



Aroostook County Jail Needs Assessment Report

June 2025



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INTRODUCTION

The Aroostook County Jail is operated by the Aroostook County Sheriff's Office in Houlton, Maine. The building itself opened in the 1880s and is out of date in many respects. In addition, there are concerns regarding the current location of the jail in the county seat, which is now removed from where the population is centered in the county. The County seeks guidance regarding appropriate options for consideration regarding the facility.

Goal

The primary goal of the Aroostook County Jail Needs Assessment is to determine the projected bed need for the jail facility through the year 2050 to support public policy decision-making regarding a future direction for the jail. Our main statistical analysis is based on a series of large data extracts covering intakes, the previous population of the jail, the anticipated size of the overall Aroostook County population, time in custody, and other relevant variables. The research effort culminates in a forecast of the future size of the jail's population, reflecting both a continuation of current policies and practices as well as the impact of potential changes to the Aroostook County criminal justice system.

Methodology

Three main tasks were taken to execute this study.

First, our team held multiple in-depth conversations with stakeholders from across the Aroostook County criminal justice system during an onsite visit in April 2025.

Second, we acquired multiple comprehensive data extracts from the Aroostook County Jail which included key information about every single individual charged with an offense between January 2019 and March 31, 2025.

Third, the results of the statistical analyses were combined into multiple time series forecasts using Autoregressive Integrated Moving Average (ARIMA) methods.

Interviews and Meetings

During the April onsite visit, the consultants participated in multiple in-person conversations with a wide variety of stakeholders in the Aroostook County criminal justice system. Interviews were conducted with the following stakeholder offices and organizations:

- Aroostook County Manager's Office
- Aroostook County Commissioners
- Aroostook County Sheriff's Office
- Aroostook County District Attorney's Office
- Aroostook County Public Defender's Office
- Aroostook County Action Program
- Aroostook County Facilities and IT Director
- Aroostook County Finance Director
- Aroostook Mental Health Center
- Alternative Community Corrections Programs
- Caribou City Manager
- Caribou Police Department
- Fort Fairfield Police Department
- Port Kent Police Department
- Various Town Managers and Elected Officials

Some comments received during these interviews are listed below.

Detention Operations

The jail in Holton, has been in continuous operations for approximately 140 years. It was found to be exceptionally clean and well-maintained, surpassing many facilities that are only five or six years old. The staff was noted as highly professional, contributing to the jail's sustained operation.

The current facility, while effectively used, is overcrowded and “grandfathered” into standards that would not be acceptable for a new facility (e.g., there is insufficient square footage per applicable standards, there are narrow doorways with limited handicap accessibility, etc.).

The largest proportion of individuals held are violent felons, aligning with public safety objectives. However, the number held for Violation of Conditional Release (VCR) or probation violations is unusually high compared to other jurisdictions.

The capacity of the jail was increased without adding physical space, which does not improve safety or management.

While the facility meets the state-required standards, the building's physical shortcomings are a concern for future planning.

The current jail's location in the southern part of the county is an artifact of an 1800s statute that required jails to be in the county seat, which was then the population center. After 150 years, population shifts have made the 1869 jail's location less than ideal. Moving the jail further north (e.g., to the Caribou-Presque Isle area) may increase bookings from northern police departments due to reduced travel times, which could potentially increase the size of the inmate population. Staffing would be a critical concern as a central location might attract more new hires but could also lead to the loss of experienced senior staff from Holton.

Probation / Programs

Pretrial screening usually occurs in the crowded booking area which is often affected by court sessions and medication passes.

Overcrowding in this area can cause delays and confidentiality issues during screenings.

Educational and rehabilitative offerings include mental health counseling, life skills classes, domestic violence advocacy, religious services, and law library access. Space limitations often result in cancellations or rescheduling, especially when rooms are used for court or emergency housing.

Facility limitations and space constraints include overcrowded booking area and insufficient space for mental health and substance use disorder (SUD) groups, which impact treatment and engagement. Detainees in withdrawal remain in the booking area due to lack of dedicated medical spaces.

High numbers of mentally ill and substance-abusing individuals are held in jail, often for extended periods awaiting trial. The use of Title 15 for competency assessments leads to prolonged jail stays, even for non-violent offenders, raising humanitarian and legal concerns.

There is a lack of alternative placements or community-based diversion programs for low-risk defendants, resulting in overreliance on detention.

There is a recognized need for alternative strategies to address systemic issues rather than simply

expanding jail capacity.

District Attorney's Office

The district attorney's office operates from three county locations: Caribou, Presque Isle, and Holton. The office handles approximately 3,500 individual docket numbers annually, which may include overlaps with different defendants typically comprising about 15% felony and 85% misdemeanor cases.

The Alternative Community Corrections Program (ACCCP) has expanded significantly over the last 5-10 years, with caseloads rising from 30 to 80-90. These individuals, who would otherwise be in jail, are managed in the community under specific conditions due to their heightened risk factors.

Decisions regarding violations of conditions of release (VCRs) involve both ADAs and ACCCP, depending on the specific circumstances. New criminal offenses prompt immediate action.

Maine operates under a unified criminal docket, meaning all misdemeanors and felonies are processed in a single criminal court with identical procedures and timelines. This contrasts with most other states, which typically employ bifurcated systems where lower-level misdemeanors are resolved more quickly in district or municipal courts. In Maine, a Class E offense like criminal speed or shoplifting is treated with the same timelines and discovery processes as a Class A robbery or murder.

Public Defender's Office

There has been a recent transition from a contract-counsel model to a salaried public defender system. A hybrid system now exists which means that contract counsel retains their roles while the new office handles cases based on capacity.

The public defender's office focuses on high-need cases (e.g., sexual assaults, aggravated offenses) that contract counsel often decline. The backlog of unrepresented defendants, once over 100, has dropped significantly, but case assignment challenges persist due to limited resources.

Multiple courthouses serve regions such as Holt, Fort Kent, Caribou, Prescott, and Mattawaska, each with unique schedules and capacities. Some jails (e.g., Holton) are remote from main court locations, affecting logistical efficiency and timely hearings. Defendants are sometimes held in remote jails while awaiting trial or bail hearings, which can create operational issues.

Seven-day reviews exist for defendants who do not post bail or lack counsel, but these reviews offer no real remedy for Sixth Amendment violations, and non-validated risk assessment tools, including score-based forms, are criticized for misaligning with justice and contributing to high bail amounts.

There is a statewide shortage of defense attorneys, especially in rural areas compared to urban centers like Portland. Case limits and quality standards have been implemented, but many attorneys decline new assignments once limits are reached, increasing strain. Defense practices have evolved to include more Zoom plea negotiations, which, while efficient, limit client interaction and access to evidence (e.g., in-person video review).

Local Law Enforcement

Law enforcement agencies now primarily process arrests by transporting individuals directly from the point of arrest to the county jail. Alternatives are used only during specific, rare circumstances (e.g., major snowstorms or road closures, where local holding facilities might temporarily detain individuals until transportation is possible).

If the jail were more centrally located, some law enforcement agencies anticipate transporting roughly double the current number of individuals.

Local holding facilities, such as Caribou PD, are no longer regularly utilized for temporary holding prior to county jail transport due to cost, but they do maintain in-house holding capabilities and may assist other agencies in special, short-term circumstances.

Special transport arrangements, such as the use of designated reserve officers, are employed by some agencies to reduce overtime costs and road time associated with long-distance transports.

Law enforcement officers apply consistent criteria in deciding whether to transport individuals directly to jail or use alternatives like issuing summons or bailing them out. Influencing factors include the severity of the offense, the operational cost and time sensitivity, as lengthy transport times to the distant facility incur significant overtime and road time, and situational considerations such as the offender's history, mental health, and substance abuse status.

Jail Tour

Despite being in continuous operation for approximately 140 years, the jail was remarkably clean. This is a testament to the staff. However, there are many areas that do not function efficiently due to a lack of proper space. The booking area, pictured below, is where new arrestees are processed into the facility. They are screened for acceptance, body scanned, administered and intoxylizer if needed, fingerprinted, photographed, dressed-in, classified for housing and medical/ mental health issues among other tasks. There is no barrier between the arrestee and the jail staff, creating potentially dangerous situations for the staff.

PHOTO 1. BOOKING



Files and supplies are stored wherever space can be found. Often, file cabinets are kept in utility chases. In addition to the clutter, this can also cause fire hazards and potential loss of vital records in the event of electrical or plumbing issues.

PHOTO 2. FILE STORAGE



Many of the control systems and panels are outdated. The light control panel pictured below is several decades old. When equipment breaks down in the jail, replacement parts often have to be custom-fabricated because they are no longer commercially available.

PHOTO 3. LIGHTING CONTROLS



Inmate living spaces, such as their cells and dayrooms pictured below, have exposed conduit for plumbing and radiant heat. There are also many instances of metal plates bolted to the ceilings after years of repair. These items present hazards for vandalism and contraband but are also potential ligature points which become life-safety issues.

PHOTO 4. HOUSING



PHOTO 5. DAYROOM



There is a lack of appropriate spaces for inmates with special needs that should be housed separately from the general population. This can include those with mental illness, health issues, and inmates needing protective custody. As a result, program spaces must often be used to house these individuals. This takes away the very limited program spaces from the remainder of the inmate population.

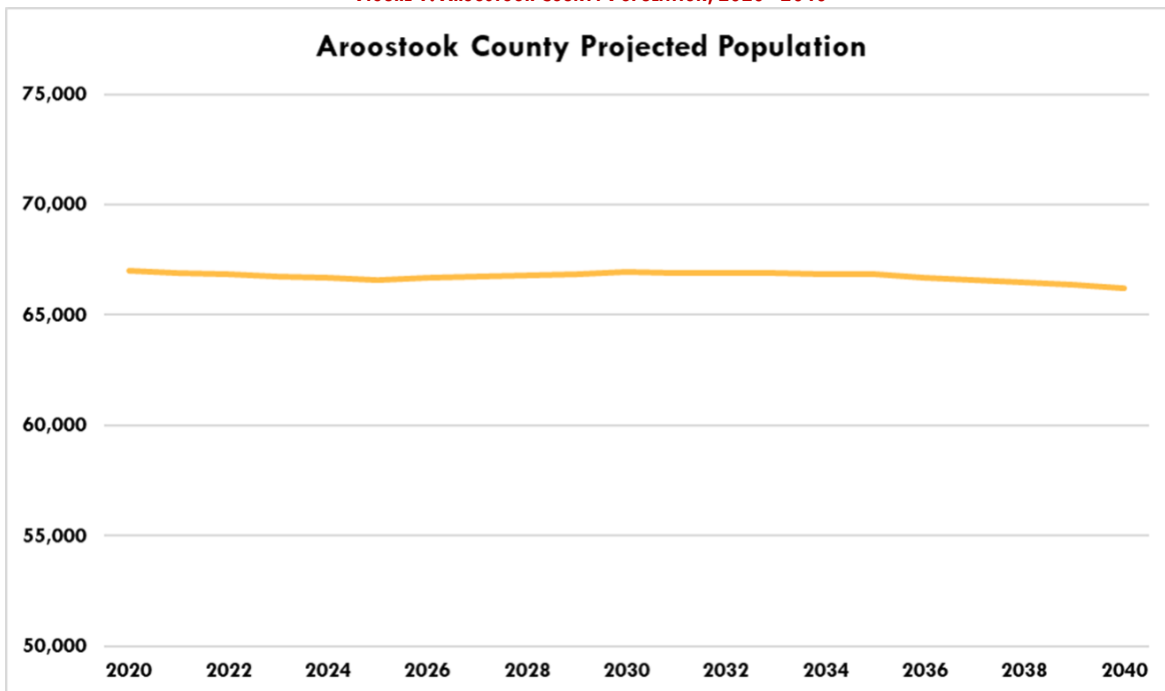
PHOTO 6. PROGRAM ROOM / TEMPORARY HOUSING



AROOSTOOK COUNTY POPULATION

To help set the context for the analysis, it is prudent to have a clear sense of the future population size of Aroostook County. To do this, the research team acquired data from the Maine Office of the State Economist¹. Generally speaking, population growth (or the opposite) has a somewhat muted impact on a given jail's population. For the most part, there is not a direct linear correlation between population growth and jail population forecasts. There simply is no set proportion of new citizens that can be calculated or translated into jail population numbers. However, in our experience, there is enough of an impact that population growth needs to be considered when building statistical forecasts of future jail population levels. Simply put, having more residents in a jurisdiction is expected to increase the number of arrests and bookings in that jurisdiction. The state data indicate that the county's population is expected to shrink by 1.1% between 2025 and 2040. It is fair to conclude that any future increase in the jail's population will not be driven by demographic factors. Figure 1 demonstrates the expected future size of the Aroostook County population.

FIGURE 1. AROOSTOOK COUNTY POPULATION, 2020 - 2040



It is prudent to reiterate that while the future population of the county is important to consider, there is not a direct relationship with the ultimate size of the jail facility. There simply is no one-to-one relationship between population growth and jail needs. While population growth does contribute to arrests and bookings, which impact the jail's future population, it is not at all the most important factor. In this case, the county population is not growing, and the evolving demography in Aroostook County is unlikely to be the culprit behind future increased arrests.

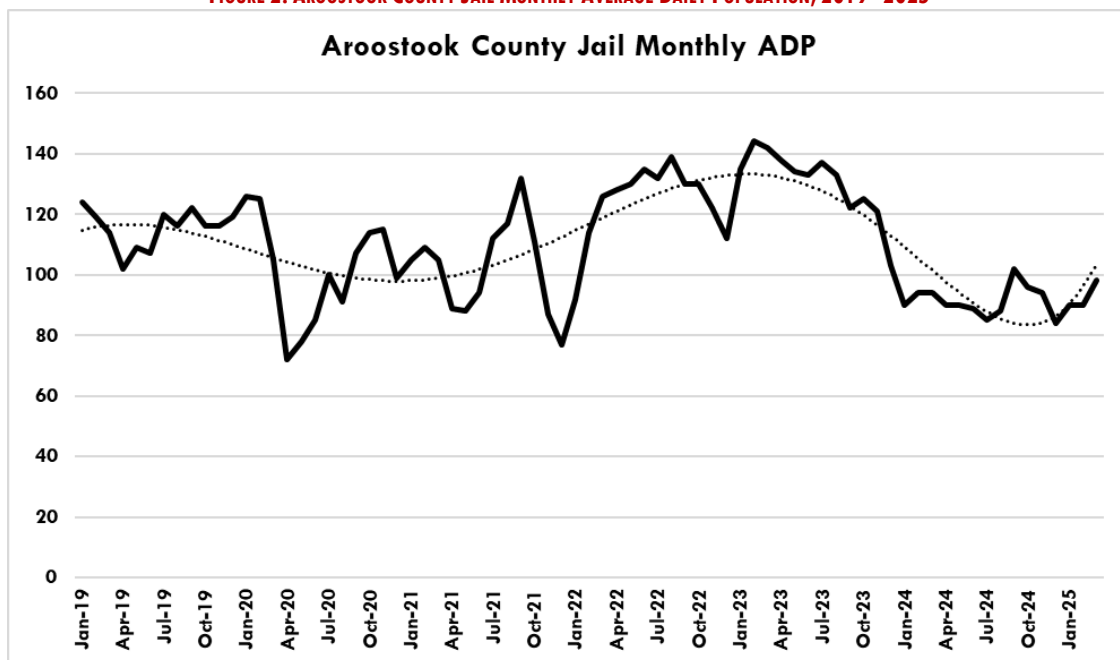
¹ <https://www.maine.gov/dafs/economist/demographic-projections>

AROOSTOOK COUNTY JAIL POPULATION ANALYSIS

The most prominent and important measures that impact the Aroostook County Jail population were employed in a comprehensive set of analyses such as bookings (the number of people booked into the facility), average daily population (ADP), average length of stay (ALOS, a measure of how long, on average, detainees stay in custody), arrest offenses, and a profile of the detainee population. To perform our jail population analysis, a significant set of data extractions from the Aroostook County Jail was obtained and analyzed. Our intention was to examine every charge for every person with a criminal matter between January 1, 2019, and March 31, 2025 along with demographic and release information.

The research team took the data provided and forensically reconstructed each day's population during the study's time frame. Figure 2 takes the daily data and rolls the time series up into months. The population is seasonal, with peaks and valleys corresponding to certain times of the year, something that is commonly seen across the country. There is a significant decrease in Spring 2020 due to the arrival of the COVID-19 pandemic, and a second significant decrease in late 2021/early 2022 that reflected a combination of factors, including weather. It is important to note that the population trend recovered extremely quickly from both of these decreases, which arguably reflects a shortage of beds needed for the system. Finally, in early 2024 a significant population decrease began which continues today, driven by enhanced system attention to case processing and jail population management efforts.

FIGURE 2. AROOSTOOK COUNTY JAIL MONTHLY AVERAGE DAILY POPULATION, 2019 - 2025



Commitments

All jail populations are determined by two factors: The number of people who are booked into the facility and how long those people stay (average length of stay, or ALOS). Figure 3 details the monthly number of commitments (expressed as a daily average in order to more accurately compare months of different lengths) into the jail. The number of bookings into the jail declined significantly in 2019, well ahead of the arrival of the first wave of COVID-19. After Spring 2020, the bookings trend never approaches the pre-COVID period, although it was slowly increasing until Fall 2024. The last 6 months of the data reflect a stable level of bookings that are about half of the pre-pandemic numbers and also 1 fewer person per

day booked into the jail.

FIGURE 3. MONTHLY COMMITMENTS, 2019 – 2025

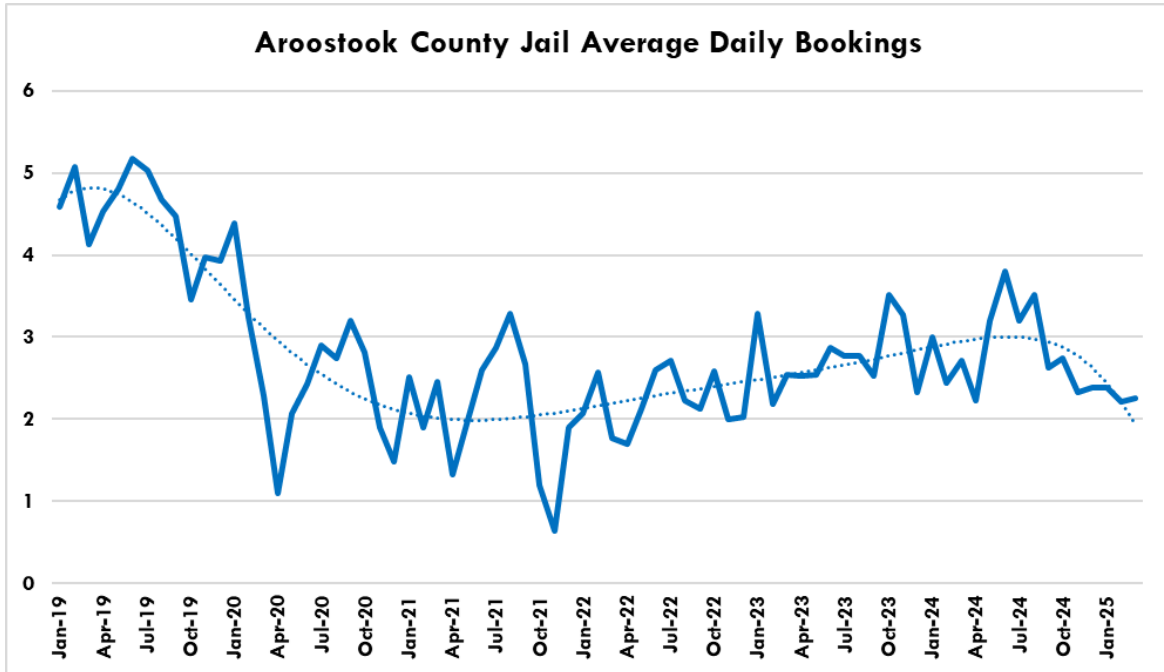


Figure 4 plots the ADP trend against the average daily booking trend. There is a moderate correlation through midyear 2023. At that point, however, the population begins to trend down while the bookings trend continues its uptick. Moreover, in midyear 2024, the trends swap their tendencies---bookings decrease a bit, while the population experiences some small gains by the end of our data in early 2025.

FIGURE 4. JAIL BOOKINGS vs. ADP, 2019 – 2025

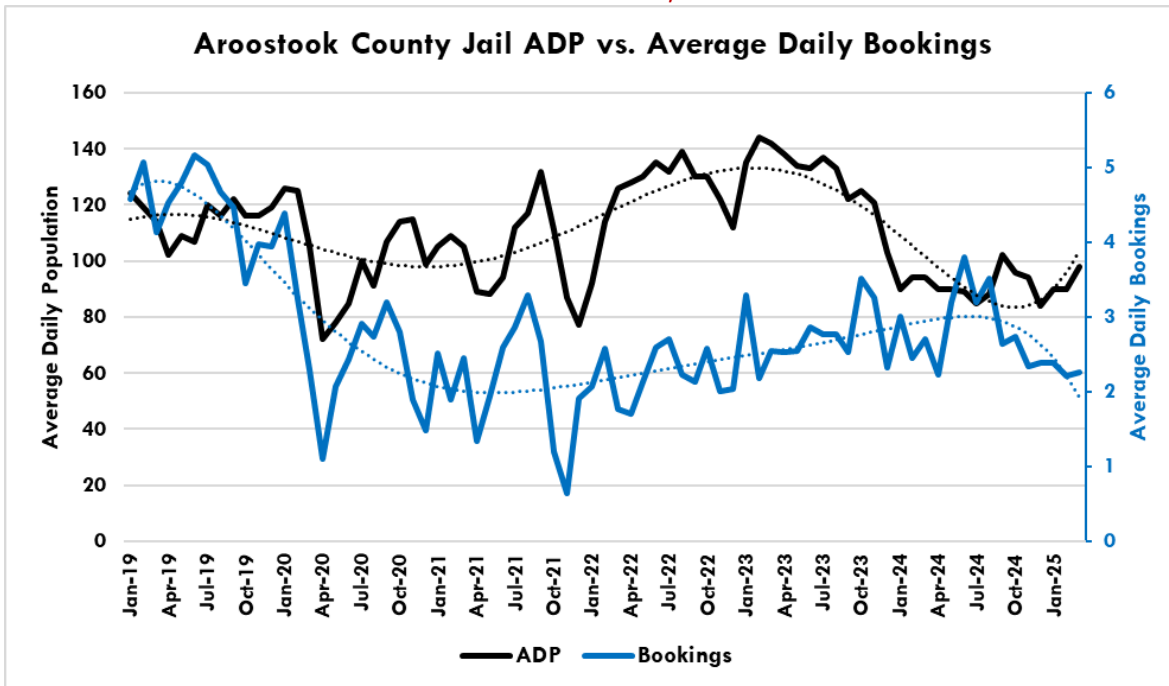
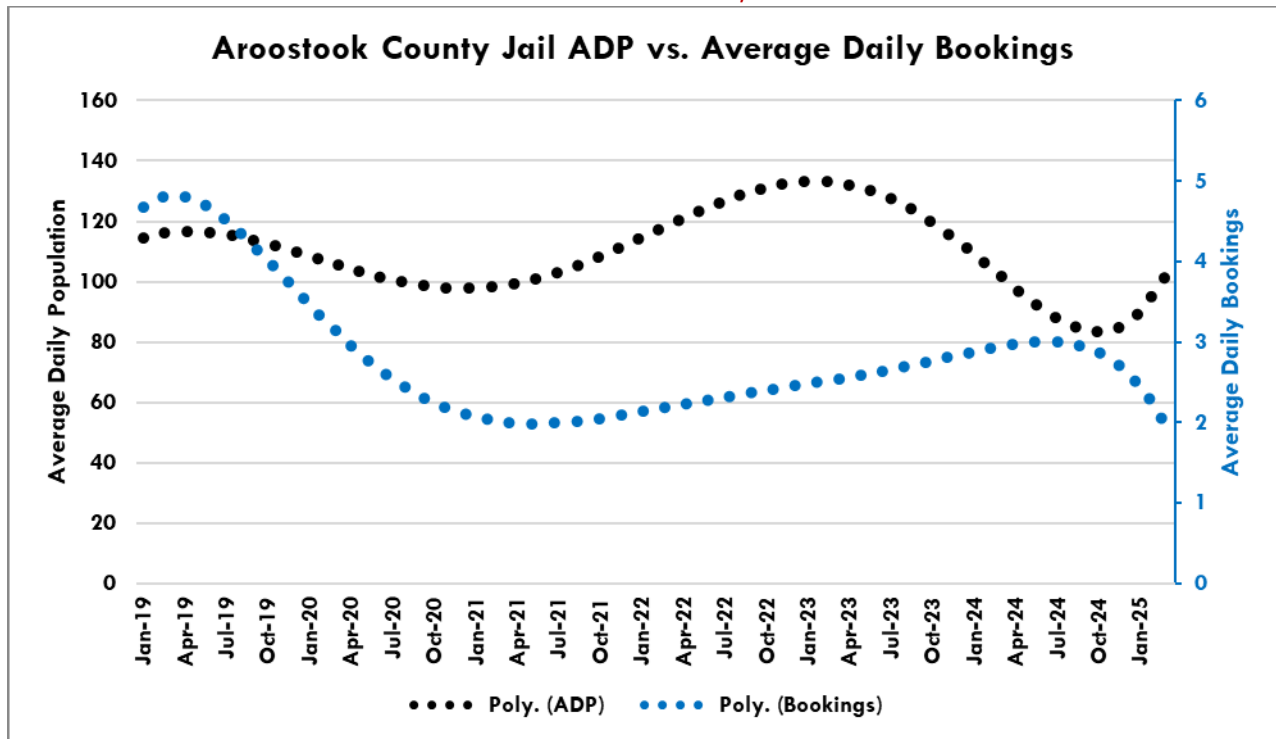


Figure 5 is the same chart, but removes the actual data from the graph, leaving only the polynomial trend

lines. By removing the noise from the graph, the relationship between bookings and the jail's ADP is much more evident. The key takeaway is that bookings alone aren't a very good predictor of the jail's population.

FIGURE 5. BOOKING TREND VS. ADP TREND, 2019 – 2025



Commitments By Charge

There are other aspects of bookings that ought to be explored. The research team also examined what the offense was that necessitated each intake during the period of our analysis. Because most people are booked with more than one offense, to make comprehending the nature of the offenses involved across the population easier, it is necessary to determine the most serious offense of each person. The data extracts produced by the Aroostook County Jail contained every single charge for every single person charged between 2019 and March 31, 2025. These extracts were analyzed, and the charge information was reclassified into multiple categories. This helped to construct a further reclassification to develop the most serious charge for each detainee. The categories used to make the final determination are (presented in order of seriousness):

- Violent
- Sex Offenses
- Offenses vs People
- Weapons
- Burglary
- Theft/Fraud
- Drugs
- Offenses Against the Administration of Government
- DUI
- Public Order
- Other
- Alcohol
- Traffic
- Supervision/Temporary Release Violation
- Hold/Writ

'Offenses vs. People' is defined as crimes such as neglect, endangerment, corruption of minors, harassment, etc.). 'Offenses Against the Administration of Government' is defined as crimes such as Failures to Appear in Court or Resisting Arrest. 'Public Order' offenses include things like Vandalism, Trespassing or Disorderly Conduct. Using the information collected from the large data extract, when a detainee has multiple charges, a primary charge category is assigned according to the priority listed above. The priority listing is premised on the most serious offense having the highest priority. For example, if an arrestee were charged with a DUI and a violent offense, the primary charge category for that person would be violent. In our algorithms, felony charges will always outweigh misdemeanor charges.

Table 1 breaks down the Aroostook County commitments by most serious charge and is sorted by their proportions of all intakes for 2025. To be clear, the numbers on the table reflect the daily number of intakes for each category such that the total at the bottom for 2025 shows an average of 2.57 intakes on a daily basis. We elected to include a comparison column between 2025 and 2022 to highlight recent post-COVID trends. Individuals with a Violation of Community Release (VCR) were the most commonly booked group, representing an 80% increase. The 'Offensive vs Government Misdemeanor' category also more than doubled in the first quarter of 2025. It is important to note that the number of individuals charged with violent felonies were cut in half, and currently constitute the lowest number in the time span of our data. The takeaway is that more people are coming to the jail due to some form of a process violation, while selected charge groups are experiencing decreases.

TABLE 1. DAILY AVERAGE BOOKINGS BY MOST SERIOUS CHARGE, 2019 – 2025

	2019	2020	2021	2022	2023	2024	2025	Delta From 2022
VCR	0.36	0.16	0.16	0.17	0.27	0.28	0.31	80.2%
Offenses vs People Misd	0.49	0.39	0.34	0.37	0.41	0.32	0.30	-18.3%
Offenses vs Government Misd	0.59	0.23	0.15	0.09	0.21	0.22	0.23	158.1%
Probation Violation	0.30	0.15	0.10	0.15	0.21	0.18	0.23	52.1%
Drugs Felony	0.40	0.23	0.22	0.14	0.27	0.25	0.16	11.3%
Offenses vs Government Felony	0.20	0.10	0.13	0.12	0.18	0.19	0.16	29.0%
Violent Felony	0.22	0.16	0.16	0.25	0.19	0.17	0.12	-50.4%
DUI Misd	0.25	0.14	0.05	0.06	0.10	0.13	0.11	93.1%
Offenses vs People Felony	0.19	0.21	0.20	0.21	0.17	0.18	0.10	-51.3%
Burglary Felony	0.12	0.06	0.06	0.08	0.07	0.10	0.09	8.1%
Theft/Fraud Felony	0.18	0.10	0.14	0.14	0.16	0.18	0.09	-35.1%
Theft/Fraud Misd	0.13	0.06	0.05	0.04	0.07	0.08	0.09	116.3%
Everything Else	1.04	0.55	0.36	0.41	0.48	0.57	0.58	42.5%
Total	4.48	2.55	2.12	2.22	2.77	2.85	2.57	15.7%

Table 2 depicts the results of an analysis of people who were booked into the jail but then ended up being rebooked into the jail on a future date. To interpret the table, for 2019 there were 1,635 total bookings into the jail involving 1,061 people. During the next 3 years, 540 people returned to jail at least one time, resulting in a 3-year recidivism rate of 50.9%. The right side of the table is not bound by the 3-year limit and reflects the full timespan of our data extract. This would explain the higher 'all-time' rate for rearrests (59.4%). The analysis made no attempt to discern whether a given person was returning to the jail on a new matter or a previous matter.

TABLE 2. AROOSTOOK COUNTY REARREST ANALYSIS, 2019 – 2025

Year	Total Bookings	People Booked	People Returned Within 3 Years	3-Year Return Rate	People Returned All time	All Time Return Rate
2019	1635	1061	540	50.9%	630	59.4%
2020	934	712	348	48.9%	414	58.1%
2021	772	616	327	53.1%	366	59.4%
2022	810	677	339	50.1%	339	50.1%
2023	1010	784	---	---	363	46.3%
2024	1044	767	---	---	256	33.4%
2025	231	206	---	---	24	11.7%

In areas that have a prominent pretrial or community release process, there tends to be significant debate about the effectiveness of the process, particularly regarding reoffense/rearrest. We lacked the necessary data to evaluate the rearrest rate for all people who were placed on community release. However, we could examine the rearrest rates for people who had been booked into the jail in connection to a community release violation (VCR) charge (Table 3, below). We note higher rearrest rates on both the 3-year and all-time measures in 2019, but in no other year. We further note that people who were booked in 2019 but were not charged with a VCR have a much lower rearrest rate of 23%.

TABLE 3. AROOSTOOK COUNTY REARREST ANALYSIS FOR PEOPLE CHARGED WITH A VCR, 2019 – 2025

Year	Total Bookings	People Booked	People Returned Within 3 Years	3-Year Return Rate	People Returned All time	All Time Return Rate
2019	719	487	263	54.0%	311	63.9%
2020	429	342	162	47.4%	193	56.4%
2021	370	295	151	51.2%	166	56.3%
2022	442	378	178	47.1%	178	47.1%
2023	488	377	---	---	169	44.8%
2024	519	387	---	---	129	33.3%
2025	92	76	---	---	15	19.7%

Average Length of Stay

In addition to commitments, the other predictor of a facility’s population is average length of stay (ALOS). ALOS is calculated by taking the average (mean) of how long everyone released during a given time period actually stayed in custody. In addition, for some analyses, it may be prudent to calculate the median of the lengths of stay for all people released during that time period. Generally speaking, if a facility’s ALOS increases, this will often result in an increase in the facility’s population, unless commitments decrease to a point where the population stays the same or decreases. The reverse also holds true. A declining ALOS may result in decreases in a facility’s population, assuming that commitments don’t increase at the same time to hold the population steady.

Figure 6 below reflects the monthly mean ALOS in days for the Aroostook County Jail between 2019 and the end of March 2025. As a response to the pandemic, the criminal justice system (like many systems across the country) released as many people from custody as possible to try to reduce populations in an attempt to minimize the health risk within the facility, resulting in more dynamic behavior of the ALOS time series. The ALOS time series becomes a lot more dynamic after the pandemic. However, the big spike in

the time series occurs in November 2021, with a massive increase in ALOS. Keep in mind that our calculation is an average of all of the lengths of stays for everyone released in a given time period. In this case, there were multiple transfers to Maine State Prison on November 24, 2021 involving several long-staying inmates. This skyrocketed our ALOS measure for that month.

FIGURE 6. AROOSTOOK COUNTY JAIL ALOS (DAYS), 2019 – 2025

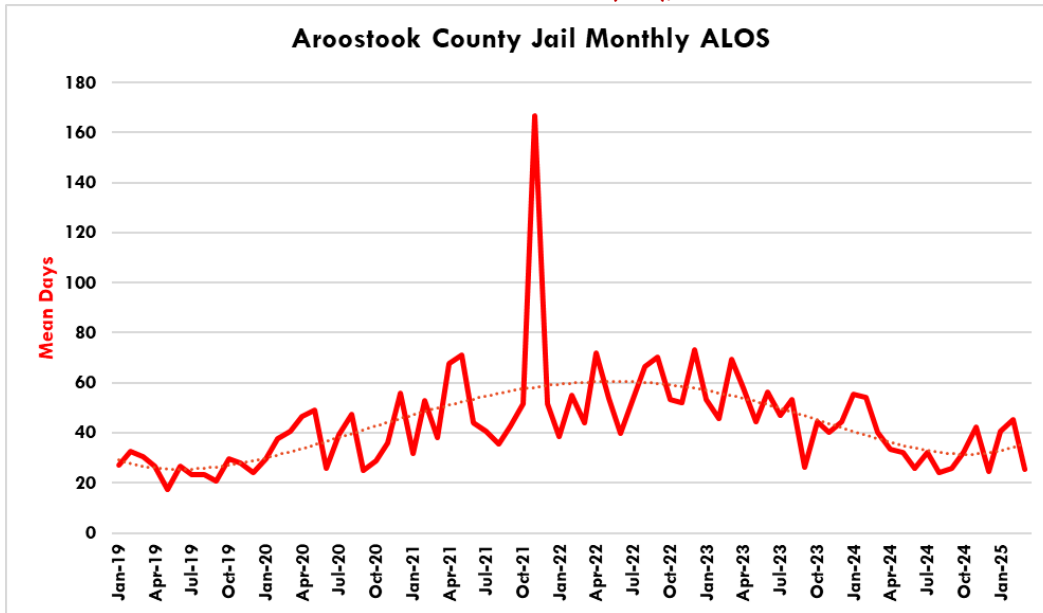
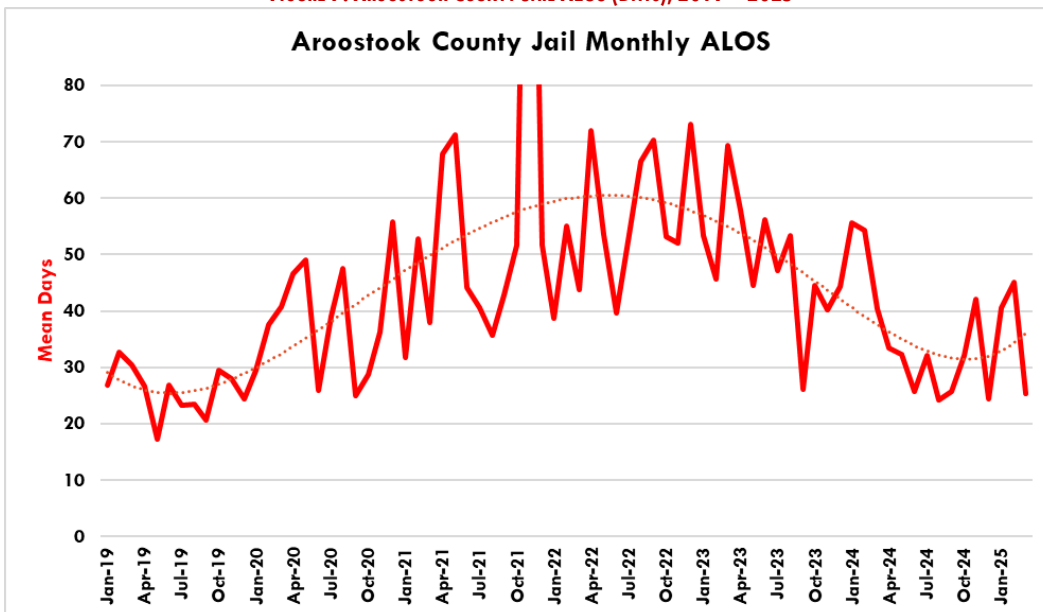


Figure 7 contains the same data series, but puts a cap on the Y-axis of 80 days. This alteration allows us to see the significant ALOS reductions in 2024 and 2025. The ALOS in 2024 represented a 26% decrease from 2023, and the 2025 YTD ALOS is only slightly higher than 2024.

FIGURE 7. AROOSTOOK COUNTY JAIL ALOS (DAYS), 2019 – 2025



Much like Figures 4 and 5, which compared ADP to bookings, Figures 8 and 9 plot the facility ADP against the mean ALOS. We do not see a significant relationship until 2021. Bookings and ALOS in combination

helped drive the jail population until, say, 2022. A reduction in ALOS that commenced in late 2022 offset the increase in bookings and ultimately translated into a later reduction of the facility's population. The statistical relationship between ADP and ALOS in the last several years is very strong.

FIGURE 8. AROOSTOOK COUNTY JAIL ADP vs. ALOS, 2019 – 2025

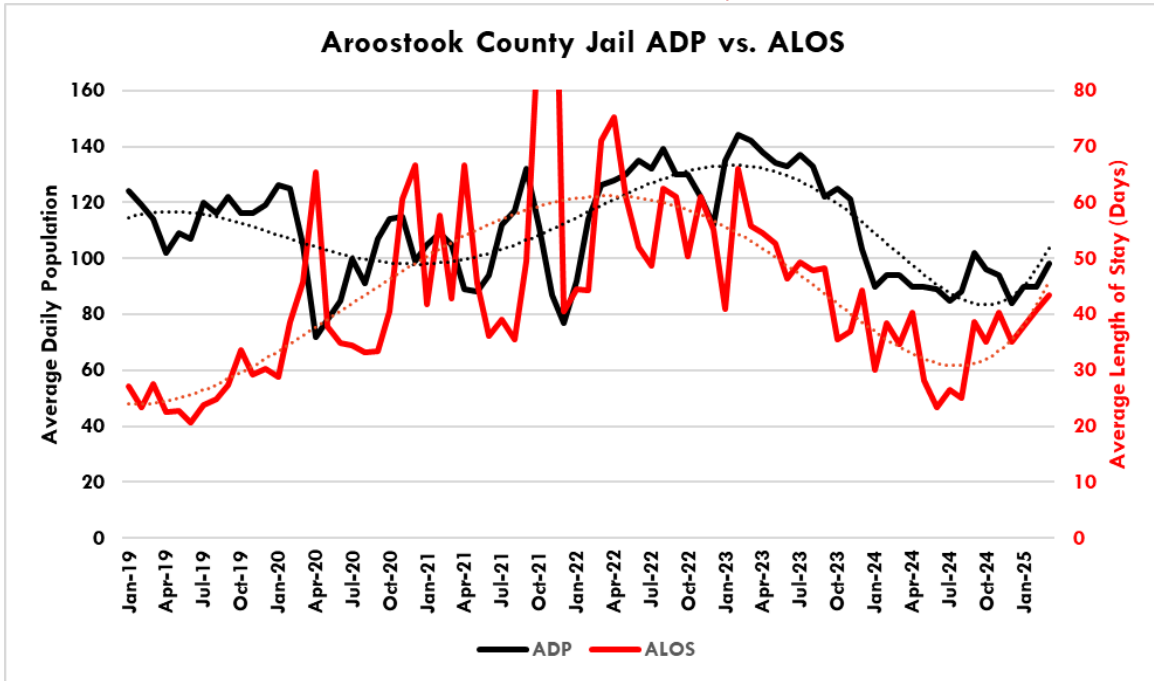


FIGURE 9. AROOSTOOK COUNTY JAIL ADP TREND vs. ALOS TREND, 2019 – 2025

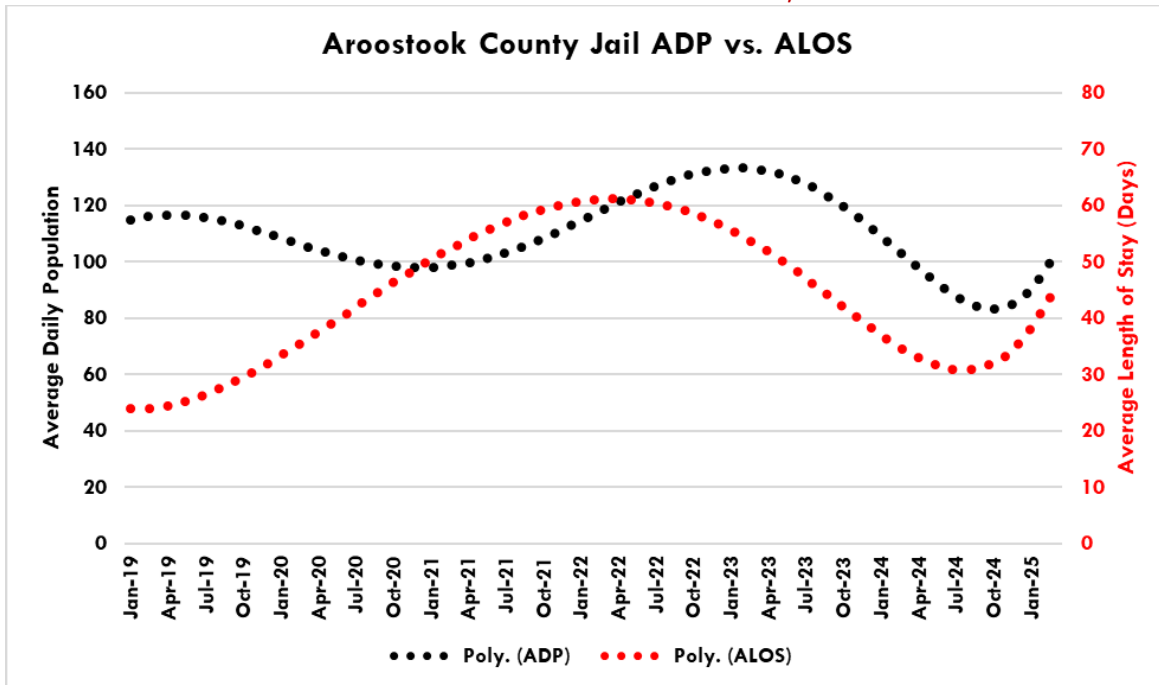


Figure 10 presents the monthly median ALOS for the Aroostook County Jail. In many instances, the median is an excellent measure of the central tendency of a jail's length of stay patterns because it can avoid the impact of outlying values. However, in this situation, the median is incredibly dynamic after 2020 (due principally to the relatively small number of releases), and the overall takeaway is that the trend roughly mirrors that of the mean. The lower level after late 2023 is somewhat stable and matches up with some of the other measures, although we see an increase in 2025 YTD that matches what is seen in the mean LOS trend.

FIGURE 10. AROOSTOOK COUNTY JAIL MEDIAN LOS (DAYS), 2019 – 2025

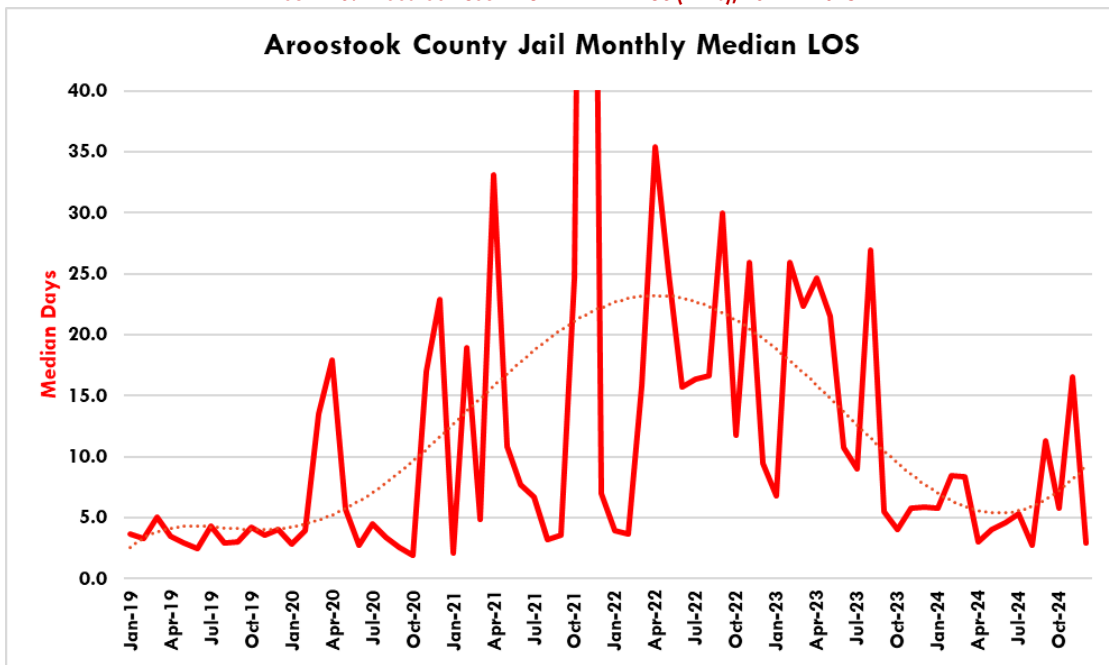


Table 4 provides the annual mean ALOS numbers for each year of the analysis by gender. As expected, female ALOS is lower than male ALOS across time and roughly experiences the same patterns of increase and decrease. The critical lesson of the table is that ALOS was significantly reduced beginning in 2023, helping hold the population in check.

TABLE 4. AROOSTOOK COUNTY ALOS IN DAYS, 2019 – 2025

Year	Female ALOS	Male ALOS	Total	% Change
2019	16.1	28.6	25.7	
2020	25.0	40.4	37.2	45%
2021	26.8	58.5	52.6	41%
2022	36.0	61.8	56.2	7%
2023	36.5	52.1	48.6	-14%
2024	24.6	37.7	34.8	-28%
2025	14.4	42.1	36.2	4%

Table 5 provides the ALOS in days by each person's most serious charge category over time. The table is sorted by the population proportions for each charge category. There are noteworthy reductions in ALOS for most of the charge categories. The second-largest decrease was a nearly 86% reduction for violent

felony cases. This may perhaps be an artifact of a lack of releases to the Maine Department of Corrections and/or it may be an impact of some of the case management work that has been undertaken by the judiciary. At any rate, the decrease in ALOS is a nearly universal phenomenon that has helped keep the jail's population in check.

TABLE 5. AROOSTOOK COUNTY ALOS (IN DAYS) BY MOST SERIOUS CHARGE, 2019 – 2025

	2019	2020	2021	2022	2023	2024	2025	Delta From 2022
Violent Felony	31.0	64.5	123.4	127.4	109.9	61.4	18.4	-85.5%
VCR	14.6	31.3	38.5	53.7	27.4	27.5	53.0	-1.4%
Probation Violation	41.5	58.2	75.5	47.2	53.8	49.9	53.0	12.3%
Drugs Felony	24.7	63.0	75.7	82.6	63.4	45.9	78.4	-5.0%
Offenses vs People Misd	12.3	19.3	21.3	27.5	23.6	21.9	22.0	-20.0%
Offenses vs People Felony	23.7	46.2	72.1	59.6	86.6	47.4	11.6	-80.6%
Burglary Felony	33.0	59.3	67.2	66.8	64.7	45.4	99.7	49.3%
Theft/Fraud Felony	32.5	54.4	42.9	74.0	61.8	35.6	53.4	-27.9%
Sex Offense Felony	40.4	16.0	17.3	82.4	66.5	92.3	1.9	-97.7%
Offenses vs Government Misd	8.0	14.5	13.3	27.0	20.1	16.7	6.4	-76.2%
Weapons Felony	15.2	65.6	130.4	68.8	82.5	12.7	57.7	-16.2%
Drugs Misd	14.9	31.2	17.2	65.0	36.7	24.0	21.7	-66.6%
Total	25.7	37.2	52.6	56.2	48.6	34.8	36.2	-35.6%

Average Daily Population Characteristics

Our data reconstruction made it possible to look at the facility's ADP by a variety of demographic factors. Figures 11 and 12 below give the ADP proportion broken down by gender between 2019 and 2025. The proportion of females in the population seemingly varies from year to year without much indication of a trend. The current proportion is lower than in recent years. We are seeing growth in female populations in county jails across the country, a factor that we take into account in selected forecasts. The monthly time series presented in Figure 12 demonstrates that variations in the female population are associated with variations in the male population.

FIGURE 11. ANNUAL JAIL POPULATION BY GENDER, 2019 – 2025

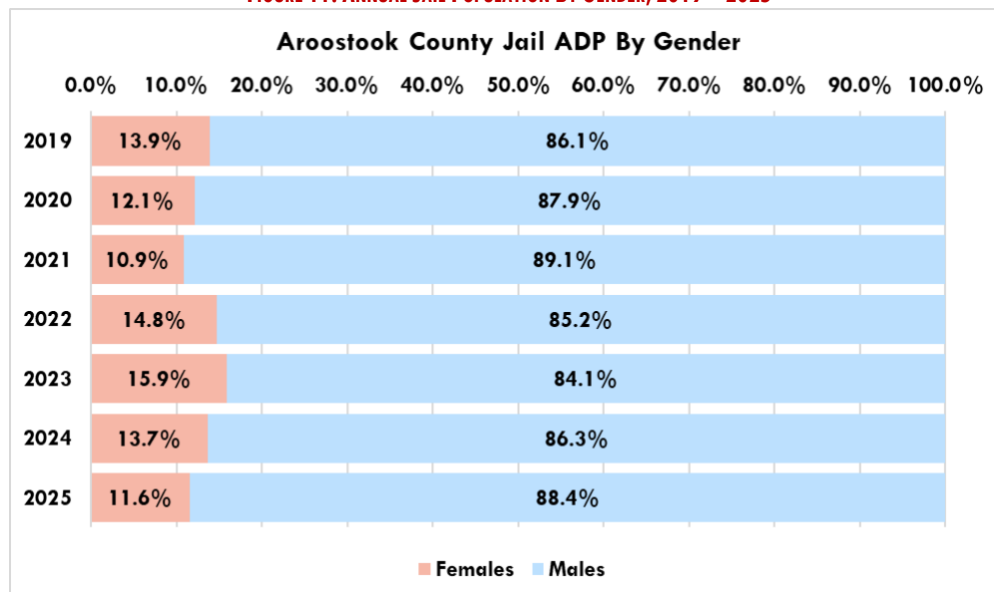


FIGURE 12. MONTHLY JAIL POPULATION BY GENDER, 2019 – 2025

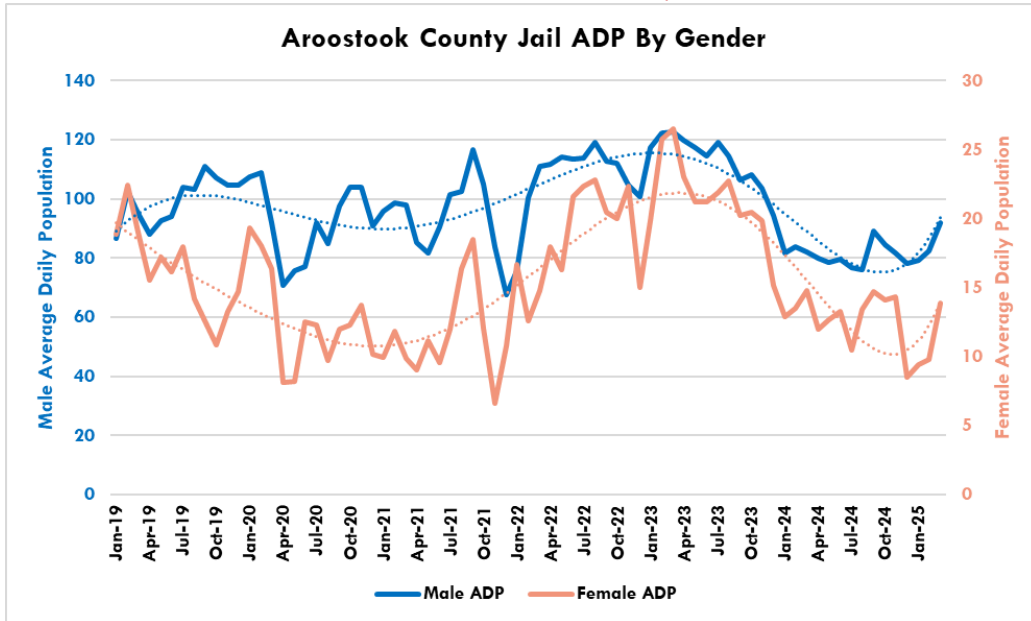


Figure 13 relates the annual ADP by age cohort. Nationwide, we are measuring relative declines in the group of detainees who are in their 20s, with increases in the proportion of detainees in their 30s and 40s. The Aroostook County trends tend to follow this pattern. As the county population itself ages, there are proportionally fewer people in their 20s and 30s than in the past. Similarly, the jail population is showing decreases in the 20s and 30s cohorts, although the decrease for the 30s cohort has some variation. The groups of inmates who are in their 40s, 50s, and above have all gained in terms of their proportion of the population.

FIGURE 13. ANNUAL JAIL POPULATION BY AGE GROUP, 2019 – 2025

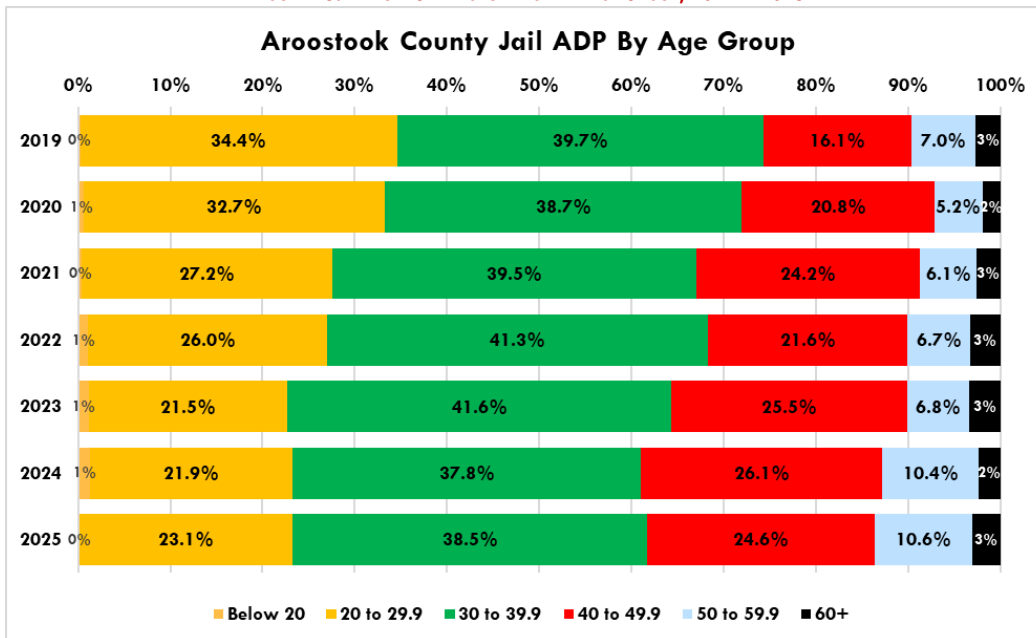


Figure 14 presents the age group data by month. Note how the 40s cohort has caught up with the 20s

cohort and, for periods, exceeds it. If current trends continue, the 40s cohort will become the largest segment of the jail's population in a few years. These age group shifts have implications for the jail's operations, as well as growth projections. If the base of people who tend to comprise the jail's population continue to shift older without replacement, in the very long-term, the jail's population may actually shrink from current levels.

FIGURE 14. MONTHLY JAIL POPULATION BY AGE GROUP, 2019 – 2025

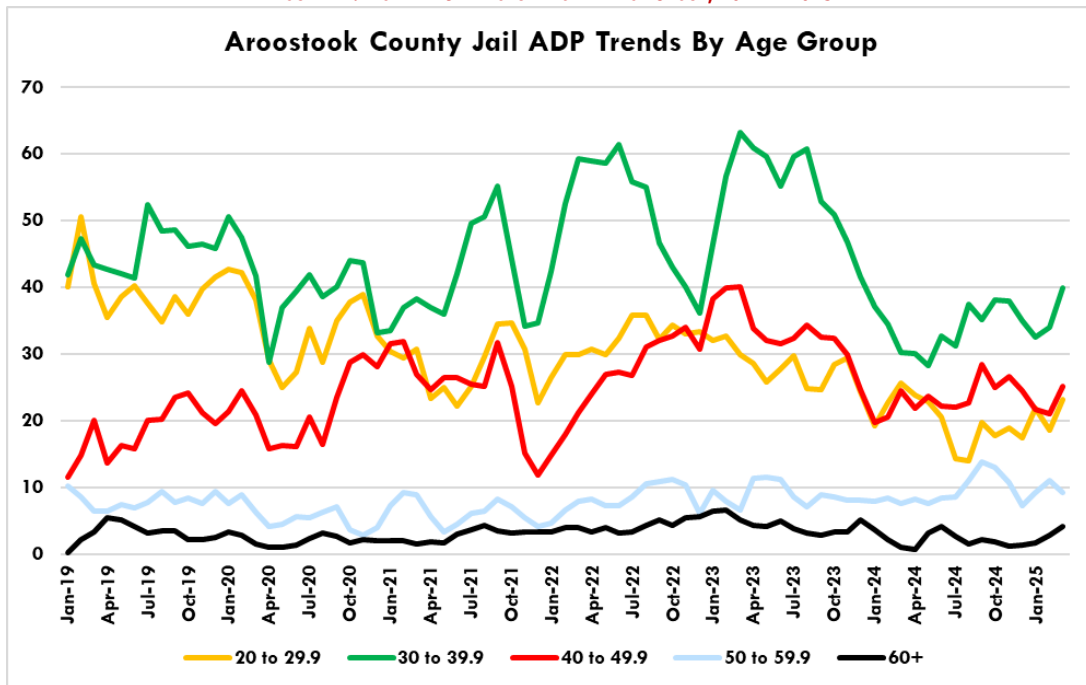
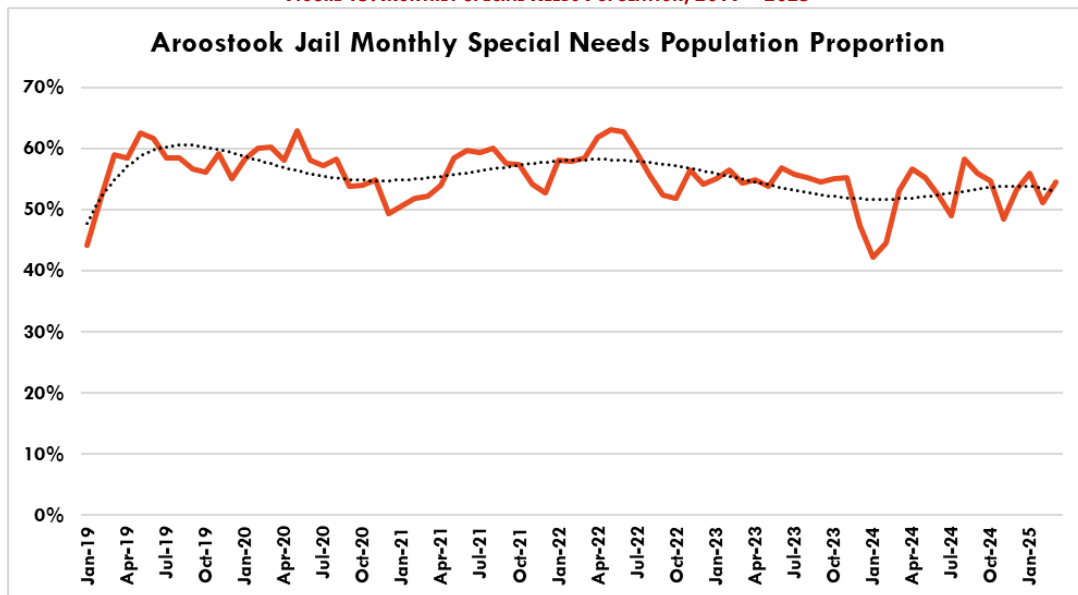


FIGURE 15. MONTHLY SPECIAL NEEDS POPULATION, 2019 – 2025



The Aroostook County Sheriff's Office provided the research team with the list of individuals who had received a special management housing assignment. We applied that information to our population reconstruction in Figure 15 above. To be clear, this is an estimate of the proportion of individuals in the

ADP who have a mental health issue, but it does not speak at all to acuity. In reality, individuals may go to special housing and then stabilize and return to the general population. The proportions presented by the chart are not a measurement of the number of individuals who have an active acute serious mental illness. At any one time, about 10% of the jail's population are assigned to the special management locations and are often exhibiting symptoms of serious mental illness. The overall proportion of people (roughly 50%) with mental health issues in our analysis is in line with what we are measuring in other jails.

The special needs population was also examined in terms of rearrest patterns. The rearrest rates for people arrested in 2021 and 2022 are a bit higher than for the overall population, which is in line with the findings of similar studies.

TABLE 6. SPECIAL NEEDS POPULATION REARREST RATES, 2019 - 2025

Year	Total Bookings	People Booked	People Returned Within 3 Years	3-Year Return Rate	People Returned All time	All Time Return Rate
2019	987	626	329	52.6%	380	60.7%
2020	556	421	212	50.4%	262	62.2%
2021	438	340	191	56.2%	207	60.9%
2022	449	359	202	56.3%	207	57.7%
2023	512	395	---	---	198	50.1%
2024	529	385	---	---	142	36.9%
2025	128	112	---	---	16	14.3%

As with bookings and ALOS, the most serious charge analysis was extended to the ADP in Table 7, sorted by the 2025 population proportion. We see a pronounced change from the most serious offense table for bookings. Violent felons constitute the largest portion of the population, followed by VCRs and probation violations. The jail is holding a fairly serious population, with felony-charged individuals composing the decided majority. Given the reductions in length of stay it is not surprising to see a slight reduction in the violent felon population in 2025 as compared to 2022. Meanwhile, we see increases during that time for the VCRs and probation violation populations, something we also note in Figure 16. These populations tend to be a bit more discretionary on the part of the system, and are an important topic for monitoring and consideration by the stakeholders as time passes.

TABLE 7. AVERAGE DAILY POPULATION BY MOST SERIOUS OFFENSE, 2019 - 2025

	2019	2020	2021	2022	2023	2024	2025	Delta From 2022
Violent Felony	27.9	19.7	20.5	27.8	24.5	13.6	26.8	-3.4%
VCR	7.0	4.6	8.2	6.4	8.1	8.5	9.6	50.0%
Probation Violation	12.4	9.7	6.7	7.4	12.1	8.7	8.6	16.1%
Drugs Felony	12.1	18.2	13.6	13.5	16.9	10.4	8.4	-37.7%
Offenses vs People Misd	6.9	7.9	6.8	10.2	10.0	5.9	5.5	-45.8%
Offenses vs People Felony	7.1	9.6	13.2	14.8	12.7	8.4	4.1	-72.2%
Burglary Felony	4.6	3.3	3.9	5.8	4.2	5.0	4.1	-29.0%
Theft/Fraud Felony	6.8	5.4	6.4	10.8	9.2	6.1	3.6	-66.7%
Offenses vs Government Felony	4.9	6.1	6.5	6.8	7.8	7.2	3.5	-49.1%
Theft/Fraud Misd	2.1	1.6	0.5	1.6	2.5	0.9	3.3	108.0%
Sex Offense Felony	1.1	0.5	1.1	3.9	6.5	2.0	1.9	-52.3%
Offenses vs Government Misd	5.5	3.0	1.7	2.6	4.6	3.3	1.7	-32.7%
Weapons Felony	1.5	4.2	3.6	2.4	1.5	0.9	1.7	-29.1%
Drugs Misd	2.5	1.9	1.6	2.0	1.5	1.4	0.7	-63.9%
Everything Else	12.3	9.1	9.5	7.4	8.9	7.4	8.7	17.6%
Total	114.7	104.8	103.7	123.1	131.0	89.8	92.2	-25.1%

FIGURE 16. MONTHLY VCR/VOP POPULATION, 2019 – 2025

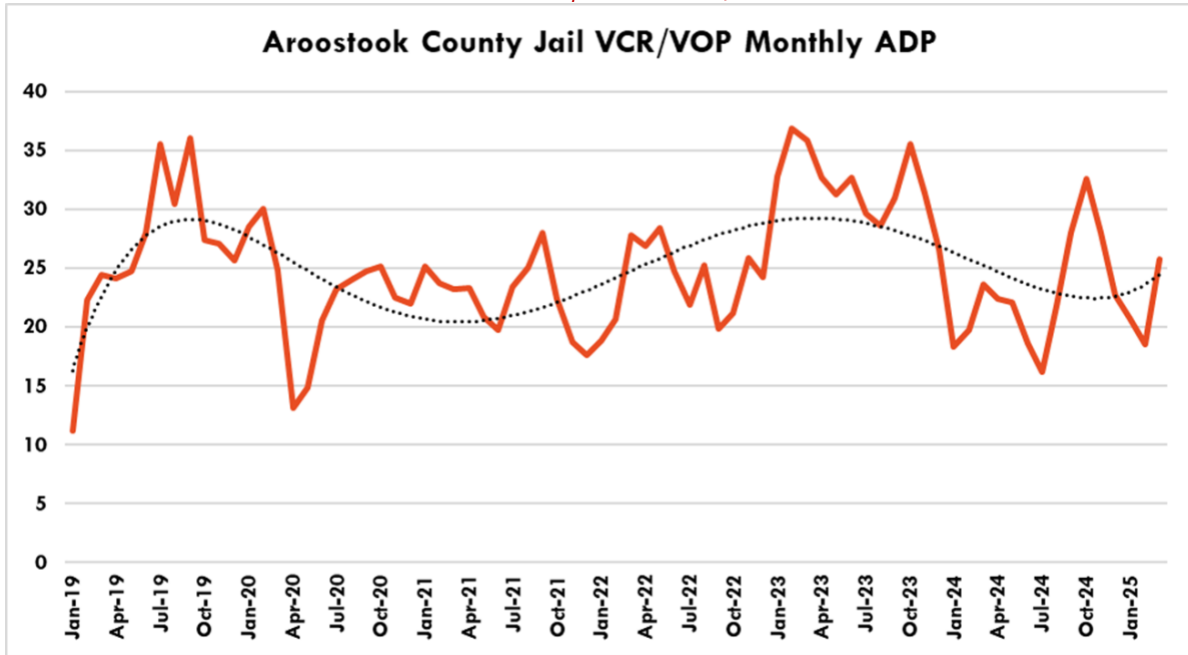
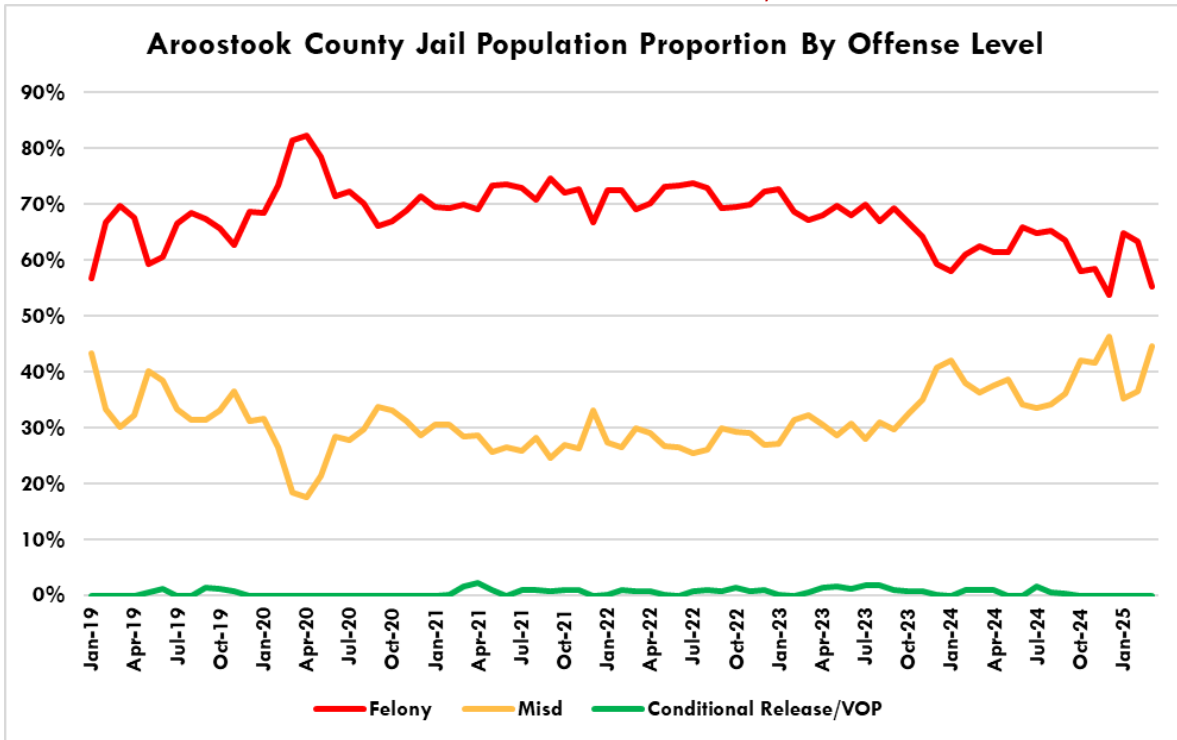


Figure 17 shows the population reconstruction by charge level. There is a small decrease in the proportion of felony-charged individuals in the last 18 months, coinciding almost exactly with the start of the case management efforts of the judiciary. The apparent reduction in case processing time for the felony cases has resulted in a decline in the proportion of the felony-charged individuals, which is also supported by what the LOS by charge numbers indicate.

FIGURE 17. MONTHLY JAIL POPULATION BY OFFENSE LEVEL, 2019 – 2025



An update of the extracts from the jail was transferred to the project team on April 2, 2025. This allowed us to assess the current population that day (Figure 18). During that date, 102 people were held. One of the key indicators that the research team looks for in terms of the efficiency of the criminal justice system is the proportion of 'long-stay' inmates (generally, people who are staying in custody for over a year). Systems which are troubled tend to have long stay inmates comprise 10% or more of their jail's population. In this case, there were only 2 people on that date who had been held over a year. The other time proportions were also positive. The conclusion that should be drawn is that, from all appearances, the system is doing an acceptable job of processing cases and people.

FIGURE 18. APRIL 2, 2025 POPULATION BY CUSTODY LENGTH

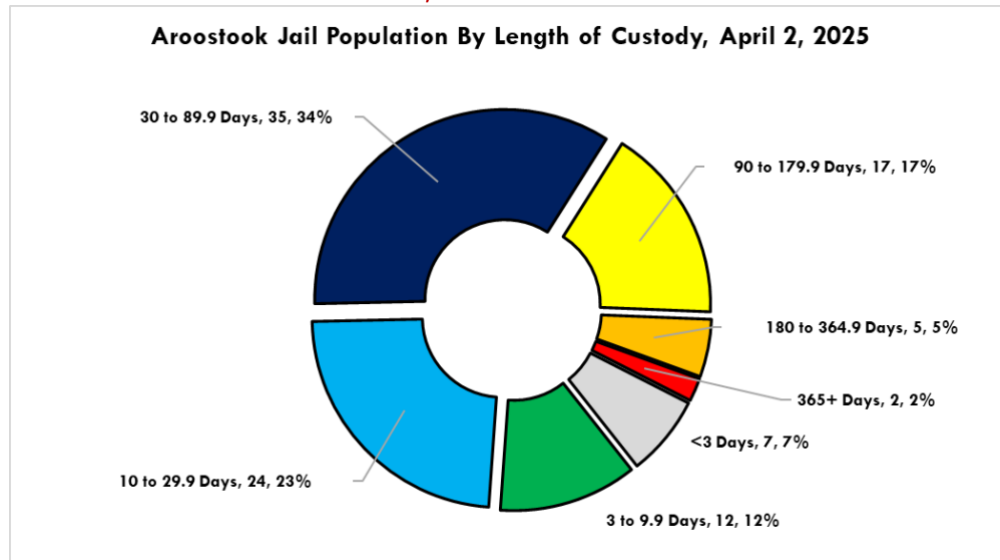


Table 8 provides an overall summary of the Aroostook County Jail ADP, bookings, and ALOS between 2019 and 2025. The population of the facility has decreased 22% since 2019, due to a 36% reduction in bookings. The booking decline is somewhat blunted by a 35% increase in ALOS since that time. A more important lesson lies in the 2024-2025 numbers. The population has declined thanks to a reduction in ALOS as well as a recent reduction in bookings. Managing ALOS in the future will be a critical mission for the Aroostook County criminal justice system.

TABLE 8. ADP, ALOS, & BOOKINGS, 2019 – 2024

Year	ADP	Average Daily Bookings	Mean ALOS	Median LOS
2019	114.7	4.3	25.7	3.5
2020	104.8	2.5	37.2	4.3
2021	103.7	2.0	52.6	8.9
2022	123.1	2.1	56.2	16.5
2023	131.0	2.7	48.6	11.7
2024	89.8	2.7	34.8	5.0
2025	92.2	2.3	36.2	4.9
Delta vs. 2019	-22%	-36%	35%	44%
Delta vs. 2024	3%	-17%	4%	-3%

Finally, Figures 19 and 20 summarize the major jail population factors in single depictions. The Aroostook County Jail population story is that both admissions and ALOS are critical factors impacting the population

level. A post-pandemic booking decrease and a consonant increase in ALOS (due to an increase in serious cases) led to significant population growth in 2022 and 2023. However, a stabilization and a reduction in bookings during 2024 and the start of 2025, coupled with a decline in ALOS starting in late 2023 have served to reduce the population to more manageable levels.

FIGURE 19. JAIL ADP, BOOKINGS, AND ALOS, 2019 - 2025

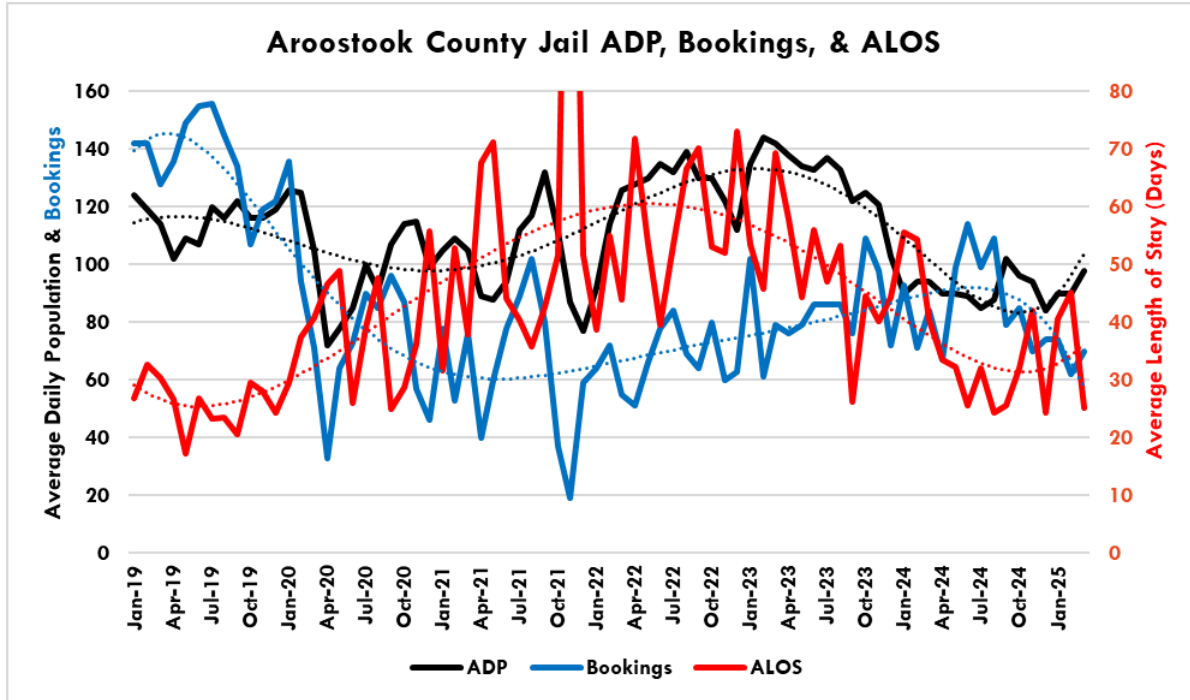
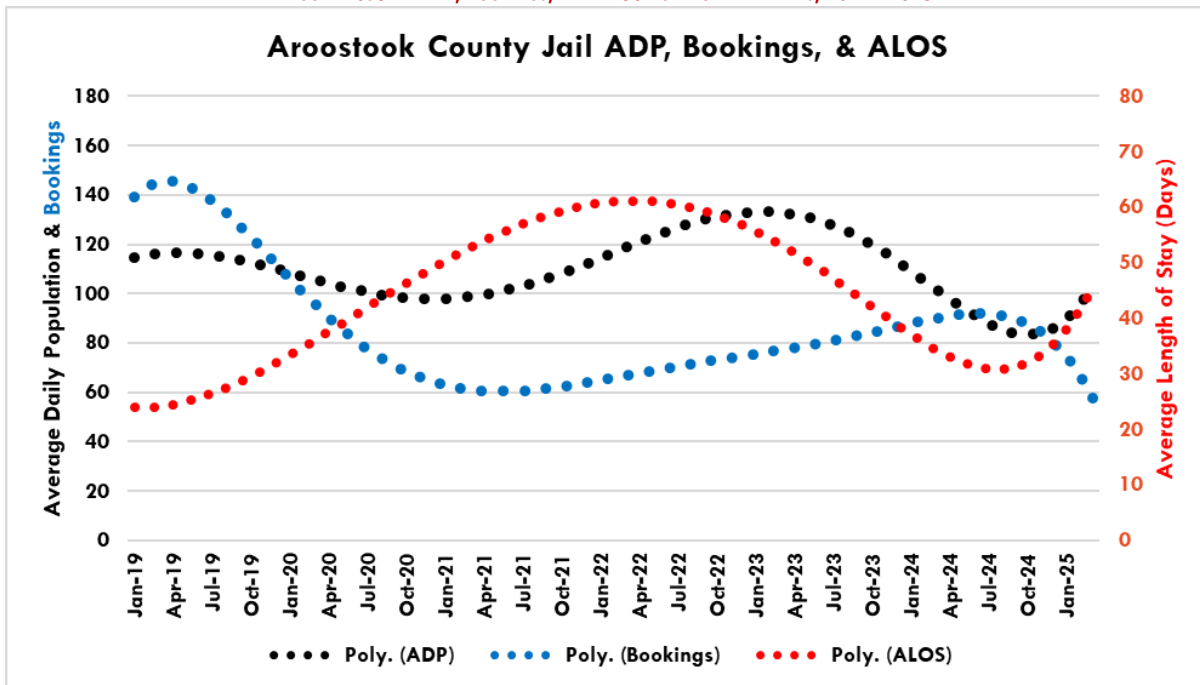


FIGURE 20. JAIL ADP, BOOKINGS, AND ALOS POLYNOMIAL TRENDS, 2019 - 2025



JAIL POTENTIAL LOCATION ANALYSIS

An important issue for Aroostook County stakeholders to consider is the location of a new jail facility, if one will indeed be built. The current location in Houlton is located well to the south side of the county's geographic population center. In our discussions with law enforcement agencies, the distance to the jail can constitute a burden, resulting in significant periods of time during which deputies are on the highway transporting arrestees to the jail. In addition, there were indications from some agencies located to the north that a number of arrests are regularly not made in an effort to reduce trips to the current jail. Justice Planners was tasked with measuring the distribution of arrests in the county. Table 9 presents the booking numbers by agency between 2021 and March 31, 2025. The local agency arrests are depicted in white cells, while the blue cells correspond to non-local arresting agencies. 'Court' represents remands at the courthouse in Houlton.

TABLE 9. BOOKINGS BY AGENCY, 2021 – 2025

	2021	2022	2023	2024	2025	Total	%
Presque Isle PD	88	122	150	230	44	634	16%
Houlton PD	143	118	138	131	27	557	14%
Aroostook Sheriff's Office	80	115	130	118	25	468	12%
Court	50	75	84	91	22	322	8%
Caribou PD	74	93	90	80	19	356	9%
Ft. Fairfield PD	13	13	36	68	10	140	4%
Madawaska PD	6	12	27	34	12	91	2%
Ft. Kent PD	17	18	16	23	3	77	2%
Ashland PD	6	10	18	3	1	38	1%
Washburn PD	21	17	12	1		51	1%
Limestone PD	11	9	1			21	1%
Maine State Police	138	97	108	123	26	492	13%
Other Counties	62	63	66	38	8	237	6%
Maine Drug Enforcement	6	4	5	13	1	29	1%
Probation and Parole	5	4	9	7	1	26	1%
Maine Warden Service	2	6	3	6		17	0%
Federal Agency	0	0	12	4	1	17	0%
Unknown	47	34	105	72	31	289	7%
Total	769	810	1010	1042	231	3862	100%

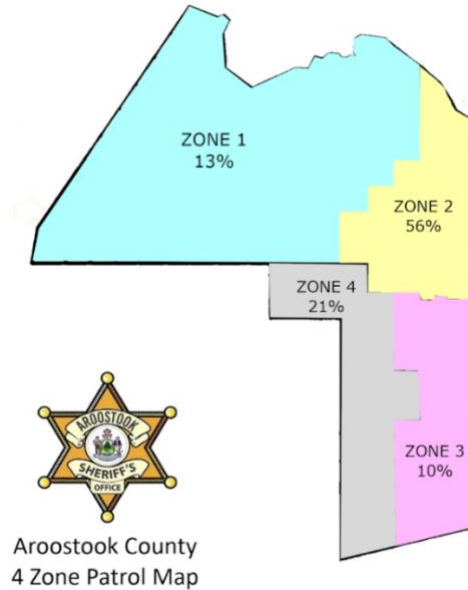
TABLE 10. AROOSTOOK COUNTY SHERIFF'S OFFICE ARRESTS BY ZONE, 2022 – 2025

ACSO Arrests (Not Necessarily Jail Bookings)	2022	2023	2024
Zone 1 (Northern Aroostook)	99	77	51
Zone 2 (Central Aroostook)	113	95	111
Zone 3 (Southeast Aroostook)	102	131	89
Zone 4 (Southwest Aroostook)	34	73	50
Unknown	14	10	8
TOTALS	362	386	309

Moreover, because the Aroostook County Sheriff's Office is a countywide entity, we needed to acquire more specific arrest location information to be able to ascertain the levels of arrests in the various regions

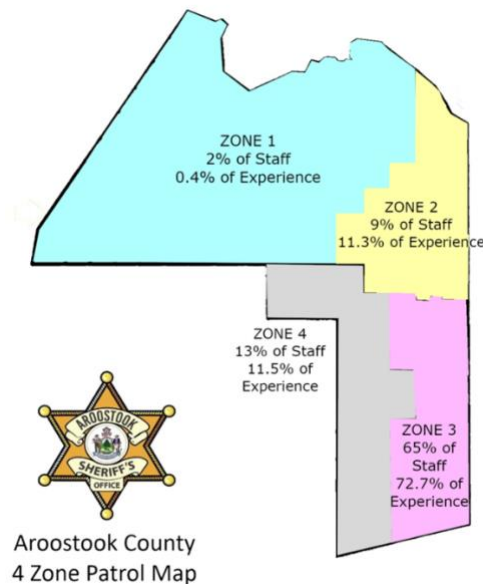
of the county as a whole. Table 10 presents the ACSO's arrest numbers for 2022 through the end of 2024. Taken together, the data from Tables 9 and 10 were used to develop Figure 21 below which shows the numerical breakdown of arrests/bookings in the county using the ACSO 4-zone map as a framework. Over two-thirds of the arrests in Aroostook County between 2022 and 2025 took place in the northern half of the county.

FIGURE 21. AROOSTOOK COUNTY ARREST PROPORTIONS BY COUNTY ZONE, 2022 – 2025



The jail facility location question is not fully defined by the location of arrests. In addition, the residential locations of the people who work in the facility were acquired and plotted on the same 4-zone patrol map (Figure 22). In this case, we see a reverse of the arrest pattern, with proportionally more staff located toward the southern end of the county

FIGURE 22. AROOSTOOK COUNTY STAFF LOCATIONS/EXPERIENCE LEVELS BY COUNTY ZONE, 2025



JAIL POPULATION FORECASTS

Strictly speaking, any jail population forecast is not a prediction of what will happen in the future. Justice Planners does not have a crystal ball that tells us the future. Rather, our primary jail forecast is a description of a possible future if nothing changes from how things are done in the present. As such, we will present the results of multiple jail population forecast models that were built to develop an array of Aroostook County Jail population outcomes through the year 2050.

Background and Methodology

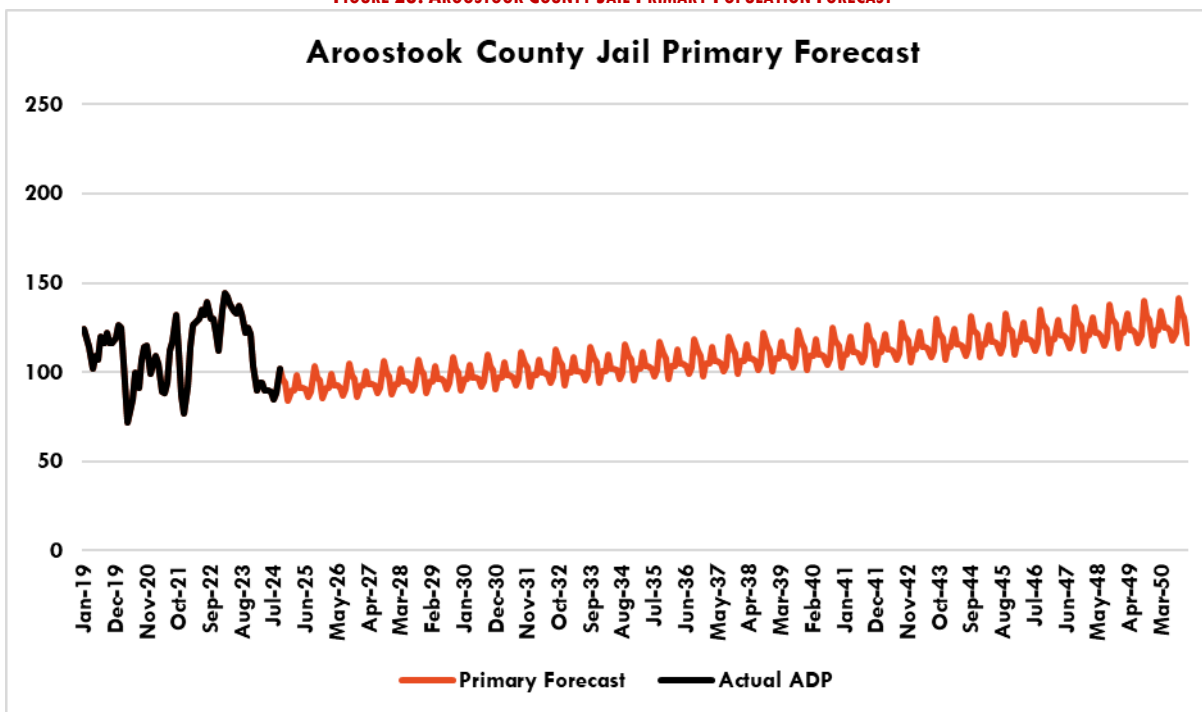
The best predictor of any trend's future levels is the history of that trend. A jail's population time series trend is no different. However, because of the existence of unforeseen circumstances, it should be noted that the precision of forecasts of all kinds diminishes the further into the future one projects. All forecasts are only as good as what was known when the forecast was produced. The long-term accuracy of correctional population forecasting is heavily impacted by changes in public policy, law enforcement strategies, socioeconomic factors, and a host of other influences. Statistically speaking, correctional population forecasts by their very nature assume that the primary at the time the forecast is produced remains in place for the duration of the forecast. The margin of error for these forecasts is essentially plus or minus 10% by the year 2050.

In terms of actual forecast development methodologies, there are multiple methods for building statistical forecasts. The forecasting technique developed from Box and Jenkins' Autoregressive Integrated Moving Averages (ARIMA) approach is one of the best options. To that extent, a series of ARIMA forecasts of jail population variables were employed in this study. ARIMA is generally used in time series forecasting situations primarily because of its ability to avoid the built-in errors of other forecasting techniques. ARIMA approaches are designed to estimate, diagnose, and control autoregression problems. In addition, because ARIMA examines the past behaviors of a given trend, this approach can forecast multiple time points into the future. Moreover, ARIMA approaches allow the statistician to account for seasonal fluctuations in data as well as smooth out random fluctuations.

Primary Average Daily Population Forecast

Many ADP forecast models were built that utilized bookings, ALOS, the Aroostook County free-world population, and the prior history of the ADP trend. The forecast model that performed the best on diagnostic measures of how well it fit the data called for an increasing seasonal trend going into the future at a level of about 126 detainees being held on average per day in 2050. Figure 23 represents the forecast. The black line depicts the actual ADP going back to 2019, while the red line constitutes the projected population trend to 2050. The forecast trend is seasonal, with distinct peaks and valleys occurring each year. It must be stated very clearly that this forecast assumes that nothing changes in the criminal justice system or in the societal/public policy landscape for Aroostook County over time. Changes in key stakeholder offices or shifts in public policy priorities could very well cause this forecast to over or underestimate the 'true' size of the population over time.

FIGURE 23. AROOSTOOK COUNTY JAIL PRIMARY POPULATION FORECAST



Conversion of Average Daily Population Forecast Into the Needed Number of Beds

The forecast effort provides a starting point for the determination of the jail's future population. However, the forecast simply reflects only an average and as such it must be increased by two factors to arrive at the number of needed beds:

1. Peaking factor - to reflect the daily and seasonal variations in jail occupancy and to accommodate the temporary closure of beds due to the need for maintenance, and,
2. Classification factor - to adjust for the requirement to separate detainees as needed based on gender, security requirements, treatment needs, etc.

For the peaking factor calculation, we took the average of the top 5% highest reconstructed population days between January 2022 and March 2025 and compared those numbers to the ADP. The jail's daily population fluctuations were such that one could expect the highest population during any day to be 18.4% greater for females and 8% larger for males than the ADP.

In addition, not all detention beds are always available for use by every detainee. For instance, a vacant bed in a female unit cannot be filled with a male detainee, a maximum-security detainee cannot be placed in a vacant bed in a minimum-security setting, etc. A classification factor is, in effect, an acknowledgement of this reality. To include this factor, we used a commonly accepted standard of 15% for our estimations.

The peaking and classification factors are added to the ADP to complete the actual number of needed beds. Table 11 shows the bed need calculations for the population. Thus, the projected ADP for 2050 of 126 requires 158 beds to operate a safe and secure facility.

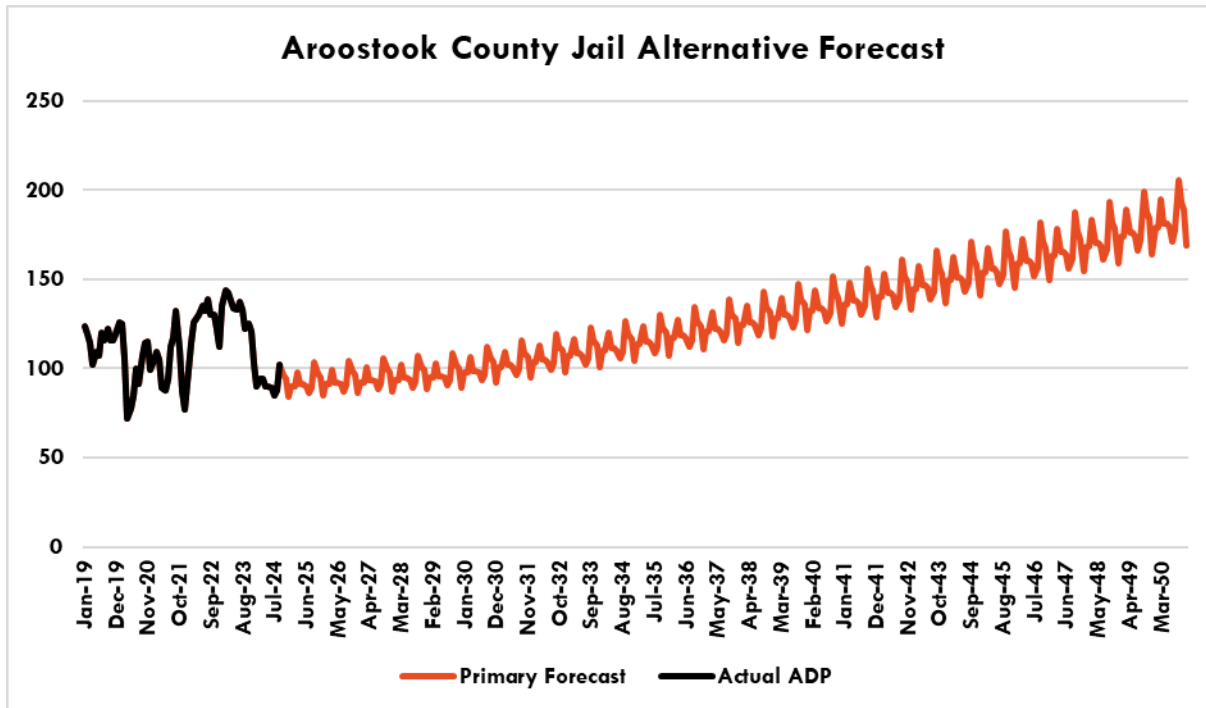
TABLE 11. PRIMARY ADP FORECAST BED NEED CALCULATION

	Females				Males				Total ADP	Total Bed Need
	ADP	Peaking (18.4%)	Classification (15%)	Bed Need	ADP	Peaking (8%)	Classification (15%)	Bed Need		
2030	13	2	2	17	86	7	13	105	98	122
2035	15	3	2	20	90	7	13	111	105	130
2040	17	3	3	23	95	8	14	116	111	139
2045	19	4	3	26	99	8	15	122	119	148
2050	22	4	3	29	104	8	16	128	126	158

Alternate Forecast

The above forecast is only one potential outcome amid a myriad of possible outcomes for Aroostook County. In addition, and of much more importance is this one simple fact: the table above represents the bed need if nothing changes in the system. It is unrealistic to pretend that nothing will change in criminal justice policy in Aroostook County during the next quarter century. Moreover, we do know from our interviews with local law enforcement that if the jail were to be located closer to the county’s population center that current arrest patterns would change. We therefore developed an estimated impact of moving the jail on bookings and produced a new forecast (Figure 24).

FIGURE 24. AROOSTOOK COUNTY JAIL PRIMARY POPULATION FORECAST



The alternative forecast assumes that relocating the jail to the north will result in a 45% increase in jail bookings. The same forecast approach was utilized as in the primary forecast. Thus, bookings are projected to be 4.4 per day rather than the current level of 2.3 per day and the forecasted level of 3 per day. The projected 2050 ADP is 183. Table 12 provides the same ADP to bed need translation. The projected 183 people would require 229 beds to maintain safety and security.

TABLE 12. ALTERNATE ADP FORECAST BED NEED CALCULATION

	Females				Males				Total ADP	Total Bed Need
	ADP	Peaking (18.4%)	Classification (15%)	Bed Need	ADP	Peaking (8%)	Classification (15%)	Bed Need		
2030	13	2	2	17	87	7	13	107	100	124
2035	16	3	2	22	100	8	15	123	116	145
2040	21	4	3	27	115	9	17	141	135	169
2045	26	5	4	34	132	11	20	162	158	196
2050	32	6	5	43	151	12	23	186	183	229

Knowing that there is significant uncertainty in how the future will play out, we wanted to demonstrate some ranges of possible population outcomes. To provide an indication of what may happen, we produced Figures 25 and 26 which explore several combinations of booking and ALOS levels. Figure 25 examines the population and bed need outcomes for 2050 if bookings were to go to 3 per day (the guidance of our primary forecast). The primary forecast has an assumption of a 42-day ALOS (slightly higher than the 2024 level of 36 days), and the resulting population and bed need columns for this forecast are outlined in light blue on the chart. Shifting ALOS higher than 42 days increases the size of the population and bed need. Meanwhile, reducing ALOS shrinks the population and bed need.

FIGURE 25. AROOSTOOK COUNTY JAIL ALTERNATE FORECAST AT 3.0 BOOKINGS PER DAY

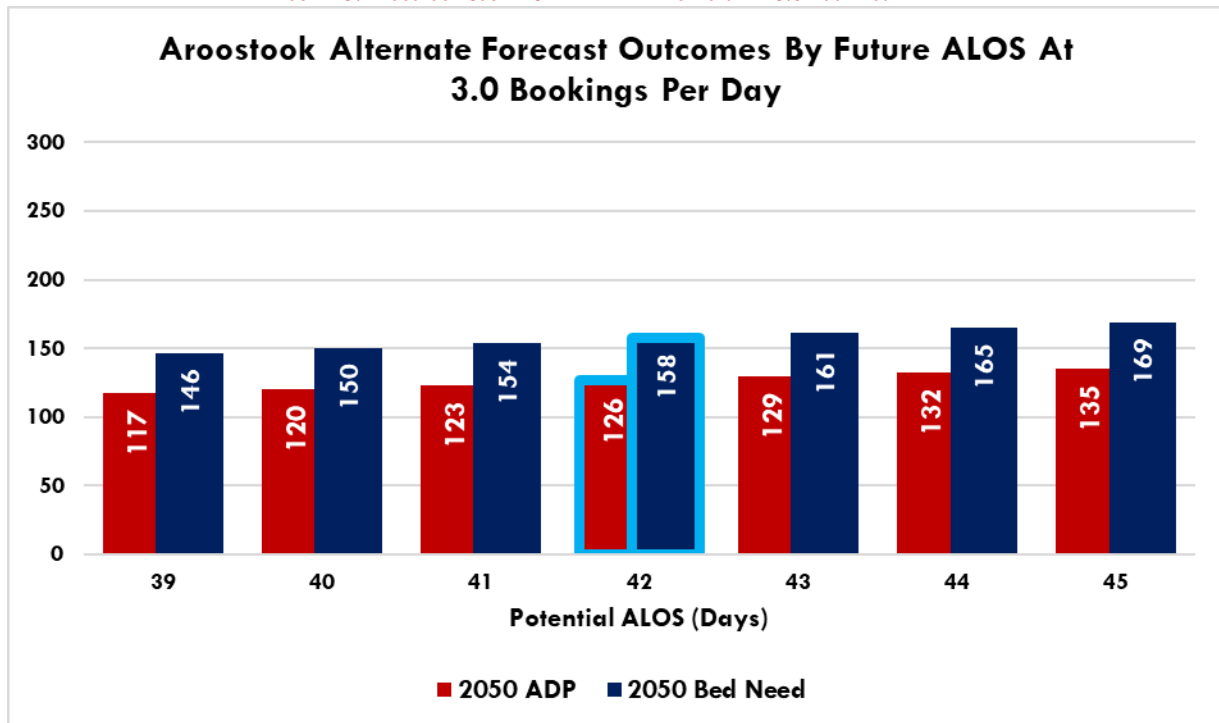
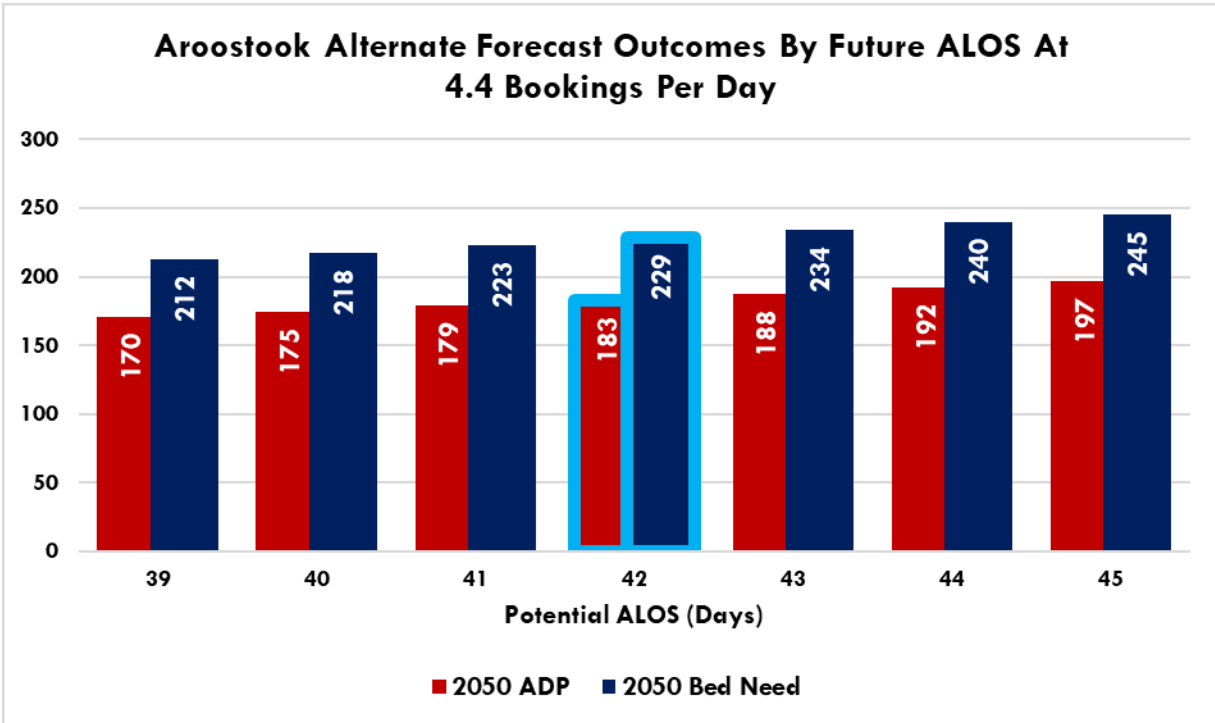


Figure 26 is structured the same way, but takes the booking level to 4.4 per day (the guidance of our alternative forecast). An ALOS increase above the projected 42 days will take the population higher. For instance, a 45-day ALOS will result in nearly 200 people being held on an average daily basis, requiring 245 beds. Naturally, a shorter ALOS drops the population and bed need requirements.

FIGURE 26. AROOSTOOK COUNTY JAIL PRIMARY POPULATION FORECAST



ESTIMATED SPACE AND STAFFING NEEDS

The construction of a new jail would afford the County the opportunity to purposely plan for the projected number of inmates, the types of inmates that would be housed and required services based upon their risks and needs, the desired operational philosophy, the desired housing unit sizes and configurations, and have program spaces that meets the cultural needs of all inmates. In short, the County can ensure that the jail reflects the values of the community. The location chosen for a new jail will have a direct impact on the size of the facility as detailed earlier in this report.

If a new jail were to be built in Houlton, the projected average daily inmate population is projected to be 126 by 2050. The total number of beds needed to properly house this population would be 158. However, if a new jail were to be built in the Presque Isle or Caribou area the projected population and bedspace need would be higher (229 beds to house an ADP of 183 inmates).

The size (square footage) and cost of a new detention center will be dependent on several factors. Some are driven by the operational philosophy of the detention center. A detention center that is focused strictly on incapacitation, just keeping bad people off the streets with little to no access to programs, will require less square footage. However, a detention center that is focused on therapeutic services, programming, and reentry will require more square footage.

Table 13 shows a preliminary estimate of the square footages that may be required for a 158-bed jail versus a 229-bed jail. These are high-level estimates for preliminary planning purposes and are not a substitute for a detailed programming effort to determine the accurate square footage needed for a new Aroostook County Jail. In both options, the core and support spaces remain the same. The only difference is in the square footage needed for housing.

TABLE 13. SQUARE FOOTAGE ESTIMATES

Aroostook County Jail Estimates	Beds	
	229	158
Public Lobby	761	761
Visitation	832	832
Administration	1,924	1,924
Staff Support	4,238	4,238
Security Administration	1,681	1,681
Admissions and Release	7,228	7,228
Health Services	4,904	4,904
Programs and Support	907	907
Food Service	6,205	6,205
Housing	67,057	47,301
Building Support	10,108	10,108
TOTAL GROSS SQUARE FEET	121,720	99,001

Similarly, the cost estimates shown in Table 14 are high-level estimates for preliminary planning purposes and are not a substitute for a detailed programming and cost estimation effort. In many parts of the United States, the costs for new jail construction are around \$800 per square foot plus soft costs.

TABLE 14. PROJECT COST ESTIMATES

Aroostook County Jail Estimates	Beds	
	229	158
Department Name		
Total Gross Square Feet	121,720	99,001
Estimated Cost per SF	\$800	\$800
Est. Construction Cost	\$97,375,974	\$79,200,730
Soft Costs (15%)	\$14,606,396	\$11,880,110
Total Estimated Cost	\$111,982,370	\$91,080,840

The estimated staffing that would be required to operate a new jail will vary depending upon the size of the facility. The difference is not big, likely by just three full time equivalent positions. This difference is due to the additional capacity, with the administrative and support staff remaining constant in either scenario. The staffing numbers estimated in Table 15 are based upon 12-hour shift. This is only a preliminary estimate, and the estimated staffing requirements should be revisited at each milestone step of the planning and design process.

TABLE 15. STAFFING ESTIMATES

Aroostook County Jail	Beds	
	229	158
Estimated Staffing Needs		
Jail Administrator	1	1
Shift Supervisor	4	4
Booking Sergeant	5	5
Correctional Officers	49	46
TOTAL SWORN STAFFING	59	56

The estimated staffing numbers shown are positions that would be needed for inmate supervision and to meet applicable jail standards. Although positions may be needed such as commissary officer, mail officer, supply/safety officer, and public lobby clerks may be needed to effectively operate a jail, they are not included in this analysis.

CONCLUSIONS AND RECOMMENDATIONS

There are several threats to the validity of our forecast assumptions, including increases in law enforcement staffing, unforeseen increases in arrests/detentions as a result of policy decisions, and further public policy efforts that restrict the availability of releases of pretrial individuals. Our study has attempted to minimize any surprise effects of such changes by providing likely outcomes with various booking and ALOS levels.

The project team was unsuccessful in its efforts to obtain even basic monthly case processing data from the courts. We sought line by line data that would have allowed us to calculate times between key events, or at least overall processing times between case filings and case dispositions. The case processing measure would have provided an additional predictor of our ALOS forecast. It also would have allowed us to provide some recommendations for perhaps speeding up the process or identifying potential roadblocks.

The research team recommends that the local criminal justice stakeholders implement rudimentary tracking of some key metrics, generally focusing on times between milestone court events. That tracking should spur action when necessary to maintain efficient processing. What gets measured gets managed—as long as the measurement is communicated to stakeholders.

The stakeholders in the Aroostook County criminal justice system are encouraged to organize a formal, intentional Criminal Justice Coordinating Committee (CJCC) to help solve problems as they arise and spur efficiency improvements as needed.

The CJCC should use the findings of this needs assessment to determine the best course of action in locating and sizing a replacement jail facility. A criminal justice planner should be retained to develop a detailed space (square footage) program that reflects the operational philosophy of the Sheriff and the community

