



November 26th 2024

Aroostook County, Maine



WE HAVE PARTNERED WITH COMPANIES, LIKE YOURS, TO DEVELOP AND IMPLEMENT A PROACTIVE FLEET STRATEGY.

LOCAL

20+

Government Clients in NE

1,200+

Vehicles under Management

NATIONAL

1,980+

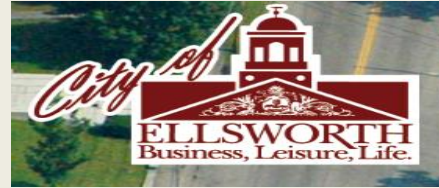
Government Clients in North America

175,000+

Vehicles under Management



County of Waldo, Maine

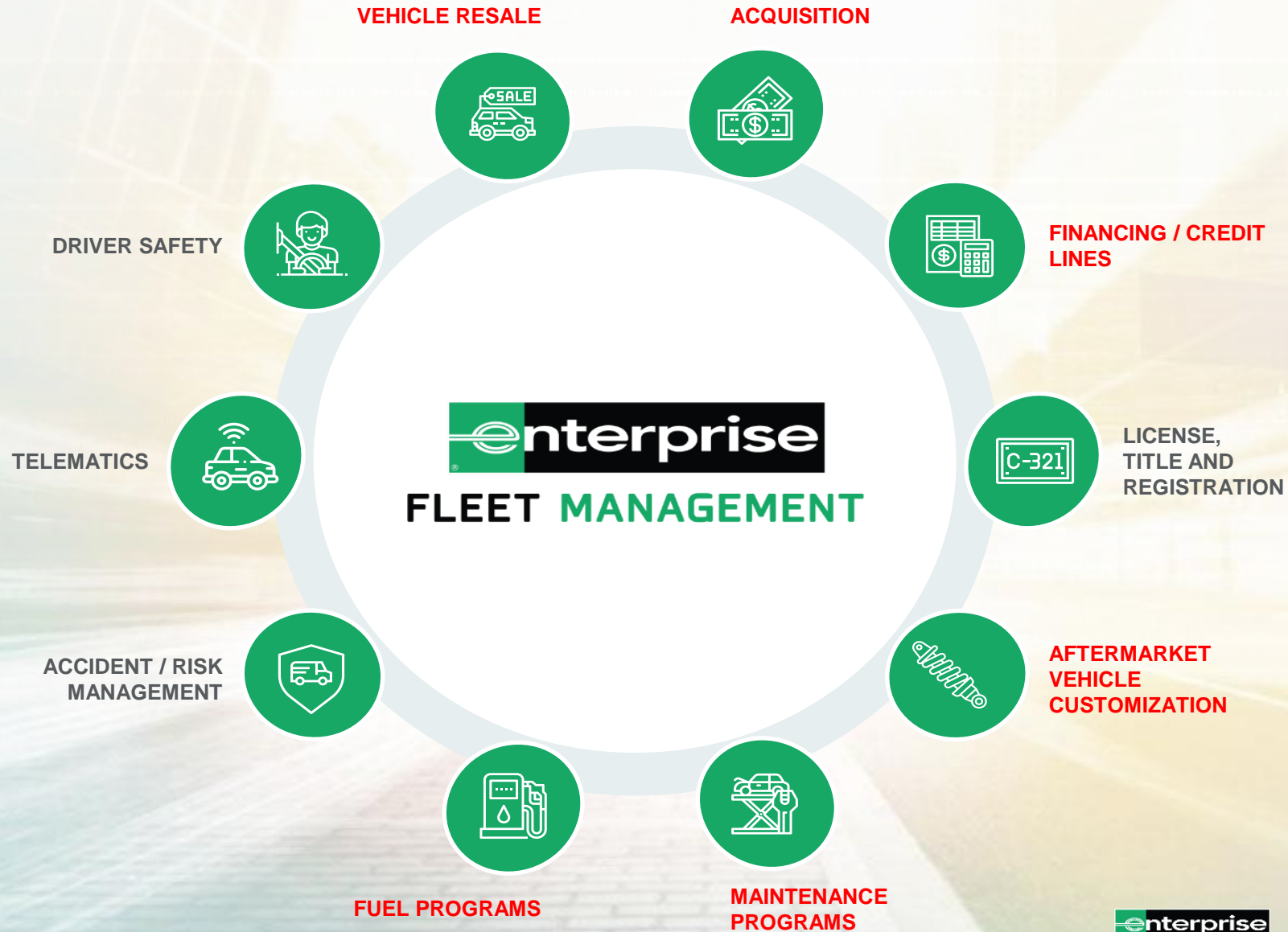


Colby



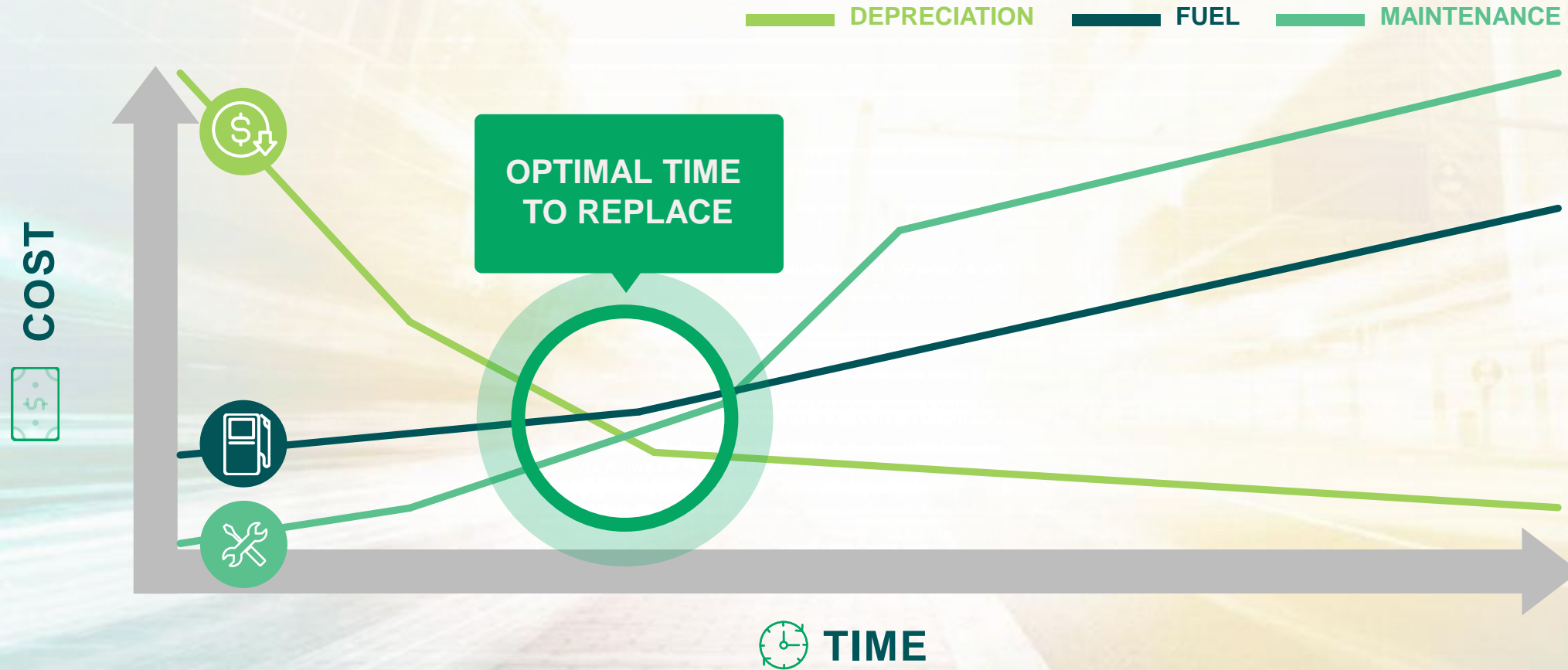
11/26/2024

Programs and Services



EFFECTIVE VEHICLE LIFECYCLE

Determining the right time to replace vehicles



CURRENT SITUATION

Current fleet age is negatively impacting the overall budget and fleet operations

- 0% of the current light and medium duty fleet is over 10 years old
- Resale of the aging fleet is significantly reduced
- Newer vehicles have a significantly lower maintenance expense
- Newer vehicles have increased fuel efficiency with new technology implementations
- Challenged by inconsistent yearly budgets
- Currently vehicle budget is underfunded

KEY CONSIDERATIONS | OBJECTIVES

Identify an effective vehicle life cycle that maximizes potential equity at time of resale creating a conservative savings of over \$571,996 in 10 years

- Shorten the current vehicle life cycle from 6.32 years to 4.91 years
- Free up more than \$73,500 in capital from the salvage of 10 vehicles in the first year
- Significantly reduce Maintenance to an average monthly cost of \$77.91 vs. current \$128.2
- Provide a lower sustainable fleet cost that is predictable year over year
- Reduce the overall fuel spend through more fuel efficient vehicles
- Leverage an open-ended lease to maximize cash flow opportunities and recognize equity.

Increase employee safety with newer vehicles

Currently:

- 0 vehicles predate Anti-Lock Brake standardization (2007)
- 0 vehicles predate Electronic Stability Control standardization (2012)
- 3 vehicles predate standardization of back up camera (2018)
- ESC is the most significant safety invention since the seatbelt

Piggyback Sourcewell awarded Contract # 030122 that addresses the following:

Access to all fleet management services as applicable to the needs of the city

Supports the city's need for fleet evaluation on a quarterly basis assessing costs and reviewing best practices

THE IMPACT



Reduce Fleet Spend
by \$571,996



Decrease Administrative
Burden and Downtime



Enhanced Reporting,
Oversight, & Control



Local Team to Support
Needs Nationwide



Newer Safer Vehicles
Replace Every 4-5 yrs

Aroostook County

Fleet Profile and Replacement Schedule

Fleet Profile			
Vehicle Type	Count	Average Age (years)	Average Annual Mileage
11 Vehicle Types	43	3.6	16,200
Full-size Sedan	1	6.8	13,400
Full-size Van-Passenger	1	4.8	12,800
3/4 Ton Van Cargo	1	5.8	32,700
1 Ton Van Cargo	1	2.8	23,800
Compact SUV 4x4	1	1.8	21,100
Mid Size SUV 4x4	1	1.8	4,200
Compact Pickup Quad 4x4	1	4.8	23,400
1/2 Ton Pickup Quad 4x4	3	3.4	24,300
3/4 Ton Pickup Quad 4x4	1	7.8	8,400
1 Ton Pickup Quad 4x4	1	1.0	2,400
Full Size SUV 4x4-ERV	31	3.4	15,600

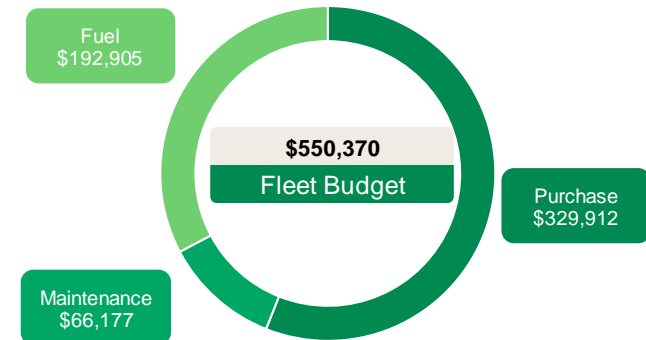
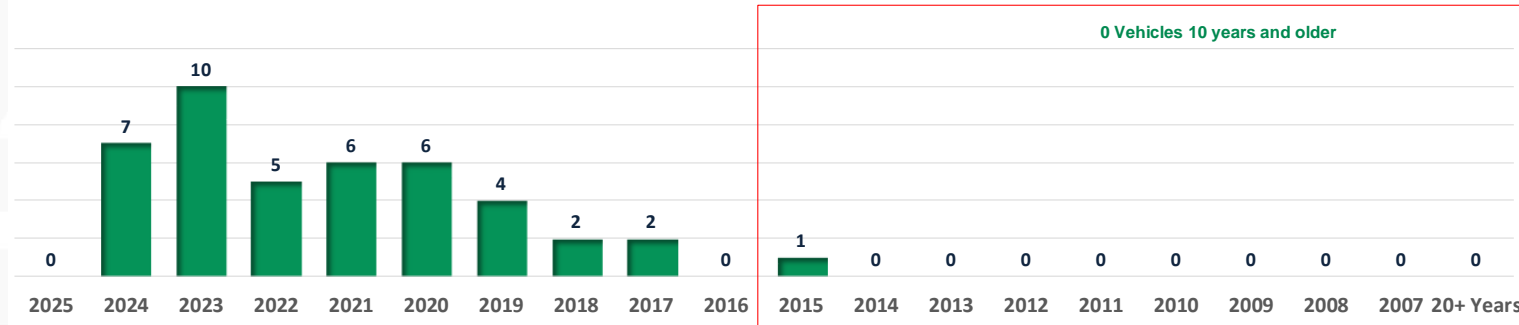
Fleet Replacement Schedule						
2025	2026	2027	2028	2029	Under-Utilized	Excluded
10	5	8	6	14	0	0
0	1	0	0	0	0	0
0	0	1	0	0	0	0
1	0	0	0	0	0	0
0	0	1	0	0	0	0
0	0	0	0	1	0	0
0	0	0	0	1	0	0
1	0	0	0	0	0	0
1	0	0	2	0	0	0
0	1	0	0	0	0	0
0	0	0	0	1	0	0
7	3	6	4	11	0	0

Replacement Criteria

- * Fiscal Year 2025 = 10 years old and older, or odometer over 100,000
- * Fiscal Year 2026 = 8 years old and older, or odometer over 60,000
- * Fiscal Year 2027 = 6 years old and older, or odometer over 40,000
- * Fiscal Year 2028 = 4 years old and older, or odometer over 20,000
- * Fiscal Year 2029 = Remaining Vehicles
- * Underutilized = Annual Mileage less than 1,000

Vehicle Type	Quantity	Avg Age	Avg Annual
SUV	33	3.3	15,449
TRUCK	6	4.0	17,846
VAN	3	4.5	23,110
CAR	1	6.8	13,450
Totals/Averages:	43	3.6	16,300

MODEL YEAR ANALYSIS



Aroostook County Fleet Planning Analysis

Assumptions	Fleet Analyzed	43	Fleet Growth	0.00%
	Current Cycle	6.32	Annual Miles	16,200
	Current Maintenance	\$128.25	Current MPG	13
	Maint. Cents Per Mile	\$0.10	Price/Gallon	\$3.60

Proposals	Proposed Fleet	43
	Proposed Cycle	4.91
	Proposed Maintenance	\$77.91

Fiscal Year	Fleet Mix				Fleet Cost					Annual		
	Fleet Size	Annual Needs	Owned	Leased	Purchase	Lease*	Equity (Owned)	Equity (Leased)	Maintenance	Fuel	Fleet Budget	Net Cash
Average	43	6.8	43	0	329,912	0	-38,624		66,177	192,905	550,370	0
Year 1 ('25)	43	10	33	10	0	126,488	-73,500		60,137	183,932	297,057	253,313
Year 2 ('26)	43	5	28	15	0	186,616	-48,450		57,116	179,446	374,729	175,641
Year 3 ('27)	43	8	20	23	0	293,210	-133,663		52,284	172,268	384,100	166,270
Year 4 ('28)	43	6	14	29	0	370,637	-98,874		48,660	166,885	487,307	63,062
Year 5 ('29)	43	14	0	43	0	557,835	-299,110	-149,573	40,203	154,324	303,680	246,690
Year 6 ('30)	43	11	0	43	0	557,835		-82,786	40,203	154,324	669,576	-119,206
Year 7 ('31)	43	6	0	43	0	557,835		-130,362	40,203	154,324	622,000	-71,631
Year 8 ('32)	43	9	0	43	0	557,835		-97,375	40,203	154,324	654,987	-104,618
Year 9 ('33)	43	7	0	43	0	557,835		-216,888	40,203	154,324	535,475	14,895
Year 10 ('34)	43	14	0	43	0	557,835		-149,573	40,203	154,324	602,789	-52,420

SAVINGS

10 Year Savings	\$571,996
Total Savings Impact*	\$787,039

*Total Savings Impact Includes unrealized equity of \$215,044

Current Fleet Equity Analysis						
YEAR	2025	2026	2027	2028	2029	Under-Utilized
QTY	10	5	8	6	14	0
Est \$	\$7,350	\$9,690	\$16,708	\$16,479	\$21,365	\$0
TOTAL	\$73,500	\$48,450	\$133,663	\$98,874	\$299,110	\$0
\$653,596						
Estimated Current Fleet Equity**						

* Lease Rates are conservative estimates
 **Estimated Current Fleet Equity is based on the current fleet "sight unseen" and can be adjusted after physical inspection and may change based on market factors, these are not guaranteed values
 Lease Maintenance costs are exclusive of tires unless noted on the lease rate quote.

Key Objectives

- Lower average age of the fleet**
 0% of the current light and medium duty fleet is over 10 years old
 Resale of the aging fleet is significantly reduced
- Reduce operating costs**
 Newer vehicles have a significantly lower maintenance expense
 Newer vehicles have increased fuel efficiency with new technology implementations
- Maintain a manageable vehicle budget**
 Challenged by inconsistent yearly budgets
 Currently vehicle budget is underfunded

Recommendation and Action Plan

YEAR	MAKE	MODEL	SERIES	VIN	LAST KNOWN ODOMETER	AGE	RECOMMENDED REPLACEMENT YEAR
2019	Chevrolet	Tahoe	Police Vehicle 4x4	1GNSKDEC1KR384700	127,508	6	2025
2021	Chevrolet	Tahoe	Police Vehicle 4x4	1GNSKLED4MR325839	101,288	4	2025
2020	Chevrolet	Tahoe	Police Vehicle 4x4	1GNSKDECXLR236904	121,987	5	2025
2020	Chevrolet	Tahoe	Police Vehicle 4x4	1GNSKDECXLR237003	107,077	5	2025
2017	Dodge	Durango	Police Vehicle 4x4	1C4RDJDGXHC839690	167,056	8	2025
2015	Ford	Utility Police Interceptor	Base All-wheel Drive	1FM5K8AR5FGC07667	156,004	10	2025
2018	Ford	Police Interceptor Utility	Base All-Wheel Drive	1FM5K8AR8JGB18944	186,458	7	2025
2020	Ford	Ranger	XL 4x4 SuperCrew 5 ft. box 126.8 in. WE	1FTER4FH8LLA59946	113,000	5	2025
2019	Ford	Transit-250	Base w/Sliding Pass-Side Cargo Door	1FTYR2CMXKKA77291	190,856	6	2025
2019	Ford	F-150	XL 4x4 SuperCrew Cab Styleside 5.5 ft.	1FTEW1E57KFC15048	157,000	6	2025

- Replace 10 units 10-years or 100k miles
- Enroll all units in full-maintenance & maintenance management program
- Enroll in Geotab telematics?
- Enroll in WEX
- Fleet Buyout or License & Administration?

First Round Equity: \$73,500
Avg: \$7,350



Factory Ordering

- **Order proactively for best pricing**
- **Select options for drivers or allow for options packages with controls**
- **EFM/EHI has cultivated strong, relationships with manufacturers for industry leading order and timeline insight**
- **Access to occasional special allocation and offers from manufacturers**



Infrastructure On Stock

- **EFM can buy from our dealer network, built on Enterprise Holdings infrastructure**
- **Use for urgent or growth-related needs**

MUVE |

- **Clients country-wide may occasionally cancel factory orders, we can re-allocate these at factory order pricing**
- **Our MUVE system allows us to share these cancelled factory ordered units across the country and locally**
- **These units are in a variety of stages of production**
- **We can acquire and allocate these units at factory order pricing for other clients**

Maintenance Programs

Full Maintenance

- Fixed/Budgeted monthly rate
- Simple process for all parties
- Includes: 24/7 Roadside, all major and minor repairs

Maintenance Management

- “Bridge” program for currently owned fleet vehicles
- Seamless experience for field drivers

Enterprise National Service Department


- 200 Employees with over 1,100+ total ASE certifications
- 500,000+ vehicles under management on this program
- \$65 million in customer savings in 2022
- \$26 million in negotiated savings on parts/labor
- \$3.5 million in post warranty/goodwill refunded to our customers in 2022


3 MAINTENANCE AND REPAIR LOCATIONS NEAR "04736"


Not what you're looking for? [Search again](#)

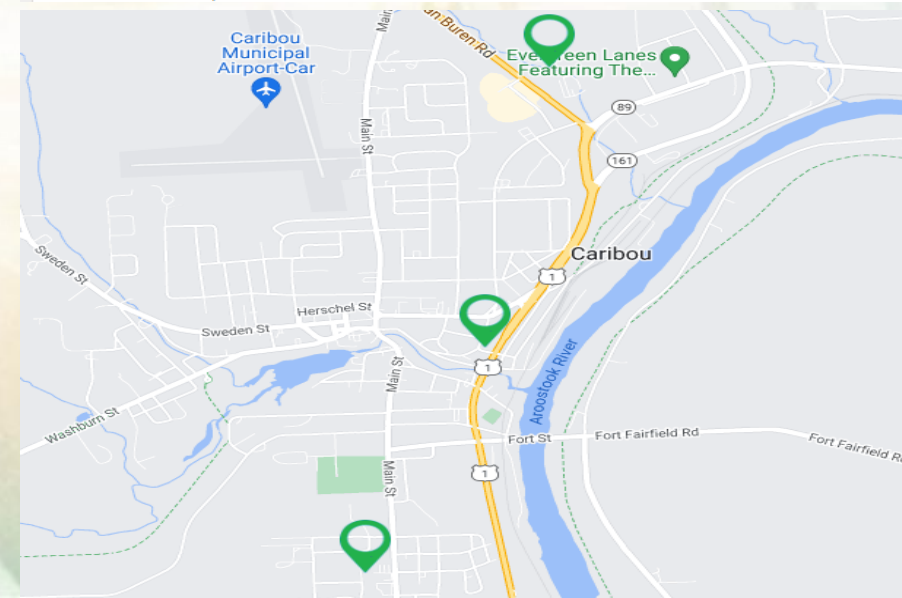
SHOWING: Preferred Partner (3) Partner (1)

Search Service Locations

 **GRIFFETH FORD**
16 Access Hwy.
Caribou, Maine 04736
Telephone: 207-496-3111

 **HOGAN TIRE**
84 Water Street
Caribou, Maine 04736
Telephone: 207-492-1500

 **BEAULIEU'S AUTO**
490 Main St
Caribou, Maine 04736



Resale Capability

600 DEDICATED
REMARKETING EMPLOYEES



150 REMARKETING
LOTS IN NORTH AMERICA

IN 2022, ENTERPRISE
**SOLD MORE THAN
1,000,000
VEHICLES.**



■ AUCTION 10%
■ DIRECT TO
DEALER 90%

19,000+
UNIQUE BUYERS



AT AN AVERAGE OF
**108% ABOVE
BLACK BOOK (CVI).**

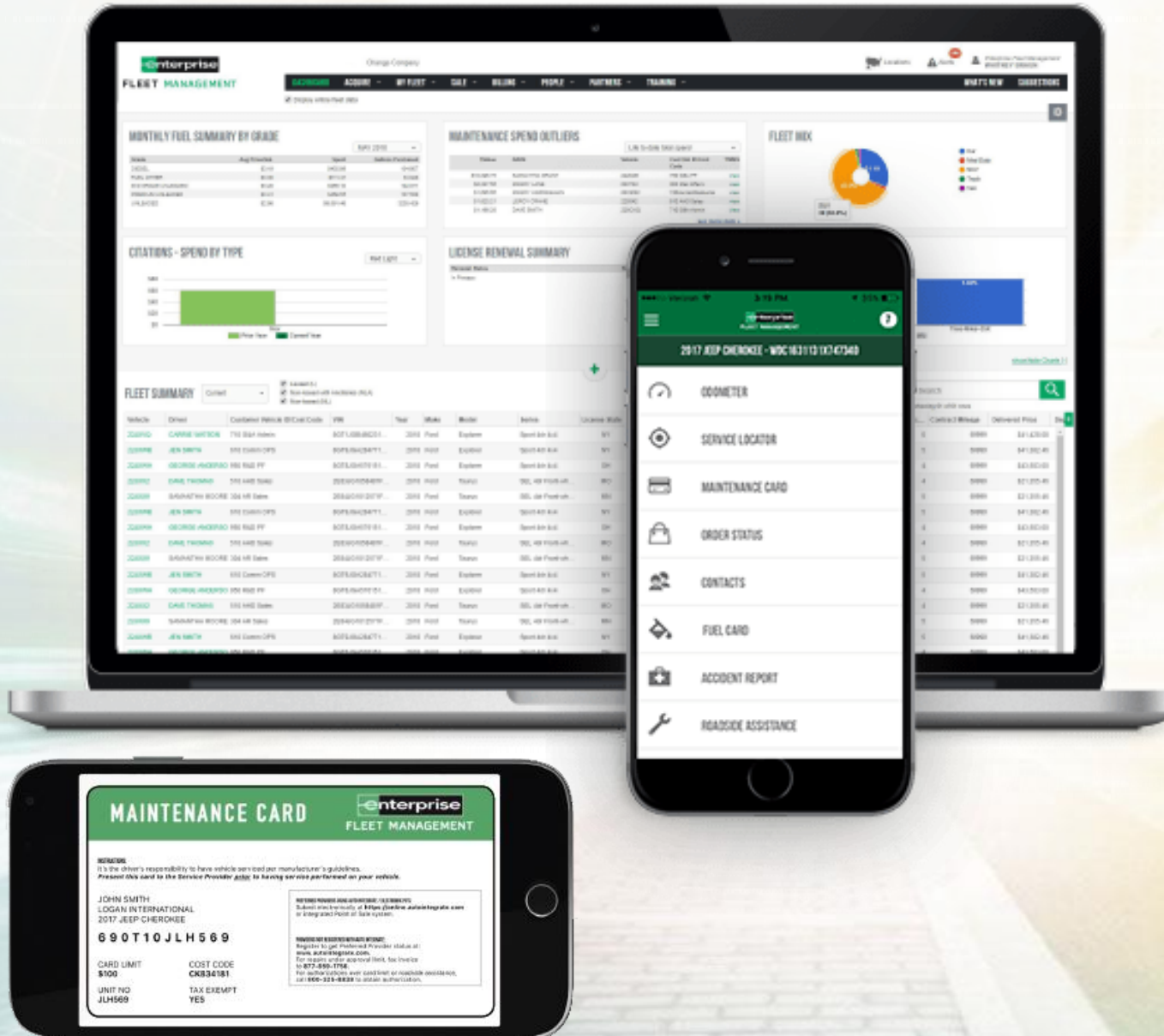
Resale Proof

YMM	SERS	Miles	Sale Price	Black Book Value	Industry Sales Price%	Industry Sales Price Diff (Dollars)	Buyer Type
2015 RAM B25C	Tradesman 4x4 Crew Cab 169 in. WB	115,631	\$21,000.00	\$18,575.00	113.1	\$2,425.00	Franchise Dealer
2016 RAM PRMC	Tradesman Cargo Van	79,469	\$15,000.00	\$12,675.00	118.3	\$2,325.00	Independent Dealer
2017 CHEV E25C	Work Van Rear-wheel Drive Cargo Van	90,500	\$22,000.00	\$19,875.00	110.7	\$2,125.00	Independent Dealer
2017 CHEV S15	LT w/1LT 4x2 Regular Cab 6.6 ft. box 119 in. WB	92,102	\$18,800.00	\$15,950.00	117.9	\$2,850.00	Referral
2017 CHEV S15	LT w/1LT 4x2 Regular Cab 6.6 ft. box 119 in. WB	133,251	\$14,500.00	\$12,625.00	114.9	\$1,875.00	Independent Dealer
2017 GMC K15D	Base 4x2 Double Cab 6.6 ft. box 143.5 in. WB	114,892	\$16,200.00	\$13,675.00	118.5	\$2,525.00	Independent Dealer
2017 RAM PM2H	High Roof Cargo Van 136 in. WB	97,945	\$23,000.00	\$20,250.00	113.6	\$2,750.00	Referral
2018 CHEV S15	LT w/1LT 4x2 Regular Cab 6.6 ft. box 119 in. WB	100,026	\$18,000.00	\$16,725.00	107.6	\$1,275.00	Independent Dealer
2018 CHEV S25	LT 4x2 Regular Cab 8 ft. box 133.6 in. WB	112,026	\$20,200.00	\$16,525.00	122.2	\$3,675.00	Independent Dealer
2019 CHEV S2HC	WT 4x4 Crew Cab 6.6 ft. box 153.7 in. WB	93,464	\$27,500.00	\$24,550.00	112.0	\$2,950.00	Referral
2019 GMC K1LD	Base 4x4 Double Cab 6.6 ft. box 143.5 in. WB	102,515	\$22,300.00	\$18,375.00	121.4	\$3,925.00	Independent Dealer
2020 CHEV S15C	High Country 4x4 Crew Cab 6.6 ft. box 157 in. WB	68,963	\$42,000.00	\$39,475.00	106.4	\$2,525.00	Independent Dealer
2020 GMC K2HC	Base 4x4 Crew Cab 6.75 ft. box 158.9 in. WB	108,923	\$32,500.00	\$30,325.00	107.2	\$2,175.00	Franchise Dealer
2020 GMC K2HC	Base 4x4 Crew Cab 6.75 ft. box 158.9 in. WB	78,606	\$35,500.00	\$32,250.00	110.1	\$3,250.00	Referral
2021 NISN NV15	SV V6 3dr Rear-Wheel Drive Cargo Van	19,735	\$36,000.00	\$31,100.00	115.8	\$4,900.00	Franchise Dealer

2018 FORD POLICE INTERCEPTOR 4D SUV 3.7L

Date ↓	Price ↑	Odo (mi) ↑	Grade ↑	Eng/T ↑	Ext Color ↑
7/25/23	\$4,800	158,533	1.8	6G/A	Black
7/25/23	\$4,800	155,456	--	6G/A	White
7/19/23	\$16,000	68,952	3.8	6GT/A	Black
7/19/23	\$9,600	125,870	4.2	6ET/A	White
7/18/23	\$23,700	28,302	2.0	6G/A	White
7/18/23	\$23,000	37,071	1.9	6G/A	White
7/12/23	\$22,300	32,704	4.8	6G/A	White

Tools and Technology



Client Website

- Visibility and tracking of vehicle data
- Customized dashboards with easy reporting
- Real-time alerts
- Simplify accounting processes with vehicle descriptors
- Self-service features including *driver changes, vehicle descriptors, mileage information and more*
- Assign unlimited unique identifiers to each vehicle to simplify routine tasks and vehicle categorization

Mobile App Features

- **Maintenance Card**
- **Maintenance & Fuel Locators**
- **Accident Reports**
- **Order Status**
- **Roadside Assistance**
- **Alerts & Reminders**
- **Vehicle Information**
- **Contact Information**
- **Ability to Store Insurance Cards**



FLEET MANAGEMENT

802-371-9374

Tucker.J.LaClair@efleets.com

From: Beyer, Stacie R <Stacie.R.Beyer@maine.gov>

Sent: Tuesday, December 17, 2024 4:00 PM

To: Ryan D. Pelletier <ryan@aroostook.me.us>; Paul Bernier <paul@aroostook.me.us>

Cc: Leo Trudel - Commissioner <leo.trudel@maine.edu>; Godsoe, Benjamin <Benjamin.Godsoe@maine.gov>

Subject: Aroostook County's Appointment to the Maine Land Use Planning Commission

Good afternoon,

As you may know, Aroostook County has the authority and responsibility to appoint one Maine Land Use Planning Commission (LUPC) member. Commissioner Trudel holds Aroostook County's seat; however, his term expires on March 13, 2025. I am writing to notify you of the upcoming term expiration and offer guidance for either the reappointment of Commissioner Trudel or appointing a new commissioner for Aroostook County's seat on the board. In accordance with P.L. 2011, chapter 682, An Act to Reform Land Use Planning in the Unorganized Territory, one member of the Maine Land Use Planning Commission must be nominated by each of the eight counties with the most acreage in the unorganized or deorganized areas subject to the jurisdiction of the Commission. The county commissioners of each county must nominate a resident of that county to serve as a member of the Commission. The Governor must nominate the 9th and final member of the Commission. Title 12 establishes the process for appointing a new commissioner and the eligibility requirements for nominees:

The board of county commissioners for each of the counties shall appoint by majority vote a resident of that county to serve as a member of the commission. A county commissioner who is a candidate for appointment to serve on the commission may not vote on that appointment. In making the appointment, the board of county commissioners shall actively seek and give consideration to persons residing in or near the unorganized or deorganized areas within the county. The board of county commissioners shall advertise the position in the same manner as the county advertises personnel positions. The board of county commissioners shall accept written or electronic applications from candidates, conduct interviews with candidates as determined by the board and select from among those candidates an appointee. An appointee under this subsection must have expertise in commerce and industry, fisheries and wildlife, forestry, or conservation issues as they relate to the commission's jurisdiction and must:

- A. Reside in the commission's jurisdiction;*
- B. Work in the commission's jurisdiction; or*
- C. Be a former resident or be retired after having worked for a minimum of 5 years within the commission's jurisdiction.*

Once the Aroostook County Commissioners have reappointed Commissioner Trudel or appointed a new Land Use Planning Commission member, the County must request confirmation of the appointment from the Legislature by sending letters to the President of the

Senate and the Speaker of the House of Representatives. I have attached a guidance document explaining the confirmation process. I have also attached all the forms that will need to be completed by the County's appointee and submitted with the confirmation request. A copy of the appointee's resume is also required with the request. The Legislative Council asks that we remind you that there will be a public hearing as part of the confirmation process, and someone from the county (preferably a County Commissioner) will need to be present (preferably in person) at the public hearing to offer testimony and present the nominee. When you submit your confirmation request, it would be helpful if you could copy me on the letters. That will allow me to follow the process and ensure the LUPC is ready for the appointment. Please do not send me a copy of any confidential information that the Legislature requires for their confirmation of the appointment, particularly the Authorization for Release of Personal Information form and the Tax Clearance form, which both include protected personal information.

As a reminder, the reappointment of the position or appointment of a new Maine Land Use Planning Commission member is due before Commissioner Trudel's term expires on March 13, 2025. If I can be of any assistance as you work through this process, please do not hesitate to contact me via e-mail or telephone (207-557-2535).

Regards,

Stacie



Stacie R. Beyer
Executive Director
Maine Land Use Planning Commission
Department of Agriculture, Conservation and Forestry
<https://www.maine.gov/dacf/lupc>

Guidance on the Legislative Process for Submitting County Nominations to the Maine Legislature: Maine Land Use Planning Commission Appointments

Background

As provided in P.L. 2011, chapter 682, An Act to Reform Land Use Planning in the Unorganized Territory, one member of the Maine Land Use Planning Commission must be nominated by each of the eight counties with the most acreage in the unorganized or deorganized areas subject to the jurisdiction of the commission. The county commissioners of each of the counties must nominate a resident of that county to serve as a member of the commission. The Governor must nominate the 9th and final member of the commission.

Legislative Review Required

The County nomination requires review by the joint standing committee of the legislature having jurisdiction over conservation matters and is subject to confirmation by the Maine Senate. As part of the legislative process, individuals who have been nominated are asked to provide background information for review by the committee. This includes a *questionnaire form and resume, an information release form, and a tax clearance form*; copies of the forms are attached. County commissioners should consider requesting a resume from potential nominees and use this or similar forms when evaluating potential nominees so they will have important background information on nominees before they formally vote to nominate a resident to the commission. Please note that some information requested on the Legislature's forms is of a personal or confidential nature, so great care should be taken to handle the documents appropriately.

Eligibility Requirements

The law establishes the eligibility requirements for nominees as follows:

An appointee under this subsection must have expertise in commerce and industry, fisheries and wildlife, forestry or conservation issues as they relate to the commission's jurisdiction and must:

- A. Reside in the commission's jurisdiction;
- B. Work in the commission's jurisdiction; or
- C. Be a former resident or be retired after having worked for a minimum of 5 years within the commission's jurisdiction.

Nomination Process

The board of county commissioners must advertise and select a nominee in the same manner as the county advertises personnel positions. Once the county commissioners have chosen their nominee, they must notify the Legislature in writing by *sending two letters* on County Commissioner office stationery identifying the full name and legal residence of the nominee and

the date of the County Commissioners' vote to nominate that person. The letters, accompanied by the nominee's resume and the three legislative forms completed by the nominee, must be addressed to the President of the Maine Senate *and* to the Speaker of the House of Representatives with copies to the Executive Director of the Legislative Council and mailed in an envelope marked "Confidential - LUPC Nomination" to:

Maine Legislature

Legislative Information Office, Office of the Executive Director

100 State House Station, Augusta, ME 04333-0100

Attn: Casey Milligan, Manager

The letters should be delivered within five business days of the county commissioners' vote.

Legislative Process

Once the Legislature has received the nomination, the Legislative Information Office will forward the materials to the appropriate joint standing committee of the Legislature and work with the committee to schedule a public hearing on the nomination. When a date has been set for the public hearing, the county will be notified of the date, time, and location of the hearing. At the public hearing, the county will be given the opportunity to present the nominee and state its support for the nominee. Presentation of the nominee by one of the sitting county commissioners is preferred. The Legislative Information Office will also contact the nominee directly regarding the hearing process. The nominee will be advised to prepare and present a statement (written or oral) at the hearing in support of their nomination.

Following the hearing, the joint standing committee will vote on the nominee. The vote is the committee's recommendation to the Maine Senate, and the Senate will schedule a session to vote on that and other nominations that come before it. The Senate's decision on the nomination is final.

If the County or any nominee has questions about the forms or the legislative confirmation process, they are welcome to contact the Manager of the Legislative Information Office, who coordinates the administrative aspects of the confirmation process for the Legislature at 287-1692.

Failure to Nominate a Commissioner

Please note that if a county fails to nominate a member to the commission within 90 business days of a vacancy on the commission to be filled by that county, the Governor must nominate a resident of that county to fill the vacancy. Because there is no requirement that the legislature receive notice of a vacancy on the commission (by term expiration, resignation, or otherwise), it cannot reliably inform counties of vacancies. For county commissioners to be afforded full opportunity to make their nominations to the commission, counties should file a request with the Executive Director of the Maine Land Use Planning Commission, renewed annually, that the county be notified whenever a vacancy on the commission occurs (mailing address: 22 State House Station, Augusta, ME 04333-0022).



Maine State Legislature

AUTHORIZATION FOR RELEASE OF PERSONAL INFORMATION

I, _____ do hereby authorize a review of and full disclosure of all records or any part thereof concerning myself, to **the Maine State Legislature**, a duly authorized agent of the State of Maine, whether said records are of a public, private, or confidential nature.

The intent of this authorization is to give my consent for a full and complete disclosure of the records of any institution, agency, department, system, and the like concerning criminal acts now or formerly prohibited by law. I understand these records may include additional personal information that may not be redacted and specifically authorize release thereof.

It is the intent of this authorization to provide free and full access to the background and history of my personal life, for the specific purpose of undertaking a background investigation, which may provide pertinent data in determining my suitability for employment, appointment, or commissioning by the State of Maine. It is my specific intent to provide access to such personal information, however personal or confidential it may appear to be, to assist the relevant parties in determining said suitability and the sources of information specifically enumerated above are not intended to deny access to any records not specifically mentioned herein.

I understand that any information obtained by the personal history background investigation, whether developed directly or indirectly, in whole or in part, upon this release authorization will be considered in determining my suitability for employment, appointment, or commissioning by the State of Maine. I acknowledge that this has been fully and clearly explained to me and fully understand that the refusal to grant authorization will not, of itself, constitute a basis for rejection of my application.

A photocopy or electronic version of this release will be valid as an original hereof.

SIGNATURE _____ DATE _____

STREET ADDRESS _____

DOB _____ SSN _____ PHONE _____

WITNESS SIGNATURE _____

WITNESS NAME _____



**MAINE STATE LEGISLATURE
QUESTIONNAIRE FOR APPOINTED POSITION SUBJECT TO
CONFIRMATION BY THE LEGISLATURE**

Please feel free to attach a sheet if not enough space is provided for your answers.

Formal name of Position nominated for: _____

Nominated by: _____ (Attach letter of nomination)

**Part 1
Contact and Background Information**

Full Name _____

Town of Residence: _____ How long: _____

Are you a year Round Resident of Maine? Yes No

Home Mailing Address _____

Home Phone: _____

Business Address _____

Business Phone _____

Preferred email address _____

Professional Background Information

Current Occupation _____

Name and address of current employer: _____

Length of employment: _____

Contact Person for Reference: _____

Educational Background

High School: _____ College: _____

Graduate Work: _____ Special Training: _____

Part 2
Community Service and Professional Affiliations

Please list civic, political and other community service background information:

Please list association memberships:

Please list special recognition, honors or awards:

Have you ever been elected or appointed to public office (including other boards/commissions) in Maine? Yes No . If yes, please list the name of the office held and include dates of service:

Have you been or are you now a registered lobbyist? Yes No . If yes, please list the principals you represent(ed) and dates: _____

Have you or members of your immediate family (spouse, domestic partner, child, parents, siblings) or businesses in which you or they have been an owner, controlling shareholder, officer, or employee, had any contractual or other direct dealings during the last four years with any state, federal or local government agency? Yes No . If yes, please explain.

Please list any organizations, businesses or corporations in which you or your spouse or children hold any office, ownership interest, stocks or bonds, and indicate the nature of your relationship.

Part 3
Position Information

Is this a reappointment? Yes No . If so, length of service _____

Did you seek out this appointment or were you approached by others to seek appointment?

Please Explain: _____

What experience or expertise do you feel you would bring to this position? _____

Is there anything else that we should know about you that would demonstrate your qualifications to serve in the position by way of education, experience or interest?

Explain: _____

If appointed, will you be able on a regular basis, to attend daytime meetings and spend the necessary time preparing for meetings? Yes No .

Explain: _____

Do you know of any reason why any individual or group would be opposed to your nomination? Yes No . If so, why? _____

Is there anything else we should know about you, your background, or experiences or anything that would pose a difficulty or conflict with your service in this position?

Explain: _____

Please list three persons unrelated to you who would support your appointment:

Name	Occupation	Address	Phone	Email
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Within the past 6 years, have you been cited for or the subject of an enforcement action by the board, commission or department to which you are seeking appointment? Yes No .

Explain in detail: _____

Part 4

Conflicts of Interest and Violations

Are you aware of any actual or potential conflict of interest arising out of this appointment pursuant to Title 5, §18, sub-§.2, as follows:

Executive employee. An executive employee [including members of state boards and commissions] commits a civil violation if that person personally and substantially participates in his or her official capacity in any proceeding in which, to his or her knowledge, any of the following have a direct and substantial financial interest:

- A. Himself or herself, spouse or dependent children;
- B. His or her partners;
- C. A person or organization with whom he or she is negotiating or has agreed to an arrangement concerning prospective employment;
- D. An organization in which he or she has a direct and substantial financial interest; or
- E. Any person with whom the employee has been associated as a partner or a fellow shareholder in a professional service corporation pursuant to Title 13, chapter 22-A, during the preceding year.

Yes No . If you have a conflict or potential conflict, what steps have you taken or do you plan to take to remove yourself from this conflict situation?

Are you or have you ever been a party of civil or criminal court litigation either personally or as an officer or a corporation, association, or other legal entity?

Yes No . If so, describe the circumstances of any such litigation: _____

Have you ever been sanctioned, reprimanded or entered into a settlement agreement by a professional or occupational board?

Yes No .

If so, please explain in detail: _____

Have you ever been arrested, charged, indicted or convicted for a violation of any federal, state, county, or municipal law, regulation, or ordinance (exclude traffic violations for which a fine or civil penalty of \$150 or less was paid).

Yes No . If yes, please explain in detail: _____

STATE OF MAINE

Tax Clearance for Confirmable Appointive Position

To State Tax Assessor: To assist in the evaluation of my qualifications to serve in an appointive position in Maine State Government, I hereby authorize the State Tax Assessor to release a summary of my Maine tax standing to the Commissioner of Finance or the Commissioner's Authorized Representative. The summary of tax standing will be through the date of this agreement and limited to information concerning the proper filing of State tax returns and the satisfaction of any State tax liabilities. A copy of the report is to be provided to the authorized representative and myself. This authorization of a representative pursuant to 36 M.R.S.A. §191, subsection 2, paragraph A, is limited only to that information contained in the summary of tax standing and does not extend to a further review of the records on file with the Bureau of Maine Revenue Services.

It is understood that any specific information provided in the summary of tax standing is to be treated in a confidential manner as required by 36 M.R.S.A. §191.

Taxpayer Name:	Phone #:
Social Security #:	Date of Birth:
Taxpayer Current Address:	Alternate name you may have filed under:

1. Do you have any State of Maine tax liability that is currently outstanding? No Yes
 If YES, please explain: _____

2. Are you required to file any Maine State return(s) other than individual income tax No Yes
 If YES, please list tax type and account #: _____

3. Have you filed a Maine State Income Tax Return every year for the past 7 years?
 No Yes If NO, please list the year(s) and explain why the return(s) was not filed:

4. Are there any Maine State tax returns that have not been filed because you lived outside the State of Maine? No Yes If YES, what years, and what date did you return to Maine: _____

Taxpayer's signature: _____ Date: _____

MRS – Office Use Only

Clearance Granted: Yes No If No, reason: _____

MRS Clearance Officer: _____ Date: _____

Tracer needed: Yes No F107 Note:



Proposal for a Detention Center Needs Assessment and Feasibility Study

December 18, 2024

Alan Richardson, President
arichardson@justiceplanners.com
803.394.9486

justiceplanners.com

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

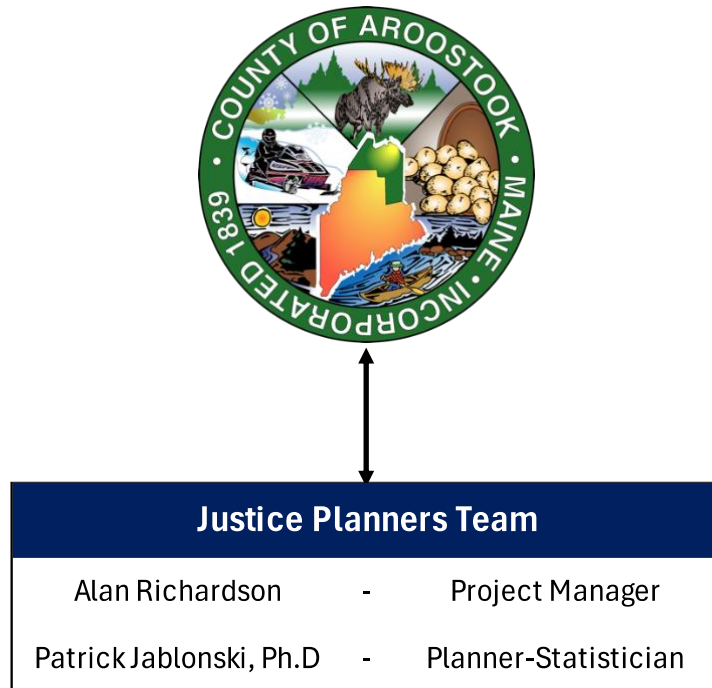
Allegan County, Michigan - detention center transition and activation
Anderson County, South Carolina – detention center staffing analysis
Anoka County, Minnesota – new jail planning and programming
Athens-Clarke County, Georgia – jail needs assessment update
Beltrami County, Minnesota – jail needs assessment 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.



ALAN RICHARDSON | 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	RELEVANT PROJECT EXPERIENCE
Local Detention Projects 30+ Projects	Beltrami County, Minnesota – jail needs assessment and feasibility study Steele County, Minnesota – criminal justice system analysis Fulton County, Georgia – staffing analysis
Justice and Public Safety 15+ Projects	Anoka County, Minnesota – new jail planning and programming Pitkin County, Colorado – criminal justice system analysis Fayette County, Pennsylvania – county prison feasibility study
Corrections 15+ Projects	Richland County, South Carolina – detention center needs assessment Montgomery County, Tennessee – juvenile detention needs assessment Hamblen County, Tennessee - jail needs assessment
Training 15+ Training Programs	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.



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			★	■	★

FEE SCHEDULE

The table below shows the total proposed fee by task along with reimbursable expenses.

Aroostook County Detention Center Needs Assessment		
Task		Total
1	Pre-Kickoff Planning & Literature Review	\$6,400
2	Kickoff & Stakeholder Interviews	\$9,600
3	Criminal Justice System Data Analysis	\$14,400
4	Evaluation Of Incarceration Alternatives	\$9,600
5	Projection Model Scenarios	\$11,200
6	Location Analysis	\$3,200
7	Future Space Needs	\$4,800
8	Staffing Estimates	\$3,200
9	Reports and Presentations	\$12,000
Total Fee:		\$74,400
Total Reimbursables:		\$ 7,200
Total Project Cost:		\$ 81,600

Reimbursable costs assume two onsite visits. The first will be to kick off the project, and the second will be for a final presentation.



JUSTICE PLANNERS
justiceplanners.com

County of Aroostook

COMMISSIONERS' OFFICE

FINANCE DIRECTOR / DEPUTY TREASURER
Dana L. Gendreau



COUNTY COMMISSIONERS

PAUL J. UNDERWOOD
PRESQUE ISLE

WILLIAM T. DOBBINS
HOULTON

DANIEL V. DEVEAU
CYR PLANTATION

January 1, 2025

Subject: IRS Mileage Rate 2025

The County of Aroostook current mileage reimbursement is 67 cents per mile.
The IRS 2025 mileage reimbursement has been set at 70 cents per mile.
It is my recommendation that we move the mileage rate to the 2025 IRS limit.

Regards,

Dana Gendreau

Dana Gendreau
Finance Director

AROOSTOOK COUNTY COMMISSIONERS
Unorganized Territory Fund
FY 2025-2026 Proposed Budget

ACCOUNTS		DESCRIPTION	2024-2025 APPROVED	2025-2026 Proposed	\$ CHANGE	% CHANGE
1	Cross Lake					
230201	30302	Snow Contract for T17R5	26,950	28,300	1,350	5.01%
230401	34002	Fire Suppression	500	800	300	60.00%
230401	34005	Fire Protection Madawaska	1,450	1,500	50	3.45%
230401	34010	Firefighters Stipend	38,000	22,000	(16,000)	-42.11%
230401	34045	Medical Evaluations	1,000	1,000	0	0.00%
230401	34046	Hepatitis B Shots	500	500	0	0.00%
230401	34105	Mileage/Gas	3,000	4,000	1,000	33.33%
230401	34205	Gas/Oil Fire Trks	2,500	2,500	0	0.00%
230401	34210	Repairs, Vehicle	12,000	12,000	0	0.00%
230401	34305	Electricity	4,800	5,800	1,000	20.83%
230401	34310	Sewer	675	675	0	0.00%
230401	34315	Telephone/Internet	5,800	7,000	1,200	20.69%
230401	34605	Snow Removal	8,700	8,700	0	0.00%
230401	34610	Building Maint	5,800	6,500	700	12.07%
230401	34656	Dispatching	1,500	1,600	100	6.67%
230401	34657	Radio Repair	2,000	2,000	0	0.00%
230401	34659	SCBA Maint	3,500	4,600	1,100	31.43%
230401	34661	Hose Repair Maint	150	150	0	0.00%
230401	34662	Fire Ext Maint	500	500	0	0.00%
230401	34663	Pump & Hose Test	1,350	2,500	1,150	85.19%
230401	34721	Medicare/Fica	1,300	1,500	200	15.38%
230401	34723	Insurance	7,200	7,200	0	0.00%
230401	34755	Workers Comp	1,300	1,300	0	0.00%
230401	34820	Dues	810	810	0	0.00%
230401	34940	Training & Educ	2,300	2,300	0	0.00%
230401	35205	Fuel	14,000	14,000	0	0.00%
230401	35335	Office Supplies	900	1,000	100	11.11%
230401	35405	Uniforms	2,000	2,000	0	0.00%
230501	30302	Ambulance Services	16,400	18,552	2,152	13.12%
230601	30302	Street Lights	450	500	50	11.11%
230801	30302	Polling Places T17R5	1,800	2,000	200	11.11%
231001	34110	Meals	800	800	0	0.00%
231001	34300	Taxes	475	610	135	28.42%
231001	34305	Electricity	560	580	20	3.57%
231001	34315	Telephone	790	790	0	0.00%
231001	34605	Snow Removal	2,215	2,300	85	3.84%
231001	34610	Building Maint	210	210	0	0.00%

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ACCOUNTS		DESCRIPTION	2024-2025 APPROVED	2025-2026 Proposed	\$ CHANGE	% CHANGE
231001	35205	Fuel	1,850	1,850	0	0.00%
231001	35315	Maint Supplies	400	400	0	0.00%
231001	35320	Kitchen Supplies	200	200	0	0.00%
231001	35325	Janitorial Service	275	275	0	0.00%
231001	35335	Office Supplies	225	175	(50)	-22.22%
231401	30302	Cemetery Decorations	150	150	0	0.00%
231501	30302	Boat Landing Maintenance	3,800	3,800	0	0.00%
TOTAL	Cross Lake		181,085	175,927	(5,158)	-2.85%
2	Sinclair					
230202	30302	Snow Contract for T17R4	8,950	9,400	450	5.03%
230302	30302	Solid Waste Contract	29,000	29,000	0	0.00%
230302	30303	Transfer Station	18,500	18,500	0	0.00%
230502	30302	Ambulance Services	22,000	25,650	3,650	16.59%
230602	30302	Street Lights	4,050	4,175	125	3.09%
230802	30302	Polling Places T17R4	2,290	2,290	0	0.00%
230902	31120	Activities	400	300	(100)	-25.00%
231002	34110	Meals	1,000	1,000	0	0.00%
231002	34305	Electricity	900	900	0	0.00%
231002	34310	Sewer	675	700	25	3.70%
231002	34315	Telephone/Internet	1,600	1,900	300	18.75%
231002	34605	Snow Removal	2,100	2,200	100	4.76%
231002	34610	Building Maint	250	250	0	0.00%
231002	34723	Insurance	65	65	0	0.00%
231002	35205	Fuel	2,300	2,300	0	0.00%
231002	35325	Janitorial Service	200	400	200	100.00%
231402	30302	Cemetery Decorations	150	150	0	0.00%
232702	30302	N.A.R.S.B.	1,000	1,000	0	0.00%
TOTAL	T17R4 (Sinclair)		95,430	100,180	4,750	4.98%
3	Van Buren Cove					
230303	30302	Solid Waste Contract	2,256	2,301	45	1.99%

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ACCOUNTS		DESCRIPTION	2024-2025 APPROVED	2025-2026 Proposed	\$ CHANGE	% CHANGE
230403	30302	Fire Protection	10,493	11,132	639	6.09%
230503	30302	Ambulance Services	8,300	8,320	20	0.24%
230703	30302	VB Cove Beach Maintenance	3,000	3,000	0	0.00%
230903	30302	Recreation	500	500	0	0.00%
TOTAL	T17R3		24,549	25,253	704	2.87%
4	T16R5 (Square Lake)					
230504	30302	Ambulance Services	4,300	4,957	657	15.28%
TOTAL	T16R5		4,300	4,957	657	15.28%
5	Madawaska Lake					
230205	30302	Snow Contract for T16R4	10,750	10,800	50	0.47%
230305	30302	Solid Waste Contract	7,200	7,450	250	3.47%
230505	30302	Ambulance Services	15,600	16,330	730	4.68%
230605	30302	Street Lights	750	800	50	6.67%
230805	30302	Polling Places T16R4	1,700	1,900	200	11.76%
TOTAL	T16R4 (Madawaska Lake)		36,000	37,280	1,280	3.56%
6	T15R6 (Hedgehog Mtn.)					
230306	30302	Solid Waste Contract	3,950	4,200	250	6.33%
230406	30302	Fire Protection	3,200	3,353	153	4.78%
230506	30302	Ambulance Services	920	1,039	119	12.93%
TOTAL	T15R6		8,070	8,592	522	6.47%
7	Connor					
230207	30302	Snow Contract for Connor	111,038	114,362	3,324	2.99%
230307	30302	Solid Waste Contract	24,000	25,000	1,000	4.17%

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ACCOUNTS		DESCRIPTION	2024-2025 APPROVED	2025-2026 Proposed	\$ CHANGE	% CHANGE
230407	30302	Fire Protection	12,125	12,675	550	4.54%
230507	30302	Ambulance Services	47,070	52,555	5,485	11.65%
230607	30302	Street Lights	1,325	1,400	75	5.66%
230807	30302	Polling Places Connor	2,360	2,400	40	1.69%
230907	31120	Activities	3,300	3,300	0	0.00%
230907	31130	Park Maint	2,700	2,825	125	4.63%
TOTAL	Connor		203,918	214,517	10,599	5.20%
8	T12R8/T11R4 (West of Ashland)					
230508	30302	Ambulance Services	76,425	76,425	0	0.00%
TOTAL	T12R8/T11R4		76,425	76,425	0	0.00%
9	T11R4 (Scopan)					
230309	30302	Solid Waste Contract	250	250	0	0.00%
230409	30302	Fire Protection	14,450	15,850	1,400	9.69%
230809	30302	Polling Places T11R4	200	200	0	0.00%
TOTAL	T11R4		14,900	16,300	1,400	9.40%
10	T10R6 (NW of Masardis)					
230410	30302	Fire Protection	776	792	16	2.06%
TOTAL	T10R6 (Masardis)		776	792	16	2.06%
11	E Township					
230211	30302	Snow Contract for E Plt	25,000	26,116	1,116	4.46%
230311	30302	Solid Waste Contract	2,865	2,922	57	1.99%
230411	30302	Fire Protection	3,361	3,529	168	5.00%
230511	30302	Ambulance Services	6,065	6,400	335	5.52%
232700	30302	Septage Disposal	1,750	1,750	0	0.00%

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ACCOUNTS			DESCRIPTION	2024-2025 APPROVED	2025-2026 Proposed	\$ CHANGE	% CHANGE
230911	31120	Activities		275	275	0	0.00%
TOTAL	E Plantation			39,316	40,992	1,676	4.26%
12	T9R5 (Leading into Oxbow North)						
230212	30302	Snow Contract for T9R5		27,000	29,000	2,000	7.41%
TOTAL	T9R5			27,000	29,000	2,000	7.41%
13	TDR2 (Leading to No. 9 Mtn.)						
230213	30302	Snow Contract for TDR2		5,175	5,252	77	1.49%
230313	30302	Solid Waste Contract		602	620	18	2.99%
230413	30302	Fire Protection		1,800	1,853	53	2.94%
230513	30302	Ambulance Services		12,000	12,360	360	3.00%
TOTAL	TDR2			19,577	20,085	508	2.59%
14	T8R4 (SE of Masardis)						
230414	30302	Fire Protection		776	792	16	2.06%
TOTAL	T8R4 (Masardis)			776	792	16	2.06%
15	T7R5 (S of Masardis)						
230315	30302	Solid Waste Contract		500	500	0	0.00%
230415	30302	Fire Protection		994	994	0	0.00%
TOTAL	T7R5			1,494	1,494	0	0.00%
16	TCR2 (W of Monticello)						
230416	30302	Fire Protection		1,032	1,042	10	0.97%
230516	30302	Ambulance Services		12,000	14,000	2,000	16.67%
TOTAL	TCR2			13,032	15,042	2,010	15.42%
18	Benedicta						
230218	30302	Snow Contract for T2R5 (Bene)		105,000	108,000	3,000	2.86%

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ACCOUNTS		DESCRIPTION	2024-2025 APPROVED	2025-2026 Proposed	\$ CHANGE	% CHANGE
230318	30302	Solid Waste Contract	33,305	36,635	3,330	10.00%
230418	30302	Fire Protection	10,260	10,148	(112)	-1.09%
230418	30304	Fire Pond	1,150	1,300	150	13.04%
230518	30302	Ambulance Services	4,300	19,976	15,676	364.56%
230618	30302	Street Lights	605	635	30	4.96%
230818	30302	Polling Places (T2R5) Benedicta	1,500	1,500	0	0.00%
231418	30302	Cemetery Decorations	350	350	0	0.00%
232718	30302	S.A.R.S.B.	2,360	2,360	0	0.00%
TOTAL	Benedicta		158,830	180,904	22,074	13.90%
19	Silver Ridge					
230219	30302	Snow Contract for T2R5 (SR)	17,000	17,510	510	3.00%
230319	30302	Solid Waste Contract	16,140	16,624	484	3.00%
230419	30302	Fire Protection	5,030	4,938	(92)	-1.83%
230519	30302	Ambulance Services	2,000	9,680	7,680	384.00%
230619	30302	Memorial Light	1,350	1,375	25	1.85%
230819	30302	Polling Places T2R5 (Silver Ridge)	1,500	1,500	0	0.00%
231419	30302	Cemetery Decorations	150	150	0	0.00%
231419	30305	Cemetery Maintenance	4,000	4,200	200	5.00%
TOTAL	Silver Ridge		47,170	55,977	8,807	18.67%
20	T1R5 (Aroostook Road)					
230220	30302	Snow Contract for T1R5	43,042	44,000	958	2.23%
TOTAL	T1R5		43,042	44,000	958	2.23%
21	TAR2 (South of Linneus)					

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ACCOUNTS		DESCRIPTION	2024-2025 APPROVED	2025-2026 Proposed	\$ CHANGE	% CHANGE
230421	30302	Fire Protection	991	1,025	34	3.43%
TOTAL	TAR2		991	1,025	34	3.43%
22	Molunkus					
230222	30302	Snow Contract for TAR5	30,635	30,635	0	0.00%
230322	30302	Solid Waste Contract	13,073	13,500	427	3.27%
230422	30302	Fire Protection	5,523	5,690	167	3.02%
230522	30302	Ambulance Services	3,010	3,100	90	2.99%
TOTAL	TAR5 (Molunkus)		52,241	52,925	684	1.31%
24	Oxbow-North					
230224	30302	Snow Contract for Oxbow North	54,000	57,315	3,315	6.14%
230324	30302	Solid Waste Contract	10,012	11,328	1,316	13.14%
230424	30302	Fire Protection Contract	5,225	5,225	0	0.00%
230524	30302	Ambulance Services	10,950	13,000	2,050	18.72%
230824	30302	Polling Places for Oxbow	400	400	0	0.00%
230924	31120	Recreation	2,400	3,200	800	33.33%
231424	30302	Cemeteries Oxbow	900	900	0	0.00%
231524	30302	Boat Landing Maint. Contract	3,000	2,000	(1,000)	-33.33%
TOTAL	Oxbow-North		86,887	93,368	6,481	7.46%
25	Bancroft					
230225	30302	Snow Contract For Bancroft	89,610	93,000	3,390	3.78%
230325	30302	Solid Waste Contract	16,075	17,682	1,607	10.00%
230425	30302	Fire Protection	4,000	3,784	(216)	-5.40%
230525	30302	Ambulance Services	4,300	4,500	200	4.65%

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ACCOUNTS		DESCRIPTION	2024-2025 APPROVED	2025-2026 Proposed	\$ CHANGE	% CHANGE
230625	30302	Street Lights	900	700	(200)	-22.22%
230825	30302	Polling Places for Bancroft	400	400	0	0.00%
231425	30302	Cemetery Maintenance / Decorations	725	725	0	0.00%
232725	30302	Septage Disposal	100	100	0	0.00%
TOTAL	Bancroft		116,110	120,891	4,781	4.12%
26	Cary Plantation					
230226	30302	Snow Removal	76,100	79,818	3,718	4.89%
230426	30302	Fire Protection	15,610	16,100	490	3.14%
230526	30302	Ambulance	18,575	24,767	6,192	33.34%
230626	30302	Street Lights	1,500	1,300	(200)	-13.33%
230826	30302	Polling Places	2,000	2,000	0	0.00%
230926	31120	Activities	100	100	0	0.00%
231426	30302	Cemeteries	1,900	2,050	150	7.89%
232726	30302	Septage Disposal	250	250	0	0.00%
TOTAL	Cary Plantation		116,035	126,385	10,350	8.92%
49	Roads/Bridge Maintenance					
230152	30302	Roads/Bridge Maintenance	210,000	210,000	0	0.00%
TOTAL	Roads/Bridge Maintenance		210,000	210,000	0	0.00%
51	Personnel Services					
2990	Public Safety Coordinator					
229951	33109	Deputy Director EMA	45,520	49,886	4,366	9.59%
229951	34720	Medical Insurance	20,725	23,108	2,383	11.50%
229951	34721	Medicare/Fica	660	723	63	9.55%
229951	34727	Maine PFML Tax	0	249	249	-
229951	34724	Life Insurance	88	90	2	2.27%
229951	34735	MainePERS	4,643	5,088	445	9.58%

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229951	34755	Workers Comp	1,435	1,832	397	27.67%
TOTAL	Public Safety Coordinator		73,071	80,976	7,905	10.82%
2991	E.M.A. Support Services					
2299151	33132	Support Services	23,257	24,025	768	3.30%
2299151	34720	Medical Insurance	6,908	7,703	795	11.51%
2299151	34721	Medicare/Fica	337	348	11	3.26%
2299151	34727	Maine PFML Tax	0	120	120	-
2299151	34724	Life Insurance	29	30	1	3.45%
2299151	34735	MainePERS	2,372	2,451	79	3.33%
2299151	34755	Workers Comp	733	882	149	20.33%
2299151	34756	Performance Bonus	698	721	23	3.30%
TOTAL	E.M.A. Support Service		34,334	36,280	1,946	5.67%
2992	Deputy Patrol					
2299251	34800	Deputy Patrol County Contract	163,354	171,814	8,460	5.18%
TOTAL	Deputy Patrol Personnel		163,354	171,814	8,460	5.18%
3000	Public Works					
2300051	33100	UT Services Director	91,240	87,944	(3,296)	-3.61%
2300051	34720	Medical Insurance	26,959	30,810	3,851	14.28%
2300051	34721	Medicare/Fica	1,363	1,275	(88)	-6.46%
2300051	34727	Maine PFML Tax	0	440	440	-
2300051	34724	Life Insurance	117	120	3	2.56%
2300051	34735	MainePERS	9,586	8,970	(616)	-6.43%
2300051	34755	Workers Comp	2,963	3,230	267	9.01%
2300051	34756	Performance Bonus	2,737	0	(2,737)	-100.00%
2300051	34755	Vacation/Sick Accrual	0	8,000	8,000	-
TOTAL	Public Works		134,965	140,789	5,824	4.32%
2993	Community Outreach Planner					
2299351	33173	Planner Services	12,452	16,636	4,184	33.60%
2299351	34720	Medical Insurance	6,758	2,164	(4,594)	-67.98%
2299351	34721	Medicare/Fica	220	241	21	9.55%
2299351	34727	Maine PFML Tax	0	83	83	-
2299351	34724	Life Insurance	29	48	19	65.52%
2299351	34735	MainePERS	2,294	1,697	(597)	-26.02%
2299351	34755	Workers Comp	26	90	64	246.15%

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TOTAL	Community Outreach Planner	21,779	20,959	(820)	-3.77%
TOTAL	Personnel Services	427,503	450,818	23,315	5.45%
52	Contractual Services				
	Public Works				
2300052	34110 Meals	500	500	0	0.00%
2300052	34115 Lodging	400	400	0	0.00%
2300052	34205 Gas & Oil, Vehicle	6,700	6,700	0	0.00%
2300052	34210 Repairs, Vehicle	800	900	100	12.50%
2300052	34315 Telephone	600	600	0	0.00%
2300052	34630 Equipment Maint	200	200	0	0.00%
2300052	34633 Vehicle Insurance	950	950	0	0.00%
2300052	34820 Dues	0	0	0	0.00%
2300052	34940 Training & Education	500	500	0	0.00%
	Community Outreach Planner				
2299351	34105 Mileage/Gas	1,500	1,500	0	0.00%
TOTAL	Contractual Services	12,150	12,250	100	0.82%
53	Commodities				
2300053	35335 Office Equipment	350	350	0	0.00%
2300053	35361 Field Equipment	350	350	0	0.00%
2299351	35335 Office Equipment (Com. Planner)	150	150	0	0.00%
2299351	35361 Field Equipment (Com. Planner)	150	150	0	0.00%
TOTAL	Commodities	1,000	1,000	0	0.00%
54	Capital Outlay				
240054	37001 Roads/Bridges	300,000	310,000	10,000	3.33%
240054	37003 Pavement Resurface	50,000	60,000	10,000	20.00%
240054	37006 E911 Program	500	500	0	0.00%
240054	37007 Cemetery Improvements	1,000	1,000	0	0.00%
240054	37008 Cross Lake Fire Bldg Improveme	10,000	10,000	0	0.00%
240054	37009 Sinclair Transfer Station	500	500	0	0.00%
240054	37010 Sinclair Fire Bldg Improvement	250,000	250,000	0	0.00%
240054	37011 DECD Administration	250	250	0	0.00%
240054	37016 Vehicle - PW	10,000	10,000	0	0.00%
240054	37017 Connor Recreation Park	1,000	1,000	0	0.00%
240054	37018 North Lakes Apparatus Rpl. Acct.	50,000	50,000	0	0.00%
240054	37019 Computer	500	500	0	0.00%

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240054	37020	North Lakes Fire Equipment	14,000	14,000	0	0.00%
240054	37021	Community Signs	2,000	2,000	0	0.00%
240054	37022	North Lakes Admin Vehicle Acct	8,000	10,000	2,000	25.00%
240054	37023	Sinclair Senior Center	1,000	1,000	0	0.00%
240054	37028	Madawaska Lake Bldg Imp.	10,000	10,000	0	0.00%
240054	34949	Contingency	0	3,355	3,355	0.00%
TOTAL	Capital Outlay		708,750	734,105	25,355	3.58%
55	Miscellaneous					
231600	30302	Bread of Life Kitchen	850	850	0	0.00%
231700	30302	St. John Valley Soil/Water	350	350	0	0.00%
231800	30302	N.M.D.C.	11,663	11,758	95	0.81%
232000	30302	So. Aroostook Soil/Water	200	200	0	0.00%
232100	30302	Acadian Heritage Council	100	100	0	0.00%
232400	30302	Animal Control	14,000	14,000	0	0.00%
232600	30302	Long Lake Library	250	250	0	0.00%
232600	30306	Sherman Public Library	250	250	0	0.00%
232600	30307	Bancroft/Danforth Library	100	100	0	0.00%
232600	30308	Oxbow Library	1,250	1,250	0	0.00%
232600	30309	W.T. Hanson Memorial	350	350	0	0.00%
232600	30310	Houlton Public Library	1,025	1,025	0	0.00%
232300	34992	Bancroft Food Pantry	350	350	0	0.00%
TOTAL	Miscellaneous		30,738	30,833	95	0.31%
3230	State City Programs					
232300	34960	AroostookCounty Action Program	327	327	0	0.00%
232300	34961	Aroostook Mental Health	2,618	2,618	0	0.00%
232300	34967	Charities of Maine	373	373	0	0.00%
232300	34968	Northern Maine General	424	424	0	0.00%
232300	34970	Aroostook Area Agency on Aging	1,000	1,000	0	0.00%
232300	34971	Aroostook Council for Healthy Families	75	75	0	0.00%
232300	34972	Hope and Justice Project	312	312	0	0.00%
232300	34973	Shelter for the Homeless	312	312	0	0.00%
232300	34974	Extension Association	4,031	4,031	0	0.00%
232300	34976	Presque Isle International Airport	1,435	1,435	0	0.00%
TOTAL	State City Programs		10,907	10,907	0	0.00%
57	Insurances					
233000	30302	Insurance	5,023	5,777	753	15.00%
233000	34718	Volunteer Firefighters Ins	1,078	1,240	162	15.00%

AROOSTOOK COUNTY COMMISSIONERS
Unorganized Territory Fund
FY 2025-2026 Proposed Budget

ACCOUNTS		DESCRIPTION	2024-2025 APPROVED	2025-2026 Proposed	\$ CHANGE	% CHANGE
TOTAL	Insurances		6,101	7,016	915	15.00%
59	Administration Fees					
231200	30302	Administration Fees	139,055	145,351	6,296	4.53%
60	Audit					
231500	30302	Auditing	4,000	5,000	1,000	25.00%
67	Legal Fees					
233200	30302	Legal Fees	2,000	2,000	0	0.00%
TOTAL	Administration Fees		145,055	152,351	7,296	5.03%
61	Departmental Revenue					
2061	20201	Excise Taxes	400,000	425,000	25,000	6.25%
2061	20203	Interest Income	20,000	20,000	0	0.00%
2061	20205	Miscellaneous Revenue	1,500	1,500	0	0.00%
2061	20208	Local Road Assistance	113,500	113,500	0	0.00%
2061	20212	Penobscot County Revenue	12,200	11,500	(700)	-5.74%
TOTAL	Departmental Revenue		547,200	571,500	24,300	4.44%
62	Taxes					
2062	20202	Taxes	2,332,958	2,480,883	147,925	6.34%
TOTAL	Taxes		2,332,958	2,480,883	147,925	6.34%
63	Surplus					
2063	22085	Surplus	40,000	0	(40,000)	-100.00%
TOTAL	Surplus		40,000	0	(40,000)	-100.00%
TOTAL	Unorganized Territories Expenses		2,920,158	3,052,383	132,225	4.53%
TOTAL	Unorganized Territories Revenues		2,920,158	3,052,383	132,225	4.53%
Surplus (Deficit)			(0)	(0)	(0)	36.67%

AROOSTOOK COUNTY COMMISSIONERS
Unorganized Territory Fund
FY 2025-2026 Proposed Budget

County Commissioner: Paul J. Underwood

County Commissioner: William T. Dobbins

County Commissioner: Daniel V. Deveau

County of Aroostook

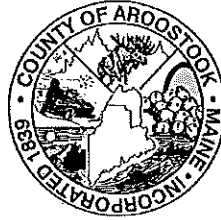
COMMISSIONERS' OFFICE

COUNTY ADMINISTRATOR

RYAN D. PELLETIER

COMMUNITY SERVICES DIRECTOR

JOHN W. GIBSON



COUNTY COMMISSIONERS

PAUL J. UNDERWOOD
PRESQUE ISLE

DANIEL V. DEVEAU
CVR PLANTATION

WILLIAM T. DOBBINS
HOULTON

MEMORANDUM

DATE: December 26, 2024
TO: Ryan D. Pelletier, County Administrator
FROM: John Gibson, Community Services Director
RE: Ambulance & Fire Protection Services Agreement for Connor, and Ambulance Service Agreement for Madawaska Lake (T16R4)

Attached is the proposed Ambulance & Fire Protection Service Agreement with the **City of Caribou** for Connor, and Ambulance Service Agreement for Madawaska Lake (T16R4).

The agreements are for the one (1) year period of January 01, 2025 through December 31, 2025.

- **Ambulance - Madawaska Lake (\$16,330.00)** This proposal represents 15% over the previous years' agreement.
- **Ambulance and Fire – Connor (\$65,693.75)** This proposal represents 15% over the previous years' agreement.

Ambulance = \$68,885.00
Fire Protection = \$13,138.75

Based on the above information, it is my recommendation that the agreements be reviewed and signed by the County Administrator per authorization by the County Commissioners.



CARIBOU FIRE & AMBULANCE DEPARTMENT

Chief Brian P. Lajoie
121 High Street
Caribou, ME 04736
firechief@cariboumaine.org



As voted on and passed by the Caribou City Council at the December 16, 2024, city council meeting, enclosed you will find an updated contract for EMS coverage to your community for 2025. You will see a 15 percent increase to the per capita rate, bringing the current rate to \$115 per capita.

The Fire Chief and the City Council agree that this increase was necessary to keep up with the on-going increases in EMS supplies, EMS equipment, licensing, and overall operational cost.

There has not been an increase in the per capita rate since their inception in 2021. If you have any further questions, please feel free to contact me via the email address above and I will do my best to answer your questions.

Regards,

Brian P. Lajoie

Fire Chief / Service Director

c.c. Caribou City Manager
Caribou City Council

AMBULANCE COVERAGE INTERLOCAL COOPERATION

This interlocal cooperation agreement (hereinafter referred to as "Agreement"), made and entered into by and between the City of Caribou, being a municipality located in Aroostook County, Maine (hereinafter referred to as "Caribou"), and the area known as T16 R4, an unincorporated township located in Aroostook County, Maine (hereinafter referred to as "Town")

WITNESSETH

WHEREAS, Caribou maintains a Fire and Emergency Medical Services (EMS) department; and

WHEREAS, the Town has requested that Caribou provide similar protection and emergency services within the Town boundaries; and

WHEREAS, Caribou and the Town have mutually agreed to such cooperative services on the terms and conditions hereinafter set forth; and

WHEREAS, the governing body of each of the parties has agreed to adopt this Agreement for the provision of EMS services.

NOW, THEREFORE, the parties hereto agree as follows:

Section 1. AMBULANCE SERVICES

1.1 Caribou Obligations and Rights

- 1.1.1 Caribou shall provide ambulance services as Town's primary response to calls for emergency assistance 24 hours per day, seven days per week. This service will include ground ambulance services with both transportation and emergency medical services to individuals residing within the geographic boundaries of the Town. Caribou will use mutual aid as needed.
- 1.1.2 Caribou services shall be rendered at an appropriate level of care up to and including paramedic level of care as defined by the State of Maine Emergency Medical Services (EMS).
- 1.1.3 Caribou ensures that all ambulance personnel are qualified and duly licensed by the State of Maine and shall conduct its operations in accordance with the standards of Maine EMS.
- 1.1.4 Caribou will conduct operations under the following procedures:
 - a. When a call for the Ambulance is classed as an Emergency Call (meaning not a routine transfer), the dispatcher shall immediately notify his/her Superior who shall dispatch, as soon as possible, such force needed in response to the call which the Superior or Officer-in-Charge shall deem necessary and proper under the circumstances, if so warranted to include 1st Responders if available.
 - b. When a call for the Ambulance is classed as Routine Transfer (meaning moving a patient from Point A to Point B non-emergency for, as example, a Doctor's appointment or other non-emergency situation), the dispatcher shall immediately notify his/her Superior who shall dispatch the Ambulance as soon as possible in response to the call. **In no event will the City of Caribou leave the ambulance coverage areas unprotected to handle a Routine Transfer.**

- c. When in the opinion of the Officer-in-Charge, the services of Caribou are no longer needed; he/she shall order the ambulance crew to return to the Caribou Fire Station.

1.2 Town Obligations and Rights

- 1.2.1 While ambulance crews are in the borders of the Town, the Town agrees to provide Police Protection and support for the ambulance crews, should the need arise.
- 1.2.2 Town shall pay to Caribou compensation as provided in Section 2.

Section 2. COMPENSATION FOR SERVICES

- 2.1 Billing Services. Caribou maintains responsibility for establishing, billing and collecting fees from individuals and third-party payers for any services provided under this Agreement; Caribou retains ownership of all fees billed and collected.
- 2.2 The Town shall compensate Caribou for standing by and responding to calls for the ambulance services.
 - 2.2.1 The Compensation amount shall be \$115 per person in the Town as indicated by the Census Bureau in their most recent count or estimate preceding the effective contract Term. The contract amount is \$16,560 based on the 2020 Census estimate of residents in zip code 04783 (473) minus the populations of Westmanland (79) and Stockholm (250).
 - 2.2.2 Caribou will invoice the Town on a quarterly basis. Failure by the Town to pay such invoices within Thirty (30) days from date of invoice shall be deemed sufficient cause for the cancellation of this agreement.

Section 3. AUTHORITY TO ACT

Call responders sent to aid and assist shall always be directly under the order and control of the Caribou Fire Chief and/or the Officer-in-Charge of the call. However, while within the limits of the Town, the ambulance force is acting in behalf of, and as agent for the Town to call for special equipment or personnel to help with the situation, should the need arise.

Section 4. AGREEMENT TERM

This agreement shall be in effect from January 1, 2025, to December 31, 2025, and shall be automatically renewed for successive one (1) year terms upon the same terms and conditions provided herein, unless either party requests a change in the term and conditions. A request to change the terms and conditions of this agreement must be submitted, in writing, at least ninety (90) days prior to the expiration of the current agreement.

Section 5. TERMINATION OF AGREEMENT

- 5.1 Either Caribou or the Town, at any time, by vote of their respective officials, can terminate this contract upon Ninety (90) days written notice to the other party.
- 5.2 This agreement may be terminated by either party at any time for failure to fulfill the duties and obligations established hereunder: for conduct that is disruptive or detrimental to either party, or for a material breach of any term or condition of this Agreement. Before terminating the Agreement for any of the reasons set forth in this paragraph, a party shall give the other party written notice of its intent to terminate, which notice shall afford the other party at least thirty (30) days to remedy any perceived or real breach of the Agreement.

Section 6. SEVERABILITY

If any term or provision of this Interlocal Cooperation Agreement or the application thereof shall to any extent be invalid or unenforceable, the remainder of this Interlocal Cooperation Agreement, or the application of such term or provision to circumstances other than those with

respect to which it is invalid or unenforceable, shall not be affected thereby, and shall be enforced to the extent permitted by law. To the extent permitted by applicable law, the parties hereby waive any provision which would render any of the terms of this Interlocal Cooperation Agreement unenforceable.

IN WITNESS WHEREOF, the parties have signed and executed this Interlocal Cooperation Agreement on the dates listed below:

City of Caribou

Approved and authorized by the City Council on the 16 day of December, 2024.

Witness _____

Signature: Penny Thompson

Name: Penny Thompson

Title: Caribou City Manager

T16 R4 aka Madawaska Lake

Approved and authorized this ____ day of _____, 20__.

Witness _____

Signature: _____

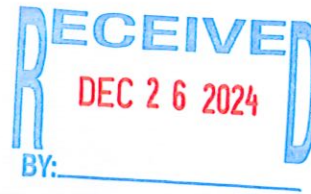
Name: _____

Title: _____



CARIBOU FIRE & AMBULANCE DEPARTMENT

Chief Brian P. Lajoie
121 High Street
Caribou, ME 04736
firechief@cariboumaine.org



As voted on and passed by the Caribou City Council at the December 16, 2024, city council meeting, enclosed you will find an updated contract for Fire / EMS coverage to your community for 2025. You will see a 15 percent increase to the per capita rate, bringing the current rate to \$143.75 per capita.

The Fire Chief and the City Council agree that this increase was necessary to keep up with the on-going increases in Fire equipment, EMS supplies, EMS equipment, licensing, and overall operational cost.

There has not been an increase in the per capita rate since their inception in 2021. If you have any further questions, please feel free to contact me via the email address above and I will do my best to answer your questions.

Regards,

Brian P. Lajoie

Fire Chief / Service Director

c.c. Caribou City Manager
Caribou City Council

FIRE/AMBULANCE COVERAGE INTERLOCAL COOPERATION

This interlocal cooperation agreement (hereinafter referred to as "Agreement"), made and entered into by and between the City of Caribou, being a municipality located in Aroostook County, Maine (hereinafter referred to as "Caribou"), and the area known as Connor, an Unincorporated Township located in Aroostook County, Maine (hereinafter referred to as "Town")

WITNESSETH

WHEREAS, Caribou maintains a Fire and Emergency Medical Services (EMS) department; and

WHEREAS, the Town has requested that Caribou provide similar protection and emergency services within the Town boundaries; and

WHEREAS, Caribou and the Town have mutually agreed to such cooperative services on the terms and conditions hereinafter set forth; and

WHEREAS, the governing body of each of the parties has agreed to adopt this Agreement for the provision of Fire and EMS services.

NOW, THEREFORE, the parties hereto agree as follows:

Section 1. AMBULANCE SERVICES

1.1 Caribou Obligations and Rights

- 1.1.1 Caribou shall provide ambulance services as Town's primary response to calls for emergency assistance 24 hours per day, seven days per week. This service will include ground ambulance services with both transportation and emergency medical services to individuals residing within the geographic boundaries of the Town. Caribou will use mutual aid as needed.
- 1.1.2 Caribou services shall be rendered at an appropriate level of care up to and including paramedic level of care as defined by the State of Maine Emergency Medical Services (EMS).
- 1.1.3 Caribou ensures that all ambulance personnel are qualified and duly licensed by the State of Maine and shall conduct its operations in accordance with the standards of Maine EMS.
- 1.1.4 Caribou will conduct operations under the following procedures:
 - a. When a call for the Ambulance is classed as an Emergency Call (meaning not a routine transfer), the dispatcher shall immediately notify his/her Superior who shall dispatch, as soon as possible, such force needed in response to the call which the Superior or Officer-in-Charge shall deem necessary and proper under the circumstances, if so warranted to include 1st Responders if available.
 - b. When a call for the Ambulance is classed as Routine Transfer (meaning moving a patient from Point A to Point B non-emergency for, as example, a Doctor's appointment or other non-emergency situation), the dispatcher shall immediately notify his/her Superior who shall dispatch the Ambulance as soon as possible in response to the call. **In no event will the City of Caribou leave the ambulance coverage areas unprotected to handle a Routine Transfer.**

- c. When in the opinion of the Officer-in-Charge, the services of Caribou are no longer needed; he/she shall order the ambulance crew to return to the Caribou Fire Station.
- 1.2 Town Obligations and Rights
 - 1.2.1 While ambulance crews are in the borders of the Town, the Town agrees to provide Police Protection and support for the ambulance crews, should the need arise.
 - 1.2.2 Town shall pay to Caribou compensation as provided in Section 3.

Section 2. FIRE SERVICES

- 2.1 Caribou Obligations and Rights
 - 2.1.1 Caribou agrees to provide auxiliary or supplemental fire protection to the Town.
 - 2.1.2 When in the opinion of the Fire Chief or Officer-in-Charge, the services of the department are no longer needed; he/she shall order the force to return to the Caribou Fire Station. The Officer may, however, leave such equipment as he / she deems advisable for use by the crews on standby, if there is danger of a fire breaking out again.
 - 2.1.3 The Fire Chief or Officer-in-Charge shall have the power to order the return of a force at any time when in his/her opinion the services of, or the presence of, such force is required within the City of Caribou.
- 2.2 Town Obligations and Rights
 - 2.2.1 The Maine Forest Service, under Title 12, Chapter 801, Section 8002, Maine Law, has the responsibility to handle suppression of all grass, brush, and forest fires, but will reimburse any municipality that fights a grass or brush fire that is a threat to the forest of the municipality. They will also respond to structural fires when, and only when, personnel and equipment are nearby and available, and will do so in recognition of lack of other readily available sources of help or a potential hazard to the forest.
 - 2.2.2 The Town will support efforts by Caribou to obtain compensation from the state or other government entities for services rendered within the Town's boundaries.
 - 2.2.3 Town shall pay to Caribou compensation as provided in Section 3.

Section 3. COMPENSATION FOR SERVICES

- 3.1 Billing Services. Caribou maintains responsibility for establishing, billing and collecting fees from individuals and third-party payers for any services provided under this Agreement; Caribou retains ownership of all fees billed and collected.
- 3.2 The Town shall compensate Caribou for standing by and responding to calls for the fire and ambulance services.
 - 3.2.1 The Compensation amount shall be \$143.75 per person in the Town as indicated by the Census Bureau in their most recent count or estimate preceding the effective contract Term. The initial contract amount is \$65,693.75 based on the 2020 Census/estimate of 457 for the Town/UT.
 - 3.2.2 Caribou will invoice the Town on a quarterly basis. Failure by the Town to pay such invoices within Thirty (30) days from date of invoice shall be deemed sufficient cause for the cancellation of this agreement.

Section 4. AUTHORITY TO ACT

Call responders sent to aid and assist, shall always be directly under the order and control of the Caribou Fire Chief and/or the Officer-in-Charge of the call. However, while within the limits of the Town, the fire or ambulance force is acting on behalf of, and as agent for the Town to call for special equipment or personnel to help with the situation, should the need arise.

Section 5. AGREEMENT TERM

This agreement shall be in effect from January 1, 2025, to December 31, 2025, and shall be automatically renewed for successive one (1) year terms upon the same terms and conditions provided herein, unless either party requests a change in the term and conditions. A request to change the terms and conditions of this agreement must be submitted, in writing, at least ninety (90) days prior to the expiration of the current agreement.

Section 6. TERMINATION OF AGREEMENT

- 6.1 Either Caribou or the Town, at any time, by vote of their respective officials, can terminate this contract upon Ninety (90) days written notice to the other party.
- 6.2 This agreement may be terminated by either party at any time for failure to fulfill the duties and obligations established hereunder: for conduct that is disruptive or detrimental to either party, or for a material breach of any term or condition of this Agreement. Before terminating the Agreement for any of the reasons set forth in this paragraph, a party shall give the other party written notice of its intent to terminate, which notify shall afford the other party at least thirty (30) days to remedy any perceived or real breach of the Agreement.

Section 7. SEVERABILITY

If any term or provision of this Interlocal Cooperation Agreement or the application thereof shall to any extent be invalid or unenforceable, the remainder of this Interlocal Cooperation Agreement, or the application of such term or provision to circumstances other than those with respect to which it is invalid or unenforceable, shall not be affected thereby, and shall be enforced to the extent permitted by law. To the extent permitted by applicable law, the parties hereby waive any provision which would render any of the terms of this Interlocal Cooperation Agreement unenforceable.

IN WITNESS WHEREOF, the parties have signed and executed this Interlocal Cooperation Agreement on the dates listed below:

City of Caribou

Approved and authorized by the City Council on the 16 day of December, 2024.

Witness _____

Signature: Penny Thompson
Name: Penny Thompson
Title: Caribou City Manager

Connor UT

Approved and authorized this ____ day of _____, 20__.

Witness _____

Signature: _____
Name: _____
Title: _____



Aroostook County Peter A. Johnson, Sheriff
Sheriff's Office Erica L. Pelletier, Chief Deputy

Patrol

Transportation

Corrections

Civil Process

To: Sheriff Peter A. Johnson

From: Sgt. Forrest P. Dudley

cc: Chief Deputy Erica Pelletier


Date: December 10, 2024

Reference: Full Time Patrol Deputy

The Aroostook County Sheriff's Office has been advertising for a fulltime patrol deputy (several positions) and Benjamin Wipperman applied for one of those open positions. Mr. Wipperman has been employed with the Aroostook County Sheriff's Office since 2023, first serving in the capacity of Corrections Officer, and currently as a dispatcher. Mr. Wipperman is currently slated to attend the Maine Criminal Justice Academy starting in January of 2025.

It is my recommendation that Benjamin Wipperman be hired to fill one of the open full time patrol deputy positions that we currently have.

Sincerely,


Forrest P. Dudley
Patrol Commander

FAITHFULLY SERVING OUR NEIGHBORS SINCE 1839

25 School St., Suite 216, Houlton, ME 04730

Tel: 207-532-3471

Fax: 207-532-7319

Benjamin Wipperman



EXPERIENCE

05/2024 - present

Aroostook County Sheriff's Office (Dispatch)

Answering and dispatching calls for service

Dispatching emergency services

09/2023 - 05/2024

Aroostook County Sheriff's Office (Jail) - Corrections Officer

Maintaining safety and security of facility

Protecting and maintaining the well being of the inmates

06/2023 - 09/2023

Aroostook State Park, Presque Isle - Assistant Park Ranger

Cleaning campsites

Mowing lawns

Registering campers

02/2022 - 05/2023

Graves Shop N' Save, Presque Isle - Blocker

Organizing shelves

Helping customers

Removing damaged products

05/2020 - 10/2022

Ireland Farms - Farm worker (seasonal)

Picking rocks

Working harvest

Odd jobs around the potato house

EDUCATION

[REDACTED]

Easton Junior Senior High School, Easton- [REDACTED]

Public Speaking

Psychology

Kinesiology

[REDACTED]

Caribou Technology Center , Caribou

Criminal Justice

Jobs for Maine Graduates

08/2023 - present

Central Maine Community College - Projected graduation date December 2024

Maine Criminal Justice Academy

80th Basic Corrections Training Program

SKILLS

Good at staying on task, patient with co-workers & customers/people, hardworking, good communication skills.