifications: Certified Correctional Health Professional

Professional Affiliations: American Jail Association, American Correctional Association, South Carolina Jail Administrators' Association, National Commission on Correctional Health Care

PROFESSIONAL EXPERIENCE

2017-Present Day: Justice Planners, LLC - President, Project Manager, Consultant - Provides consulting services to local, state, and federal justice entities for new facility planning, operational assessments, staffing analyses, policy and procedure review, and staff training.

2008-2017: CGL Companies - Vice President - Consulted for the local, state, and federal justice agencies across the U.S. and internationally. Specialized in new facility planning, staffing analyses, conducting needs assessments and transition-activation training.

SNAPSHOT EXPERIENCE

Local Detention Projects

30+ Projects

Justice and Public Safety

15+ Projects

Corrections

15+ Projects

Training

15+ Training Programs

RELEVANT PROJECT EXPERIENCE

Beltrami County, Minnesota – jail needs assessment and feasibility study

Steele County, Minnesota – criminal justice system analysis

Fulton County, Georgia – staffing analysis

Anoka County, Minnesota – new jail planning and programming

Pitkin County, Colorado – criminal justice system analysis

Fayette County, Pennsylvania – county prison feasibility study

Richland County, South Carolina – detention center needs assessment

Montgomery County, Tennessee – juvenile detention needs assessment

Hamblen County, Tennessee - jail needs assessment

King County, Washington – city regional jail study

Santa Barbara County, California – detention center staffing analysis

Scott County, Iowa – adult jail and juvenile detention facility needs assessment

Caddo Parish, Louisiana – jail and justice system assessment

Camden County, Georgia – jail and justice system assessment

Washington County, Illinois – jail and justice system assessment

PATRICK JABLONSKI | Justice Planning Expert

With nearly 25 years of experience in the correctional field, Patrick Jablonski, Ph.D., has conducted numerous public policy assessments and statistical forecasts. Dr. Jablonski has experience as an analyst for both a large metropolitan county government and in the private sector, working extensively on the dynamics of the potential impact of public policy changes.



As a Research Statistician for Orange County (FL) Government, Dr. Jablonski was responsible for a variety of internal and external metrics, including statistical forecasts ranging from the viability of a new sports arena to pedestrian safety. Dr. Jablonski worked closely with the County's Jail Oversight Commission on a regular basis, providing criminal justice case processing statistics and analyses which concentrated on the impact of court event timelines on the jail's population. Once implemented, the Jail Oversight Commission's recommendations successfully reduced the jail's population by over 700 inmates (nearly 20% of the ADP) in a 12-month period. A major focus of Dr. Jablonski's work was devoted to providing statistical forecasting in support of the establishment of the county's Central Receiving Center (CRC), a jail diversion facility for people facing mental health issues, which required building and validating a significant number of statistical models to determine the number of mental health beds needed at the CRC as well as in other county facilities and the community.

Dr. Jablonski has also produced multiple criminal justice system assessments at the state and local levels. Acknowledging that accomplishing meaningful permanent change requires the commitment and cooperation of all the major agencies of the criminal justice system, Dr. Jablonski utilizes data and communication to ensure that recommendations are implemented rather than merely sit inside a report. Dr. Jablonski utilizes a variety of time series modeling approaches in forecasting, concentrating on isolating contributing factors and subsequently providing scenarios to assist decision makers.

Dr. Jablonski has presented findings at multiple conferences nationally in a variety of fields as well as publishing numerous refereed journal articles.

Title: Sole Proprietor, Harpeth Research

Education: Bachelor of Arts, Emory University; Master of Science, Florida State University, Doctor of Philosophy, Mass Communication Research, University of Alabama

Professional Affiliations: American Jail Association, American Correctional Association, National Sheriffs Association

PROFESSIONAL EXPERIENCE

2002-Present Day: Harpeth Research – Sole Proprietor, Project Manager, Consultant - Provides consulting services to local, state, and private entities for new facility planning, population management, and operational safety.

2006-2014: Corrections Corporation of America – Senior Director, Research & Risk Analysis – Responsible for all operational statistical analyses. Provided ad hoc correctional population projections at state, local, and federal levels to support business development projects as needed.

SNAPSHOT EXPERIENCE

Local Detention Projects

60+ Projects in 55
Jurisdictions

Justice and Public Safety

20+ Projects in 15+
Jurisdictions

RELEVANT PROJECT EXPERIENCE

Beltrami County, Minnesota – jail needs assessment and feasibility study

Franklin County, Ohio – jail population analysis and projections

Hernando County, Florida – jail population projections

Macomb County, Michigan – jail special needs population assessment

Camden County, New Jersey – criminal justice system assessment and population management services

Dane County, Wisconsin – criminal justice system assessment including population projections

Miami-Dade County, Florida – criminal justice system assessment and jail population projections



BELTRAMI COUNTY DETENTION CENTER NEEDS ASSESSMENT

Location

Bemidji, Minnesota

Year Started

2022

Year Completed

2022

Services Provided

Assessing, Planning & Forecasting

Current Status

Design is complete
Groundbreaking soon

New Facility Size: 239 beds

Reference

Tom Barry, County Administrator
218-333-8478
Tom.Barry@co.beltrami.mn.us

The Beltrami County Detention Center had been in operation for approximately 30 years with an inefficient design for modern jail operations, and a 3-level layout was very staff intensive.

Alternatives to incarceration appeared to be underutilized, criminal justice case processing times exceeded commonly accepted standards, there were high proportions of people in the jail with mental health and chemical dependency issues, the County was not taking full advantage of their Criminal Justice Coordinating Committee, and staff retention in the jail was becoming more problematic.

Dozens of inmates were being housed out of county daily due to a lack of sufficient bedspace. Since the pandemic, this problem had only worsened.

Alternative inmate population forecasts were conducted for the next 30 years, and seven facility alternatives were developed including do nothing, operate as a 36-hour holding facility, renovate the jail, expand the jail, build a new jail, build a regional jail, and close the jail altogether.

A photograph of the Lancaster County Detention Center sign. The sign is white with blue lettering and is mounted on a red brick wall. It features the Lancaster County Sheriff's Office seal on the left and a small map of South Carolina on the right. The text on the sign reads "LANCASTER COUNTY DETENTION CENTER" and "Public Safety Communications".

LANCASTER COUNTY JAIL NEEDS ASSESSMENT

Location
Lancaster, South Carolina

Year Started
2022

Year Completed
ongoing

Services Provided
Planning, Population Forecasting,
Programming

Current Status
Design is complete
Groundbreaking December 2024

New Facility Size: 329 beds

Reference
Captain Larry Deason
(803) 313-2168
ldeason@lacoso.net

Jail operations had changed significantly in the years that the current jail had been in operation. Additions have been constructed over the years which have resulted in a disjointed, difficult to operate facility that is dangerous for the staff and offender population alike. This project was tailored to effectively and efficiently address the Sheriff's/ County's challenges with the criminal justice system and identify effective solutions that involved all agreed upon local stakeholders in a policy group-oriented planning process.

Our approach was tailored to effectively and efficiently address challenges and identify effective solutions by leveraging a 'big data' strategy within the framework of a systems analysis. Sophisticated, customized statistical models will be built to explain and predict the county's justice system.

Offender population levels, as well as bedspaces, were projected for the next 25 years. In-depth programming of all spaces was undertaken with the jail's leadership team to determine the size, scope, and operations to fit the desired operational philosophy of the agency.

This project is currently in the final stages of design.



FINNEY COUNTY JAIL NEEDS ASSESSMENT

Location

Garden City, Kansas

Year Started

2004

Year Completed

ongoing

Services Provided

Planning, Population Forecasting,
Programming

Current Status

Needs Assessment is Complete
Architectural Programming is
Underway

New Facility Size: 216 beds

Reference

Robert Reece, County Administrator
(620) 272-3542
rreece@finneycounty.org

Originally built in 1982 and expanded in 2001, the operational flow of the jail is disjointed and very staff intensive. Pre-booking takes place in a shared office space, and booking is on another level of the building.

All cells are double-occupancy and staff do not have the ability to properly classify and house different custody classifications appropriately. Additionally, the jail is built above other County offices and departments. Ongoing plumbing failures result in weekly flooding into the offices below.

This project addressed the Sheriff's/ County's challenges with the criminal justice system resulting in the increased need for bedspace and identified the continuing structural and operational pros and cons of remodeling and remaining in place as opposed to building a new facility.

Offender population levels, as well as bedspaces, were projected for the next 25 years. High-level programming of all facility functions was undertaken with the jail's leadership team and architect to determine the size and operations of the desired operational philosophy of the agency.

This project is currently in the early stages of detailed architectural programming.

PROJECT UNDERSTANDING AND APPROACH

The purpose of this Jail Needs Assessment for Aroostook County is to determine future population levels and bedspace needs for the future. The goal of this study will be to assist the County in planning for any additional capacity needed for the detention center.

Our approach will be tailored to efficiently address any shortcomings in bedspace needs. We will involve all agreed upon local criminal justice stakeholders in a policy group-oriented planning process which collaborates to create effective, realistic options. Sophisticated, customized statistical models will be built to examine the current booking and case processing practices.

Our team members have extensive experience in conducting assessments for courts, law enforcement, jails, and criminal justice systems both large and small. In addition, our team members have experience assisting counties with the challenge presented here: a facility with unexpected available capacity. We pride ourselves on working with agencies to provide practical data-driven recommendations that are actionable, and not just a report that looks good on your shelf. We also recognize that just because a program or idea works well in one jurisdiction, does not mean it is the right direction for Aroostook County to take. We will work with you to identify the right solutions for your criminal justice system.

PHASE 1: PRE-KICKOFF PLANNING & LITERATURE REVIEW

Prior to the official kickoff, our team members will review all previous reports or studies we are able to obtain that are related to the work of the Aroostook County criminal justice. During this phase, our team will submit preliminary data requests to various agencies to maximize the efficiency of the activities during Phase 2. In general, we have found that individual-level data are needed to estimate the impact on the projected population, assuming certain alternatives to incarceration and intermediate sanctions are adopted by the courts or corrections. Overall, we anticipate the need to analyze comprehensive data extracts from law enforcement agencies (such as arrest, citation, and manpower data), the Aroostook County jail (ideally a complete extract of the last 5 years from the jail's information management system), the judiciary (case processing data such as hearing dates and outcomes for every case filed during the past 5 years), and other relevant data.

PHASE 2: KICKOFF & STAKEHOLDER INTERVIEWS

Our team will hold initial discussions with designated Aroostook County staff and stakeholders who will be involved throughout the study to confirm the County's goals, priorities, and the task schedule. Meetings will also be held with key data collection people. A schedule for the agencies, staff and officials that will need to be interviewed and list of necessary data will also be agreed upon. These interviews will ideally occur in person, but some may need to be conducted remotely due to availability and scheduling conflict. At a minimum, interviews should be conducted with:

- County Sheriff
- Jail Administrator
- County Officials
- Local Law Enforcement Agencies
- Judiciary/Court Administration

Our approach invites all perspectives to help us develop a knowledge base of how the system should ideally function as well as how the system actually functions. At the same time, we will be collecting publicly available data to inform the project, such as crime rate and arrest statistics, county population data, court data, etc.

PHASE 3: CRIMINAL JUSTICE SYSTEM DATA ANALYSIS

Concurrent with Phase 2, the data analysis work includes follow-up conversations with appropriate contacts within a variety of agencies. Upon receipt and verification of the requested data, we will begin to identify and track the criminal justice system's workflows and prepare a statistically informed narrative of the flow of defendants through the judicial system. The data analysis will include population, demographics, crime rates, arrest rates, remand rates, lengths of incarceration, case processing timelines, and historic data.

Special attention will be paid to the following factors:

1. Possible system alterations to improve efficiency and effectiveness
2. Alternatives to incarceration
3. Potential changes to public policy at the state and federal levels which may affect the Aroostook County criminal justice system

Phase 3 is also the period in which the stakeholder interview information will be aggregated and synthesized. Initial narratives will be constructed which combine the quantitative data and interview data. Where possible, we will leverage the information gained from the personal interviews with each of the system organizations and agencies. Surveys may be developed as necessary to collect information from individuals who cannot be interviewed.

PHASE 4: EVALUATION OF INCARCERATION ALTERNATIVES

Any evaluation of Aroostook County's criminal justice system must include an examination of the current utilization of alternatives to incarceration programs. It is essential that issues of crowding not be seen simply as the jail's problem, as virtually every decision-maker in the justice system exercises discretion that can affect the correctional facility's population.

Our team will review recent or anticipated legislative changes and trends, previous studies and reports, and other materials related to the operation of each system component, such as annual and statistical reports. Where applicable, we will review existing performance standards that may exist for the processing of court cases. At each point in the criminal justice system from arrest through sentencing and incarceration there are many decision points (bail hearings, preliminary hearings, arraignments, trial, or plea) where policies and procedures, organizational resources, and information intersect to influence events that in turn impact resource requirements.

PHASE 5: PROJECTION MODEL

With the qualitative and quantitative analyses largely in place, the research team will next turn to developing a host of time series statistical forecasts of the jail's population as well as the factors that contribute to that population. The forecast will cover time horizons of 5, 10, 15, 20, and 25-year periods and will be stratified to include key variables of interest (such as classification level, gender, special needs populations, etc.).

PHASE 6: FUTURE SPACE NEEDS

Using the information gathered, incorporating the projection model scenarios, recommendations will be made for various alternatives for the physical plant of the jail. These alternatives will include high-level space needs, and inmate housing summaries for each alternative in 10, 15, and 20 year time periods.

PHASE 7: REPORTS AND PRESENTATIONS

While interim deliverables will be provided throughout the study, a draft report for the needs assessment will be delivered in a single document suitable for review and acceptance. Our team and Aroostook County will conduct a meeting with involved leaders and staff to review the entire document. Upon completion of the review, we will make any agreed upon changes and prepare a final report document. Any formal final presentations that the County may request will also be coordinated upon request.

PRELIMINARY SCHEDULE & TIMELINE

Through our experience in the public sector, we have developed a firm understanding of the sequencing of the investigation and the required time for building occupant input and ownership and believe that successful schedule planning and management is achieved only through whole-hearted partnering of the entire project team. Below is a work plan which identifies the critical path needed to achieve the targeted deadline. The flow chart demonstrates that it is critical to develop the space projections while considering current trends; evaluate existing buildings' capacities while establishing a strategic plan; and develop options while constantly monitoring impacts.

Aroostook County Basic Needs Assessment		Month		
Phase		1	2	3
1	Pre-Kickoff Planning & Literature Review			
2	Kickoff & Stakeholder Interviews			
3	Criminal Justice System Data Analysis			
4	Evaluation Of Incarceration Alternatives			
5	Projection Model			
6	Future Space Needs			
7	Reports and Presentations			

Justice Planners Firm Overview

About Justice Planners

Justice Planners, LLC is a criminal justice and corrections consulting firm that began operations in 2017 and provides local criminal justice system assessments, planning and programming of local new facilities, operational assessments, training, analyses, and audits of local detention facilities. With nearly 35 years of experience, the staff at Justice Planners is committed to improving the image and professionalism of corrections.

Justice Planners stands apart through our vast experience in strategic planning, program management, training, staff development and the strong belief in accountability, integrity, collaboration, innovation, and excellence. Unlike many other consulting firms, our team has years of experience working as correctional officers, and directors of detention facilities. Our experience is not solely based upon academics, but actual experience. As a result, Justice Planners understands the value of operational effectiveness and staff development. We are committed to working with our clients to assess, develop and implement well-planned, cost-effective programs.

About Our Planning Services

Our approach to planning carefully guides our clients through a detailed decision-making process, from planning, to design, construction and occupying new and/or renovated facilities. We understand that no two projects are alike. Our extensive menu of services can be applied completely or selectively in the development of a flexible and realistic plan.

Planning Creates a Basis for Moving Forward

Form Follows Function. A clearly defined plan for operational (and staffing) needs will accelerate the project timeline and will promote a more efficient process.

Stakeholder Buy-in. Proper planning identifies and quantifies the true needs. Stakeholders are more likely to support, and fund, projects that are complete and thoroughly vetted.

Planning is Deliberate and Fact-Based

Inclusive, Transparent Process. We insist on a smart, inclusive partnership with stakeholders that is open and appropriately transparent.

“Tailored” Solutions. Responsible spending and efficient operations depend on outcomes that fit the specific need of the jurisdiction. Alternative approaches are always included that could reduce size, scope and cost.

Fact-Based Findings. Decisions should be data-informed and based upon the evidence.

Contact

Alan Richardson, CCHP

arichardson@justiceplanners.com

803-394-9486

justiceplanners.com

Our Planning Services Include:

Master Planning

Feasibility Studies

Needs Assessments

Statistical Projections

Operational Analyses

Staffing Assessments

Space Planning

Site Selection Assistance

Development Options

Operational Cost Estimates

Transition Training & Occupancy Planning

Architectural and Operational Programming



JUSTICE PLANNERS

TEAM EXPERIENCE OVERVIEW: JUSTICE PLANNERS, LLC

detention team experience

Allegan County, Michigan - detention center transition and activation
Anderson County, South Carolina – detention center staffing analysis
Anoka County, Minnesota – new jail planning and programming
Athens-Clarke County, Georgia – jail needs assessment update
Beltrami County, Minnesota – jail needs assessment and feasibility study
Cabarrus County, North Carolina – inmate population projection and staffing analysis
Caswell County, North Carolina – detention center staffing analysis
Columbia County, Georgia – detention center staffing analysis
Columbia County, Oregon – detention performance cost analysis staffing study
Fayette County, Pennsylvania – county prison feasibility study
Fulton County, Georgia – staffing analysis
Hamblen County, Tennessee - jail needs assessment
Harris County, Texas - jail intake center program
King County, Washington – city jail administration group regional jail study
Lexington County, South Carolina – transition activation for facility expansion -1990
Lexington County, South Carolina – transition activation for facility expansion -1999
Maricopa County, Arizona - corrections master plan
McIntosh County, Georgia – detention facility assessment
Mecklenburg County, North Carolina – arrest processing center needs assessment
Mecklenburg County, North Carolina – detention center expansion program
Merced County, California – detention center expansion program
Montgomery County, Tennessee – juvenile detention center needs assessment
Oconee County, South Carolina – detention center program verification and transition activation services
Orleans Parish, Louisiana - detention staffing analysis
Pierce County, Washington - detention staffing analysis
Pitkin County, Colorado – criminal justice system assessment
Pitt County, North Carolina – detention center staffing analysis
Richland County, South Carolina – detention center needs assessment
San Mateo County, California – jail renovation project planning
Santa Barbara County, California – detention center staffing analysis
Seattle, Washington – jail feasibility study
Scott County, Iowa – adult jail and juvenile detention facility needs assessment
Steele County, MN – criminal justice system assessment
Sullivan County, New York – transition and activation services
Travis County, Texas - jail staffing analysis
Washtenaw County, Michigan – jail staffing analysis
Washtenaw County, Michigan – social justice campus master plan
Waukesha County, Wisconsin – safety and efficiency jail operational study
Will County, Illinois – detention pre-accreditation assessment

PROPOSED TEAM ORGANIZATION

FOR AROOSTOOK COUNTY

availability statement

Team members are available to begin work on the project upon notification of our selection. Justice Planners works diligently to manage our workload to the number of staff employed at any time. We understand that our workload needs to match our availability in order to provide our clients with exceptional service, quality, and experience.



Justice Planners Team

Alan Richardson, CCHP | Project Manager

Patrick Jablonski, Ph.D | Planner - Statistician

ALAN RICHARDSON, CCHP | Justice Planning Expert

Alan Richardson has more than 35 years of experience in the correctional field, including operations, project management, training, consulting and communicates all of which enables him to lead local and state corrections projects. These projects include need assessments, programming, staffing analysis and training.



Starting his corrections career as a Correctional Officer with the Lexington County Sheriff's Department in South Carolina. He then advanced to Jail Administrator and eventually the Commander of the Detention Bureau with the County. During his tenure with Lexington County, he coordinated the transition and training to a new correctional facility and managed the design and construction of a 404-bed addition to the facility.

At the National Institute of Corrections, Alan worked as a correctional program specialist where he developed numerous programs for local correctional agencies. Key achievements while with NIC included developing and managing training programs for local correctional agencies and managing the development of the *Staffing Analysis Workbook for Jails, second edition*.

Alan's hands on experience with day-to-day operations enables him to evaluate projects in terms of efficiency and effectiveness. His training background and experience enables him to assist clients in the planning, development and implementation of comprehensive staff development and preparation leading up to facility activation.

Title: President of Justice Planners

Education: Bachelor of Science, Business Administration, University of South Carolina

Certifications: Certified Correctional Health Professional

Professional Affiliations: American Jail Association, American Correctional Association, South Carolina Jail Administrators' Association, National Commission on Correctional Health Care

PROFESSIONAL EXPERIENCE

2017-Present Day: Justice Planners, LLC - President, Project Manager, Consultant - Provides consulting services to local, state, and federal justice entities for new facility planning, operational assessments, staffing analyses, policy and procedure review, and staff training.

2008-2017: CGL Companies - Vice President - Consulted for the local, state, and federal justice agencies across the U.S. and internationally. Specialized in new facility planning, staffing analyses, conducting needs assessments and transition-activation training.

SNAPSHOT EXPERIENCE

Local Detention Projects

30+ Projects

Justice and Public Safety

15+ Projects

Corrections

15+ Projects

Training

15+ Training Programs

RELEVANT PROJECT EXPERIENCE

Beltrami County, Minnesota – jail needs assessment and feasibility study
 Steele County, Minnesota – criminal justice system analysis
 Fulton County, Georgia – staffing analysis
 Anoka County, Minnesota – new jail planning and programming
 Pitkin County, Colorado – criminal justice system analysis
 Fayette County, Pennsylvania – county prison feasibility study
 Richland County, South Carolina – detention center needs assessment
 Montgomery County, Tennessee – juvenile detention needs assessment
 Hamblen County, Tennessee - jail needs assessment
 King County, Washington – city regional jail study
 Santa Barbara County, California – detention center staffing analysis
 Scott County, Iowa – adult jail and juvenile detention facility needs assessment
 Caddo Parish, Louisiana – jail and justice system assessment
 Camden County, Georgia – jail and justice system assessment
 Washington County, Illinois – jail and justice system assessment

PATRICK JABLONSKI | Justice Planning Expert

With nearly 25 years of experience in the correctional field, Patrick Jablonski, Ph.D., has conducted numerous public policy assessments and statistical forecasts. Dr. Jablonski has experience as an analyst for both a large metropolitan county government and in the private sector, working extensively on the dynamics of the potential impact of public policy changes.



As a Research Statistician for Orange County (FL) Government, Dr. Jablonski was responsible for a variety of internal and external metrics, including statistical forecasts ranging from the viability of a new sports arena to pedestrian safety. Dr. Jablonski worked closely with the County's Jail Oversight Commission on a regular basis, providing criminal justice case processing statistics and analyses which concentrated on the impact of court event timelines on the jail's population. Once implemented, the Jail Oversight Commission's recommendations successfully reduced the jail's population by over 700 inmates (nearly 20% of the ADP) in a 12-month period. A major focus of Dr. Jablonski's work was devoted to providing statistical forecasting in support of the establishment of the county's Central Receiving Center (CRC), a jail diversion facility for people facing mental health issues, which required building and validating a significant number of statistical models to determine the number of mental health beds needed at the CRC as well as in other county facilities and the community.

Dr. Jablonski has also produced multiple criminal justice system assessments at the state and local levels. Acknowledging that accomplishing meaningful permanent change requires the commitment and cooperation of all the major agencies of the criminal justice system, Dr. Jablonski utilizes data and communication to ensure that recommendations are implemented rather than merely sit inside a report. Dr. Jablonski utilizes a variety of time series modeling approaches in forecasting, concentrating on isolating contributing factors and subsequently providing scenarios to assist decision makers.

Dr. Jablonski has presented findings at multiple conferences nationally in a variety of fields as well as publishing numerous refereed journal articles.

Title: Sole Proprietor, Harpeth Research

Education: Bachelor of Arts, Emory University; Master of Science, Florida State University, Doctor of Philosophy, Mass Communication Research, University of Alabama

Professional Affiliations: American Jail Association, American Correctional Association, National Sheriffs Association

PROFESSIONAL EXPERIENCE

2002-Present Day: Harpeth Research – Sole Proprietor, Project Manager, Consultant - Provides consulting services to local, state, and private entities for new facility planning, population management, and operational safety.

2006-2014: Corrections Corporation of America – Senior Director, Research & Risk Analysis – Responsible for all operational statistical analyses. Provided ad hoc correctional population projections at state, local, and federal levels to support business development projects as needed.

SNAPSHOT EXPERIENCE

Local Detention Projects

60+ Projects in 55
Jurisdictions

Justice and Public Safety

20+ Projects in 15+
Jurisdictions

RELEVANT PROJECT EXPERIENCE

Beltrami County, Minnesota – jail needs assessment and feasibility study

Franklin County, Ohio – jail population analysis and projections

Hernando County, Florida – jail population projections

Macomb County, Michigan – jail special needs population assessment

Camden County, New Jersey – criminal justice system assessment and population management services

Dane County, Wisconsin – criminal justice system assessment including population projections

Miami-Dade County, Florida – criminal justice system assessment and jail population projections



BELTRAMI COUNTY DETENTION CENTER NEEDS ASSESSMENT

Location

Bemidji, Minnesota

Year Started

2022

Year Completed

2022

Services Provided

Assessing, Planning & Forecasting

Current Status

Design is complete
Groundbreaking soon

New Facility Size: 239 beds

Reference

Tom Barry, County Administrator
218-333-8478
Tom.Barry@co.beltrami.mn.us

The Beltrami County Detention Center had been in operation for approximately 30 years with an inefficient design for modern jail operations, and a 3-level layout was very staff intensive.

Alternatives to incarceration appeared to be underutilized, criminal justice case processing times exceeded commonly accepted standards, there were high proportions of people in the jail with mental health and chemical dependency issues, the County was not taking full advantage of their Criminal Justice Coordinating Committee, and staff retention in the jail was becoming more problematic.

Dozens of inmates were being housed out of county daily due to a lack of sufficient bedspace. Since the pandemic, this problem had only worsened.

Alternative inmate population forecasts were conducted for the next 30 years, and seven facility alternatives were developed including do nothing, operate as a 36-hour holding facility, renovate the jail, expand the jail, build a new jail, build a regional jail, and close the jail altogether.

A photograph of the Lancaster County Detention Center sign. The sign is white with blue lettering and is mounted on a red brick wall. It features the Lancaster County Sheriff's Office seal on the left and a small map of South Carolina on the right. The text on the sign reads "LANCASTER COUNTY DETENTION CENTER" and "Public Safety Communications".

LANCASTER COUNTY JAIL NEEDS ASSESSMENT

Location
Lancaster, South Carolina

Year Started
2022

Year Completed
ongoing

Services Provided
Planning, Population Forecasting,
Programming

Current Status
Design is complete
Groundbreaking December 2024

New Facility Size: 329 beds

Reference
Captain Larry Deason
(803) 313-2168
ldeason@lacoso.net

Jail operations had changed significantly in the years that the current jail had been in operation. Additions have been constructed over the years which have resulted in a disjointed, difficult to operate facility that is dangerous for the staff and offender population alike. This project was tailored to effectively and efficiently address the Sheriff's/ County's challenges with the criminal justice system and identify effective solutions that involved all agreed upon local stakeholders in a policy group-oriented planning process.

Our approach was tailored to effectively and efficiently address challenges and identify effective solutions by leveraging a 'big data' strategy within the framework of a systems analysis. Sophisticated, customized statistical models will be built to explain and predict the county's justice system.

Offender population levels, as well as bedspaces, were projected for the next 25 years. In-depth programming of all spaces was undertaken with the jail's leadership team to determine the size, scope, and operations to fit the desired operational philosophy of the agency.

This project is currently in the final stages of design.



FINNEY COUNTY JAIL NEEDS ASSESSMENT

Location

Garden City, Kansas

Year Started

2004

Year Completed

ongoing

Services Provided

Planning, Population Forecasting,
Programming

Current Status

Needs Assessment is Complete
Architectural Programming is
Underway

New Facility Size: 216 beds

Reference

Robert Reece, County Administrator
(620) 272-3542
rreece@finneycounty.org

Originally built in 1982 and expanded in 2001, the operational flow of the jail is disjointed and very staff intensive. Pre-booking takes place in a shared office space, and booking is on another level of the building.

All cells are double-occupancy and staff do not have the ability to properly classify and house different custody classifications appropriately. Additionally, the jail is built above other County offices and departments. Ongoing plumbing failures result in weekly flooding into the offices below.

This project addressed the Sheriff's/ County's challenges with the criminal justice system resulting in the increased need for bedspace and identified the continuing structural and operational pros and cons of remodeling and remaining in place as opposed to building a new facility.

Offender population levels, as well as bedspaces, were projected for the next 25 years. High-level programming of all facility functions was undertaken with the jail's leadership team and architect to determine the size and operations of the desired operational philosophy of the agency.

This project is currently in the early stages of detailed architectural programming.

PROJECT UNDERSTANDING AND APPROACH

The purpose of this Jail Needs Assessment for Aroostook County is to determine the need for improvements to maximize the efficiency and effectiveness of the criminal justice system, and in turn, to guide a sensible plan regarding the future of the jail facility. Our philosophical approach is that the use of costly bedspace in the jail should be used only when necessary. The risks and needs for each encounter with law enforcement should be assessed to determine the best possible outcome for the individual and the community. The goal of this comprehensive assessment will be to enable the County to make informed decisions on the policies and procedures in all phases of the criminal justice system.

Our approach will be tailored to address your challenges and identify solutions effectively and efficiently. We will involve all agreed upon local criminal justice stakeholders in a policy group-oriented planning process which collaborates to create effective, realistic options.

The best approach to analyzing the Aroostook County Criminal Justice System is to leverage a 'big data' strategy within the framework of a systems analysis. Sophisticated, customized statistical models will be built to explain and predict the county's justice system.

Our team members have extensive experience in conducting assessments for courts, law enforcement, jails, and criminal justice systems both large and small. We pride ourselves on working with agencies to provide practical data-driven recommendations that are actionable, and not just a report that looks good on your shelf. We also recognize that just because a program or idea works well in one jurisdiction, does not mean it is the right direction for Aroostook County to take. We will work with you to identify the right solutions for your criminal justice system.

PHASE 1: PRE-KICKOFF PLANNING & LITERATURE REVIEW

Prior to the official kickoff, our team members will review all previous reports, documents, and studies we are able to obtain that are related to the work of the Aroostook County criminal justice system. During this phase, our team will submit preliminary data requests to various agencies to maximize the efficiency of the activities during Phase 2. In general, we have found that individual-level data are needed to estimate the impact on the projected population, assuming certain alternatives to incarceration and intermediate sanctions are adopted by the courts or corrections. Overall, we anticipate the need to analyze comprehensive data extracts from law enforcement agencies (such as arrest, citation, and manpower data), the Aroostook County jail (ideally a complete extract of the last 5 years from the jail's information management system), the judiciary (case processing data such as hearing dates and outcomes for every case filed during the past 5 years), and other relevant data.

PHASE 2: KICKOFF & STAKEHOLDER INTERVIEWS

Our team will hold initial discussions with designated Aroostook County staff and stakeholders who will be involved throughout the study to confirm the County's goals, priorities, and the task schedule. Meetings will also be held with key data collection people. A schedule for the agencies, staff and officials that will need to be interviewed and list of necessary data will also be agreed upon. These interviews will ideally occur in person, but some may need to be conducted remotely due to availability and scheduling conflict. At a minimum, interviews should be conducted with:

- County Sheriff
- Jail Administrator

- County Commissioners
- County Administration
- All Outside Law Enforcement Agencies
- Judiciary/Court Administration
- County Attorney
- Public Defender
- Aroostook County Health & Human Services

A crucial task will be to engage with key criminal justice system stakeholders to gain a clear understanding of processes throughout the criminal justice system. Our approach invites every perspective to help us develop a knowledge base of how the system should ideally function as well as how the system actually functions. At the same time, we will be collecting publicly available data to inform the project, such as crime rate and arrest statistics, county population data, court data, etc.

PHASE 3: CRIMINAL JUSTICE SYSTEM DATA ANALYSIS

Concurrent with Phase 2, the data analysis work includes follow-up conversations with appropriate contacts within a variety of agencies. Upon receipt and verification of the requested data, we will begin to identify and track the criminal justice system's workflows and prepare a statistically informed narrative of the flow of defendants through the judicial system. If appropriate, we will prepare brief operational descriptions of major judicial events to document current judicial practices. The data analysis will include population, demographics, crime rates, arrest rates, remand rates, lengths of incarceration, case processing timelines, and historic data. The final product of the data analysis will hopefully be a 'start to finish' assessment of all relevant workflows and processes of the criminal justice system. As part of this analysis, we will forensically reconstruct the facility's historical population for each day within the data in order to assess the internal shifts within the overall population. Such shifts may be symptomatic of long-term processes or potential areas for stakeholder attention.

Special attention will be paid to the following factors:

1. Possible system alterations to improve efficiency and effectiveness,
2. Alternatives to incarceration,
3. The impact of information technology practices on the criminal justice system,
4. Potential changes to public policy at the state and federal levels which may affect the Aroostook County criminal justice system,
5. Mental health issues, and
6. Demographic disparities in all phases.

Phase 3 is also the period in which the stakeholder interview information will be aggregated and synthesized. Initial narratives will be constructed which combine the quantitative data and interview data. Where possible, we will leverage the information gained from the personal interviews with each of the major system organizations or agencies, including the Sheriff's Office, Courts, Clerk's offices, the Public Defender's Office (as well as appropriate members of the private bar), the County Attorney's Office, all outside law enforcement agencies that use the jail, and community service providers. Surveys may be developed as necessary to collect information from individuals who cannot be interviewed.

PHASE 4: EVALUATION OF INCARCERATION ALTERNATIVES

Any evaluation of Aroostook County's criminal justice system must include an examination of the current utilization of alternatives to incarceration programs. It is essential that issues of crowding not be seen simply as

the jail's problem, as virtually every decision-maker in the justice system exercises discretion that can affect the correctional facility's population.

The historical patterns in alternative forms of incarceration, including the use of any specialty courts, will be analyzed in conjunction with the jail assessment. Caseloads will be analyzed for each criminal justice agency or department and of the community-based correctional programs operating in the County, such as pre-trial release, supervised release, probation, specialty court, etc. The objective of this analysis will be to identify the impact these programs have on the need for bedspace in the County Jail.

The assessment of long-term space needs depends upon a number of factors, including changes in operational and judicial philosophies (specifically, what changed in the past to create bed space and will those types of changes continue into the future), judicial organization, case processing needs, administrative practices and policies, changing technological applications, and changes in client population/demographics and the demand for services as well as changes in other local government operations, such as law enforcement activities. Our team will review recent or anticipated legislative changes and trends, previous studies and reports, and other materials related to the operation of each system component, such as annual and statistical reports.

Where applicable, we will review existing performance standards that may exist for the processing of court cases. At each point in the criminal justice system from arrest through sentencing and incarceration there are many decision points (bail hearings, preliminary hearings, arraignments, trial, or plea) where policies and procedures, organizational resources, and information intersect to influence events that in turn impact resource requirements.

PHASE 5: PROJECTION MODEL SCENARIOS

With the qualitative and quantitative analyses largely in place, the research team will next turn to developing a host of time series statistical forecasts of the jail's population as well as the factors that contribute to that population. The forecasts will cover time horizons of 10, 15, 20, 25-year periods and will be stratified to include key variables of interest (such as classification level, gender, special needs populations, etc.). In addition, our time series modeling allows us to develop a host of scenarios. Our base forecasts are always constructed to show what is likely to occur if the status quo is maintained into the future. Additional scenarios will include the impacts of changes to booking numbers and increased/decreased lengths of stay on the time horizon projections.

PHASE 6: LOCATION ANALYSIS

The jail is located in Houlton in the southern part of the County. This often results in long commutes when arrests are made in the central and northern parts of the county. Our team will analyze the locations and frequencies of arrests throughout the county. This information can be used to determine appropriate siting of a new/replacement jail facility that would minimize the transportation time of arresting officers.

PHASE 7: FUTURE SPACE NEEDS

Using the information gathered, incorporating the projection model scenarios, recommendations will be made for various alternatives for the physical plant and the future operations of the jail. These alternatives will include high-level space needs, inmate housing summaries, and staffing estimates for each alternative in 10-, 15-, 20-, and 25-year time periods.

PHASE 8: STAFFING ESTIMATES

Future staffing levels will be estimated based upon the operational philosophy, housing needs and options, and

staff deployment. Different staffing options will be formulated based upon the agency's supervision philosophy (direct supervision, indirect supervision, or a hybrid operation) to determine the required numbers of full time equivalent (FTE) positions.

The process that will be followed comes from the *Staffing Analysis Workbook for Jails, second edition* developed by the National Institute of Corrections and is considered the "industry standard" process for determining appropriate staffing for local detention facilities.

PHASE 9: REPORTS AND PRESENTATIONS

While interim deliverables will be provided throughout the study, a draft report for the needs assessment will be delivered in a single document suitable for review and acceptance. Our team and Aroostook County will conduct a meeting with involved leaders and staff to review the entire document. Upon completion of the review, we will make any agreed upon changes and prepare a final report document. Any formal final presentations that the County may request will also be coordinated as necessary.

PRELIMINARY SCHEDULE & TIMELINE

Through our experience in the public sector, we have developed a firm understanding of the sequencing of the investigation and the required time for building occupant input and ownership and believe that successful schedule planning and management is achieved only through whole-hearted partnering of the entire project team. Below is a work plan which identifies the critical path needed to achieve the targeted deadline. The flow chart demonstrates that it is critical to develop the space projections while considering current trends; evaluate existing buildings' capacities while establishing a strategic plan; and develop options while constantly monitoring impacts.

Aroostook County Full Needs Assessment		Month				
Phase		1	2	3	4	5
1	Pre-Kickoff Planning & Literature Review	■				
2	Kickoff & Stakeholder Interviews		■ ■			
3	Criminal Justice System Data Analysis		■ ■ ■			
4	Evaluation Of Incarceration Alternatives			■		
5	Projection Model Scenarios			■ ■ ■		
6	Location Analysis			■ ■		
7	Future Space Needs				■ ■	
8	Staffing Estimates					■ ■
9	Reports and Presentations				★ ■ ■ ■ ■	★